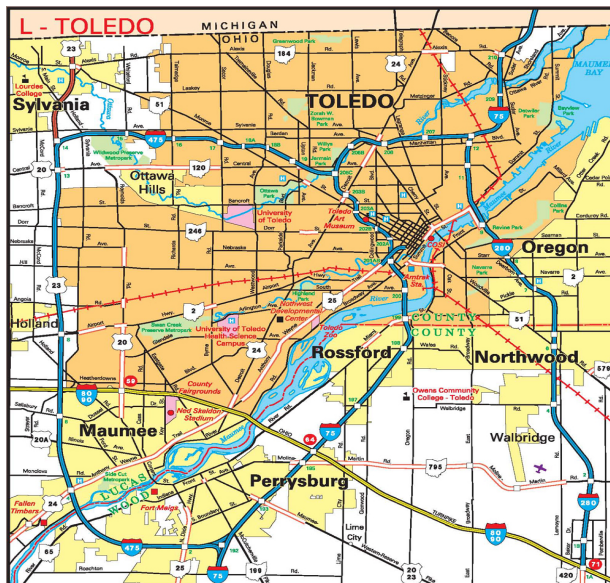




Toledo Fire & Rescue Department

2015 STRATEGIC PLAN





"Execution is the ability to mesh strategy with reality, align people with goals, and achieve the promised results."

— Larry Bossidy



Table of Contents

Organizational Background.....	4
Mission Statement.....	5
Vision Statement.....	6
Risk Policy.....	7
Community Driven Strategic Planning.....	8
Executive Summary.....	9
Strategic Goals.....	10
Objective 1.....	11
Objective 2.....	12
Objective 3.....	14
Objective 4.....	15
Objective 5.....	16
Objective 6.....	18
Objective 7.....	20
Objective 8.....	22
Objective 9.....	24
Objective 10.....	26
Objective 11.....	28
Objective 12.....	29
Objective 13.....	30
Objective 14.....	31



Objective 15.....	32
Objective 16.....	34
Objective 17.....	35
Objective 18.....	36
Objective 19.....	37
Objective 20.....	39

Organizational Background

The City of Toledo spans over 86 square miles and has 18 fire stations strategically located throughout the city protecting the city 24 hours a day, seven days a week. This protection includes fire and rescue services and basic and advance life support emergency medical services, including transport to local hospitals.

In these 18 fire stations ready to respond to any emergency, are 17 Engine companies, 3 Aerial Ladder trucks (2 more in standby), 2 heavy Squads, 5 life Squads (ALS), 10 Rescue Transports (BLS), 1 fire boat, and 5 Technical Rescue Units (Confined Space, Trench Rescue, Haz Mat, Urban Search and Rescue (USAR), and Water Rescue.

The Toledo Fire Haz-Mat, and Collapse Search & Rescue and Water Rescue units are considered regional resources and could respond anywhere in Northwest Ohio (18 counties) or Monroe County, Michigan. Mutual aid response with neighboring regional and other in-state communities is provided under automatic and multiple formal agreements including the five other largest cities in Ohio and the Ohio Air National Guard 180th Civil Engineering Squadron.

In addition to responding to more than 55,700 emergency calls for service in 2012, the TFRD administers numerous programs. These include local/state/federally mandated training, fire and life safety inspections (commercial and residential),



plan checks and reviews, and arson investigation. The TFRD also collaborates with many other fire protection agencies at the local, state, and federal levels.

TFRD Mission Statement

The mission of the Toledo Fire and Rescue Department is the protection of the community from fire and other emergencies through education, fire prevention code enforcement, emergency disaster planning, and the response of highly trained personnel.

To accomplish their mission, the Department remains focused on providing the citizens of Toledo with the best possible service. In order to maintain that focus, a clear direction must be given to Department members that can be followed over a set period of time. The Toledo Fire and Rescue Strategic Plan is designed to give that direction. To that end, the following plan was prepared to guide Toledo Fire and Rescue personnel. This strategic plan is designed to be a living document, one that is capable of changing if the need exists or if conditions warrant.



TFRD Vision Statement

WE VALUE HIGHLY

.... OUR EMPLOYEES. We support open communication, education, and the use of common sense in dealing with our firefighters. We support policies that encourage the mental and physical health of our employees. We value a safe working environment.

.... TEAMWORK. We recognize that none of us alone are as effective as we are together. We encourage all to work together, regardless of race, color, sex, or religion. The strength of family, both at home and in the workplace, is identified in our value system.

.... TRUST AND LOYALTY. It is through the honest interaction with those who come into contact with us that we can offer the greatest service.

.... EXCELLENCE. We value the perseverance and dedication of our employees in providing an efficient, orderly service to the citizens of Toledo.



. . . COMPASSION. The Toledo Department of Fire and Rescue Department must always show empathy for those whom we serve and understand their needs in time of crisis.

. . . HUMOR. We encourage good, appropriate humor. We support each other and encourage participation for the growth of all members. We must always remember that a fun experience is to be treasured.

Risk Policy

We will take great risk to save life.

We will take minimal risk to save property.

We will risk nothing for life or property that is already lost.



Community-Driven Strategic Planning

The department utilized input that was received from public meetings that were held on the budget and the new fire station construction to assist in developing a community-driven strategic plan. Additionally, the department launched a new website and a social media page that affords the community a venue to comment on the service that the department provides. The department also routinely sends crews to attend public education events and has annual smoke detector giveaways through the department's Fire Prevention Bureau.

