



# Toledo Fire & Rescue Department

## 2014-2018 STRATEGIC PLAN





## **City of Toledo Elected Officials**



### **Mayor:**

Wade Kapszukiewicz

### **City Council:**

President of Council: Matt Cherry

District 1: Tyrone Riley

District 2: Matt Cherry

District 3: Peter Ujvagi

District 4: Yvonne Harper

District 5: Tom Waniewski

District 6: Chris Delaney

### **At-Large Council Members:**

Cecelia Adams

Gary Johnson

Nick Komives

Rob Ludeman

Sandy Spang

Larry Sykes

### **Mayor's Office Management Team:**

Chief of Staff: Katy Crosby

Deputy Chief of Staff: Abby Arnold

Deputy Chief of Staff: Karen Poore

Legislative Director: Gretchen DeBacker

## **Introduction**

Toledo Fire and Rescue Department (TFRD) provides the citizens of Toledo and the Village of Ottawa Hills with emergency medical services, fire suppression, technical rescue, hazardous materials mitigation, disaster preparedness planning and response, community risk reduction, fire investigation, fire prevention, and public education.

The Toledo Fire Haz-Mat, and Collapse Search & Rescue and Water Rescue Teams 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 (Cleveland, Columbus, Cincinnati, Dayton and Akron) in Ohio and the Ohio Air National Guard 180th Civil Engineering Squadron.

The Toledo Fire and Rescue Strategic Plan was written in agreement with the guiding principles as written in the Center for Public Safety Excellence (CPSE) Fire and Emergency Service Self-Assessment Manual (FESSAM) 9<sup>th</sup> Edition,. This strategic plan provides for short-term direction, sets goals and objectives, and builds a shared vision for the department.

The community-centered strategic plan utilized input that was received from citizens at public meetings and surveys<sup>i</sup>. Internal stakeholder input was received at open meetings and surveys<sup>ii</sup>. The input received set service priorities, established community expectations, and provided a SWOT (Strengths, Weakness, Opportunity, Threat) analysis. The developed goals and smart objectives set forth a continuous improvement plan that offers timelines and critical tas



# Toledo Fire and Rescue Department

## STRATEGIC PLAN

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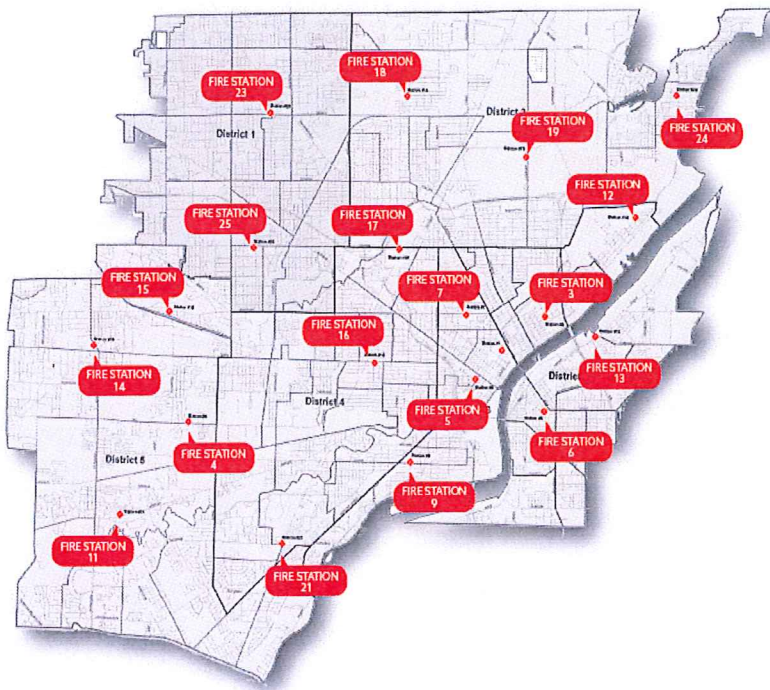


## Community and Organizational Background

Founded in 1833, Toledo is located in Lucas county Ohio. Rich in history, Toledo was originally a part of Michigan, until the conclusion of the Toledo War in 1837 when it became a part of Ohio. The city of Toledo spans over 86 square miles and is home of the Chrysler Jeep. Toledo has a strong history with the automotive industry and is home to several large manufacturing companies.



There are 19 fire stations strategically located throughout the city and the Village of Ottawa Hills.



In these 19 fire stations ready to respond to any emergency, are 18 Engines, 3 Aerial Ladder trucks (2 more in standby), 2 heavy Squads, 5 life Squads (ALS), 8 Rescue Transports (BLS), 1 fire boat, and 5 Technical Rescue Units (Confined Space, Trench Rescue, Haz Mat, Collapse Search and Rescue (CSAR), and Water Rescue.

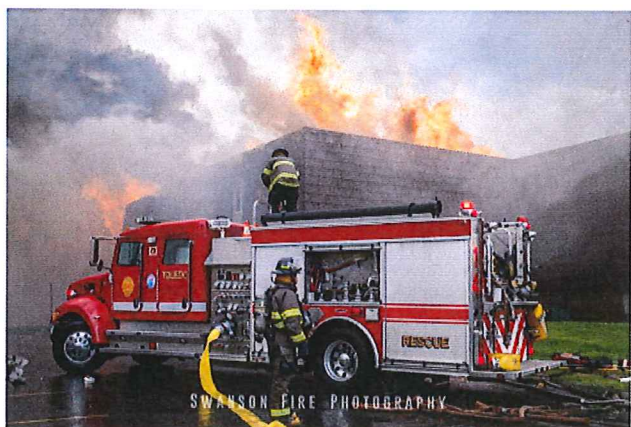




The Toledo Fire & Rescue Department was awarded a Class 1 rating by the Insurance Services Office (ISO). This significant achievement for our department and city is a direct result of the hard work and dedication of the men and women of our department and the continued commitment to reduce the loss of life and property through aggressive firefighting, fire prevention, public education, training, communications and emergency response efficiency. The Toledo Fire & Rescue Department is the only department in the State of Ohio that has been awarded both accreditation from the Center for Public Safety Excellence and the ISO Class 1 rating. Their findings resulted in an improvement from our previous ISO Class 3 rating. Only 241 out of over 48,000 communities nationwide have earned the ISO Class 1.

The Toledo Fire & Rescue Department is the only department in the State of Ohio that has been awarded both accreditation from the Center for Public Safety Excellence and the ISO Class 1 rating.

In 2017, the Toledo Fire and Rescue Department exceeded 60,000 runs for the first time in its history. During the year, the department responded to 60,662 incidents which created nearly 120,000 emergency responses. Nearly 88% of all incidents are emergency medical incidents. The men and women of the department have done a great job, as they serve the citizens and those that visit our great city with true professionalism and commitment. The level of service that we provide for the budget that we are given is a great “Bang for the Buck” for those we serve.





## **Department Bureau's**

**Support Services Bureau** – Budget preparation and monitoring, purchasing, payroll, scheduling, timekeeping, human resource activities, contracts and ordinances. This bureau works as the liaison with the City of Toledo Departments of Information & Communication Technology, Human Resources, Purchasing, Affirmative Action, Treasury, Budgeting and Accounts.

**Communications Bureau** – Receives calls and dispatches all emergency and non-emergency incidents for the department; coordinate communications between field operations personnel, administrative staff and outside agencies, other city emergency personnel, the airport and the National Weather Service; maintain a record of all radio communications for police and fire departments. The Radio Service Section repairs and maintains the 800 Mhz radio system and all radio communication equipment used by police, fire and public works.

**Emergency Medical Services Bureau (EMS)** –Monitor and assist in the EMT recertification for all members, coordinate with Lucas County personnel to staff city of Toledo paramedic response vehicles, maintain accreditation as an EMS training program, schedule and monitor attendance at mandatory paramedic continuing education, provide Q/A, Q/I for ALS and BLS response, order, distribute and maintain EMS supplies, review and recommend revisions to EMS protocols, acquire and maintain EMS records, maintain certification as an American Heart Training Center, review and revise BLS protocols, work with community agencies to secure appropriate care for 9-1-1 abusers, locate and acquire State and Federal EMS grants. This bureau acts as a liaison with the following community and governmental organizations and agencies: Lucas County EMS, Ohio Division of Public Safety, Toledo Parks and Recreation, Toledo Environmental Services, Toledo Human Resources, Toledo Public Schools, Boys and Girls Club, Juvenile Diabetes, Race for the Cure, City Athletic League, and area hospitals.

**Fleet Maintenance Bureau** - Responsible for the repair and maintenance of all department vehicles, apparatus, tools, and equipment; tests for safety, performance and reliability of all





department equipment; writes specifications and evaluates all new apparatus and equipment; distributes tools and equipment to all fire stations; maintains, distributes and inventories all safety clothing worn by the firefighters. Works hand-in-hand with the City of Toledo's Fleet Department on repair and maintenance fire vehicles.

**Field Operations Bureau** - Responds to over 60,000 incidents annually that include all fires, medical emergencies, technical rescue, hazardous material emergencies, water (dive) rescues, flooding emergencies and any homeland security concerns. Field operations monitors the fire ground for safety concerns; investigate and review firefighter injuries; and interacts with the City of Toledo departments of Law, Human Resources, and Police.

**Fire Prevention Bureau (FPB)** – Inspection of buildings, structures, and premises for fire hazards and the enforcement of the Fire Prevention Codes; distribution of smoke detectors; repository for all fire reports; fire investigation; public education of fire safety, especially with the young and elderly; reviews plans for new buildings and alterations to existing buildings for code compliance; part of the permit issuing process. Inspects buildings that require annual permits, educational and institutional (day care, nursing homes, hospitals) occupancies. This bureau interacts with the following city departments and governmental agencies: Building Inspection, Plan Commission, Water Department, Traffic Engineering, Health Department, Lucas County Building Regulations, State of Ohio Industrial Commission and Fire Marshal.

**Safety Bureau**- Responsible for keeping Toledo firefighters safe in the dynamic and ever evolving fire service through development and management of safety training for department personnel. The Safety Bureau has over 100 years of combined firefighting experience to help reduce injuries and protect the firefighters through training sessions that focus on high risk activity.

