

Davenport Fire Department Strategic Plan 2021-2026



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Introduction

The Davenport Fire Department utilized internal personnel to facilitate the development of this Strategic Plan. Principal facilitators were District Chief Neil Gainey and Captain Todd Witchelo. With the assistance of internal and external stakeholders, the 2021-2026 strategic planning process commenced in September of 2020 and concluded in May 2021.

The steps used to develop the Davenport Fire Department Strategic Plan included questionnaires to internal fire department personnel, with 33 internal focus group meetings held at the company level. The same questionnaire was provided to 103 external partners and community members. The focus groups were designed to provide input and gather suggestions to assist the Department in planning for the future. The organization contracted with Quad City Leadership Consulting to examine the raw data and facilitate three (3) Strategic Planning sessions that included internal and external stakeholders.





DAVENPORT

FIRE DEPARTMENT

Organizational Summary

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

The Department has 135 sworn fire members and one civilian employee. The administrative management structure includes a Chief, two Assistant Chiefs and one District Chief. Each Chief is responsible for a specific division within the organization: Operations, Training, and Fire Prevention (Fire Marshal). Officers assigned to administration are responsible for specific programs under the Assistant Chiefs: EMS Officer, HAZMAT Officer, Fire Inspections/Investigations and Fire Prevention. Company level operations are divided into two geographical districts; each district is managed by a District Chief on each of three shifts. The annual operating budget of the Department in 2021 was \$20 million dollars with staffing costs representing over 90% of the expense.



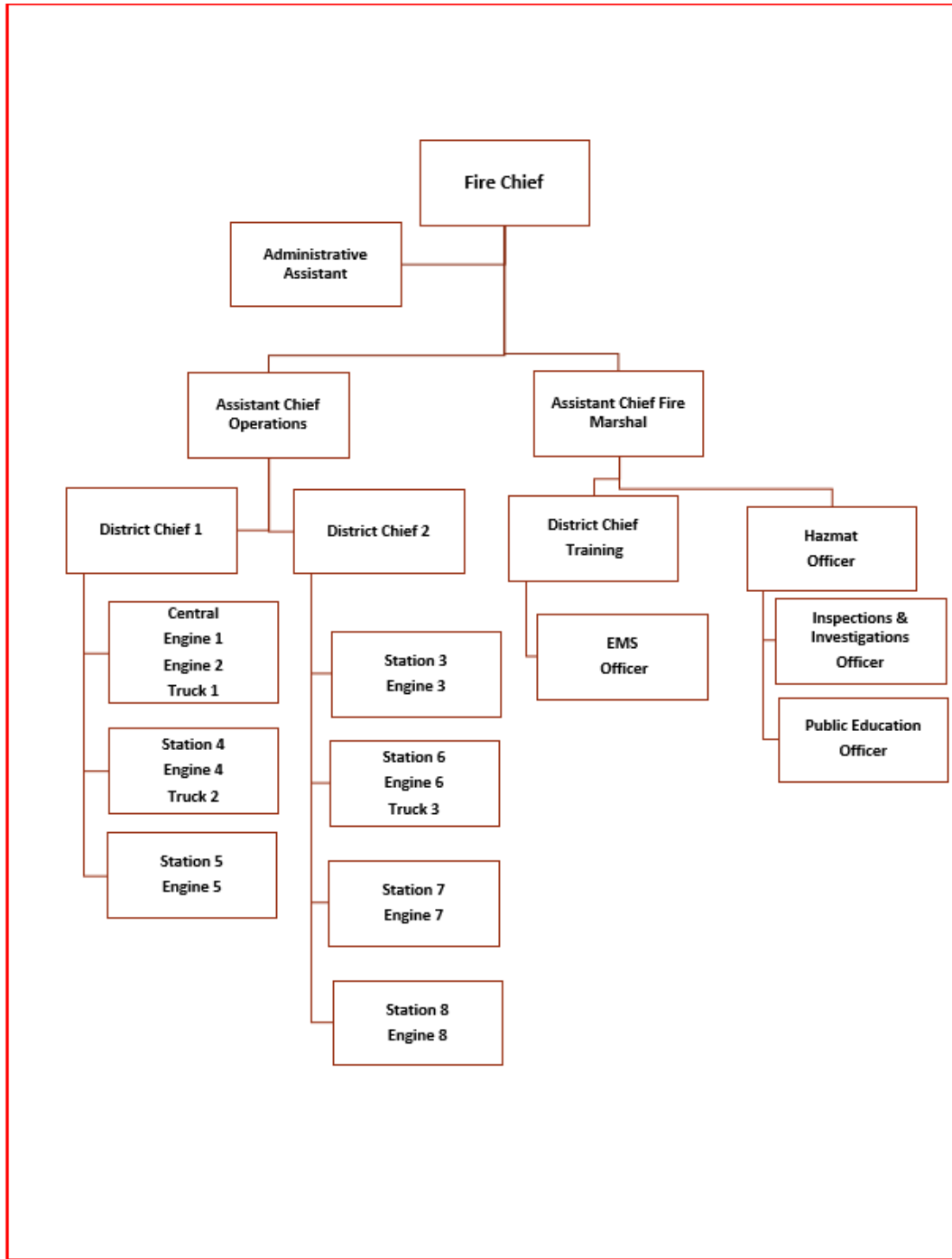
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331 Scott St. Davenport, Iowa 52801

T | 563.326.7906
E | fire.info@davenportiowa.com

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Organizational Chart





Core Values Statement

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

Responsiveness

We take pride in reacting quickly to those in need.

Professionalism

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

Accountability

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

Teamwork

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

Integrity

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

Mission Statement

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



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Vision Statement

The Davenport Fire Department strives to be recognized as a progressive, well trained, and community focused emergency response organization.

This will be fostered by the following beliefs:

- Our workforce shall cultivate a cooperative and respectful team atmosphere by fostering more open forms of communication.
- Our department will continue to support a diverse, skilled, and healthy workforce; with a focus on physical and mental well-being.
- We will honor our community trust through an unwavering commitment to providing the most professional, efficient, and fiscally responsible services.
- We will expand our delivery model through innovation, technology, education, and external partnerships that will continue to shape our future.





Strategic Planning Process

Internal Stakeholder Focus Groups

Every engine and truck company on each of the three (3) shifts was provided a set of ten (10) questions to complete anonymously through Survey Monkey. Each fire company formed a small internal focus group and completed the pre-designated questions.

External Stakeholder Focus Groups

The Department utilized the Quad City Emergency Planning Commission and numerous members of the community as external stakeholders. These external stakeholders were provided ten (10) questions to be answered anonymously through Survey Monkey. These questions were the same as those answered by internal Department personnel. Their answers were used to compile Part 2 of the focus group report.





Filtering Process

The raw information was gathered and presented to Quad City Leadership Consulting (QCLC) to vet the raw data. QCLC meticulously organized the data into three individual categories that identified Training, Communications, and Programs as the target areas for the department.

Strategic Planning Sessions - General

Three (3) strategic planning sessions, lasting three (3) hours each, were held after completion of the focus group meetings. Both internal and external stakeholders were invited to participate in the sessions. However, not all of these participants were the same as those who participated in the previous focus groups. Involving different people for the strategic planning session allowed the department to obtain an additional set of opinions for the development of the final plan. Internal Department stakeholders included Officers, Engineers, Senior Firefighters, Firefighter's Local 17 representatives, District Chiefs, and all Assistant Chiefs. External stakeholders included a mix of people representing the community and the City. The goal of this session was to narrow the strategic focus areas and identify general trends and themes.

Strategic Planning Process

Strategic Planning Session - Specific

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

The same group reviewed the Davenport Fire Department's Mission and Vision Statements and determined that both existing documents were reflective of the organizations current responsibilities. The group felt both documents were appropriate and voted to accept them without change.

Next, an Internal Stakeholder group reviewed the internal and external focus group reports and expanded upon the three items to be incorporated into the Strategic Plan. The areas identified by Quad City Leadership Consulting were: Training, Communication, and Programs. This group was given specific instructions to formulate key take-a-ways from the focus group reports. The snow card process was used to brainstorm solutions for the identified problems.





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

The three identified areas for improvement with the associated goals and actions, forms the basis of the Davenport Fire Department 2021-2026 Strategic Plan. The Strategic Plan is a dynamic document that shall be reviewed every 6 months and updated annually.



Strategic Plan Report Summary

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

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





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Communications:

- An effective communication culture will be maintained. This can be accomplished through the development of an electronic message board concept that will promote information sharing. Monthly departmental updates will be issued by Davenport Fire Department's management to promote transparency and keep all personnel informed. Communication training guidelines will be developed and implemented to ensure effective two way communications are maintained.
- Models that will provide for enhanced communications with operational partners will be researched. This will be achieved by integrating staff and line personnel into meetings with external partners.
- The department will expand its capabilities utilizing social media resources. An effort will be made to increase the ease of use for service requests on the City of Davenport website. Organizational transparency is a priority for the Davenport Fire Department and methods to provide organizational data and statistics to the community will be explored.