The department's Bureau of Professional Standards receives all citizen concerns, complaints, and compliments. Every incident is investigated and followed up on, as necessary.



Recently, the TFRD put on a presentation for external stakeholders at a Toledo Rotary Club meeting, titled "This is Your Fire Department". There was a question and answer segment during the presentation, and there were fire personnel present that showcased the different types of apparatus utilized by the department.

The City of Toledo retained the Corporation for Effective Government (CEG) to review and evaluate the organizational structure and operations of the TFRD. This study reviewed and evaluated the following:

- Present operations including organizational structure, services provided and responsibilities.
- Effectiveness and efficiency of current methods of service delivery and identification of alternative methods of service delivery.
- Functions required by federal, state, and local mandates, court orders, and internal rules and regulations.
- Financial systems including budgeting and financial reporting processes, operational and internal controls, and overall effectiveness in supporting operations.
- Numerous personnel issues.

The information and recommendations gleaned from this study were incorporated into a strategic plan and helped shape the department into what it is today, a professional, effective, community-driven organization.

The department has held three recent external stakeholder meetings to hear input and concerns on fire station construction. The department is also present at city council meetings when there is a topic on the agenda that may generate questions or concerns from not only city council members, but members of the community as well.

The department recognizes the value of community input in developing this strategic plan.



Executive Summary

The following goals are the foundation for the Toledo Fire and Rescue Department's Five Year Strategic Plan. In preparation for the fire accreditation process through the Commission on Fire Accreditation International (CFAI), the department has completed a comprehensive self-assessment. As a result, a standards of cover and this strategic plan were developed which identify 9 strategic goals and 20 total objectives that relate to one of the goals. Each objective includes a detailed description, states the goal it relates to, bullet points the action items and then lists the anticipated outcomes. Additionally, the responsible bureau is identified as well as an anticipated cost and targeted completion date.

The planning process involved many members from throughout the department.

Labor-Management Relations - A significant change in 2012 was that the Local 92 Union President was offered a standing opportunity to address the Chief's Staff at the weekly Staff Meeting. Furthermore, the Chief proposed a labor management relationship that would encourage dialogue on significant problems. The department will continue to work on productive, professional relationships with the firefighters' union Local 92, and the battalion chiefs' union Local 3358.

Strategic Goals

The Toledo Fire and Rescue Department has identified the following strategic priorities:

Strategic Goal 1.0 It is the primary goal of the Toledo Fire and Rescue Department to reduce citizen risk from fire to the lowest possible level.

Strategic Goal 2.0 Reduce the rate of mortality and/or morbidity due to accident, illness, and/or other medical incidents within our community.

Strategic Goal 3.0 Develop and retain professional, prepared, and trained members to protect the community and respond to weather related rescue, hazardous material events, water rescues, and terrorism attacks.

Strategic Goal 4.0 Provide services to the community in a cost-effective manner.



Strategic Goal 5.0 Enhance the knowledge, skills and abilities, and health and safety of the men and woman who make up the Toledo Fire and Rescue Department.

Strategic Goal 6.0 Ensure capital assets through the Capital Improvement Program (C.I.P.) fulfill the needs of the Toledo Fire and Rescue Department and the citizens of Toledo.

Strategic Goal 7.0 Strengthen and reinforce a positive perception of the Toledo Fire and Rescue Department within the community.

Strategic Goal 8.0 Embrace diversity.

Strategic Goal 9.0 Work on regional cooperation, collaborations, and external relationships.

**Objective 1**Supports Strategic Goal 1, 2, 4,
5, 7, 9.

Year Written: 2010	Goal Deadline: 2013	Written By: Communications Bureau
------------------------------	-------------------------------	---

Assist Lucas County Emergency Services with selection and installation of a new Computer Aided Dispatch system.

Overview:

The current CAD system is more than twenty years old and has run its lifecycle. Funding has been set aside by Lucas Co. to purchase a new CAD system. TFRD will select a member to sit on the CAD subcommittee to evaluate, select, implement and program the new CAD system for TFRD dispatch. System will have new features such as AVL, real-time run recommendations and simultaneous dispatch of mutual aid resources, which can support regional fire dispatching. CAD project also includes new Mobile Data software for all response vehicles. Mobile Data Terminals will be tied directly to CAD.

Objectives:

- Write the RFP and open up the bid process by January 30th, 2010.
- Select a CAD vendor from submitted RFP's by May 28, 2010.
- Negotiate the terms for contract by July 15, 2010.
- Complete implementation and CAD system design by August 2010.
- Vendor installs CAD system September 2010 thru July, 2011
- Program CAD with TFRD business rules for dispatch, February - September 2011.
- Train dispatchers; call takers, and mobile client users March 2012 thru July 2012.
- Go Live switch to new CAD system in August 2012.

Impact on the Citizens of Toledo:

- The new CAD will have a significant effect on TFRD's response to emergencies. Shorter response times and the ability to send and request the best resource(s) to all types of emergencies, is tied directly to the care and treatment of the citizens of Toledo.

Cost: **\$7 Million**

Goal Tasked to: **Communications Bureau**

**Objective 2**

Supports Strategic Goal 4, 5, 9

Year Written: 2010	Goal Deadline: 2013	Written By: Communications Bureau
------------------------------	-------------------------------	---

Establish a countywide Fire & Emergency Medical Service, Records Management System (RMS).