**Building Maintenance Bureau** – Enables the fire department to perform “in-house” maintenance and repair of the fire stations and facilities. Building maintenance is conducted in a systematic and planned manner by the department's Operations Bureau with the work of two civilian building trades employees. The department's building maintenance personnel conduct



minor repairs and preventative maintenance on equipment. Larger repairs are completed by utilizing outside vendors that are registered with the City of Toledo. Large projects such as carpet and station remodeling are addressed through Capital Improvement Funding.

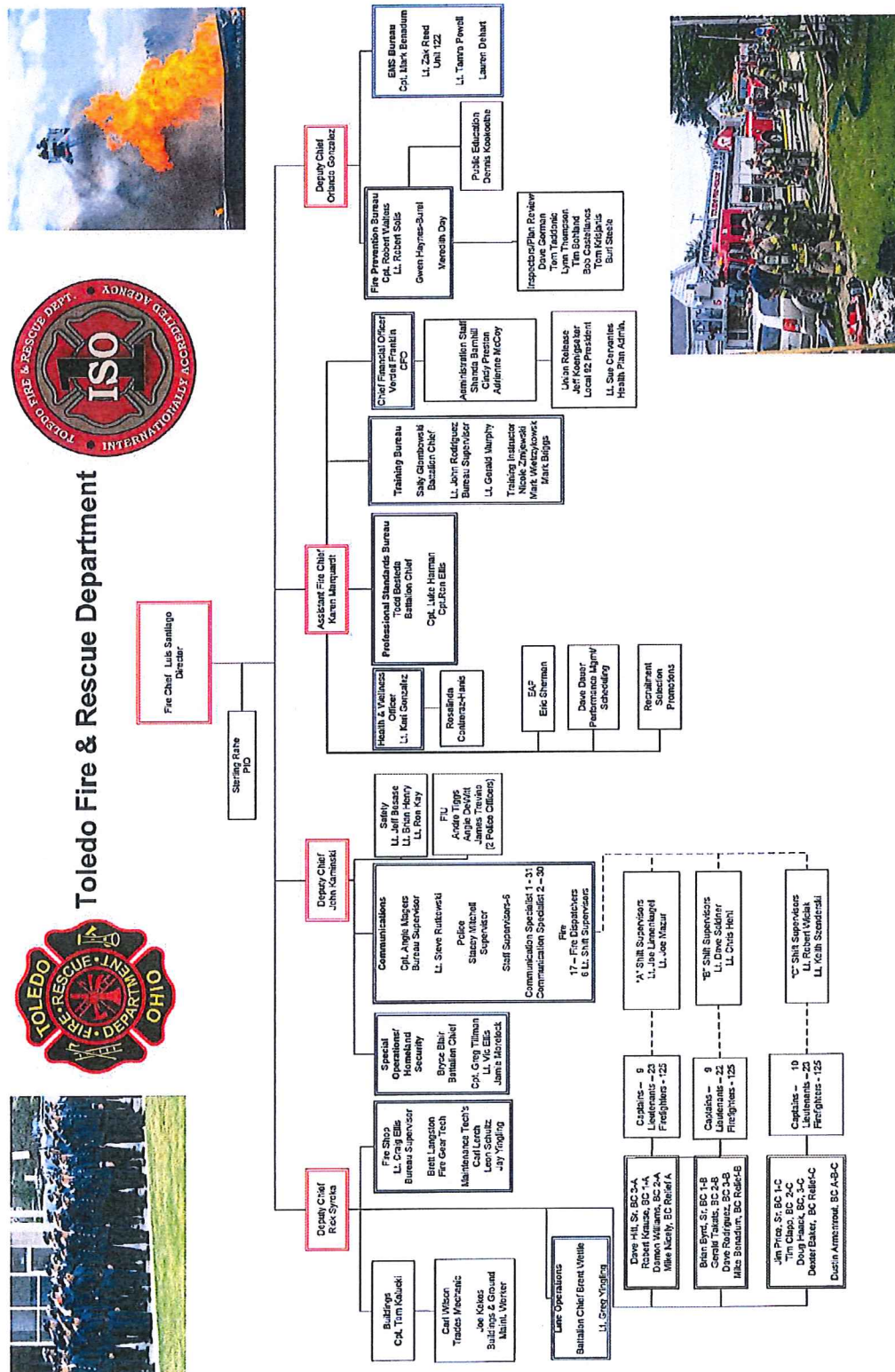
**Special Operations Bureau** – Responsible for the department’s preparedness and ability to recognize and respond appropriately to traditional and non-traditional threats within our community; oversees specialized training in hazardous materials, technical rescue, water rescue, dive rescue, and vehicle accident extrication; functions as regional coordinator of the Northwest Ohio Collapse Search and Rescue (CSAR); involved in the State Homeland Security Grant; and holds leadership positions with Ohio Medical Technical Advisory Committee, Ohio Haz Mat/Decon Technical Advisory Committee, Ohio CSAR Technical Advisory Committee. This bureau interacts with the Toledo Police Department, Ohio Emergency Management Agency (OEMA), Lucas County Emergency Management Agency (LCEMA) as well as nearly all of the top management of all city departments and city administration. The bureau also coordinates mutual aid agreements with 22 surrounding communities.

**Training Bureau** – Provides fire training for new recruits, coordinates and provides regular continuing fire training for all firefighters, provides re-entry training for firefighters who have been off work or away from regular fire duties for more than 6 months, provides initial and continued EMT-B training for all members of the department, provides refresher training for all EMT-B’s, provides CPR training for all members, develops and updates department training manuals, provides the department’s testing and evaluations of tools and equipment, and provides paramedic training for department personnel. This bureau works out of 3 training centers, one located across from the Toledo Express Airport and both University of Toledo Medical Center and Scott Park Campus’. They provide training on Self-Contained Breathing Apparatus (SCBA) with the sewer and police departments as well as the Lucas County Sheriff’s Office. The Training Bureau also interacts with the Ohio Fire Academy through the State Fire Marshal’s office.





## Organizational Structure





## Community-Driven Strategic Planning

What Is Strategic Planning? The Federal Consortium Benchmarking Study Team<sup>1</sup> found a number of definitions of strategic planning, but for the purposes of their study, strategic planning is defined by Goodstein, Nolan, & Pfeiffer as "a continuous and systematic process where the guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured."

*Strategic planning does not deal with future decisions. It deals with the futurity of present decisions. What we have to do today is to be ready for an uncertain tomorrow.*

Peter F. Drucker,  
Professor of Social Science  
and Management

To fully understand strategic planning, it is necessary to look at a few key words in the definition:

- Continuous refers to the view that strategic planning must be an ongoing process, not merely an event to produce a plan;
- Systematic recognizes that strategic planning must be a structured and deliberate effort, not something that happens on its own;
- Process recognizes that one of the benefits of strategic planning is to undertake thinking strategically about the future and how to get there, which is much more than production of a document (e.g., a strategic plan);
- Guiding members identifies not only senior corporate and business unit executives, but employees. (It also considers stakeholders and customers who may not make these decisions, but who affect the decisions being made.)
- Procedures and operations to achieve that future means the full spectrum of actions and activities from aligning the organization behind clear long-term goals to putting in place

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<sup>1</sup> Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*





organizational and personal incentives, allocating resources, and developing the workforce to achieve the desired outcomes; and

- How success is to be measured recognizes that strategic planning must use appropriate measures to determine whether the organization has achieved success.

The Federal Consortium Benchmarking Study Team report states "...strategic planning can be an opportunity to unify management, employees, stakeholders and customers through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how we will measure our progress and levels of success."

A "customer- driven organization" is defined as one that "maintains a focus on the needs and expectations, both spoken and unspoken, of customers, both present and future, in the creation and/or improvement of the product or service provided."<sup>2</sup>

The Toledo Fire and Rescue Department utilized input that was received from multiple venues. Public meetings were held at Toledo City Council to provide a general overview of the department and gain input. Surveys of citizens of Toledo and Ottawa Hills were utilized. 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.

The department provided presentations for external stakeholders at a Toledo Rotary Club, which has more than 400 Community Business Leaders and the Toledo Regional Chamber of Commerce. There was a question and answer segment during the presentation and input was received.

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<sup>2</sup> Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*



The City of Toledo retained the Thread Marketing Group and produced the Community Resource Task Force Report<sup>iii</sup> that documented the state of Toledo Today, identified challenges, and provided areas of focus.

As a member of the Community of Excellence Leadership Team, after engaging stakeholders, the public, and the 22<sup>nd</sup> Century Committee, the planning team determined areas of focus.<sup>iv</sup> The mission of Communities of Excellence 2026 is to “improve the quality of life for our nation’s residents by assisting communities in implementing the Baldrige-Based Communities of Excellence Framework.”

### **Envisioned Future**

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. A total refresh of this strategic plan will take place in 2018.







## Mission

Here are four essential questions Toledo Fire and Rescue's mission statement answers:

- Why Do We Exist?
- Where Are We Now?
- Where Do We Want To Be?
- How Do We Get There?

- What do we do?
- How do we do it?
- Whom do we do it for?
- What value are we bringing?

To accomplish our 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.

**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.**



## **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.

. . . . **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.

“Perfection is not attainable, but  
if we chase perfection we can  
catch excellence”  
Vince Lombardi





## Values

### WE VALUE HIGHLY

. . . . **PROFESSIONALISM.** Develop and maintain the competence, knowledge, and skills of professional firefighters as expected by the citizens of Toledo.

. . . . **EMBRACE DIVERSITY.** Commitment to unbiased treatment and elimination of discrimination in all its forms. Toledo Fire and Rescue will provide equal opportunity in recruitment, hiring, promotion, discipline, and training. Provides the citizens of Toledo with a Fire Department work force that is representative of the community.

. . . . **SAFETY.** We value a safe working environment. Toledo Fire and Rescue will establish procedures and policies, maintain a training, education, and professional development program with a goal of preventing occupational deaths, injuries, and illnesses. Safety is essential when riding in vehicles, at an incident, or in the station.