Training:

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



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T | 563.326.7906
E | fire.info@davenportiowa.com

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Programs:

- Staff will identify current and future commercial inspection constraints and develop strategies to overcome limitations and obstacles. In response to constraints, a team will explore alternative inspection models currently utilized by other comparable fire departments.
- The ability to provide effective services that meet community needs is a priority within the Davenport Fire Department. As these needs are always changing, a team will research the ability of the fire department to alter and expand services. Critical areas for expansion include behavioral / mental health response and mobile integrated health care (community based para-medicine).
- The Davenport Fire Department prides itself on maintaining a qualified and diverse workforce. In an effort to maintain diversity within the organization, an agreed upon diversity recruitment model will be developed. This plan will be implemented through a partnership with City of Davenport Human Resources and community partners.



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Goal Assignments and Time Frames

Davenport Fire Department – Action Steps

Strategic Area #1: Communications

1. Develop ways to improve communication between shifts.

Action Steps	Responsible	Timeframe
1. Identify information sharing topics	Captains	6 months
2. Research a mechanism to mass distribute information.	District Chief	12 months
3. Develop guidelines for standardized communications between shifts.	District Chief	18 months

2. Enhance information sharing between DFD management and all employees.

Action Steps	Responsible	Timeframe
1. Schedule shift informational meetings on a monthly basis.	Fire Chief	6 months
2. Continue Bi-annual Officers meetings and capture meeting minutes for distribution.	Fire Chief	6 months
3. Create a method to promote internal organizational transparency.	Fire Chief	12 months





3. Utilize technology to help with information sharing.

Action Steps	Responsible	Timeframe
1. Explore utilization of the station alerting system to convey information to members. (electronic messaging board)	Operations Chief	18 months
2. Investigate utilization of members personal electronic devices for mass information sharing (texts, emails).	Operations Chief	18 months
3. Explore alternative digital platforms for information sharing.	Operations Chief	18 months

4. Establish a process to strengthen communication with community and operational partners.

Action Steps	Responsible	Timeframe
1. Create and implement a mechanism to share pertinent departmental information with the public.	Fire Chief	18 months
2. Meet regularly with external partners to improve departmental operations.	Fire Chief	18 months
3. Seek opportunities to participate in community outreach programs.	Fire Chief	24 months





Strategic Area #2: Training

1. Assist employees with career development and promotion planning.

Action Steps	Responsible	Timeframe
1. Capture and share employee credentials with HR to establish baseline employee progress.	District Chief Training	3 months
2. Outline, capture and update pre-requisites for all promotional positions.	District Chief Training	18 months
3. Revise the departmental policy to capture education, certification, and proficiencies required for promotional processes.	District Chief Training	18 months

2. Review and revise the annual evaluation process.

Action Steps	Responsible	Timeframe
1. Explore appraisal methods to evaluate performance and provide member feedback.	Fire Chief	9 months
2. Implement an employee evaluation process for all members that include a self-appraisal and goal setting.	Fire Chief	18 months

3. Create and implement a management succession plan.

Action Steps	Responsible	Timeframe
1. Explore / define what information is being requested by members.	Fire Chief	12 months
2. Develop a job shadowing for promoted positions.	District Chief Training	18 months
3. Document in-depth roles and responsibilities for promoted positions	District Chief Training	24 months





4. Formalize a program that provides for professional growth and development for all DFD employees.

Action Steps	Responsible	Timeframe
1. Research feasibility of hosting external subject matter experts for professional growth and development of members.	District Chief Training	18 months
2. Expand participation and involvement with external departmental activities and training.	District Chief Training	36 months
3. Encourage and explore the possibility of utilizing outside educational sources to foster career development, promotional and succession training.	District Chief Training	36 months

Strategic Area #3: Programs

1. Complete a comprehensive review and revision process for the inspections program.

Action Steps	Responsible	Timeframe
1. Analyze the current commercial inspection program; outlining constraints, benefits and resources utilized.	Fire Marshal	24 months
2. Research other Fire Department inspection programs and methods. Identify areas for improvement and evaluate options.	Fire Marshal	36 months
3. Implement and evaluate the program.	Fire Marshal	48 months

2. Partner with organizations and pursue opportunities to increase diversity within the recruiting and candidate pool.

Action Steps	Responsible	Timeframe
1. Improve the process of diversity recruitment.	Fire Chief	24 months
2. Partner with local groups and colleges to recruit and invite diversity into the fire service.	Fire Chief	24 months
3. Explore alternatives for members to promote, encourage and welcome a diverse demographic into the organization.	Fire Chief	24 months





3. Increase engagement and education within the community.

Action Steps	Responsible	Timeframe
1. Increase community engagement on a Company level.	Public Education Officer	18 months
2. Partner with local schools and colleges to foster career outreach programs.	Public Education Officer	24 months
3. Continue partnerships to evaluate and Address current and future community needs (para-medicine, mental health responses, and alternative hospital transportation).	Fire Chief	48 months

4. Partner with other emergency response agencies to enhance and expand services.

Action Steps	Responsible	Timeframe
1. Strengthen automatic aid agreements and explore opportunities for additional resource sharing.	Fire Chief	24 Months
2. Develop and participate in multi-agency training events.	Training Chief	36 months
3. Work with established partners to address current and future needs.	Fire Chief	36 months





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Administrative Acknowledgement

The Davenport City Administrator who has the responsibility over the fire agency and to whom the chief fire officer/chief executive officer reports has received and reviewed the strategic plan and acknowledges that this plan is approved within the agency.

Corri Spiegel
City Administrator

Date: 6/14/21





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Appendix A – Focus Group Participants - Internal

DAVENPORT FIRE DEPARTMENT ORGANIZATIONAL CHART

9/4/2020

CHIEF

Chief Mike Carlsten

ADMINISTRATION

Administrative Assistant Tabatha Rush

OPERATIONS DIVISION

Assistant Chief Robb Macdougall

FIRE PREVENTION BUREAU

Assistant Chief Jim Morris

Captain Ron Burchette

Lieutenant Brad Kruse

Lieutenant Zach Soliz

TRAINING DIVISION

Training Dist. Chief Brian Mohr

EMS Captain Todd Whitchelo

A SHIFT

B SHIFT

C SHIFT

<u>DISTRICT #1</u>	<u>DISTRICT #2</u>	<u>DISTRICT #1</u>	<u>DISTRICT #2</u>	<u>DISTRICT #1</u>	<u>DISTRICT #2</u>
DC R. Minnaert	DC S. Farnsworth	DC Paul Hartman	DC Neil Gainey	DC J. Smith	DC Mike Ryan
<u>ENG #1</u>	<u>ENG #3</u>	<u>ENG #1</u>	<u>ENG #3</u>	<u>ENG #1</u>	<u>ENG #3</u>
Lt. N. Wilson	Lt. A. Priest	Lt. R. Kramer	Lt. B. Arp	Capt. J. Fuller	Capt. J. Woods
Eng. C. Kimmel	Eng. C. Jaeger	Eng. A. Noel	Eng. K. Johnson	Eng. S. Carter	Eng. T. Jackson
Pvt. R. Hanghian	Pvt. J. Carrillo	Pvt. B. Nagle	Pvt. K. Israel	Pvt. B. Klinkenberg	Pvt. D. Hylton
Pvt. K. Nickels	Pvt. A. Petersen	Pvt. T. Dorton	Pvt. T. Macumber	Pvt. Z. Micklewright	Pvt. A. De Vita
<u>ENG #2</u>	<u>ENG #6</u>	<u>ENG #2</u>	<u>ENG #6</u>	<u>ENG #2</u>	<u>ENG #6</u>
Capt. Blackburn	Lt. T. Deckert	Lt. R. Stremloff	Lt. J. Argo	Lt. M. Eveleth	Capt. Tom Schmidt
Eng. J. Shirk	Eng. D. Frese	Eng. J. Laban	Eng. Z. Grassle	Eng. N. Armetta	Eng. T. Davison
Pvt. C. Boldt	Pvt. E. Olson	Pvt. B. Weinstein	Pvt. Z. Streit	Pvt. R. Montoya	Pvt. P. Dolan
Pvt. J. Rodgers	Pvt. M. Kindelsperger	Pvt. M. Becker	Pvt. N. King	Pvt. J. Swanson	Pvt.
<u>ENG #4</u>	<u>ENG #7</u>	<u>ENG #4</u>	<u>ENG. 7</u>	<u>ENG #4</u>	<u>ENG #7</u>
Lt. B. Eberhart	Capt. L. Norin	Capt. A. Burken	Lt. K. Moore	Lt. S. Alvarez	Lt. R. Johnson
Eng. G. Coussens	Eng. D. McKittrick	Eng. M. Putnam	Eng. E. Griffin	Eng. R. Walters	Eng. R. Ankney
Pvt. D. Kincaid	Pvt. R. Lofgren	Pvt. E. Conklin	Pvt. G. Kaasa	Pvt. A. Mussmann	Pvt. E. Birely
Pvt. J. Miller	Pvt.	Pvt. D. Tharp	Pvt.	Pvt.	Pvt.
<u>ENG #5</u>	<u>TRK #3</u>	<u>ENG #5</u>	<u>TRK #3</u>	<u>ENG #5</u>	<u>TRK #3</u>
Capt. M. Metzger	Lt. J. Pilgrim	Lt. J. Cheek	Capt. C. Black	Lt. M. Lintz	Lt. J. Schalk
Eng. S. Ossowski	Eng. D. Cook	Eng. M. Dorton	Eng. R. Wilson	Eng. C. Oltman	Eng. A. Whitaker
Pvt. B. Wood	Pvt. C. Yetter	Pvt. E. Mehner	Pvt. G. Moore	Pvt. D. DeMoss	Pvt. M. Rose
Pvt.	Pvt. C. Schaeckenbach	Pvt.	Pvt. M. Lintz, Jr.	Pvt. N. Ulloa	Pvt. M. Cress
<u>TRK #1</u>	<u>ENG #8</u>	<u>TRK #1</u>	<u>ENG #8</u>	<u>TRK #1</u>	<u>ENG #8</u>
Lt. A. LaMar	Capt. D. Parrick	Capt. S. Terrell	Lt. J. Hebbeln	Lt. B. Lewis	Lt. S. Arthur
Eng. R. Scriven	Eng. J. Drish	Eng. B. Schadt	Eng. R. Albert	Eng. D. Ripperger	Eng. T. Holmberg
Pvt. C. Schultz	Pvt. S. Meyer	Pvt. B. Carr	Pvt. J. Floyd	Pvt. A. Panther	Pvt. J. Johnson
Pvt.	Pvt. W. Schorg	Pvt.	Pvt.	Pvt. B. Andersen	Pvt.
<u>TRK #2</u>		<u>TRK #2</u>		<u>TRK #2</u>	
Lt. N. Numkena		Lt. A. Mack		Capt. Ty. Schmidt	
Eng. K. Noel		Eng. C. Logan		Eng. A. Moses	
Pvt. J. Atkinson		Pvt. M. Mueller		Pvt. T. Camarena	
Pvt.		Pvt.		Pvt. W. Doering	