Overview:

The Toledo Fire & Rescue Department, Lucas County EMS and all Fire Departments within Lucas County, do not have the ability to share information between agencies, operationally or administratively. An RMS would facilitate the use of common EMS and fire forms for required state reporting, share data, such as pre-plans, with any agency dispatched to an emergency within the county, and give a real-time accountability list for all individuals on duty. The RMS would track supplies, inventories, training, maintenance, station journals, yearly staffing and report Quality Assurance. The RMS would have a bi-directional interface with the new CAD system to share data. The implementation of this system would eliminate the use of paper reporting and reduce the number of personnel needed to transfer the paper report into the electronic State-reporting database.

Objectives:

- Propose and secure 2010 UASI funds, by September of 2010, for purchase of RMS.
- Write a Request for Proposal for the RMS, as an option in the Computer Aided Dispatch RFP. RFP should be available for bid by January 2010.
- Demo the products to see if they meet the requirements in the RFP, by April of 2010.
- Secure a unanimous vote from the Lucas County Fire Chiefs, to pursue a proposed RMS.
- Negotiate price and options with CAD vendor after selection and intent to award letter, by July 30, 2010.
- Assist with design and implementation of system, September 2010 through December 2011.
- Secure funding, \$225,000, for the purchase of computer tablets, for incident reporting at the scene. Tablets will be used to collect the data electronically, which will then be stored on a server. The collected information can then be sent to the hospitals during patient transport, to the BLS Transport billing company and to the State of Ohio for Fire and EMS reporting.
- Train TFRD personnel in the use of the system, beginning January 2012.
- Begin using RMS in April 2012.

**Impact on the Citizens of Toledo:**

- By directly assisting the fire departments in Lucas County with a state of the art RMS that distributes real-time data, all fire and EMS victims will benefit by receiving the best care possible. Data sharing will allow users to view pre-plans and hazard information, write reports, issue citations, distribute staffing resources, i.e. making all departments more efficient in their goal to save life and property.

Cost: **\$600,000 - \$800,000** in UASI funds to purchase system.
 \$225,000 from the City of Toledo to purchase the computer tablets.

Goal Tasked Communications Bureau
to:

**Objective 3**

Supports Strategic Goal 1.0

Year Written: 2012	Goal Deadline: Ongoing	Written By: Fire Prevention Bureau
------------------------------	----------------------------------	--

The Department will continue to ensure the construction and renovation of Fire safe buildings and ensure that buildings are brought up to fire code requirements.

Overview:

On July 5, 2008, the Toledo Fire and Rescue responded to the Hunters Ridge Apartment fire. The Apartment buildings were built in the 1970's. Possibly, due to breaches in attic fire separation by cable and electric services, the fire traveled through the attic space. The fire destroyed nine apartment buildings and damaged three others. The fire left about 200 homeless and caused six million dollars in losses.

Objectives:

- Apartment complexes get inspected between 2-5 years.
- The goal will be to inspect the attic spaces in the 50 largest apartment complexes during normal fire inspections
- The database of apartments that are inspected and the results of the attic inspection will be maintained.
- An ongoing evaluation of this program will be conducted with the inspectors.

Impact on the Citizens of Toledo:

- An inspection and repair of the fire separation in many apartment buildings could spare Toledo Citizens the same fate as the residents of the Hunters Ridge Apartment fire.
Citizens
Moving to large complexes can call the Toledo Fire Department and receive information on
The apartment and attic inspection.

Cost: None

Goal Tasked to: Fire Prevention Bureau

**Objective 4**

Supports Strategic Goal 6.0

Year Written: 2013	Goal Deadline: December 31, 2013	Written By: Operations Bureau
------------------------------	--	---

To develop and sustain a Building Maintenance program to repair and maintain our fire stations and fire department operated buildings.

Overview:

The Toledo Fire and Rescue Department has identified the need to take over repairs and maintenance of our fire stations and other fire department operated buildings. The TFRD has received two Local 7 members from the Department of Public Service, Facility and Fleet Operations. One member is a Building and Grounds worker, the other is a Trades Mechanic, and both will be used for the TFRD Building Maintenance program. The primary reason that the TFRD has chosen to develop this program is to be more financially responsible and timely when it comes to the repairs at our fire stations and buildings.

Objectives:

- Complete repairs at fire stations and fire department-operated buildings in a timely manner.
- Track work orders, repairs, and costs on a spreadsheet for data analysis.
- Maintain an adequate inventory of common replacement parts for routine building repairs.
- Develop a preventative maintenance program for overhead doors and expensive equipment such as furnaces, boilers, and other HVAC equipment
- This program will be monitored continuously and evaluated quarterly for problems and progress.

Impact on the Citizens of Toledo:

- The citizens of Toledo will benefit due to the general fund savings of this program being managed by the Toledo Fire and Rescue Department. By prioritizing repairs and diligence with our spending, the financial benefit of this program will be evident.

Cost: Initial start up costs includes the procurement of tools and parts for repairs TBD. There will also be a cost for Building Maintenance Worker's salary and benefits.

Goal Tasked to: Operations Bureau

**Objective 5**

Supports Strategic Goal 5.0

Year Written: 2012	Goal Deadline: December 31, 2013	Written By: Bureau of Professional Standards
------------------------------	--	--

Reduce the number of accidents for Toledo Fire and Rescue Apparatus by 20%**Overview:**

The Toledo Fire and Rescue Department strives to ensure that all apparatus are being operated in a safe manner. Accidents involving our apparatus can significantly affect our response time to potentially life threatening situations. These accidents can result in serious injury and even death to firefighters and citizens.