. . . . **TRUST.** Treat all members of Toledo Fire and Rescue in the same way and unbiased. Maintain the community's trust through professionalism, transparency, and public education. Respectfully respond to inquiries, requests and/or grievances of the citizens of the city and shall strive to solve all problems presented by citizens.

. . . . **COMMITTED TO EXCELLENCE.** Toledo Fire and Rescue Department will persistently look at exceeding the expectations of the citizens of Toledo and providing a citizen-centered base of service.

. . . . **QUALITY IMPROVEMENT.** The department will create a constant purpose toward improvement and look at better ways of doing the things we do. The department will examine past, current, and future service levels and internal performance and compare them to current research, industry best practices, and standards. Compare and benchmark Toledo Fire and Rescue Department to similar fire departments.



## 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.







## Critical Issues and Service Gaps

- Maintain strategically located personnel and equipment to satisfy an acceptable response force that meets the citizen's expectations, department goals, standards, and safety of our firefighters. With the continued increase of incidents within the City of Toledo, safety and department sustainability needs open, honest discussion. During the year, the department responded to 60,662 incidents which created nearly 120,000 emergency responses. The need for additional fire-rescue stations, additional resources, and/or the reallocation of existing resources needs to be part of the discussion. The increased numbers have an effect on:
  - Response time expected by Toledo citizens.
  - Reliability of apparatus which provide equal distribution of coverage to citizens of Toledo
  - Apparatus maintenance
  - Improved safety of department members and the quality care provided to citizens by reducing the number of incidents that a unit responds to annually. Units should not exceed the unit threshold of 3,500 unit responses per year (equivalent to about 10 calls daily)
- Enhance the knowledge, skills, abilities, health, and safety of the men and woman who make up the department.
- Develop and maintain a command officer/management development program to learn and improve their supervisor, management and leadership skills.
- Ensure capital assets fulfill the needs of the department and the citizens of Toledo. Continue ordering vehicles and apparatus per vehicle replacement criteria.
- Evaluate the facility needs for training. Presently the training staff is utilizing three locations, Airport Highway Training Facility, UTMC, and the Scott Park facility. Conversations should include the lack of a burn building and having a training facility within the city limits.





## **Events, Activities, & Key Accomplishments**

### **2017 Events, Activities, & Key Accomplishments:**

- Recruit Academy class 292 was sworn in and 30 new recruits started in December of 2017.
- Toledo Fire & Rescue Department was awarded a Class 1 rating by the Insurance Services Office (ISO). Their findings resulted in an improvement from our previous ISO Class 3 rating to a distinguished ISO Class 1 rating. In Ohio, only 3 fire departments are an ISO 1 and Toledo Fire & Rescue Department is the only fire department in the State of Ohio that has been awarded both ISO 1 and is accredited.
- Began development in partnership with Mercy Health to form our Community Paramedic (CP) program; part of Mobile Integrated Healthcare (MIH) and it will be one of the first in the State of Ohio and one of the most comprehensive programs in the country. The creation of the MIH program is a true pioneering effort and arguably the biggest addition/change to the department since EMS was implemented, decades ago.
- Electronic patient care reporting (ePCR) for our BLS transport service went live March 2017.
- Completed transition to new EMS billing company – AccuMed.
- The EMS Bureau civilianized the Quality Management (QM) position in 2017. This transition has enabled the EMS Bureau to improve its QM program to full-time status. Every EHR created receives a review for documentation accuracy, completeness, protocol adherence, appropriate treatment, and EKG interpretation including 12-lead EKGs, signatures.
- Pub Ed had 26,584 Life Safety contacts educated year to date.
- FPB conducted 2,514 inspections.
- TFD provided over 1,850 free smoke alarms to City of Toledo citizens.
- A smoke alarm tracking program was developed and put in to use to track every alarm given away.
- 47 structures were inspected and identified as Code Red hazards.
- Pub Ed was awarded a \$10,000.00 Junior Fire Marshal Program grant from The Hartford Insurance Company.
- Fire Investigation Unit arrested 41 individuals for arson related crimes.



**2016 Events, Activities, & Key Accomplishments:**

- Public Education Bureau made 23,470 life safety contacts in 2016 (44% increase).
- The Toledo Fire Investigative Unit combined forces and added a Toledo Police officer to the team.
- A total of 25 individuals have been arrested in 2016 for fire related crimes. ( 400% increase).
- 40 recruits who sat for the State Fire test passed their 240 exam. 100% of the 40 members who successfully completed the fire portion of their recruit academy passed their state exam on the first try.
- 22 recruits with prior EMT or paramedic certificates have begun working on the line as firefighters. 18 are currently in EMT class.
- Paramedic students had a 100% pass rate for National Registry practical and 27/28 paramedic students passed the written portion of National Registry.
- The training bureau has certified or updated all 545 members with CPR refresher or certification training.
- The Fire Department and the leadership of Toledo Firefighters Local 92 have been having open lines of communication since the start of the year.
- We have committed to having regular labor/relations and safety committee meetings.
- Local 92 President Jeff Koenigsecker has been in regular attendance at Chief Santiago's weekly staff meetings.
- Grievances are down from 2015 where 17 were filed. This is compared to 2016 where 10 have been filed to date.
- Finalized new contracts to upgrade fire reporting/building code enforcement and emergency run reporting.
- This will provide more efficiency in documentation, billing and data collection.

**2015 Events, Activities, & Key Accomplishments:**

- The opening on March 27, 2015 of new Fire Station 12. This is the first additional new station that was not a replacement station built in over 50 years.
- On May 1, 2015 an additional Life Squad (ALS) running out of Station 3 was added. This Life Squad will be staffed and in service in peak times from 0700 to 2200 hours with two Firefighter-Paramedics each tour. After 2200 hours Medic 3 will then go in service as a BLS unit staffed with 2 members from Station 3 using the normal station rotation. The extra staffing will come from moving Medic 24 to Station 3 and putting Medic 4 out of service. Medic 4 will stay in reserve status at Station 4.
- A recruit Class of 25 members was sworn in on May 29, 2015 and graduated on November 13th, 2015.
- Completed and accepted a new Collective Bargaining Agreement (CBA) with Local 92 Toledo Firefighters covering January 1, 2015 through December 31, 2017. A major change was the contractual minimum manning requirement moved from 103 to 107.
- The Local 2058 Communications Operator Supervisors contract was negotiated this year. Communication Staff personnel, including TPD's liaison Sgt. Mannebach, were involved in the negotiations.
- Ordered a thermal imaging camera (TIC) with each new fire apparatus in 2015 (8)
- Worked with Firefighters Local 92 Union in negotiations to increase manpower to 107 in 2015 and then increase minimum manning to 110 in 2017.
- Completed the final draft and submitted Toledo Fire and Rescue Department internal report, 528 Magnolia Street, Line of Duty Death internal report in July 2015. Distributed report and made available to all TFRD members.
- A 2-hour presentation on Magnolia fire was developed and presented to TFRD members.
- The Toledo Fire and Rescue Department has maintained their accreditation by the Commission on Fire Accreditation International at the Center for Public Safety Excellence after completing a required annual compliance report. This marks the first





annual review of the department, since Toledo Fire and Rescue Department received Accredited Agency status in 2014 with the Commission on Fire Accreditation International (CFAI) for meeting the criteria established through the CFAI's self-assessment and accreditation program.

- Received an award for excellence in dealing with the CAD deployment from APCO, Ohio Chapter.
- A City of Toledo School Emergency Radio Program agreement signed with Toledo Public Schools (TPS).
- TFRD staff was involved with the African American Male Wellness Walk.
- TFRD staff was involved with Eat Fresh & Live Well program.
- Fire Department Initiative started "Heart Safe Community Program."
- EMS Bureau assisted with many organizations in Lucas County to help produce the 2015-2018 Community Health Improvement Plans which were presented to the community by the Northwest Ohio Hospital Council on September 15, 2015.
  - To increase healthy weight status
  - Decrease chronic diseases
  - Decrease youth mental health issues and bullying
  - Decrease infant mortality
  - Increase school readiness
- 13,556 people educated by TFRD Public Educator.
- 1,607 Smoke detectors distributed free of charge to citizens of Toledo.
- Development of and Involvement in "Save the Beat" CPR Expo.
- Loan of CPR supplies to Friendship Baptist Church for CPR training.
- Assisted at a fundraiser for Monclova Township VFD member.
- Friends & Family CPR event.
- Safe-T-City participation.
- Transitional Fire Attack lecture at NOVFA convention and for Findlay Fire Department.



- Resource allocation Planning for UT Mock MVA event.
- Mercy Health College, presentation to EMT-P class.
- Proctored several NREMT-P practical sessions at Owens CC and UTMC.
- CPR recertification for nurses at UTMC.
- Replaced 3 retired inspectors with 3 new ones in 2015.
- Began collaboration with TPD by sharing resources to pursue arson cases. Moved the Fire Investigative Unit (FIU) to Toledo Police Headquarters on May 13, 2015.  
Additionally, sent two firefighters through the Toledo Police Academy and increased the number of investigators from 3 to 5. 1 police detective was added to bring the total investigators to 6.
- A new captain's position was added to the Operations Bureau Staff and placed a battalion chief in the EMS Bureau to assist in the daily operations.
- Criticall was setup to increase our ability to hire the right employees for 911 call takers and dispatchers.
- Major Purchases:
  - The purchase and delivery of 6 new Engines and 1 Truck
  - Engine 5 (915) Placed in service - Oct 1, 2015
  - Engine 12 (912) Placed in service – Oct 6, 2015
  - Engine 16 (916) Placed in service – Oct 6, 2015
  - Engine 17 (914) Placed in service – Oct 22, 2015
  - Engine 6 (918) Placed in service – Nov 2, 2015
  - Engine 23 (913) Placed in service – Nov 2, 2015
  - Truck 17 (917) Placed in service - Nov 5, 2015
  - Purchased 23 new APX 6000 portable radios.
  - Purchased a 2nd set of fire gear for all line personnel.
  - Purchased 9 Thermal Imaging Cameras (\$85,000).
  - Ordered 2 Rosenbauer fire engines with expected delivery in May of 2016
  - Upgraded all members face pieces (\$48,000) to comply with 2012 NFPA standards. This will greatly increase the protection of our face piece lenses from heat rating of 350 degrees to 500 degrees.