Appendix B
Focus Group Participants – External

External Stakeholders:

Andorf, Paul	MEDIC
Andybur, Katrina	United Way
Barr, Michael	Unity Point
Barth, Amy	Big Brother Big Sisters
Beckwith, Mark	Augustana College
Beswick, Sue	Unity Point
Bladel, Andrea	Genesis Health
Bladel, Jeff	Davenport Police
Blank, Logan	First Army Command Surgeons Office
Bowman, Alexis	Family Resources
Bradley, Eric	Scott County Health
Brock, Finas	Iowa American Water
Brown, Jamie	Davenport Police
Brown, Mike	Palmer Chiropractic College
Bruns, Floyd	Riverdale Fire
Burns, Nancy	Clinton County EMA
Cetanyan, Beth	Eastern Iowa Community College
Conklin, Bethaney	Genesis VNA/SA5AHCC
Conklin, Terry	Red Cross
Cotton, Gregory	Rock Island Arsenal





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Cullison, Tara	Bi-State Regional
Curry, Drew	Putnam Museum
DeFrance, Robert, E.	East Moline Fire
Donovan, Dave	SCEMA
Dunn, Robbin	Davenport Public Works
Ewers, Jerry	Muscatine Fire Department
Flies, Rich	John Deere
Flowers, Tilford	John Deere
Frederiksen, Linda	MEDIC
Frisch, Dennis	Durant Ambulance
Gallops, Wayne	Davenport Fire /MEDFORCE/Genesis
Garrington, Steve	Salvation Army
Gibeau, Belinda	Genesis
Gibbs, Thomas	Scott County Sheriff
Gipson, Chuck	MEDIC
Goode, Seth	Rock Island Arsenal
Graff, Bob	RI Fire
Hahn, Don	41st Iowa Civil Air Patrol
Hansen, Casey	Nestle Purina
Hanssen, Mark	Davenport PD
Hardacre, Jeff	TSA
Hawkes, Jim	SECC
Heim, Joe	Rock Island Arsenal



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T | 563.326.7906
E | fire.info@davenportiowa.com

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Herd, Kelly	Foundation 2 Crisis Mobile Outreach
Heisch, Randy	Rock Island Co Sheriff Dept/ Rock Island County EMA
Hitchcock, John	Moline Police
Houdyshell, Tony	Canadian Pacific Railroad
Hursey, John	Department of Homeland Security
Jefferson, Kenneth	Department of Homeland Security
Johnson, Kevin	Department of Homeland Security
Kanakares, Daniel	Department of Homeland Security
Keith, Darin	Rock Island Arsenal Fire
Kelly, Dave	Genesis Health
Kimball, Keith	Bettendorf Police
Kinney, Rich	National Weather Service
Kira, Steven	Civil Air Patrol
Knorrek, Steve	Bettendorf Fire
Koch, Paul	St. Ambrose
Lane, Tim	Scott County Sheriff
Lange, Kevin	MEDIC
Leach, Glenn	Davenport Diocese
Lighton, Josh	Iowa American Water
Loeffelholz, Al	Genesis Health
Loussaert, Dan	Iowa State Patrol
Lundeen, Gayle	Red Cross/SCEMA
MacGrath, Amber	Red Cross



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E | fire.info@davenportiowa.com

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Marr, Stephen	USAG - Rock Island Arsenal
McClure, Mike	National Weather Service
McCullough, Jeannine	Mississippi Valley Regional Blood Center
McDermott, John	Civil Air Patrol
McDonald, Laura	US Coast Guard
McKee, Bruce	Davenport School District
Meyers, Mindy	Rock Island Co EMA
Mitchell, Eric	Rock Island Arsenal
Moritz, Jeff	Rock Island Arsenal
Mulholland, Colleen	Genesis Health
Nolan, Brad	Iowa Dept of Public Safety
Noyd, Travis	Moline Fire
O'Boyle, Marty	City of Eldridge
O'Neal, Sean	US Marshals
Osborne, David	TSA
Packer, Stephen	Civil Air Patrol
Parker, Mack	US Coast Guard
Payne, Brian	SCEMA
Plett, Tina	CHC
Ploehn, Decker	City of Bettendorf r
Pries, Jacob	Joint Munitions Command
Randolph, Orville	Durant Police
Reilly, Ellen	Davenport Schools



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T | 563.326.7906
E | fire.info@davenportiowa.com

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Rivers, Ed	Scott County Health
Roth, Shawn	Scott County Sheriff
Said, Troy	Bettendorf Fire
Sanders, Tracey	SECC
Scardino, Ingrid	Cobham
Schwarz, Brenda	Scott County Health
Seals, Brian	Scott County Waste Commission
Seibert, Nick	RI Arsenal
Sharkey, Brian	Palmer Chiropractic College
Shirk, Jerry	Rock Island County EMA
Showalter, John	East Moline City
Sikorski, Paul	Davenport Police
Simms, Michelle	Mississippi Valley Regional Blood Center
Snyder, Jeff	Moline Fire
Soliz, Eli	Moline Police
Sowells, Adam	Unity Point
Speidel, Tammy	Scott County
Starns, Scott	Rock Island Arsenal
Stevens, Andrew	Genesis Ambulance
Takacs, Kevin	MEDFORCE
Temple, Jamie	Eastern Iowa Community College
Thee, Mary	Scott County Administration
Thompson, Kelly	Quad Cities Community Foundation



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E | fire.info@davenportiowa.com

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Thoreson, Amy	Scott County Health
Tillman, Rodney	RI Arsenal Police
Tiry-Ortiz, Mateo	Community Healthcare
Valladares, Pedro	Moline Police Department
Varnes, Chris	Scott County Health
West, Bill	Good Samaritan
Whittington, Mike	Select Medical
Wilson, Jason	Illinois State Patrol
Yerkey, Jeffrey	Rock Island Fire



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331 Scott St. Davenport, Iowa 52801

T | 563.326.7906
E | fire.info@davenportiowa.com

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Appendix C Strategic Goals Session Participants - Specific

Internal Stakeholders:

Fire Chief- Mike Carlsten

District Chief Neil Gainey

Captain Todd Witchelo

Jolly Omar



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T | 563.326.7906
E | fire.info@davenportiowa.com

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Appendix D Summary Focus Groups Report

What is your general impression of the Davenport Fire Department?

- Great
- Very professional and courteous.
- Great team! Well organized and involved with county planning.
- responsive and professional
- An independent agency, who is dedicated to serving their community.
- Aggressive fire attack and frequent medical calls.
- Strong competent public safety organization.
- It's a leader in the fire service and in general an outstanding department.
- Excellent
- Very positive.
- good glad worked through priority dispatching
- I am new to the Quad Cities and have not had any interaction with the department.
- DFD is a professional, prepared, equipped and competent public service. They appear more than able to handle the unique challenges of emergency response.
- A professional fire department that is able to adapt and consistently do more with less.
- Responsive, collaborative, friendly
- Professional, dedicated, organized
- Responsive.
- A great group of Professionals. It is easy to see the Pride and Tradition the Department upholds.
- Very professional organization.
- Very favorable, professional persona and well trained people.
- Professional, progressive and highly competent; leadership growing and evolving; culture seems very positive
- excellent
- Good
- No opinion.
- Positive. I think most of us are happy to serve and are proud of our department.
- It is professional and looks for ways to help its community.
- Davenport Fire is a well-run, professional fire department.
- Positive. Everyone I have had the opportunity to work with has been professional, willing to share knowledge/provide support from fire perspective/knowledge.
- professional, well trained, and high quality
- Positive. For the most part, it is a department made up of professionals who have devoted their lives to public service and putting the lives of others above their own.
- A top notch fire department.
- Professional organization.
- The department has a good reputation and a positive image in the community. We provide quality timely services to the community offering a variety of services in a professional manner. One thing that makes this possible is the overall diversity in our





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backgrounds. While racially or ethnically we may not appear to be diverse our backgrounds and personal skill sets most certainly are. We combine these skills together at the company level and at a department level to provide quality services to our community.