In 2011 our rigs were involved in 57 accidents. As of November 16, 2012, we have a total of 49 accidents. Our goal is to reduce this number by 20% in 2013; thus providing a safer environment for Firefighters and citizens alike.

Objectives:

- Review the current driving procedures to ensure that they are user friendly and support our objective; This review would be completed by the Training Bureau with input from Chief Santiago and The Bureau of Professional Standards.
- While still in the Fire Academy, increase the amount of time our recruits are trained in driving from three (3) days to a total of five (5) days. This would increase the time each recruit would have to actually drive TFRD apparatus on the streets of Toledo.
- With the guidance of the Training Bureau, have company officers provide drivers training on a monthly basis.
- Provide extensive training to all crews at a station where a new piece of apparatus goes into service. This would provide our crews an opportunity to get comfortable with the apparatus before they actually have to respond to an emergency.
- Take a comprehensive look at recent accidents and provide drivers training that will help reduce the same types of accidents. This would be done by the Bureau of Professional Standards in conjunction with the Training Bureau



Impact on the Citizens of Toledo:

- A 20% reduction in accidents involving Toledo Fire and Rescue vehicles would provide for a safer environment for all citizens of Toledo. It would allow for our rigs to respond to all emergencies in a safe but efficient manner.

Cost: No cost. Drivers training and the review of the procedures can be done during normally scheduled workdays. The Drivers Training would be done by Toledo Fire and Rescue personnel.

Goal Tasked to: Bureau of Professional Standards in conjunction with Training Bureau.

**Objective 6**

Supports Strategic Goal 5.0

Year Written: 2012	Goal Deadline: December 31, 2013	Written By: Training Bureau
------------------------------	--	---------------------------------------

The Toledo Fire & Rescue Training Bureau will implement the skills testing procedure for EMT Refresher training by October 1, 2013.

Overview:

The EMT refresher training program curricula approved by the State of Ohio now meets the National Registry for Emergency Medical Technicians (NREMT) policy. The current EMT must complete the State approved coursework to bring him/herself up to the approved standard. This is referred to as "Refresher Training." As a State of Ohio approved charter facility, the Toledo Fire and Rescue Training Bureau must abide by these codes and standards.

The textbook, AAOS Emergency Care and Transportation of the Sick and Injured will be used to provide information to Firefighter/EMTs. Each member is responsible for reading the proper material each month, and is required to take a test via computer program to assure that knowledge has been gained.

The didactic portion of the course work must be completed prior to skill testing. Each EMT must successfully complete each monthly segment of the course work before a certificate is issued to that individual.

The skill-testing portion of the Refresher Training must be conducted according to the guidelines established by NREMT.

Objectives:

- The Training Bureau will implement the skills testing procedure for all members who are EMT's.
- Appropriate detailing numbers for this project will be sent to the Deputy Chief of Training to be put on the training calendar.
- Topics, reading materials, skill sheets and other resources and will be posted as appropriate on Blackboard.
- Maintain appropriate records associated with the skill testing and tracking of individuals.
- Ongoing review of training needs.



Impact on the Citizens of Toledo:

- The impact of this training program to the citizens is direct. Through their continued training, and the gaining of skills and knowledge, our Firefighter/EMTs will provide the best possible service to the citizens as professional, prepared individuals.

Cost:

The cost associated with this project would be considered normal operating costs for the Training Bureau.

Goal Tasked to:

Training Bureau

**Objective 7**

Supports Strategic Goal 5.0

Year Written: 2012	Goal Deadline: December 31, 2013	Written By: Training Bureau
------------------------------	--	---------------------------------------

The Toledo Fire & Rescue Training Bureau will develop and implement the coursework required to meet State of Ohio EMT Refresher standards.

Overview:

The EMT refresher training program curricula approved by the State of Ohio now meets the National Registry for Emergency Medical Technicians (NREMT) policy. The current EMT must complete the State approved coursework to bring him/herself up to the approved standard. This is referred to as "refresher training." As a State of Ohio approved charter facility, the Toledo Fire and Rescue Training Bureau must abide by these codes and standards.

The textbook, AAOS Emergency Care and Transportation of the Sick and Injured will be used to provide information to Firefighter/EMTs. Each member is responsible for reading the proper material each month, and is required to take a test via computer program to assure that knowledge has been gained.

The didactic portion of the course work must be completed prior to skill testing. Each EMT must successfully complete each monthly segment of the course work before a certificate is issued to that individual.

Objectives:

- The Training Bureau will develop and implement the coursework required of Firefighter/EMTs to meet the standard.
- Topics, reading materials, resources and tests will be posted as appropriate on Blackboard.
- Maintain appropriate records associated with the training and tracking of individuals.
- Ongoing review of training needs.



Impact on the Citizens of Toledo:

- The impact of this training program to the citizens is direct. Through their continued training, and the gaining of skills and knowledge, our Firefighter/EMTs will provide the best possible service to the citizens as professional, prepared individuals.

Cost:

The cost associated with this project would be considered normal operating costs for the Training Bureau.

Goal Tasked to:

Training Bureau

**Objective 8**

Supports Strategic Goal 5.0

Year Written: 2012	Goal Deadline: December 31, 2013	Written By: Training Bureau
------------------------------	--	---------------------------------------

The Toledo Fire & Rescue Training Bureau will implement and conduct practice skill sessions for all department members who are Firefighter/EMT's.