- Trained Fire Dispatch to use the Fire Pre Plan Flex viewer to provide hydrant location and water main size during real time fire incidents. This information is used by line crews and Incident Command.
- A Chief Officer now attends all Arson court proceedings.
- Directed all Chiefs that they will maintain a stationary Command Post in an effected vantage point once 360 is completed.
- Directed all Company Officers to not ride Medic Transports unless permission from DC of Operations or designee, keeping officer on engines.
- Communication and CAD Committee formed consisting of Local 92, Local 3382, and Staff.
  - Purpose and objectives of the CAD Committee:
  - Review all Communication and CAD Complaints.
  - Evaluate procedures and policies.
  - Evaluate new technologies.
  - Inform, provide feedback and educate member of TFRD.
  - Assess infrastructure?
  - Evaluate and analyze industry best practices
  - Evaluate Modeled Data vs. VisiCad
  - Review reports involving responses
  - Evaluate Communication Benchmark Times (Goals)
  - Analyze Communication Baseline Times
  - Evaluate reliability
- Standards of Cover (SOC) Committee formed consisting of Local 92, Local 3382, and Staff.
  - Purpose and objectives of the SOC Committee:
  - Construct a SOC document that is compliant with industry best practices as it relates to critical tasking, deployment analysis and risk assessment. The SOC document will help in guarantee a safe and effective response force for fire, EMS, technical rescues, Haz-Mat and water rescue incidents.
  - Review responses and evaluate reliability and baseline performance,
  - Analyze and Set Department Response Time Benchmarks,
  - Analyze/review NFPA 1710
  - Determine Critical Tasking
  - New City of Toledo Risk Assessment



- Goals and objectives published on the intranet, distributed to council and Mayor's office.
- Updated TFRD Goals and Objectives examined and modified for 2016.
- Quarterly process reports on goals and objectives, with percentage achieved, completed in January, April, July, and October.
- Program Appraisals were conducted in January of 2015. To determine the effectiveness of the Community Risk Reduction Program; Public Education Program; Fire Investigation Program; Fire Suppression Program; EMS Program; Technical Rescue Program; Hazardous Materials Program, and the Marine and Shipboard Rescue and Fire Fighting Programs.
- Implemented new out of service hydrant program to all fire stations. Development of O/S hydrants tracked on Flex view. Thereby, allowing Fire Dispatch to keep line crews informed with real time data. This provides pre-warning to line crews of Hydrants out of service hydrants in their district.
- Started tracking smoke detector distribution in the City Of Toledo on City Works.
- Began the implementation of Graphical Representation of Fire Pre Plans onto Mobile Data Terminals used by fire department line crews. Providing Incident Command accessible information on buildings that require Fire Pre Plans.



**2014 Events, Activities, & Key Accomplishments:**

- LODD – Passing of two Toledo Firefighters at Arson Fire January 2014.
- Hired and trained 13, 9-1-1 Call Takers for Toledo Emergency Communications.
- Drinking Water Crisis, which lasted several days. Activation of the EOC for 3 days, Water Distribution network established, Public and private resources were assembled to insure drinking water for the region.
- Completed department's BLS protocol revision.
- Passed Medicaid/Medicare random audit.
- Increased EMS Bureau community involvement in EMS prevention through the following events:
  - Eat Fresh, Live Well Program
  - African American Male Wellness Walk
  - One Million Healthy Step Program
  - Lucas County Community Health Assessment
- EMS Bureau personnel completed HIPAA training, completed first draft of HIPAA Policies and Procedures and completed HIPAA Risk Analysis for EMS Bureau / TFRD.
- GIS/Flexview Training and Development for all officers.
- 6 New Engines ordered for build with expected delivery August 2015.
- 1 New Platform Truck ordered for build with expected delivery August 2015.
- Successfully negotiated a new Collective Bargaining Agreement, with Local 92, using the Interest-Based Bargaining model.
- Class of 2013, 51 members trained, final graduation in February.
- Paramedic class (36 members) passed UTMC class 100%.



## Annual Response Review

	2013	2014	2015	2016	2017
Structure Fires	885	787	787	820	778
Vehicle Fires	333	322	308	299	299
Other Fires	569	470	351	379	547
TOTAL Fires	1787	1579	1446	1498	1624
Overpressure Rupture, Explosion, Overheat (with no fire)	40	26	18	18	23
Rescue Calls	9	12	6	9	0
Hazardous Condition	648	713	674	671	789
Service Calls	338	498	486	268	512
Good Intent Calls	1181	1225	1206	1003	1782
False Calls	2329	2610	2706	2932	2865
Severe Weather Calls	4	5	7	4	10
Other Situations	36	58	32	23	34
Total Fire Calls	4585	5147	5103	5133	6015
Total NFIRS completed	6372	6726	6581	6631	7639
EMS Runs	47458	48709	49496	53323	53023
<b>GRAND TOTAL</b>	<b>53,830</b>	<b>55,435</b>	<b>56,077</b>	<b>59,954</b>	<b>60,662</b>
FF Fire Scene Injuries	25	24	23	40	36
Civilian Fire Scene Injuries	39	32	13	28	23
Fire Deaths	4	5	3	4	7
\$\$ Loss \$\$	\$8,662,239	\$10,214,584	\$12,065,947	\$10,135,176	\$15,177,657
Smoke Alarms Distributed	1179	2011	2629	2098	1850





## **Department funding overview**

The Toledo Fire & Rescue Department budget supports nearly 650 full-time employees (FTEs). Labor costs constitute the largest portion of the department's budget at approximately 92% of the total.

### **Annual Budget History Breakdown:**

	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Actual</b>	<b>2016 Budget</b>	<b>2017 Proposed</b>
Base Salaries & Wages	35,011,191	39,385,628	40,940,368	41,655,335	42,159,320
Overtime	2,896,740	1,579,745	2,797,391	2,370,524	2,729,029
Severance	1,140,202	966,261	524,568	1,149,409	1,213,968
Pension	9,663,530	9,287,493	9,792,187	10,005,702	10,069,911
Employment Taxes & Medical	6,584,956	7,982,024	8,066,347	10,635,625	10,658,601
Other Personnel Expenses	478,969	548,822	510,092	546,300	549,505
Supplies	1,238,540	944,473	1,244,727	1,103,913	935,157
Services	5,208,472	9,742,333	4,103,624	3,202,410	3,501,808
Capital Outlay	1,643,378	1,188,243	3,628,020	1,481,023.86	1850407.30
Other Non-Personnel Expenses	1,269,892	752,410	1,497,242	1,437,176	1,437,101
<b>Total</b>	<b>65,135,870</b>	<b>72,377,431</b>	<b>73,103,026</b>	<b>72,106,394</b>	<b>73,254,400</b>



## Goals and Objectives

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

***"Goals allow you to control the direction of change in your favor."***

Brian Tracy,  
Author

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 Toledo Fire and Rescue Department has identified the following **strategic goals**:

- It is the primary goal of the Toledo Fire and Rescue Department to reduce citizen risk from fire to the lowest possible level.
- Reduce the rate of mortality and/or morbidity due to accident, illness, and/or other medical incidents within our community.
- Enhance the knowledge, skills and abilities, and health and safety of the men and woman who make up the Toledo Fire and Rescue Department.
- 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.
- Strengthen and reinforce a positive perception of the Toledo Fire and Rescue Department within the community.
- Embrace diversity.
- Work on regional cooperation, collaborations, and external relationships.





**Objective 1-1      *To achieve a satisfactory level of performance relating to the organization and deployment of fire suppression operations.***

**Relates to TFRD Goal:** To reduce citizen risk from fire to the lowest possible level.

**Relates to City Goal:** Ensure Safe and Livable Neighborhoods.

**Impact on the Citizens of Toledo:** An aggressive fire attack promotes civilian life safety, firefighter life safety, and property loss prevention by quickly locating, confining, and extinguishing the fire. This prevents the spread of deadly, poisonous gasses, damaging smoke, and of course, the spread of flames and the damage caused by direct flame impingement.

**Timeframe:** Ongoing                                      **Assigned to:** Performance Management

**Critical Tasks:**

- Maintain enough strategically located personnel and equipment to afford that a minimum acceptable response force reaches a fire scene before flashover.
- Continued analysis and evaluation of TFRD's level of service, and deployment delivery and alarm handling time, turnout time, and travel time objectives on at least an annual basis.

**Accomplishments in meeting objective:**

- Developed an access database that reports TFRD baseline times.
- Formed Standards of Cover (SOC) Committee, July 2015. SOC Committee reviews response time reports.
- Formed Communication and CAD Committee, July 2015. This committee reviews alarm processing times.
- CAD Committee developed a report on issues and recommendations with alarm processing.
- High Rise Fire Procedures Manual Update 2017

**Objective Performance Measures:**

- The Benchmark (Goal) is to dispatch the appropriate apparatus in 60 seconds or less, 90 percent of the time. (Structure Fires)
- The Benchmark (Goal) is to dispatch the appropriate apparatus in 60 seconds or less, 90 percent of the time. (All other Fires)
- Other Fires (Not Working/Structure) - The Benchmark (Goal) is to achieve 80 seconds for turnout time for fire responses.
- Other Fires (Not Working/Structure) - The Benchmark (Goal) of 4 minutes or less travel time for the arrival of the first arriving engine company.
- The Benchmark (Goal) is to achieve 80 seconds for turnout time for fire responses.

**Objective 1-2**      **Provide fire safety education to the community**

**Relates to TFRD Goal: To reduce citizen risk from fire to the lowest possible level.**

**Relates to City Goal: Ensure Safe and Livable Neighborhoods**

**Impact on the Citizens of Toledo:** Help us to make Toledo a “fire safe” place to live. Citizens of Toledo, especially homes with children and/or low-income families will be better protected within the City of Toledo.