- The general impression is a positive impression with a great group of individuals. Newly hired employees have a great attitude and great work ethic.
- Understaffed, under trained and underfunded.
- I feel very good about this Department and am proud to serve here. Others are not so optimistic.
- Professional, prepared, compassionate organization with dedicated members.
- It's a great organization.
- Our overall opinion is favorable.
- We are professionals that can be depended upon to provide a wide variety of high level services to the community.
- Davenport Fire Department is a professional group of men and women who provide valuable, high quality services through highly trained personnel to the citizens and visitors of the City of Davenport.
- Professional, hardworking, traditional, not very progressive in some areas, well respected
- The consensus is that the DFD is a great place to work and employees are generally happy to come into work.
- Overall we feel that the DFD puts forth a professional attitude and impression for our customers on a daily basis. The majority of our members are dedicated to serving our community and want to do a good job, and make a difference when they can.
- Professional and knowledgeable employees working to give the citizens the best services available.
- Understaffed organization able to get the job done, although it puts the public in detriment.
- Generally speaking, our workforce is smart, professional, and level headed. Many bring a common-sense approach to problem-solving. We are able to adapt to and overcome obstacles presented to us with regularity. DFD has a group of employees that bring MANY different areas of expertise to the table that helps up accomplish our goals.
- Overall impression of the department is good. We feel that moral is up on the department. We feel the community has a good impression of the department and what services we provide to them.
- A well trained and aggressive operating fire department.
- Great people starving for leadership



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

- Accessible, responds to request for assistance with fire safety measures at our organization
- everything
- My opinion, all aspects of fire service.
- Community engagement, emergency preparedness and planning.
- responsive professional helpful caring
- DFD does a good job managing high call volume days and spreading their resources throughout the City. Their ability to manage their equipment and firehouse operations allow them to be very resilient.
- Strategically spread through the city for fast response. Aggressive fire attack. Frequent medical calls. Experienced.
- Service, fire suppression, EMS, community involvement
- They do a great job in assisting other agencies in promoting public safety.
- Very well rounded
- Community outreach
- supporting EMA with skilled planners
- Communications. They do great notifying the water department when they are using hydrants.
- The dedication to continually improving the craft. DFD also puts forward a positive face to the public that they serve.
- The department puts inspections as a very high priority. We also do a good job of online training.
- Helpful in answering questions; good at making recommendations during inspections
- Respond to all calls (including not fire related) in the community, training, educate employees regarding community resources, collaboration with community agencies to better serve the residents.
- Haz-Mat / Decon. Community Preparedness. Response times are great.
- Self-sustaining, able to complete their mission with minimal assistance from Mutual Aid Agencies
- response time, community engagement
- They uphold the traditions of the fire service. Ranking officers are addressed by their ranks.
- Great firefighters! A++++ in auto extrication/rescue. You do a great job of putting our community first; strong, highly competent EMS providers. Excellent, approachable leadership.
- your men are well trained and professional
- Respond to fires, participate with organizations such as the Red Cross in fire safety education and installation of fire alarms.
- Our strength lies in our members.
- We work well as a team and we overcome whatever is thrown at us.
- Respond to fires well. Communicate when Red Cross assistance is needed in a timely manner. Smoke Alarm install program.
- Training, professionalism, good leadership



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- In my opinion the strength of every organization has to do with its workforce. I would say the same of Davenport Fire.
- timely and proficient response to all requests for help
- You are responsive to the needs of the community, whether it is to respond to a fire, medical emergency, or other crisis.
- Provide the necessary resources and personnel for the specific emergency in a timely manner.
- Outreach and support. I have been very impressed by the willingness of DFD to be supportive and give guidance.
- As a department we provide a variety of skilled quality services to the community. We have always shown that we will respond to virtually any need or emergency. If the problem or issue is outside of our scope we will always attempt to guide the individual in need to another option for help. We never simply arrive, look at an issue, determine it's not within our scope and leave. We always attempt to assist in some manner. We offer a diverse group of services to the community and are generally proficient and professional. Generally speaking if an individual or business calls 911 for assistance they have reached a point where they have no other viable options and need some form of assistance not generally offered by the private sector. We always provide some sort of response and take actions. That willingness to respond and serve puts us in good public favor.
- Davenport Fire is aggressive in their responses and actions regarding the handling of Fire and EMS incidents. We also maintain a professional appearance and manner throughout our time while on shift.
- Both figuratively and literally we are great at putting fires out. We are dedicated to providing the citizens with great service.
- I think we do well at responding and handling whatever we're called to, whenever we are called no matter what the conditions are at the time. Our biggest strengths are our extremely talented and motivated employees.
- Structural firefighting, rapid responses to ever increasing call load. Staying composed. Haz-Mat Program, EMS response and treatment
- Respond to emergencies. There isn't much of anything that we can't make better when we get there.
- Our strengths are our aggressive fire attack tactics and high level emergency medical skills. We also provide excellent customer service.
- We are a department that is community centered. We provide a quality inspection and public education program that complements our top tier fire suppression/rescue and medical response service.
- Davenport Fire Department strives to be progressive by staying on the cutting edge. This is done through aggressive fire attack, applying appropriate strategies and tactics, and a high level of EMS care. The department has worked to increase effectiveness and communication on the fire ground through improved Incident Command. Additionally providing a high level of public education and involvement.
- Provide great fire and EMS service to all citizens in Davenport and providing mutual aid to surrounding communities. We are the ones they call when they need help and they know we will get the job done.



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- The DFD is a progressive department with aggressive firefighting tactics. We also strive in public relations. We are out in the community interacting with citizens which gives them a positive outlook of our department.
- Provide good service, Members of the department are very knowledgeable and sincere in the performance of their duties.
- As previously stated, we feel that our members do a good job of being professional and putting out a positive image. Our members have a sense of pride and try to do the best they can. We usually do a fairly good job and adapting to different situations and changes in operations...i.e. training platforms, charting system, inspection systems.
- Response, education, inspections, and investigations. The Hazmat Bureau is awesome.
- Our ability to respond to any emergency. Fire prevention through inspection and public education Fire investigation through the Fire Marshal's Office. Emergency Medical Response Hazardous Materials response Dedicated employees Computer training
- DFD members consistently carry out the organization's mission statement in a safe and effective manner.
- Things that we do well is taking care of our citizens problems. When people call us we do our best to solve the problem or come up with a solution to solve it. We are good at our running EMS and Fire calls. We also feel that we have built and continue to build relationships with our community.

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

- I am not sure
- The front office
- I am not aware of any.
- None that I know of.
- The rich history of DFD provides a lot to be proud of, but even though change can be difficult, change is inevitable.
- Unknown to me as an outsider other than to say I have never seen a Davenport water tanker.
- NA
- I cannot identify any weakness with DFD
- Understanding resources available
- I would encourage them to continue to work WITH community organizations.
- unknown
- None that I am aware of
- Difficult to see as I am not "inside" the organization. As a strong, prepared department, maybe DFD could take a more prominent role in mutual aid / training. DFD certainly has the resources and ability.
- The online training is good, but when it's not coupled with quality hands on training an opportunity is lost. Due to the infrequency of fires there are many new people on the job that have no practical hands on experience with tools/techniques used on a fire ground.
- Although a strength of the DFD is collaboration with community agencies, there are services in the Eastern Iowa MHDS Region that may be beneficial to utilize more frequently for those non-emergency calls to DFD.





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- Sometimes on fire response they seem irritated for false alarms...like they were inconvenienced. Treated more like a factory with a few smoke detectors rather than the several hundred per hospital campus.
- Mutual Aid policies. When providing or receiving Mutual Aid from the neighboring agencies, crews are able to become familiar with each other and possibly learn from one another
- I don't think the general public knows all of the things you are responsible for.
- Promotional process. There is a lack of objective reasoning and 'friendships' in choosing promotions. There is too much stress among personnel and 'bad-blood' that circulates. There needs to be requirements that are not changed when it suits management.
- Continue to work together to collaborate with other fire departments/first responders. Consideration of an interagency committee to recognize things going well and additional efficiencies, identify opportunities for improvement, create joint training opportunities, and improve working together as multiple agencies
- Not sure?
- I would not be in a position to know that, but a strong inspection function is critical to help the department develop pre-fire plans for how to approach fires in industrial settings, schools, etc., with special hazards or needs in case of fire, particularly in this age of so many hazardous materials (hazardous to the public, to the fire fighters, or with special evacuation needs.
- There is a substantial gap in the espoused values and priorities of the organization in contrast to the decisions and actions of the leadership of the organization.
- Inspection program Priority dispatching Target solutions
- Continued work to connect fire victims with recovery resources.
- none that I know of
- Have not had any experiences that would lend to identification of weaknesses.
- nothing really stands out
- More frequent communication with the community would be valuable so we know what services you offer, what the issues are that you are confronting, and how we can support you.
- Leadership training / professional development
- I have nothing to offer here. I work with the emergency operations folks and they have been great.
- I would say that communication is generally a weakness. We offer such a diverse service and have enough employees that it is hard to keep everyone in the loop. In addition we have individuals that specialize in certain fields such as arson investigation for example. We seldom get follow up information at the company level about prior incidents and at times learn of additional information on the local news. This has occurred in the past on other issues. Additionally we can be approached while out in public and are questioned about certain issues that the public has learned of on the news and we have no additional information or insight to provide them. Another weakness would be the lack of a roadmap for individuals to follow into the future. A clearer roadmap should be provided to show different levels of personal development throughout an individual's career. What may be viewed as a good path towards promotion or personal development may not be viewed as well by others, it is viewed as being subjective and no clear course to personal development has been defined by the department. Promotions can be awarded and remaining individuals can be left questioning why. When no checks and balance exist to help explain that the other individual had completed X, Y, and Z for example. Lastly development for the next level should be given greater priority. If an individual is on a promotional list they should expect to live the life of a junior firefighter and be swung on a regular occasion whenever there is an opening requiring their next level of promotion. Too often promotional candidates are left to perform their currently assigned duties while other individuals