Overview:

The EMT refresher training program curricula approved by the State of Ohio now meets the National Registry for Emergency Medical Technicians (NREMT) policy. In addition to completing the State approved course, the NREMT requires each member to pass the approved skills sessions. As a State of Ohio approved charter facility, the Toledo Fire and Training Bureau must abide by these codes and standards.

The didactic portion of the course work must be completed prior to skill testing. The textbook, AAOS Emergency Care and Transportation of the Sick and Injured will be used to provide information to Firefighter/EMT's. Each member is responsible for reading the proper material each month, and then will take a test via computer program to assure that knowledge has been gained.

To assist and prepare members for those skill sessions, the Training Bureau will implement and conduct practice sessions for specific skill sets as identified by the State of Ohio.

Objectives:

- A Training Bureau Instructor will implement and conduct practice skill sessions for all department members who are Firefighter/EMT's.
- Maintain appropriate records associated with the training and tracking of individuals.
- Maintain appropriate equipment as needed for skill sessions.
- Ongoing review of training and equipment needs.



Impact on the Citizens of Toledo:

- The impact of this training program to the citizens is direct. Through their continued training, our Firefighter/EMT's will provide the best possible service to the citizens as professional, prepared individuals.

Cost:

The cost associated with this project would be considered normal operating costs for the Training Bureau.

Goal Tasked to:

Training Bureau

**Objective 9**

Supports Strategic Goal 3.0

Year Written:	Goal Deadline:	Written By:
2012	December 31, 2013	Homeland Security/Special Operations Bureau

- 1. Develop a procedure by which TFRD HAZMAT can respond to and neutralize the by-products of a "One Pot" Methamphetamine (Meth) lab by December 31, 2013.**
- 2. Train one hundred (100) HazMat Technicians for response to a One Pot Meth Lab by December 31, 2013.**

Overview:

The illegal meth lab manufacturers typically produce methamphetamine using the precursors ephedrine hydrochloride (HCl), pseudo ephedrine HCl, and other essential chemicals. Most of the chemicals needed to produce methamphetamine are easily obtained or can be manufactured clandestinely. These chemicals present numerous hazards both during the production process and when they are discarded. There are two primary ways methamphetamine is manufactured in North Carolina. The red phosphorus ("Red P") method is most common in the western part of the state. This method is the reduction of ephedrine/pseudo ephedrine with hydriodic acid and red phosphorus. These labs have the following unique dangers; phosphine gas production, acid gas generation, acutely corrosive and toxic atmospheres, flammable and explosive atmospheres and oxygen deficient atmospheres. The Birch reduction (ammonia method), also known as the "Nazi" method or "sodium metal" method is predominant in the eastern part of the state. This method uses lithium metal and anhydrous ammonia in the reduction of ephedrine/pseudo ephedrine. These labs also come with a unique set of dangers; electroplating sodium metal from sodium hydroxide; sodium hydroxide may cause skin or lung irritation; a flammability and irritant toxicity hazard from concentrated ammonia atmospheres; the violent reaction of water with sodium or lithium metals; a flammable, explosive atmosphere; the acutely reactive metals used may create an acutely corrosive atmosphere. Lead and mercury were formerly important contaminants with older methamphetamine manufacture, but are less prevalent in current labs. The danger of chemical fires and explosions extends beyond methamphetamine manufacture. After producing the finished methamphetamine, clandestine lab workers are typically left with 5-6 pounds of hazardous waste for each pound of finished methamphetamine produced. Waste may consist of corrosives and flammables.

**Objectives:**

- In conjunction with Toledo Police, Ohio Attorney General Bureau of Criminal Investigation and Toledo Fire Special Operations Bureau, develop a procedure for responding to a One Pot Meth Lab.
- Ohio Attorney General Bureau of Criminal Investigation will provide One Pot Met Lab awareness training to a small cadre of instructors who will then train 100 hazmat technicians at the awareness level.
- Ohio Attorney General Bureau of Criminal Investigation will provide One Pot Met Lab technician level training to a small cadre of instructors who will then train 100 hazmat technicians at the technician level
- Class room facilities identified and course materials procured prior to course date(s)
- TFRD and neighboring HAZMAT technicians will be offered the course(s)
- Course(s) added to department's training calendar and the Lucas County Fire Chiefs' calendar
- Course(s) scheduled and completed by December 31, 2013

Impact on the Citizens of Toledo:

- Insures adequate numbers of Northwest Ohio HAZMAT Technicians are trained to respond to hazardous materials One Pot Meth Lab incident thereby helping to protect life and property.

Cost: Ohio Attorney General Bureau of Criminal Investigation will provided the training at no cost.

Goal Tasked to: Homeland Security/Special Operations Bureau

**Objective 10**

Supports Strategic Goal 3.0

Year Written: 2012	Goal Deadline: December 31, 2013	Written By: Homeland Security/Special Operations Bureau
------------------------------	--	---

Purchase hazardous materials equipment as provided for in FY2012 State Homeland Security Program (SHSP) award under "CBRNE/Hazmat Equipment Gap Closing" project.

Overview:

TFRD Special Operations Bureau staff working with Lucas County Emergency Management Administration (EMA) personnel applied for and received an \$118,750 FY2012 SHSP award to purchase hazardous materials equipment. The project award is for the purchase of one (1) Ahura TruDefender™ meter and one (1) Ahura FirstDefender™ meter.

The TruDefender™ meter uses infrared light to help identify an unknown substance. The FirstDefender™ uses Raman technology to identify an unknown substance. Raman is a form of vibrational spectroscopy that is known to exhibit excellent selectivity for the purposes identifying unknown chemical substances.