**Timeframe:** Ongoing

**Assigned to:** Fire Prevention Bureau

**Critical Tasks:**

- The Public Education Officer will continue to provide fire safety education to the citizens through the neighborhood block watch program, senior citizen centers, Toledo Firefighters Museum, Toledo Public, Charter and Private schools.
- Continue to host the annual Fire Prevention Festival at the museum in an effort to help raise the importance of fire safety.
- Maintain relationships with the Area Office on Aging, Safe Kids, Block Watch, and the American Red Cross organizations, through our attendance at quarterly association meetings and monthly block watch gatherings.
- Increase the use of Senior Advocates for Fire Education (SAFE) people in more senior citizen events. Graduates of this program will promote safety and prevention of fire emergencies, through education, distribution of information and demonstrations, to seniors and children in the community.

**Accomplishments in meeting objective 1-2**

- Pub Ed was able to increase the SAFE education programs by 72%
- Fire Prevention Festival was planned and successfully occurred again this year.
  - Held October 7, 2017.
- Pub had a 15% increase in the number of individuals educated.
- Estimated total fire losses had an almost 18% reduction in 2016.
- Through the Toledo Fire Department SAFE members participated in 19 events in 2017 with 206 seniors in attendance.

**Performance Measures:**

- Life Safety educational contacts.
- Fire/Life Safety Public Education Programs Presented.
- Programs presented by the Senior Advocates for Fire Education (SAFE) to senior citizens.
- Fire Deaths and Injuries
- Annual dollar loss



**Objective 1-3      Insure working smoke alarms are installed in all occupied homes**

**Relates to TFRD Goal: To reduce citizen risk from fire to the lowest possible level.**

**Relates to City Goal: Ensure Safe and Livable Neighborhoods**

**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.

**Timeframe:** Ongoing

**Assigned to:** Fire Prevention Bureau

**Critical Tasks:**

- Annually analyze data to evaluate actual coverage by tracking smoke alarms distributed by fire district with NFIRS data indicating whether or not alarms were present and operable when a fire incident occurred.
- Continue to provide any Toledo citizens with free smoke alarms when requested.
- Accurately track the distribution of smoke alarms in the city through the use of City Works.

**Accomplishments in meeting objective:**

- Smoke alarms were provided to every citizen who requested them.
- A smoke alarm tracking program was developed and is in use for tracking every alarm distributed.
- How to "obtain a free smoke alarm" forms are distributed at all Pub Ed functions.

**Objective Performance Measures:**

- Percentage of Structure Fires that did not have either functional smoke alarms or no smoke alarms at all.
- The number of total structure fires (NFIRS Incident Type 111) and the number of structure fires did not have either functional smoke alarms or no smoke alarms at all.
- Smoke alarms given out.



**Objective 1-4      *Ensure the construction and renovation of fire safe buildings and ensure that buildings are brought up to fire code requirements.***

**Relates to TFRD Goal: To reduce citizen risk from fire to the lowest possible level.**

**Relates to City Goal: Ensure Safe and Livable Neighborhoods**

**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.

**Timeframe:** Ongoing

**Assigned to:** Fire Prevention Bureau

**Critical Tasks:**

- All 40 family and greater apartment buildings will be inspected every 3 years.
- Inspect the attic spaces 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 in order to make sure that the three year general inspection cycle is being followed.

**Accomplishments in meeting objective 1-4**

- The apartment database was implemented

**Objective Performance Measures:**

- Apartment buildings inspected annually
- Building Inspections:



**Objective 1-5      Maintain the Fire Department Pre Plan Program.**

**Relates to TFRD Goal:** To reduce citizen risk from fire to the lowest possible level.

**Relates to City Goal:** Ensure Safe and Livable Neighborhoods

**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.

**Timeframe:** Ongoing

**Assigned to:** Fire Prevention Bureau

**Critical Tasks:**

- Maintain up to date premise history data base for all buildings in the City of Toledo that meet the guidelines for selecting pre-fire sites.
- Add 214 high risk property preplans to the MDT for immediate use by line crews
- Update the GIS preplan information on 10 locations monthly.

**Accomplishments in meeting objective 1-5:**

- 40% of the high risk properties have been added to the MDT
- 63% of the premise history data base has been updated for buildings meeting the guidelines for pre-fire sites.

**Objective Performance Measures:**

- The number of high risk property preplans completed annually



**Objective 2-1 To achieve a satisfactory level of performance relating to the organization and deployment of Emergency Medical Incidents.**

**Relates to TFRD Goal:** To reduce the rate of mortality and/or morbidity due to accident, illness, and/or other medical incidents within our community.

**Relates to City Goal:** Ensure Safe and Livable Neighborhoods.

**Impact on the Citizens of Toledo:** It is critical to get EMS first responders to the emergency scene as quickly as possible to save lives. The death of the human brain begins 4 to 6 minutes after the heart stops beating.

**Timeframe:** Ongoing

**Assigned to:** Performance Management

**Critical Tasks:**

- To achieve a satisfactory level of performance relating to the organization and deployment of Emergency Medical Incidents.
- Continued analysis and evaluation of TFRD's level of service, and deployment delivery and alarm handling time, turnout time, and travel time objectives on at least an annual basis.

**Accomplishments in meeting objective:**

- Developed an access database that reports TFRD baseline times.
- Formed Standards of Cover (SOC) Committee, July 2015. SOC Committee reviews response time reports.
- Formed Communication and CAD Committee, July 2015. This committee reviews alarm processing times.
- Cad Committee developed a report on issues and recommendations with alarm processing.

**Objective Performance Measures:**

- The Benchmark (Goal) is to dispatch the appropriate apparatus in 60 seconds or less, 90 percent of the time.
- The Benchmark (Goal) is to achieve 60 seconds for turnout time.
- The Benchmark (Goal) is to achieve 240 seconds or less travel time for the arrival of a TFRD unit with automatic external defibrillator (AED) or higher level capability at an emergency medical incident.
- 480 seconds or less travel time for the arrival of a life squad as needed.



**Objective 2-2      *Have ALS response from all fire stations.***

**Relates to TFRD Goal 2: Reduce the rate of mortality and/or morbidity due to accident, illness, and/or other medical incidents within our community.**

**Relates to City Goal: Ensure Safe and Livable Neighborhoods**

**Impact on the Citizens of Toledo:** Providing paramedic service from every station in The City of Toledo will decrease our ALS response time and improve patient outcome.

**Timeframe:** Annually

**Assigned to:** Support Services

**Critical Tasks:**

- Continue to conduct annual paramedic training classes as needed to reach and maintain a minimum number of 250 paramedics that are needed for ALS response from of all stations.

**Accomplishments in meeting objective 2-2:**

- A class of 15 is budgeted for 2018
- 2015 collective bargaining agreement to reach a minimum number of 250 paramedics

**Objective Performance Measures:**

- The total number of paramedics
- The total number of paramedic privates
- The total number of paramedic officers



**Objective 2-3      Reduce the rate of mortality and/or morbidity due to accident, illness, and/or other medical incidents within our community.**

**Relates to TFRD Goal:** It is our goal to reduce the rate of mortality and/or morbidity due to accident, illness, and/or other medical incidents within our community.

**Relates to City Goal:** Ensure safe and livable neighborhoods.

**Impact on the Citizens of Toledo:** Healthy habits and lifestyle choices lead to a healthier, more vibrant community and decreased healthcare costs.

**Timeframe:** Ongoing

**Assigned to:** EMS Bureau

**Critical Tasks:**

- Utilize department members within the EMS bureau as well as outside of the bureau to assist in promoting partnership within the community to continue to educate the public regarding preventable illness, disease, and proper utilization of the 911 system.
- Develop presentations for the purpose of educating the public on early recognition of the signs and symptoms of serious illness such as stroke and heart attack, healthy lifestyles, and proper use of the 911 emergency response system.
- Partner with local organizations and healthcare agencies for the purpose of providing information and education to the public about preventable illness and disease. (examples include but are not limited to Eat Fresh/Live Well, Healthy Lucas County, American Health, and the Red Cross)
- The EMS Bureau in conjunction with the Training bureau will continue to develop the Heart Safe Community Initiative

**Accomplishments in meeting objective: (Can be over the 3-5 years)**

- TFRD partners with Lucas County, The Red Cross, NAMI and other organizations on a continual basis.
- TFRD participates in the annual African American Male Wellness Walk initiative.
- In the third quarter of 2016 we have strengthened our partnership with UMADAOP and Lucas County Health department in an attempt to obtain additional funding for the Heroin epidemic.
- As of February, 2017 we have acquired a sustainable source for Narcan replacement for our non-ALS crews.

**Objective Performance Measures:**

- As one of many co-sponsors of healthy living initiatives in the Greater Toledo area, TFRD has promoted healthy habits through public education. In an effort to extend our impact on the community we will increase the number of those we have interacted with through these activities by 10%.
- While acting as a conduit for those struggling with addiction we will seek to positively impact the death rate due to opiate overdose by 5%.



**Objective 2-6      Implement electronic patient care reporting.**

**Relates to TFRD Goal:** It is our goal to implement electronic patient care reporting

**Relates to City Goal:** Increase government efficiency and transparency

**Impact on the Citizens of Toledo:** The implementation of electronic patient care reporting (EPCR) will enhance our ability to accurately track the continuum of care of our patients (citizens) and improve the service we currently deliver.

**Timeframe:** Ongoing

**Assigned to:** EMS Bureau

**Critical Tasks:**

- Apply for the Ohio EMS grant funds. With the implementation and completion of electronically reporting of EMS runs to the State of Ohio, the department will be eligible for Ohio EMS grant funds.
- Compare revenue from BLS transports to ensure that these efforts result in increase in collectable fees. Accuracy in reporting will lead to better compliance which in turn leads to a higher rate of collection.