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are tasked with acting up a rank. This is a disservice to both individuals, while to one it may be a compliment to act out of rank it can also be perceived as punishment or lack of confidence to the individual on a list. They want to perform at the next level, gain experience, and have their opportunity to shine or fail. Either situation provides experience and a learning environment. Promotional candidates should act at the next level as often as possible and the public should expect that too. If they have committed themselves above and beyond that of others they should be tasked with those duties and responsibilities. It's simply putting the most qualified individual into that role.

- Priority dispatch does not appear to be working. There are miscommunications throughout Fire, Medic, and PD. Certain information is being relayed to some but not all of the responding parties, different information is also being relayed as well to different organizations. Calls where Fire is not needed are not being screened appropriately (priority dispatch), and calls where Fire is needed as well. You can ask any individual on DFD and they can provide a situation where this has been an issue.
- We have too much computer training leaving no time for hands on. There is disconnect between admin and floor staff. Staffing is insufficient for what is asked of us. We are starting to get to a dangerous level were we are turning into a "jack of all but master of none".
- Being constantly short-staffed is creating an atmosphere of apathy and frustration among our ranks, which then has a negative impact on morale. Our computer software is very cumbersome, time consuming and frustrating to use. For example, when I come back to work, all of my settings and desktop have changed. I have to find and reset my default printer and restore my desktop every workday. Our Vehicle Maintenance program is another area that needs to be improved. When our rig goes in for PM, repair items are identified and parts are ordered. 6 months later when it goes back out for its next PM, if the parts weren't correct, or it can't be fixed, it won't be repaired until the next PM, 6 more months later.
- Staffing. Anticipating dates/events that produce much higher than normal call volumes (storms, holidays, etc.) and meeting staffing needs through hire backs. Daily operational communication gaps. Officer development and training. Technical rescue team.
- Consistency in communication. We feel Chief Carlsten has improved this some already with more frequent state of the Dept. meetings and more email communication. More quality hands on training.
- 1. Communication some management person/persons have less than desirable skills in this area. 2. Training it has been getting better but we could always use more. 3. Technical Rescue we seen to have a complete lack of buy in from management and city leaders on this topic.
- Cross training between ranks so when members of the department are required to fill positions that they do not normally occupy they can fill that position competently. Also, shifting our focus on training away from sitting in front of a computer and going hands on as often as possible.
- Improving communication within the department and with outside organizations. One area that has proven to be a struggle is working with SECC dispatch to improve communications and meeting the needs from each organization. Consider modeling communications based on commonly accepted procedures found in other communities. Policy changes are difficult to implement due to the natural resistance to change. Preparing individuals for the next step in their career with the department. Tech Rescue is a highly technical skill and training spent on skills has improved, but an annual test of individuals' abilities through drills and skill testing is necessary.
- Consistency and communication, implementation of the blue card command system, setting requirements for promotion and adhering to those requirements. Training, not realistic props to train with. Last minute communication, why do we have to find out 15 minutes before we are to



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be someplace, more advance notice of activities for the day. MABAS- lost opportunities for better training

- One of the biggest weaknesses noted in our conversations is the communication throughout the chain of command. The flow of information is key to an efficient organization. Another point brought up was succession planning and career development, giving those who wish to move up the ranks or into certain positions (FPB, Hazmat, Etc.) the tools and real-world experience to aid in a smooth transition into that position.
- Lack of staff: need to staff all 11 rigs. Hands on training is insufficient due to the number of daily calls and other responsibilities. Staff not cognitive of personnel's mental health. After significant traumatic calls command staff does not check in with the crews.
- Well our training program has always been an area that needs improvement. We have seen some improvements with our current Training Officer. Mainly the hands on part of our training is the part that is lacking. Single company training can be done and we understand the concept. However larger live burn fire training and more specific technical training has become very scarce and almost not existent for some. Our inspection program has become more of a burden on top of computer training that has to be done as well. A new look into the inspection program and the way it is done would be worth the time.
- Accountability of employees to continue improvement and staffing.
- Lack of counseling and discipline process for employees that cause problems on the department. Staffing of front line apparatus Lack of training houses to perform monthly skills. No plan to further the Rescue Team Biased promotional process that is not transparent Lack of investing in employees with outside education.
- Communication: both at a larger organizational level and at the incident level. Communication from our chief and asst. chiefs has gotten substantially better recently. However, there are times when personnel at outstations learn of major department news, for the first time, through social media. At the incident level, we have a problem. Depending on the Incident Commander we can expect to have any number of command systems being used. Furthermore, the level of expertise in the current standard (Blue Card) is varying. • Accountability: Through nearly every level of rank there are examples of accountability problems. One of the side effects of shift life is you become very close with your coworkers. In a few instances, this causes a problem where a ranking officer is unwilling to hold their subordinate to account. This can be a problem with simple day to day tasks, up to and including large scale organizational processes. • Forward thinking/planning: Our department has changed two significant items regarding how we respond to incidents in nearly every current employee's career. We upgraded the response to structure fires in 2011 and we started priority dispatch in 2018. Both were warranted and long overdue. There is a hand full of changes our organization needs to pursue in order to better serve our changing city size and the increasing demand for service. There is an inherent reluctance to change within our organization. This can be attributed to a lack of knowledge or be self-serving. These excuses lack merit and go against the spirit of the department's mission statement.
- Some weaknesses we feel the department has is too many specialties that we cannot properly train on. We to go back to basics and make sure we are training in those areas first. When it comes to training a weakness we have is that we do a lot of computer base and would like to see more hands on training. Also feel that the academy takes a back seat to other daily activities when it is going on. The recruits don't get the training or attention they need for just coming on. Another weakness is our work load keeps getting increased each year but the time we have to do everything is not there with call volume is increasing.
- More hands on training. Duplication of business inspections.



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- leadership from management Chasing bad ideas zero accountability Checking boxes like in this survey

How can we improve upon the weaknesses you have identified?

- I am not sure
- ?
- N/A
- None that I know of.
- The weakness stated above has been stated by staff members within the DFD. Without working there, it's hard to say, but openness & encouragement for change can help.
- Unknown
- none
- Education
- Leading where it is appropriate to lead and be just a participant if it is appropriate and community organizations elect others to act as leaders.
- unknown
- N/A
- Instead of relying on the practical hands on training happening at a company level, do it department wide. I feel this will eliminate getting your plans of training trumped by senior officers the day of, as well as provide and more consistent training department wide.
- Continued education for staff regarding use of newer resources funded by the Eastern Iowa MHDS Region, specifically Mobile Crisis Outreach. For any individual experiencing a crisis, DFD can directly call the crisis line and counselors will directly respond to the location.
- Address Customer Service perspective with staff
- Set up and participate in more multi agency trainings. TRT, Haz-Mat, Live Fire, EMS etc.
- Find ways to promote yourselves. Tax payers want to see and hear about what they are paying for. this would be a good way to show how valuable you are to the citizens
- A promotional structure that is adhered to consistently and fairly.
- Continue to work together to establish an effortless, free flow of interagency communication.
- Working with emergency management personnel, determine the number of fully trained investigators to it every significant facility on an at least every three year basis.
- No opinion.
- Inspection program could be revamped by doing inspections every other year on businesses that perform well. Revisit priority dispatching to weed out some nonsense calls. Work on a better way to record company based training and monthly ems training
- Educate officers on relief organizations and what they do, so they're better equipped to know when to help contact them.
- N/A
- NA
- Develop a regular email that can be sent subscribed to via the home page for the department. This could include fire prevention topics, highlighting personnel, other safety topics such as, "In the Time of COVID."
- Increase training budget and/or schedule inside and outside leadership training seminars/events for all levels of staff
- n/a