These meters will become part of our regional hazardous materials team's equipment cache. They are designed to operate in the hot zone.

Objectives:

- Provide Lucas County Purchasing with equipment specifications
- Draft City of Toledo ordinance language to accept transfer of equipment from Lucas County
- Train HAZMAT personnel on use of equipment
- Place equipment in our regional HAZMAT unit's cache
- Complete all objectives by July 30, 2013

**Impact on the Citizens of Toledo:**

- This equipment allows hazardous materials technicians to carry advanced technology into the hot zone to identify unknown substances much quicker and with a greater degree of accuracy than we are presently capable of doing. The quick and accurate identification of unknown substances allows the incident commander to formulate an effective action plan to help minimize or prevent loss of life and property damage.

Cost: **Cost covered with SHSP FY2012 funds**

Goal Tasked to: Homeland Security/Special Operations Bureau

**Objective 11**

Supports Strategic Goal 3.0

Year Written: 2012	Goal Deadline: December 31, 2013	Written By: Homeland Security/Special Operations Bureau
------------------------------	--	---

Purchase hazardous materials equipment as provided for in FY2012 State Homeland Security Program (SHSP) award under "CBRNE/Hazmat Equipment Sustainment" project.

Overview:

TFRD Special Operations Bureau staff working with Lucas County Emergency Management Administration (EMA) personnel applied for and received a \$38,000 FY2012 SHSP award to sustain existing hazardous materials equipment. The project award is for the purchase of calibration gas and sensors for meters presently in service (ITX four gas meters).

The meters require monthly calibration and sensors have a one to two year life expectancy.

Objectives:

- Provide Lucas County Purchasing with calibration gas and sensor specifications
- Maintain ITX calibration docking station (located at 2144 Monroe Street) with supply of calibration gas
- Facilitate the replacement sensors when necessary for our cache of ITX meters
- Continuous through December 31, 2013

Impact on the Citizens of Toledo:

- First responders have properly calibrated and functional sensors in ITX meters that are used to detect dangerous atmospheres such as high levels of carbon monoxide thereby helping to protect life.

Cost:**Cost covered with SHSP FY2012 funds****Goal Tasked to:**

Homeland Security/Special Operations Bureau

**Objective 12**

Supports Strategic Goal 3.0

Year Written: 2012	Goal Deadline: December 31, 2013	Written By: Homeland Security/Special Operations Bureau
------------------------------	--	---

Provide HazMat IQ First Responder Operations (FRO) training for fifty (50) to one hundred (100) Lucas and Wood County firefighters.

Overview:

Toledo Fire Rescue Department (TFRD) has developed a National Incident Management System (NIMS) Type II Hazardous Materials/CBRNE response capability. In order to augment and maintain this response capability we must provide hazardous materials training to first responders. Adequately trained first responders are critical to mitigating any incident. This is especially true for hazardous materials incidents. The HazMat IQ FRO training provides necessary information and easy to use methodology to identify unknown materials and access threats thereby providing accurate information to the responding hazardous materials team.

Objectives:

- Provide HazMat IQ FRO training for 50 to 100 firefighters in Lucas and Wood counties
- Allocate FY2010 MMRS funds for cost of training
- Identify training dates
- Register students for training
- Deliver and complete training by December 31, 2012

Impact on the Citizens of Toledo:

- Insures adequate numbers of Toledo firefighters are trained to respond to a hazardous materials incident thereby helping to protect life and property.

Cost:**Cost covered with MMRS FY2010 grant funds****Goal Tasked to:**

Homeland Security/Special Operations Bureau

**Objective 13**

Supports Strategic Goal 3.0

Year Written: 2012	Goal Deadline: December 31, 2013	Written By: Homeland Security/Special Operations Bureau
------------------------------	--	---

Provide HazMat Technician training for thirty (30) firefighters utilizing fiscal year 2012 State Homeland Security Grant (SHSG) funds by December 31, 2013.

Overview:

Toledo Fire Rescue Department (TFRD) has developed a National Incident Management System (NIMS) Type II Hazardous Materials/CBRNE response capability. TFRD Special Operations Bureau staff working with Lucas County Emergency Management Administration (EMA) personnel applied for and was awarded \$55,937 in FY2012 SHSG funds for hazardous materials training costs.

Objectives:

- Provide hazardous materials technician level training for thirty (30) TFRD members.
- Instructors have been identified (Mark Hertzfeld BC retired and David Fought BC retired)
- Class room facilities identified and course materials procured prior to course date(s)
- TFRD members assigned to course(s)
- Course(s) added to department's training calendar
- Course(s) scheduled and completed by December 31, 2013

Impact on the Citizens of Toledo:

- Insures adequate numbers of Toledo firefighters are trained to respond to a hazardous materials incident thereby helping to protect life and property.

Cost: FY2012 SHSG award of \$55,937 will pay for this training

Goal Tasked to: Homeland Security/Special Operations Bureau

**Objective 14**

Supports Strategic Goal 2.0

Year Written: 2012	Goal Deadline: December 31, 2013	Written By: EMS Bureau- Captain
------------------------------	--	---

Improve EMS Bureau HIPAA compliance.**Overview:**

HIPAA, which stands for the American Health Insurance Portability and Accountability Act of 1996, is a set of rules to be followed by doctors, hospitals, and other health care providers. HIPAA helps ensure that all medical records, medical billing, and patient accounts meet certain consistent standards with regard to documentation, handling and privacy. TFRD responds to over 40,000 EMS incidents per year. Currently, each of those incidents produces at least one 4-page patient care report (EMIR). These reports are medical records, which must be retained (stored) for 10 years and must meet HIPAA standards.