**Accomplishments in meeting objective: (Can be over the 3-5 years)**

- Evaluations complete. The EPCR billing RFP has been through council and going out. All RFP were graded and one was chosen and sent to purchasing for contract acceptance
- Inclusion of this task in the RFP. This was included in the RFP for billing and this task will primarily be shouldered by the billing/software company.
- This will be established with software company staff in the build-out of the EPCR platform. These conversations are on-going at this time.
- Aspects of this will also be built into the software template with additional training provided to those struggling
- Went live with EPCR April 2017.
- In year 2015 the department reduced the number of in servicetransport units from 10 to 8

**Objective Performance Measures:**

- Increase in revenue from BLS transports.



**Objective 5-1      *Reduce the number of accidents for Toledo Fire and Rescue apparatus.***

**Relates to TFRD Goal: 5** Enhance the knowledge, skills and abilities, and health and safety of the men and woman who make up the Toledo Fire and Rescue Department.

**Relates to City Goal:** Improve Government Efficiency and Transparency.

**Impact on the Citizens of Toledo:** Employers bear the cost for accidents and injuries that occur on the job. Whether there is a fleet of vehicles or not, implementing a driver safety program in the workplace can greatly reduce risks faced by employees while protecting the bottom line. City streets are not just thoroughfares for motor vehicles; they serve as public spaces where people walk, shop, meet, and participate in activities that make urban living enjoyable. By instituting a program that works to change driver attitudes, improve behavior and increase skill, it not only lessens the financial burden but also helps to build a safe culture for all members of our community.

**Timeframe:** Ongoing

**Assigned to:**

Training Bureau

**Critical Tasks:**

- Continue to collect data from accidents on a quarterly basis.
- Take a comprehensive look at recent accidents and provide drivers training through the company officer in conjunction with the Training Bureau, that will help reduce the same types of accidents with individual drivers who need attention. Understanding root cause and why they happened, regardless of fault, forms the basis for eliminating them in the future.
- Continue to review current driving procedures to ensure that they are user friendly and support our objective on an annual basis.
- Annually analyze data to evaluate actual vehicle accident rates using not only type of accident but categories of apparatus involved, level of employee experience, injury rates, time lost, and cost in vehicle repair or replacement. This data would then be shared with members so that the impact of accidents can be understood by all. Members need to know the risks they present as a driver and what can increase or decrease that risk.
- Continue to provide 40 hours of driver training to new members in the Recruit Academy.
- Provide 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 must respond to an emergency. Members need to be aware that driver safety is important.
- Continue to hold members accountable when accidents occur that are deemed avoidable by the Accident Review Committee. Members need to know that each member has a risk level based upon their driving performance and that action will be taken for high risk behavior.





- Conduct a search for grant money that may help to purchase a driving simulator.
- Continue to supply driving related Continuing Education to TFRD members.

**Accomplishments in meeting objective 5-1**

- Driving procedures and policies have been reviewed on an annual basis.
- Data on vehicle accidents within the Toledo Fire and Rescue Department has been collected and reviewed continuously on a quarterly basis.
- With the adoption of this goal, the time devoted to recruit driver training was increased from 24 hours to a full 40 hours for each Recruit Academy member.
- When new apparatus has been delivered, training on the rig has been provided.
- Drivers who have been in accidents meet each quarter with the Accident Review Committee for possible disciplinary procedures.
- Drivers training skills review has been completed for line personnel via use of the Quarterly Training Topics program through the company officer in 2016.
- In 2017, in the second quarter of the year, continuing education was distributed using an outside resource which required all members to engage in a study called Blocking at Roadway Incidents.
- In the first two quarters of 2018, there were no continuing education studies or quarterly training topics related to driving. However, the driving instruction for the Recruit Academy continued as normal.

**Objective Performance Measures:**

- Reduction of vehicle accidents to 50 per year



**Objective 5-2      Develop a process to identify training needs from the perspective of line personnel.**

**Relates to TFRD Goal: 5** Enhance the knowledge, skills and abilities, and health and safety of the men and woman who make up the Toledo Fire and Rescue Department.

**Relates to City Goal:** Improve Government Efficiency and Transparency.

**Impact on the Citizens of Toledo:** Feedback is a powerful tool to use that will help the Training Bureau learn how others perceive our work. The data collected will be used to guide and assist staff members when they are tasked with developing training programs. The information will be used to adjust and improve future actions and behaviors regarding program development. The long-term benefit is that as our training programs become more applicable and robust, we will continue to produce highly trained individuals to respond to citizen needs.

**Timeframe:** Ongoing

**Assigned to:** Training Bureau

**Critical Tasks:**

- Develop and deliver a self-evaluation format for all members
- Develop and deliver an Academy evaluation format for recruits
- Compile the data received into a meaningful format for review and report
- Use the compiled data to plan for continuing education or special training programs
- Gather and compile data into a meaningful format for review
- Apply specific data to develop and deliver didactic lessons or skills review sessions so that perceived needs of line personnel are addressed

**Accomplishments in meeting objective 5-2**

- In 2015, a survey was constructed and delivered to probationary employees.
- The data gathered related specifically to the Recruit Academy training program.
- Some of the suggestions gathered were directly applied to the current Recruit Academy. (Some formats of learning were adjusted to accommodate the learning process within the confines of the required elements dictated by the State of Ohio curriculum).
- In 2016, no surveys were given.
- In 2017, a survey was given to all recruits in an effort to continue to gather information regarding the Recruit Academy and how to improve it to better facilitate learning.
- In 2017, a survey was constructed and delivered to probationary employees. The data gathered specifically related to how line officers had helped them to learn and perfect the knowledge, skills and abilities that were learned in the Academy. The results were used to help officers with relating, coaching and mentoring the probationary employee.





- In 2017, a survey was conducted for all members specifically relating to online CEs. The information gained will assist the Training Bureau when researching and developing future continuing education components.
- In 2018, a survey was given to all recruits regarding the Recruit Academy in an effort to improve out training efforts.

**Performance Measures:**

- Develop and deliver a self-evaluation or survey for all members once each year.
- Develop and deliver an Academy evaluation for recruits.

**Objective 5-7      Reduce Total Number of Injuries**

**Relates to TFRD Goal 5: Enhance the knowledge, skills and abilities, and health and safety of the men and woman who make up the Toledo Fire and Rescue Department**

**Relates to City Goal: Improve Efficiency**

**Impact on the Citizens of Toledo:** We are attempting to maintain our staffing levels by reducing the number of our employees that suffer on-duty injuries, as well as reducing the potential for overtime costs.

**Timeframe:** 5 Years

**Assigned to:** Support Services

**Critical Tasks:**

- Review on-duty injury time on a quarterly basis as to determine if we are on track to meet the goal.
- Require employees to provide timely documentation regarding injury status.
- Maintain open communication with all health care professionals involved with employees care and recovery. (Human Resources, Health Management Solutions, Occu-health, transitional care specialist & Workplace Resources)
- Require Bureaus to provide weekly accountability reports on their Transitional Duty employees.

**Accomplishments in meeting objective 5-7:**

- Injured employees are told expectations at time of injury. If they do not submit necessary documentation they will receive a reminder notice.
- Staff attends monthly meetings regarding injured employees. Receive injured workers medical information and provide it to health care managers to assist in claim management. Receive monthly reports from HR regarding claim status.
- Each employee is required to document their work day utilizing the "transitional work timesheet". The bureau supervisor signs the timesheet and submits weekly.

**Objective Performance Measures:**

- Total number of Injuries by year
- Number of Injuries by category
- Highest grossing Injury per category with type
- Number of injury hours





**Objective 5-8      *Develop and maintain a command officer/management development program to learn and improve their supervisor, management and leadership skills.***

**Relates to TFRD Goal: Enhance the knowledge, skills and abilities, and health and safety of the men and woman who make up the Toledo Fire and Rescue Department.**

**Relates to City Goal: Improve Government Efficiency and Transparency**

**Impact on the Citizens of Toledo:** The potential impact that a successful command officer development program could have on the community, can be measured by the ability to of the Toledo Fire and Rescue Department's Chiefs and Officers to make the decision necessary to save lives and protect property, while supporting and maintaining the department's mission statement.

The career path of the fire executive must be clear and deliberate. The practice of on-the-job training, rather than systematic skills building and preparation, is in direct contrast to the methodologies employed by virtually any other profession. The objective is to develop a professional development program that concentrates on the planned, progressive life-long process of education, training, self-development and experience of the member.

**Timeframe:** Ongoing

**Assigned to:** Performance Management

**Critical Tasks:**

- A command and staff development program is in place that encourages pursuit of professional credentialing.
- Improve TFRD database to track designations and degrees.
- Encourage members to complete the Fire Officer I, II, and III courses available at Bowling Green State Fire School as a pathway to performing well in the promotional assessment center. This can be done by promoting the courses offered and explaining the benefit of the training and receiving the certification.
- Host leadership sessions by bringing in renowned fire service speakers to present for all command officers. Plan and budget for at least two speakers per year. Have the speaker present for 2-3 days to capture more members.
- Form a Professional Development Committee, or work group, that will meet quarterly to analyze the progression of not only this goal, but to continually develop and implement options to improve leadership skills.
- Identify professional designations for all mid and upper level management positions (e.g., Commission for Professional Credentialing, International Association of Emergency Managers, Association of Public-Safety Communications Officials, etc.).

**Accomplishments in meeting objective: (Can be over the 3-5 years)**



- Toledo was lead in forming the Michigan-Ohio-Indiana CPSE Consortium.
  - Formed in 2015
  - 2015 meetings, both hosted in Toledo
  - 2016 Meetings, hosted by Toledo, Detroit Metro Airport Fire Department, Novi, and Grand Rapids Fire Department
  - 2017 meetings, hosted by Indianapolis Fire Department and Columbus Division of Fire
  - 2018 meetings, hosted by Canton Fire Department and Indianapolis Fire Department
- 2 Lieutenants have received Fire Officer (FO) Designation from the Commission for Professional Credentialing.
- Two Chiefs are in process of obtaining Chief Fire Officer (CFO) Designation from the Commission for Professional Credentialing.