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- Providing shift meetings with upper administration as we currently do and or adding these meetings on a regular basis following staff meetings. District Chiefs could even host or lead these meetings. If it is being discussed at the management level it has some importance or impact to the members at the company level. People are resistant to change, but they are even more resistant if they didn't see it coming or don't fully understand why. As discussed in the previous question, providing a roadmap for members should also be done. If all members had a clear vision of all of the available or required training it would assist them in setting personal goals. Break it down showing the minimum requirements, the specialty services or skills available, and then optional or advanced options for example. Commit to more hands on training at the company level and specialty training. We seem to be slipping further into computer based training, while hands on skills are also required no props or tools are made available. It's very tough to table top extrication, roof ventilation, forcible entry, etc. If skills are assigned for a month then rotate a prop or equipment. Not every company needs to do ventilation for example in the same month. Consider making it more of a station assignment each month. One station could perform ventilation this month while another did extrication, and another forcible entry, etc.
- Rework priority dispatch, unify communications between Fire, Medic and PD. Focus on making sure all calls are being screened appropriately, and that all relevant and important information and details are being relayed to the responding parties appropriately.
- More people or less tasks. More progressive leadership with less antiquated thinking.
- Increase our Personnel Budget so that we can fully staff 11 rigs every day. Talk to our Software providers and try to streamline/update our Software programs. Hire new staff at Public Works so that Rig issues can be tracked and repaired on a timelier basis.
- Staff to adequate levels (11 companies) and hire back as needed to meet demand of calls for service. Send daily operational emails early so companies can be prepared to meet obligations and to plan daily activities more efficiently. Continue to focus on technical rescue training through realistic and challenging training evolutions.
- Keep working at it. Work towards full staffing of 11 companies to improve time available to staff available to train.
- More training. That would solve two of these issues. The communication issue comes with a change in what upper management expects from the District Chiefs.
- Having a solid framework in place for personnel development so that a firefighter can be introduced to the engineer position and an engineer to the officer position etc. Create a day/time dedicated to company, or multi-company, hands on training left up to the company officer(s) to plan.
- Continue to counsel and advise newer ways to accomplish tasks. Be open to ideas and work on reducing the resistance to these newer ideas. Stay current with new trends within the fire service. Developing credentialing for specific skill sets.
- More practice of the blue card, training with realistic examples realistic requirements for promotion, college degree isn't the only answer, although important. Look into better training opportunities to be located at the new Station 3. An email on the work day of the next day's activities, that will give us 2 days to think and prepare for what is coming. We realize we need to adapt to any changes that may come up last minute. join MABAS
- Utilizing the video conference platforms we currently have to pass pertinent information along as well as through email. With Target Solutions taking over most training, using Friday afternoons as a time to pass information shift-wide via Go to Meeting would be a possibility. When it comes to succession planning, getting people on lists as much experience would be paramount to aid in moving them forward and would assist in the decision-making process for candidates. As for



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other positions, identifying those who are interested and working with them on the specific operations of that position would be beneficial.

- Less computer training for fire ground operations and more hands on training. Revamp the inspection program to free up more time to conduct training. Hire more people to have 11 rigs in service. Need to check in of personnel after traumatic calls to ensure the crew is mentally OK.
- You have to make it a priority. Is real in person hands on training a priority or is plugging away on the computer more important.
- Hold employees accountable.
- Discipline employees even if demotion is required provide a plan for attaining further staffing and specialized training for Rescue. See if businesses would be interested in the tax savings of ISO 1 while paying a determined amount for a technical rescue response. Provide educational ability to attend paramedic school with no out of pocket by the employee unless they leave within two years.
- Communication: Training has already been implemented to solve the incident command problem. Blue Card is a means to an end. Our IC's need to be held to the standard of Blue Card. At the larger organizational level, our bosses simply need to keep us informed. If they are sending major news to the city or department PIO they need to be sure to send the information out to the entire body. - Accountability: ALL levels of rank need to be held to account. Post-incident reviews need to be done on ALL shifts. Annual reviews need to be brought back. There needs to be a check to the validity of the annual review. - Forward-thinking and planning: STOP looking at accreditation as a status symbol!!!! ACTUALLY FOLLOW the processes that accreditation sets forth I.E. strategic planning, fire, and non-fire risk assessment, response planning, etc. Make an ACTUAL position of accreditation manager. This position MUST be a sworn firefighter. They MUST be empowered to not only identify opportunities we have but they MUST be involved in the planning process.
- How to improve our weakness we need to prioritize what is important to the department and citizens and make those priority to us. Go back to basics fire and EMS. If technical rescue is not a priority or we are not going to get the proper training for it lets not do it. When it comes to the academy maybe look at taking the St 3 Capt. and put him on 40 hours so he can teach uninterrupted and have the crew on that day assist with hands on for the day.
- Move to a semiannual business inspection program. Commit more company based time for training and obtain vacant structures for training.
- Remove OSHA signs from bay doors. Quit wasting our time with this survey when we all know you will do none of it. Use a survey that will auto save your comments so an entire crew does not waste their whole day filling out responses only to have all their work lost when the survey is closed before it is finished.
- Explore options on different inspection cycles, focused training exercises or assignments.
- 1-Consistent training to make sure everyone is on the same page. 2-Treat everyone the same regardless of rank 3- Counseling on what being a leader is. How to motivate your coworkers instead of complaining to them. 4-Move individuals to different positions/settings/stations where they may develop a better attitude towards out department. 5. Get rid of Mechanics and Maintenance pay and move a portion of this to Sta. 3 for training responsibility.
- You put dollars behind what is important to an organization. Without funding programs properly, you will not have significant change. If training is important, then we need money diverted to hiring back personnel, outside instructors, and equipment to train like we mean it. Training, while covering the city with 7 companies, means that both the training and coverage for the city are compromised. Hire back personnel for 8 hours so we can train like we mean it. Hire outside experts so we can train like we mean it. Our IT infrastructure is terrible. Our computers are slow.



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The monitors are serviceable at best. Video conferencing at outlying stations is a joke. There is no reason why we do not have the simple technology to do what is becoming more and more of our job properly. Having user friendly IT would enable easier video conferencing and between engagement in two-way communication.

- Communications before the next shift day so personnel can send down communication and plan for the day

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

- I cannot think of any but believe that DFD looks toward the future with respect to all aspects of the services which are provided.
- Unified Command training with community response partners.
- fire safety training to businesses
- I don't know of anything that should be added to your operation, but
- Medical trucks that are smaller for a faster response.
- DFD should look at use of their law enforcement sworn personnel to deal with fireworks prevention and enforcement to take this off of the police department.
- Outreach to volunteer departments for training to help those departments that have DFD's experiences.
- None
- Community training and supporting organizations that are doing community training.
- community education
- I would like to have more regular interaction between the water company and the fire department. Perhaps some scheduled events, after COVID.
- Community Para medicine / expand services for populations (I realize these are system issues fraught with political issues).
- Community relations are always a great thing. The toy delivery to the hospital during the holidays is my absolute favorite thing we do. Let's try to do more of it. Allowing the implementation of a daily PT hour to work on keeping in shape would be fantastic.
- Fire risk assessments would be helpful.
- Continue to build on the services already providing.
- Already have a Robust System...
- Programs for "at risk" youths
- Because of budgets, adding to responsibilities of fire depts. is impossible. However, public perception, good moral, strong leadership does not cost.
- Consider working collaboratively to provide population health solutions by establishing Community Para medicine
- Public fire education and courtesy evaluations of businesses are needed.
- No opinion.
- The services we provide are good. Where we need to expand is in the number of apparatus we staff.
- Continue with youth/family preparedness education and smoke alarm installs to build better resiliency in the community.



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- Although partnerships with other fire organizations have improved in recent years (mutual aid agreement with Bettendorf is an example), I think DFD should strongly consider joining MABAS and/or working to create a MABAS like structure for departments in Scott County.
- Would like to reconvene the Cross Departmental Preparedness Team with a rep from PD, Fire, DPW and possibly other Depts. as needed. DPW lead the first few but then got busy in 2019 and 2020. This survey prompts me to reach back out to maybe schedule bi-monthly or quarterly meetings in 2021.
- continue to enhance fire response skills
- Do you have programs to engage children? Ankeny has a program that my 6 year old granddaughter has engaged in for several years where she agrees to keep the fire hydrant free of snow. In return, they have a picnic for the kids every year at a station where the kids have burgers and dogs cooked by the fire fighters, get a tour, and they fire up the ladder truck and shoot some water. It would be great to see something like this for inner city and underprivileged youth as well.
- Ambulance Operations and Community Para-medicine
- I would like to see more emergency planning between the DFD, DPD and Davenport Schools.
- Opportunities for promotion are always in the future and should be encouraged at the management level. Once an individual completes the application and initial testing phase and a list is created those individuals should be given the opportunity and responsibilities of that position when available until the list expires. Acting out of rank for a shift then could become a category for training. Acting out of rank should fall into a "bucket" for training at some level. As for services that should be expanded upon in general we already offer a vast array of services to the community and no specific service field was identified to expand into or to begin providing. As a whole we view the existing services we provide as specialty services and we are already stretched attempting to remain proficient in those skills sets. Now add in other smaller group specialty areas such as hazmat and technical rescue for example and the problem compounds itself. Our specialty areas should be expanded upon at the response level. We seem to be hesitant to respond fully in these specialty fields such as hazmat. For example numerous times we have had a District Chief or crews respond back to the station for additional equipment. The question is why not respond in full force. We respond to fire alarms for example in full force. We investigate the issue and release companies or request additional companies as we need to. We staff paramedics on each apparatus when most calls don't require ALS and Medic is guaranteed to have a paramedic. These are both positive things, because we take the threat or possibility for real and hopefully respond with a force that is greater than needed. We don't respond and then wait to gather additional equipment. Why not respond as such to these specialty calls for service. Putting a company out of service to respond to a hazmat call should not be looked upon as a tough decision or one that it is putting our citizens at risk by altering a potential response to a call for service that could occur. If we have a known hazmat incident for example, we have a known call for service so we should respond in full force. Staffing has been an issue of contention for some time, closing a company on a regular basis is



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E | fire.info@davenportiowa.com

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not a popular decision for any of us. That having been said operating with a company closed is a decision that has been made by powers higher than our department, but we can't let it alter responses to known incidents as they occur. We should respond in full force to all incidents of all types.