Objectives:

- The EMS Bureau will oversee storing and securing EMIRs to meet HIPAA standards.
- EMS Bureau personnel will participate in HIPAA training to understand HIPAA rules and standards.
- The EMS Bureau will appoint a HIPAA Compliance Officer to oversee HIPAA compliance and take measures necessary for the bureau to meet standards.

Impact on the Citizens of Toledo:

- Increases the confidence of citizens TFRD's medical report are secure and confidential.

Cost: Training of EMS Bureau personnel and items to secure patient medical reports.

Goal Tasked to: EMS Bureau

**Objective 15**

Supports Strategic Goal 3.0

Year Written: 2012	Goal Deadline: December 31, 2013	Written By: Homeland Security/Special Operations Bureau
------------------------------	--	--

Provide Hazardous Materials Officer and Hazardous Materials Safety Officer training for twenty five (25) hazardous materials technician certified fire officers utilizing fiscal year 2012 State Homeland Security Funds.

Overview:

NFPA 472 Standard for Competence of Responders to Hazardous Materials/Weapons of Mass (WMD) Destruction Incidents addresses Hazardous Materials Officer (HMO) and Hazardous Materials Safety Officer (HMSO) positions. HMO is responsible for directing and coordinating all operations involving hazardous materials/WMD as assigned by the incident commander. HMSO works within an incident management system (IMS) to ensure the hazardous materials/WMD safe practices are followed at hazardous materials/WMD incidents.

Metropolitan Medical Response System (MMRS) FY2010 funds have been budgeted for education and training. A portion of these funds will be set aside to conduct HMO/HMSO training for twenty five (25) hazardous materials technicians.

**Objectives:**

- Provide HMO/HMSO training for 25 hazardous material technicians.
- Instructors have been identified (Mark Hertzfeld BC retired and David Fought BC retired)
- Identified classroom facilities
- Obtain course materials prior to course date(s)
- Identify members to receive training
- Create course schedule(s)
- Course schedule(s) added to department's training calendar
- Course(s) scheduled and completed by December 31, 2012

Impact on the Citizens of Toledo:

- Insures adequate numbers of officers responding to hazardous materials/WMD incidents are qualified to fill HMO and HMSO positions thereby helping to protect life and minimize property loss.

Cost:

Fiscal Year 2010 MMRS funds will be used to pay instructor and material costs. The cost to administer these funds, schedule training, etc. is included in department budgets through staffing of the Homeland Security/Special Operations Bureau.

Goal Tasked to:

Homeland Security/Special Operations Bureau

**Objective 16**

Supports Strategic Goal 5.0

Year Written: 2012	Goal Deadline: December 31, 2013	Written By: Bureau of Professional Standards
------------------------------	--	--

Train 10 members to become Medics on Bikes (MOB) certified.**Overview:**

Medics on Bikes (MOB) personnel are used during special events where large crowds may gather. They are extremely useful in quickly getting medical care to a patient who may be located in an area that would be difficult for Fire Apparatus to get to. A MOB team usually consists of a Paramedic and an EMT- Basic. They carry medical equipment, which includes oxygen, first aid equipment, and an AED.

Objectives:

- Train 10 members to become Medics on Bikes (MOB) by December 31, 2013

Impact on the Citizens of Toledo:

- Training 10 members to become MOB certified will ensure that a sufficient number of adequately trained personnel are available to respond and mitigate emergencies during special events.

Cost: \$500. This cost will include hiring a certified instructor who can train our Paramedics and EMT's on how to safely maneuver a bike while carrying medical equipment.

Goal Tasked to: Bureau of Professional Standards in conjunction with the Training Bureau.

**Objective 17**

Supports Strategic Goal 1.0& 6.0

Year Written: 2012	Goal Deadline: Ongoing	Written By: Fire Prevention Bureau
------------------------------	----------------------------------	--

Enhance Fire Department Pre Plan Program.**Overview:**

The Toledo Fire and Rescue Department has maintained a list of approximately 541 buildings in its preplan inventory. Many of these buildings have not been preplanned within the last five years. Some are nonexistent. Pre-fire planning is critical to safe and efficient fire ground operations, particularly at industrial and manufacturing occupancies. Individual fire units do pre-fire planning every Thursday, except for inclement weather days as described in the contract.

With the new ETI computer system, premise history information will be downloaded for all existing buildings, and a new updated pre plan inventory created. Premise History information entered into the system by Fire Safety Inspectors during the course of their inspections. Line crews will complete a premise history form, and submit it to the Fire Prevention Bureau for input to the system when a preplan is done on a building that does not yet have a premise history. All information will be immediately accessible once it is downloaded into the system.

Objectives:

- Provide up to date premise history for all buildings in the City of Toledo that meet the guidelines for selecting pre-fire sites.
- Premise history updates will be approved by the Deputy Chief of Fire Prevention Bureau
- Utilize "The Fire Zone" software program to add property diagram to premise history
-
-

Impact on the Citizens of Toledo:

- Citizens can be assured that the TFRD is evaluating and preparing for the properties that potentially could have a large loss of life, present economic loss to the city of Toledo, or would be an unacceptable risk to Toledo Firefighters.