**Objective Performance Measures:**

- Organize Annual Meetings of Michigan-Ohio-Indiana CPSE Consortium
- The number of Michigan-Ohio-Indiana CPSE Consortium Meetings Held in Toledo
- Total Number of Fire Officers with a Professional Designation.
- The Total Number of Fire Officers that are Fire Officer I, II, and III





**Objective 6-1 To develop and sustain a Building Maintenance program to repair and maintain our fire stations and fire department operated buildings.**

**Relates to TFRD Goal: 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.**

**Relates to City Goal: Government Efficiency and Transparency**

**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. 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.

**Timeframe:** Ongoing

**Assigned to:** TFRD Buildings

**Critical Tasks:**

- Complete repairs at fire stations and fire department-operated buildings in a timely manner.
- Track work orders, repairs, and costs 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.
- Purchase a scissor lift to aid in the elevated repairs and installations at Toledo Fire and Rescue Buildings.
- Develop a program to have the interceptor pits for all Toledo Fire and Rescue building to comply with City of Toledo Environmental Services recommendations.

**Accomplishments in meeting objective: (Can be over the 3-5 years)**

- In 2013, Fire and Rescue took over the repair budget and responsibilities from facilities for Repair/Materials for 20 Fire Stations, Headquarters, Imlay, Alarm Buildings. The department has been able to more effectively repair buildings and in a timely fashion.
- Old Station 6 was cleaned out and is now the Toledo Fire and Rescue Department Buildings Maintenance Facility.
- Better Building Program established; Furnace; Boiler; RTU replaced in Stations 3,5,7,9,11,17,18,19,23 Total Costs \$330,199.
- Station Repair status worksheet developed and available to all members on the Intranet.
- Repair status tracking is available to all members on the Intranet.



- 2015, Preventative Maintenance Program was established for the HVAC systems in all of the stations and Fire and Rescue Department buildings. Program consists of a minimum of semi-annual filter changes, spring cleaning of the condenser coils and a spring and fall belt inspection adjustment and/ or replacement if needed.
- Scissor lift purchased in September of 2016 using CIP budget. Allows elevated repairs and installation projects to be performed in a safe manner and complying with OSHA rules.
- 2016, A Preventative Maintenance program was developed for the station overhead doors. The program is performed on a semi-annual basis.

**Objective Performance Measures:**

- Average Turnaround Time



**Objective 6-2      *Replace older fire stations as they become functionally or economically obsolete.***

**Relates to TFRD Goal: 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**

**Relates to City Goal: Ensure Safe and Livable Neighborhoods**

**Impact on the Citizens of Toledo:** Relocation of stations 11, and 19 and the addition of station 12 will provide better fire station distribution in those districts, so as to give a rapid initial response. Fire station 14 suffers from functional and economic obsolescence.

**Timeframe:** 10 years

**Assigned to:** Support Services

**Critical Tasks:**

- Continue to request funding through CIP
- Look for possible Federal grant
- Build and relocate a new fire station 11
- Build a new fire station 14
- Build a new fire station 19
- Build a new fire station 16

**Accomplishments in meeting objective 6-2:**

- Submitting AFG grant November 2016
- Request for a new station 11 for 2019 CIP
- Request for a new station 16 for 2019 CIP

**Objective Performance Measures:**

- Station Replacement



**Objective 6-3      Replace older fire apparatus per replacement schedule.**

**Relates to TFRD Goal:** 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

**Relates to City Goal:** Ensure Safe and Livable Neighborhoods

**Impact on the Citizens of Toledo:** Firefighters can have confidence and trust that safe and well-maintained equipment is being afforded them.

**Timeframe:** Every 5 years

**Assigned to:** Support Services

**Critical Tasks:**

- Continue ordering vehicles and apparatus.
- Get approval from the City of Toledo budget office and city administration for this purchase through the ordinance process.
- Plan on ordering 6 fire engines and one bucket truck in 2019.
- Based on the TFRD's Vehicle Replacement Schedule a fire engine and ladder truck has a first line life expectancy of 15 years. It is expected that our large vehicles could follow a lease purchase of six fire engines and one ladder truck every five years to meet this replacement schedule.

**Accomplishments in meeting objective 6-3:**

- Two new Heavy Rescue Squads arrived spring 2013
- Received 6 new fire engines in August 2015
- Received 1 new fire Truck in August of 2015
- Received 2 new fire engines vehicles May of 2016

**Objective Performance Measures:**

- Number of front line engines 15 years or less in physical age
- Number of front line trucks 15 years or less in physical age



**Objective 6-4      Replace Older Medic Units.**

**Relates to TFRD Goal 6: 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**

**Relates to City Goal: Ensure Safe and Livable Neighborhoods**

**Impact on the Citizens of Toledo:**

- Firefighters can have confidence and trust that safe and well-maintained equipment is being afforded them.

**Timeframe:** Every 5 years

**Assigned to:** Support Services

**Critical Tasks:**

- Continue ordering vehicles and apparatus per vehicle replacement criteria.
- Get approval from the City of Toledo budget office and city administration for this purchase through the ordinance process.
- It is critical that our medic units follow a purchase replacement plan of 6 units every five years (or if maintenance & repair cost exceed vehicle's current value.)

**Accomplishments in meeting objective 6-4:**

- TFRD purchased 6 medic units in 2007
- TFRD purchased 6 medic units in 2010
- TFRD purchased 6 medic units in 2012

**Objective Performance Measures:**

- Current TFRD medic units that are less than 6 years of age

**Objective 7-1      Resident Satisfaction Survey**

**Relates to TFRD Goal: Strengthen and reinforce a positive perception of the Toledo Fire and Rescue Department within the community.**

**Relates to City Goal: Improve Government Efficiency and Transparency**

**Impact on the Citizens of Toledo:** The Toledo Fire and Rescue Department, a socio-economically diverse organization inclusive of individuals possessing a wealth of knowledge, skills, and life experiences, has always been a politically influential force within the city. Goodwill that has been painstakingly nurtured, produced, and maintained through selfless acts of service by the organization's members, has been successfully utilized to influence public and political opinion, and, in some cases, increase or stop levies. The Toledo Fire and Rescue Department provides a citizen-centered base of service. The surveys will aid TFRD in improving the care and assistance that is given to Toledo Residents. The Toledo Fire and Rescue Department will continue to evaluate the needs and wants of the community and market the successful provision of our services.

**Timeframe:** Ongoing

**Assigned to:**

Performance Management

**Critical Tasks:**

- Look into partnership with University of Toledo to produce a survey, check for validity and the results
- Phone and mail to a random sample of at least 500 people annually
- Gauge citizen expectations and satisfaction.
- Social Media interaction with the public.
- Survey written in July of 2018.

**Accomplishments in meeting objective:**

- New Web site designed with a form to submit general comments or questions.
- Face book site started.
- Twitter Feed started to allow more public communication.

**Objective Performance Measures:**

- Number of Citizen Surveys sent out.
- Citizen Surveys collected annually:





**Objective 7-2      Develop and sustain an “After the Fire” program to assist those that have suffered a fire at their residence.**

**Relates to TFRD Goal: Strengthen and reinforce a positive perception of the Toledo Fire & Rescue Department within the community.**

**Relates to City Goal: Improve Government Efficiency and Transparency.**

**Impact on the Citizens of Toledo:** The information obtained from this program will benefit the citizens of Toledo by providing them with information and direction of what to do following a fire at their residence. In order to give the citizens the customer service that they deserve, it means fire departments have to start spending a significant portion of their time providing service that is informational and supportive of the needs of those who are paying for it.

**Timeframe:** Ongoing

**Assigned to:** Field Operations

**Critical Tasks:**

- Develop an “After the Fire” program that will allow the TFRD to provide superior customer service to victims in the aftermath of a fire.
- Draft a written procedure to guide department members in the implementation of this program.

**Accomplishments in meeting objective 7-2**

- In collaboration with the TFRD Public Information Officer (PIO), we researched updated options to use to create a new “After the Fire” pamphlet.
- The TFRD PIO has started the draft of the new pamphlet using the FEMA publications as a guide.

**Objective Performance Measures:**

- The number of “After the Fire” pamphlets given out annually.
- Track the number of “After the Fire” pamphlets that were given out by incorporating a checkbox on the Director’s Report.



**Objective 7-4      Maintain agency accreditation with the Commission on Fire Accreditation International.**

**Relates to TFRD Goal: Strengthen and reinforce a positive perception of the Toledo Fire and Rescue Department within the community.**

**Relates to City Goal: Government Efficiency and Transparency.**

**Impact on the Citizens of Toledo:** The Toledo Fire and Rescue Department (TFRD) has been involved with The Center for Public Safety Excellence, Inc. (CPSE) since 1998. TFRD first received accredited agency status in 2002 and again in 2009 and 2014. CPSE's Accreditation Program, administered by the Commission on Fire Accreditation International (CFAI) allows fire and emergency service agencies to compare their performance to industry best practices in order to:

- Determine community risk and safety needs and develop community-specific Standards of Cover.
- Evaluate the performance of the department.
- Improve the services we provide to citizens of Toledo.
- Establish a method for achieving continuous organizational improvement.

This may translate into the reduction of risk to the citizens of the community, to reduce the rate of mortality or morbidity due to accidents or incidents, and may give us the ability to strengthen our public image as solid, dependable decision makers in our community. This translates into better service for the community as TFRD shares information, education and training with others, we are enriched and much more suited to respond to the needs of the community.

**Timeframe:** Ongoing

**Assigned to:**

Performance Management

**Critical Tasks:**

- Continue to follow CFAI Policy and Procedures
- Continuing fulfilling the CFAI requirement that each department have at least one certified peer assessor and make at least one site visit per year.
- Upload annually by February 15 the annual compliance report to the CPSE server, and submit the yearly fee to the CPSE office.
- Must continually work toward meeting all requirements in the latest edition of the FESSAM in effect at the time.
- After submitting the 4th annual compliance report in February 2018, must submit an application for renewal of accreditation, a benchmarking survey and a letter of agreement.
- By September 30, 2018 must electronically upload a revised copy of the self-assessment manual and supporting documents to the designated CPSE server, and request an on-site peer assessment visit to prevent a lapse in accredited agency status.