- Station 8 believes services needs to be expanded north, and the new Station 3 project should be fast tracked. The territories have seen seeing increased business and residential growth year over year, and the call volume has increased exponentially with the corresponding growth. With this new station 3, we also believe that a truck should be moved to station 3 or another northern station to help improve with the call volume, and improve our response times within the area.
- I think we have an opportunity to set some lines in the sand that state we cannot continue to do more with less. We should not be expanding or adding anything until staffing levels have improve.
- While expansion and change is always appealing to some, I think we should focus on our Core responsibilities; Fire, Rescue and EMS.
- Maximize outside training opportunities for members with other area departments and outside training resources (IAFF etc.) We feel that we have little room for expansion into other areas of service as we are already tasked with a large workload. DFD can become more involved in community/city based approach to stem homelessness and alcohol abuse in our community. This issue takes much time and resources away from the department when they could be much better used in other areas.
- We'd like to see continued improvement with tech rescue services.
- With the amount of calls and duties we currently have, adding new duties would take away from our strengths. We should expand on Technical rescue and training, rope rescue, marine etc.
- Continuing to stay up to date with the technology/tactics that become available and providing training to ensure its competent and effective use. Possibly expand specialized training (rescue, hazmat, etc.) to include everyone and not just those on the team so that we are better prepared during the initial response.
- Operational changes due to changing personnel at upper levels. Working with surrounding communities. Maximize on training opportunities and move toward specific educational levels.
- 3-4 rapid response vehicles with 2 people for EMS calls, rotating schedule, leave 1 person with the engine/truck to have the vehicle respond to a scene if necessary. It would save on maintenance for engines/trucks. Have the rescue rig staffed by Davenport Fire, but respond to all needed responses in Scott County, A Scott County rescue rig staffed by Davenport Firefighters.
- As we progress forward, we should look into expanding our Hazmat and Tech Rescue programs. These programs are vital parts of our organization and should be expanded on to allow for more training to take place. We should also expand on our training when it comes to handling the different apparatus the department has at its disposal, so personnel are all cross trained to operate equipment at all stations.



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- The DFD does not need to add or expand services. We need to refocus on what is most important to our daily workloads and figure a way to make sure all of our members are proficient and efficient at these tasks.
- Juvenile Fire setter
- Ability to make stations that can house sprint vehicles and in place of Fire Apparatus. This would lessen the strain on apparatus. Use data and statistics to justify truck companies responding to EMS calls in sprint vehicles and thus helping with the overall load. Training house to run drills by partnering with the city and finding building scheduled for demolition
- We need to run with full staffing. Approximately 90% of the time we are running with a company shut down. The demand for service had never been higher. Having all 11 rigs in service everyday has never been more needed. - Having our tech rescue rig assigned, in CAD, to appropriate responses. Right now the Rescue rig is not a part of any response plans in CAD. Additionally, it is not stationed at a station deemed a "tech rescue" station. This model already exists at the DFD with the Haz-Mat team/rig at station 6. We could copy that model and assign personnel accordingly.
- We don't think we should expand our services. We need to work on what we are doing and get better at that. We need to figure out what the citizens want from the department and focus on those.
- Real training using real firefighters with real skills and real knowledge.
- I would find it difficult to add any services at this time.
- 1-Expand upon training & certification classes. More pumper training 2-N/A 3-If we build our training area correctly we could charge for outside agency to use. Would be great if we were the training facility departments would travel to from all over the Midwest.
- We need to be progressive in the EMS area, which represents so much of what we do. We need to implement small rescue vehicles (manned with 2 people, with the third manning the larger fire apparatus). We are getting nicer fire trucks, let's take care of them. We think that changing how the DFD responds to EMS calls will be an easier change than multiagency changes (hospital, Medic, home health, etc.). We need to streamline the services we offer. DFD should only manage services we can truthfully say we are trained to provide. Ex.) DFD handles HAZMAT. Let Bettendorf handle Rescue, let the Arsenal handle boat calls. We are try to do too much, and by consequence, not doing anything at a level suitable for the DFD. Expand upon the idea of shared county resources that serve the larger community.

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

- n/a
- Cannot think of any.
- None that I know of.
- No
- Not that I know of.
- No
- No
- No





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- unknown
- No
- For the non-habitual offenders in the inspection program, maybe go to a 2-3 year rotation.
- No
- No
- None at all. Fire, EMS and fire prevention is the cornerstone of fire depts.
- Can't think of anything
- I am not aware of all the services they currently provide.
- We continue to respond to a high volume of low acuity EMS responses as well as law enforcement calls pushed off to EMS. This results in a poor utilization of services.
- No
- N/A
- No
- Not sure I am aware of all of the services provided well enough to comment.
- not sure
- I honestly don't know enough about what you offer (note the weakness related to communication).
- n/a
- n/a
- There are no services that were identified that the department should cease providing.
- Mutual aid needs to be reworked. Bettendorf leaders should be responsible for appropriately staffing their Fire Department, rather than expecting Davenport to fill in for their short staffing or shortcomings. When the needs are evaluated, it appears they need us much more than we need them for services.
- Inspections should be moved to an 8 hour position. Until we have proper and regularly scheduled training we should not be doing Tech Rescue.
- Give the River above Lock 15 to Bettendorf, Moline and the Arsenal. Give the Car Seat Program to another goodwill organization. Let the Red Cross have the Smoke Detector Program. Reconsider the Commercial Business Inspection Program.
- DFD should amend commercial business inspection schedule to a 2 year cycle. This would effectively divide the time spent on inspections in a calendar year by half. This time could be better utilized for training and other department functions.
- If allowed, inspections less frequently for low risk occupancies.
- All of the services we currently provide are essential to our community.
- Stop providing man power to Medic on non-emergent calls that they are profiting on. For example, when they are doing a transfer to a residence or facility and call for us to carrying the subject in/out instead of calling another Medic rig to assist them.
- No. We should continue to provide all current services, but perform periodic reviews. These reviews should focus on efficiency and effective use of the department resources. The department should consider reviewing calls for service that other city departments may be more appropriate to handle. Examples would be tress down, wild life in sewer drains. Additionally, reevaluate providing resources to outside agencies that lean on the fire department to shore up their lack of resources.
- Fire investigations should go to DPD Re-evaluate 8 hour positions to be done by officers on shift, this would get more staff on rigs. A shift liaison for EMS per shift. Maybe an incentive pay to entice those to take on those roles.





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- The services currently provided by the DFD are adequate and would not recommend removing any at this time.
- Revamp the inspection process. some non-emergent non-essential response
- None. Continue to improve on the service we currently provide.
- Technical Rescue is we are not going to take it serious.
- Annual fire inspections on EVERY commercial building in the city needs to be done away with. Through an actual risk assessment, we could identify risk to every commercial building in the city. Through that assessment, we could identify every building/business that warrants an annual inspection and set lower risk buildings to a 2 or 3-year cycle. This process would exceed Iowa Fire Code requirements (requires a fire inspection on every commercial property once every 5 years) and it would lower the extremely high workload our employees have.
- Services we should stop providing is a hard questions we don't want to stop providing anything but Tech rescue is a weakness of ours and fire investigations seems to take a lot of time and money away from running calls. We hear there is no money but we are spending how much money on OT for investigators when the state provides that service.
- Quit giving away our services to Bettendorf. If our taxpayers new the details of this agreement they would be furious. Yes I am a taxpayer. Jet boat and boat house is a huge drain on manpower and is basically useless.
- The services we currently provide are necessary, however, we could explore options on the efficiency of priority dispatch.
- 1-No 2-No 3-Mechanics/Maintenance (union contract)
- Tying into the previous response, we are not training to a level to truthfully meet some standards. Rescue should go. Boat calls should go. Either fund rescue programs with training and legitimate certification, or let them go. It will be cheaper in the long run to only fund programs we can truly provide. Mission Statement: "The Davenport Fire Department is a proud organization which exists to protect life and property through education, prevention and response." We shut down rigs to a point that we are now a 10 company department. Yet, we focus heavily on fire policing. DPD should handle policing. DFD should handle fire. Our focus should be on providing the core services we offer. If at a point we have staffing to sufficiently handle the core responsibilities, then we can allocate resources to specialty programs.
- Not stop providing, but limit inspections to every other year.
- Stop responding to police calls. We are often dispatched to PD calls just because there are no police in service. #2. TEMS if we must be part of TEMS make all expenses come from PD budget, do not shut down rigs to attend. Hire back every time with PD budget.
- Reduce non-emergency call responses that do not pertain to the FD. Get rid of accreditation, reduce inspections to at least every 2 years.
- No
- Inspecting every business every year is excessive

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

- much like any business, funding I am sure is a challenge
- Funding is always a concern.
- Funding, geographical reach.