Cost: No Cost

Goal Tasked to: Fire Prevention Bureau

**Objective 18**

Supports Strategic Goal 1.0

Year Written:	Goal Deadline:	Written By:
2012	January 31, 2014	Fire Prevention Bureau

The Toledo Fire Department will conduct and complete a Composite Risk Management (CRM) in 2013 for the City of Toledo (Ottawa Hills?).

Overview:

The TFD operates in a challenging environment with identified / unidentified risk and hazards. These risk and hazards have a potential to injure and kill citizens and firefighters, damage or destroy commercial and residential property. Assigned Bureau Heads will compare identified hazards and risks based on the 2008 risk assessment and current data to current standards. Reevaluate the past process and establish a current Composite Risk Assessment if necessary.

Objectives:

FPB and Bureau Heads determine if a new CRM process is needed by Jan 25, 2013

FPB and Bureau Heads establish CRM process by Feb 8, 2013

70% of Line Officers trained in risk assessment process by Feb 15, 2013

80% of identified sites assigned to fire districts by Feb 18, 2013

100% completion of CRM by July 30th, 2013

Impact on the Citizens of Toledo:

The CRM will enable Bureau Department Heads to allocate resources and equipment based on continued analysis of data. The CRM will provide firefighters with current information about high risk and hazards sites expanding efforts to protect citizens and City of Toledo interests.

Cost:

Goal Tasked to: Fire Prevention Bureau

**Objective 19**

Supports Strategic Goal 1.0 & 7.0

Year Written: 2012	Goal Deadline: Ongoing	Written By: Fire Prevention Bureau
------------------------------	----------------------------------	--

To insure working smoke alarms are installed in all occupied residential homes within the City of Toledo, per Toledo Municipal Code.

Overview:

The Toledo Fire and Rescue Department strives to prevent death or serious injuries due to fires, by providing families with smoke alarms. Homes with children, low-income families and senior citizens are often lacking smoke alarms, a basic unit of safety. The Toledo Department of Fire and Rescue has had a smoke alarm distribution program since 1995. In the early years few smoke alarms were given out, less than 200 in 1996 and 1997. The program has improved and in the last few years from 2005 through 2012, over 25,000 smoke alarms have been given out free of charge to the citizens of Toledo.

According to the NFPA, smoke alarms play a vital role in reducing deaths and injuries from fire and have contributed to the almost 50% decrease in fire deaths since the late 1970s. More than one third (38%) of home fire deaths resulted from fires in which no smoke alarms were present at all.

TMC 1301.11 requires smoke alarms in all new and existing residential structures in the City of Toledo. In one; two and three-family dwellings, a minimum of one smoke alarm must be installed on each level of the structure. In addition, at least one smoke alarm is required in each sleeping area.

Objectives:

- Continued analysis and/ study of data to evaluate actual coverage.
- . Provide Toledo citizens with free smoke alarms.
- Distribute a minimum of 1000 smoke alarms to the public in 2013.
- We will expand our efforts to establish both public and private partnerships in the community.
- This is an on-going project that remains a yearly focus of the Department.



Impact on the Citizens of Toledo:

- Citizens of Toledo, especially homes with children and/or low-income families will be better protected within the City of Toledo. The fire death rate in homes with working smoke alarms is 51% less than the rate for homes without this protection.

Cost: No Cost. Smoke Alarms are purchased from various funds, grants and/or donations.

Goal Tasked to: Fire Prevention Bureau

**Objective 20**

Supports Strategic Goal 1.0&4.0

Year Written: 2012	Goal Deadline: December 31, 2013	Written By: Fire Prevention Bureau
------------------------------	--	--

Implement tablet based real time fire inspection reporting**Overview:**

The Toledo Fire Department Fire Prevention Bureau presently employs 6 full time fire inspectors that are charged with the inspection of businesses, schools, and multi family apartment complexes within the jurisdictional boundaries of the City of Toledo. The computer system that is being used at this time requires inspectors to print out forms (400-11) for each inspection scheduled for the day, and then handwrite any violations found during the course of their inspection on the pre-printed form. Inspectors return prior to the end of their shift and input all of the inspection data into the computer system.

Beginning in January 2013, The Toledo Fire Department will convert from the Crystal Vision software program to the ETI software. The new software will provide the inspector with the capability of downloading real time premise history information, as well as hazardous conditions at the same time a fire safety inspection is being conducted. This information can be used immediately by crews in the event of an emergency response.

As with any good software program, maximum benefits will be achieved when it is coupled with hardware that allows for the full potential of the program to be reached. Tablet based inspection reporting will do this. Along with the advantage of real time reporting, the efficiency of each inspector will be increased. This will allow for more time in the field conducting inspections, therefore generating more revenue per inspector on a daily basis. Line crews will benefit from the real time access to premises information as well as possible hazardous conditions.



Objectives:

- Identify hardware that is compatible with the ETI software system
- Purchase tablets as well as portable printers
- Increase the efficiency of each inspector by reducing the amount of time spent in the office
- Increase revenue generated by the FPB by increasing the number of daily inspections
- Provide real time premise information and identify the existence of hazardous conditions in order to reduce the risks of fire crews in the event of an emergency
- Implements the Action plan for Goal: **2009-01-4**

Impact on the Citizens of Toledo:

- Life safety hazards and High Risk properties are identified and reported in a more efficient manner, which provides an increase ability to save lives in the event of an emergency.

Cost: TBD

Goal Tasked to: Fire Prevention Bureau