**Accomplishments in meeting objective: (Can be over the 3-5 years)**

- The Commission on Fire Accreditation International accept the Toledo Fire and Rescue Department Annual Compliance Report and Toledo Fire and Rescue Department retained our Accredited Agency Status
  - 2015 1<sup>st</sup> Annual compliance report approved.
  - 2016 2<sup>nd</sup> Annual compliance report approved.
  - 2017 3<sup>rd</sup> Annual compliance report approved.
  - 2018 4<sup>th</sup> Annual compliance report approved.
  - Letter of Agreement signed by Chief and Mayors Office
  - CFAI Agency Application completed for next site visit
- A Toledo Fire and Rescue member serves as a Team Leader Peer Assessor, Mentor, and Annual Compliance Report reviewer.
- TFRD member approved for peer assessor site visit as a Team Leader in third Quarter 2017. (Lawrence, Kansas)

**Objective Performance Measures:**

- That a TFRD certified peer assessor made at least one site visit per year
- That the Annual Compliance Report was accepted





**Objective 7-5      Continue to maintain Insurance Service Office, Inc (ISO) Public Protection Classification rating of 3 and evaluate criteria required to improve to an ISO 1 or 2.**

**Relates to TFRD Goal: Strengthen and reinforce a positive perception of the Toledo Fire and Rescue Department within the community.**

**Relates to City Goal: Improve Government Efficiency and Transparency**

**Impact on the Citizens of Toledo:** ISO collects information on municipal fire-protection efforts in communities throughout the United States. In each of those communities, ISO analyzes the relevant data using our Fire Suppression Rating Schedule (FSRS). We then assign a Public Protection Classification from 1 to 10. Class 1 generally represents superior property fire protection, and Class 10 indicates that the area's fire-suppression program doesn't meet ISO's minimum criteria. ISO analyzed Toledo in 2012 and a Public Protection Classification rating of 3 was awarded in February 2013. Toledo received the following ratings:

- Emergency communications systems 8.75 of 10 points. (10 % of total classification)
- Fire department 35.56 of 50 points (50 % of total classification)
- Water supply system 34.38 of 40 points (40% of total classification)

ISO recognizes the efforts of communities to provide fire protection services for citizens and property owners. Insurance companies may use ISO rating to help establish premiums for fire insurance, which can result in lower premiums for communities with better protection.

**Timeframe:** Ongoing

**Assigned to:** Performance Management

**Critical Tasks:**

- Continue to stay abreast of changes with ISO.
- By June 2016 evaluate all training records in database for completeness and accuracy.
- By June 2016 evaluate the communication section for completeness and accuracy.
- By June 2016 Fire Prevention Bureau will evaluate their section for completeness and accuracy.
- By June 2016 evaluate all categories for accuracy and possible additional points.
- Request another review by ISO by December 2016.

**Accomplishments in meeting objective: (Can be over the 3-5 years)**

- Evaluated all training records in database for completeness and accuracy.
- Evaluated the communication section for completeness and accuracy.
- Evaluated Fire Prevention Bureau section for completeness and accuracy.
- Evaluated all categories for accuracy and possible additional points.
- In October 2016 an ISO representative came to Toledo to reevaluate.



- **Effective June 1, 2017 Toledo Public Protection Classification was reclassified from a 3 to a Class 1 rating by the Insurance Services Office (ISO).**
- The Insurance Services Office (ISO), which provides the insurance industry with casualty and property risk analysis, recently completed their evaluation of our Department in late 2016. Their findings resulted in an improvement from our previous ISO Class 3 rating to a distinguished ISO Class 1 rating; this is the highest fire insurance rating possible. Only 241 out of over 48,000 communities nationwide have earned the ISO Class 1 rating. In Ohio, only three fire departments share this honor.
- Currently, 45 fire departments across the country have achieved the distinction of both accreditation and the ISO Class 1 rating; the Toledo Fire & Rescue Department is the only fire department in the State of Ohio that has been awarded both.

**Objective Performance Measures:**

- ISO Rating



**Objective 8-1 Hire recruit classes as necessary to maintain minimum staffing level per day**

**Relates to TFRD Goal: Embrace diversity**

**Relates to City Goal: Ensure safe and Livable Neighborhoods**

**Impact on the Citizens of Toledo:** The citizens of the City of Toledo will benefit from ongoing recruit classes in the reduction of overtime.

**Timeframe:** Annually

**Assigned to:** Support Services

**Critical Tasks:**

- Hire recruit classes as necessary to maintain minimum staffing levels per day
- The Training Bureau will conduct recruit training in all required areas - Firefighter I & II, Driving, Firefighter Safety, Standard Operating Guidelines, Basic Life Support Protocols and Emergency Medical Technicians.
- Both Training and Operations Bureaus will monitor the training of the current recruit class along with subsequent classes in order to maintain highly trained personnel to protect the citizens of the City of Toledo
- All probationary employees are being evaluated monthly by company officers. Station visits are being conducted as needed by Training Staff for follow up. Evaluations continued during the third quarter.

**Accomplishments in meeting objective 8-1:**

- H.R. implementing new testing method for hiring beginning 2017
- Class of 30 started December 1<sup>st</sup> 2017
- Class of 55 to start Feb. 1<sup>st</sup> 2019

**Objective Performance Measures:**

- Number of recruits hired by year



**Objective 8-2      Embrace Diversity**

**Relates to TFRD Goal:** Provides the citizens of Toledo with a Fire Department work force that is representative of the community

**Relates to City Goal:** Build a strong and diverse economy, improve government efficiency and transparency, and ensure safe and livable neighborhoods

**Impact on the Citizens of Toledo:** Provides the citizens of Toledo with a Fire Department work force that is representative of the community

**Timeframe:** Annually

**Assigned to:** Support Services

**Critical Tasks:**

- Budget for the recruitment process.
- Work with the City of Toledo Human Resources Department in the recruitment effort that takes place prior to administration of the Civil Service test for hiring.
- Work with the City of Toledo Human Resources Department to determine methods of insuring retention of minority applicants from the 'interest card' phase through the testing process.
- Explore and implement job related training and educational services through partnerships with schools and other agencies.
- Explore and implement a program for ongoing recruitment. This recruitment will be in addition to the recruitment process conducted immediately prior to test administration.
- Review and implement successful and relevant strategies listed in the International Association of Firefighters Diversity Initiative.

**Accomplishments in meeting objective 8-2:**

- H.R. implementing new testing method for hiring beginning 2017
- Diverse recruit team to assemble fall of 2018
- Recruitment begins fall of 2018 with task of recruiting quality fire personnel candidates of all ethnic backgrounds for class of 55 to start February 2019.

**Objective Performance Measures:**

- Work force that is representative of the community



**Objective 9-1      *Meet with surrounding external agencies to strengthen common efforts towards providing improved public safety.***

**Relates to TFRD Goal: Work on regional cooperation, collaborations, and external relationships.**

**Relates to City Goal: Improve Government Efficiency and Transparency**

**Impact on the Citizens of Toledo:** The shared information and networking obtained from regular meetings will enhance the assistance and strengthen the relationships with surrounding external agencies. The citizens of Toledo will benefit from the networking, coordination, cooperation, and collaboration achieved from this face-to-face interaction, because the TFRD will be armed with better information, training opportunities, and greater resources to mitigate an incident.

**Timeframe:** Ongoing

**Assigned to:** Homeland Security/Special Operations

**Critical Tasks:**

- Continue participation in the monthly Unified Command Committee (UCC) meeting held at Toledo Express Airport. Agencies that participate include: TFRD, TPD, 180<sup>th</sup>, Swanton, Sylvania Fire, Ohio Highway patrol, Lucas County EMA, Lucas County EMS, Maumee Fire, Whitehouse Fire, Springfield Fire, Lucas County Sheriff, FBI, TSA, Red Cross, Promedica, and Metro Park Rangers.
- Continue participation in the monthly Lucas County Fire Chiefs' Association (LCFC) meetings held at various local fire departments on a rotating basis. These meetings are attended by all Lucas County fire departments and some additional departments from Wood and Monroe counties.

**Accomplishments in meeting objective 9-1**

- Deputy Chief John Kaminski attended 9 of the 10 scheduled UCC meetings in 2016.
- Battalion Chiefs Price, Facer, Krause, and Blair separately attended 9 of the 12 LCFC meetings in 2016.

**Performance Measures:**

- Unified Command Committee Meetings attended
- Lucas County Fire Chiefs' Association Meetings attended



**Objective 9-2**      **Provide joint technical rescue training (JTRT) for surrounding external agencies to strengthen common efforts towards providing improved public safety.**

**Relates to TFRD Goal: Work on regional cooperation, collaborations, and external relationships.**

**Relates to City Goal: Improve Government Efficiency and Transparency**

**Impact on the Citizens of Toledo:** The citizens of the City of Toledo will benefit through the enhanced knowledge, skills and abilities (KSAs) that derive from training additional local fire service personnel. Instructors, by necessity to perform well, are required to elevate their academic knowledge and technical capabilities. In addition, greater numbers of local technical rescue certified and competent fire service personnel will assist in developing a more qualified metropolitan response plan to low frequency/high risk incidents.

**Timeframe:** Ongoing

**Assigned to:** Homeland Security/Special Operations

**Critical Tasks:**

- Offer technical rescue training to local metropolitan fire departments. These training sessions can be either through a remote location such as their home department stations or integrated within TFRD training sessions.

**Performance Measures:**

- The number of JTRT sessions offered to surrounding metropolitan fire departments.
- The number of local fire service personnel who attended JTRT sessions.





## **Works Cited**

Center for Public Safety Excellence. (2016). Community Risk Assessment: Standards of Cover (6th edition)

Center for Public Safety Excellence. (2015). Exceeding Customer Expectations: Quality Concepts for the Fire Service (3rd edition)

Center for Public Safety Excellence. (2015). Fire and Emergency Service Self-Assessment Manual (FESSAM) (9th edition)



## **Exhibits**

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- i Citizen Surveys
  - ii Internal stakeholder Survey
  - iii Community Resources Task Force Report
  - iv Community Profile Feedback Report