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- I'm sure funding is usually an issue
- The number of people wanting to become paramedics or firefighters. Recruitment could become a problem while maintaining your current level of EMS that's being provided.
- Multi-unit property tax rollbacks cutting the city's taxable values.
- Budget, tax payer money
- Funding. Public Safety faces challenges in staffing and providing critical services. Making sure those services can be meant without having funding decreased.
- General financial, perception and lack of community support and understanding
- Recognizing the value of your community outreach training.
- unknown
- ensuring the community has proper fire protection as the area continues to see growth
- Obviously budget issues are a barrier, as is the "good ole' boys" mentality. There has been a shifting away from this old theory, but there are still some battles to fight. Self-Care and mental health should be at the forefront and considered with every decision.
- Medic EMS being dispatched prior to Fire, many times minutes before us. Rigs are getting cancelled by Medic EMS on a more frequent basis because we are so far behind from the initial dispatch. Also placing degree requirements on promotional ranks. There are many who chose the fire service at a young age and did everything possible to get a career job, which did not include having a college degree.
- Unknown
- Politics as always
- \$ is always going to be an issue.
- Poor leadership at all levels can become a threat to any organization. Leadership needs to be set by example and not just if a person is a good firefighter or not. Most personnel are equal in that respect. It's the other 90% of their time that sets the example.
- Infectious disease concerns (COVID 19) may deter persons from seeking this career opportunity
- COVID-not sure how you can prevent that?
- Lack of funds for training, lack of multicultural ability to reach out in pre-fire situations
- No opinion.
- Funding and manning. If we do not add to the department as the city grows and call volume increases we could become a less effective department.
- Funding, equipment, time.
- There will continue to be funding challenges. The fire service everywhere faces that threat.
- Likely the same threats many departments face, such as cross training on specific areas of expertise, capturing institutional knowledge for future generations, retirement and recruitment.
- funding via the city of Davenport
- Misunderstanding by the public of what your role is. A perceived lack of diversity. Ensuring a sufficient tax base to support current and future needs.
- Labor / Management relations



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- Emergency responders are always at the front line and at risk. COVID is an example that has caused us to change the way we do business. Economic downturn with increased costs are always a risk.
- Some of this has already been referred to in prior questions, but an obvious and constant threat is our allotted budget. We're on the verge of losing a company all together as it is. Should we actually loose a company it will only magnify many of the previously mentioned issues and cause even more issues? Our budget affects everything we do and or don't do including staffing, overtime, interdepartmental and external training, and equipment purchases to name a few. Most importantly it affects our ability to respond. If were already hesitant to train or respond to certain incident types with a full force, cutting a company entirely most certainly won't help those issue. Today's political climate is also a threat. Typically we see threats to our budget during hard economic times, but today we're seeing support for defunding other arms of public service such as the police department. While we are generally seen in a good light by the general public the threat of this changing is very real and should be taken as such. In addition if our police department would be defunded it would open up a whole array of additional issues for the fire service. Fire department requests for police assistance are already a slow process at best and any reductions in their force would certainly be noticed by the fire department.
- Increased call volume for incidents where fire is not needed. For instance, at nursing homes where a resident strictly needs picked up. Another threat is the general rise in the unhealthiness of the public, and their increased health issues regarding lift assists, ETOH, etc. There has been an increasing trend of patients and their degrading quality of life, which results in "regulars" who abuse the 911 system. This abuse leads to one or more calls a day; responding because they are unwilling to take care of themselves, and are unwilling to hire someone to help or put themselves in a place where they can receive the care they need.
- Staffing, rig replacement and funding. Also a thorough understanding from the city admin in what we do. Or an understanding that they do not understand. Our community should be informed of the staffing levels and the impact it has on their city.
- Constant Budget cuts, reduced staffing, expansion beyond our capabilities, morale erosion.
- Funding for adequate staffing continues to be problematic. Erosion of basic skill sets for fire and EMS may be occurring as we take a more virtual approach to training. Currently the department's relationship with the public could be threatened as city departments are looked on in the current social environment as corrupt and unjust.
- Financial and man power issues causing OT limits ability for outside training opportunities.
- Management that is opposed to change. The office staff upper management does not have this problem.
- Support from city administration, budget restraints and shortage of personnel to fully man all rigs. Either manning all rigs or hiring back when the personnel are having a difficult time keeping up. Days like the 4th of July or Derecho operating short one rig can





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burn guys out quickly. Also, hiring high quality candidates that will add to and stick with the department for the long term.

- Budget constraints that continue to threaten the ability of the department to function efficiently. Specific issues are staffing the department due to the increasing personnel requiring long term absences. This issue trickles down and impact numerous areas in the department. The outside effect is the negative appearance it portrays on the department with city leaders. Improvements with the labor agreement to assist with maintaining a budget and improving amount of time available for training and daily assignments.
- Budgetary concerns
- The biggest issue we face as a department is the budget. Without the proper funding to keep rigs open and a full staff, it is hard to grow as an organization.
- Obvious budgetary constants are always an issue for training and outside opportunities.
- Funding
- Buy in from external customers and leadership from the city.
- An archaic mindset and money. The old adage of “the fire department is 100 years of tradition unimpeded by progress” is real. We need to kill that! - Money...There has been the idea of a small fee for a fire inspection. The city/city council is not interested in this AT ALL... We got nothing.
- The budget, support from city hall and community prospection of us.
- Too much oversight and management from outside sources.
- Lack of leadership. Lack of accountability
- Funding.

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

- Safety/fire prevention
- Fire service and EMS.
- Prevention and Preparedness
- community safety
- Identifying ways for continuous improvements for your day to day operations, and trying to anticipate future changes.
- Emergency response
- fire suppression and prevention
- Making sure staffing meets the call demands along with having enough personnel for firefighter safety.
- Staffing, budget
- Adequate response.
- unknown
- Maintaining the professional level of service to the citizens and city of Davenport. Investing in and valuing people are part of this priority.





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- Provide a professional, efficient and safe response to all structure fires, ems, tech rescue and 10-50
- Prevention and awareness; Quick response in the event of an incident
- Safety, Health/wellness of employees
- Fire / Rescue Response
- Life safety.
- At this time it is EMS which is the bulk of calls. Second would be firefighting skills.
- Continuing to provide personnel safety at the highest level to enable DFD to serve the community
- recruitment and retainment of firemen
- Responding to a variety of fire situations 2. Working to prevent having to fight fires.
- Fire suppression and all hazards emergency response.
- Firefighting/emergency response.
- To respond to emergencies as quickly and safely as possible.
- Fire prevention and suppression
- Quick, efficient/effective and safe delivery of fire suppression, emergency response and emergency medical services.
- Response to fire calls and a very close second would be EMS calls
- Fast and professional service to fires and other crises.
- Safe operations
- Emergency Operations and Incident Command with external stakeholders.
- Our top operational priority should be assuring a timely, professional, and efficient response to all calls for service by our citizens. One way to assure this is to provide adequate funding to staff all apparatus on a daily basis. We've proven over the years that we can operate on a regular basis with a company closed, but if all eleven rigs were open then it would allow for one rig to be closed to accommodate training events. This would not change our current response model as we typically operate with a rig closed on a regular basis. In addition this would allow additional opportunities to train with private outside entities or surrounding departments. Our current training model is almost exclusively in house only, interaction with outside instructors would bring additional perspectives and levels of expertise in a variety of different fields.
- Station 8 believes the station 3 expansion should be a top priority as well as shifting the territories accordingly. With this, we also believe the staffing levels need to stabilize or permanently shut down a company rather than rotating which company is shut down each day.
- Finding a balance where we can offer top notch Fire/EMS services to the citizens. Right now we are overwhelmed with the little things and do not provide any quality hands on training.
- Fire, Rescue and EMS.
- Fire suppression EMS Property Conservation Life Safety
- Responding to calls for service.
- Responding to emergencies. Fire, EMS etc.



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- Providing high level fire suppression/ rescue as well as EMS services WITHIN the city of Davenport. This means that if a service is offered those responsible for providing it are receiving the support and training they need to stay proficient. Examples would be swift water, ice rescue and high angle. If we can't maintain proficiency then maybe we should cease to offer those services.
- Fire suppression. This should be followed with training to maintain knowledge, skills and abilities. This should be done to improve proficiency and maintain high standards and overall safety of personnel.
- 11 rigs every day proper training props and opportunities
- The DFD should be training as much as possible to keep giving the residents of Davenport a timely, professional response.
- Having crews that are knowledgeable and efficient in responding to calls.
- Staffing our fire apparatus and making sure our members are trained to the best of their abilities. Taking care of our members.
- Response, Education, and Prevention
- Response to all potential incidents to include technical rescue. We need staffing.
- Upholding our mission statement. ALWAYS looking for ways to improve how we carry out our mission.
- Top priority for the department should be providing fire and EMS coverage to all areas of the city. Might need to look at re doing coverage areas for rigs.
- Continuing to provide quick, efficient emergency response.
- Staffing and accountability to fire and ems response.

What are the key issues that the Davenport Fire Department needs to address over the next 3-5 years?

- Prevention Innovation to ensure infrastructure is up to date for 2020 Community understanding of the services offered
- Sustainability of staffing beyond minimum standards.
- I don't know of any
- Increase response needs & volume, financial stability, community growth, the safety of responders in a changing cultural environment, and a continued reduction of candidates for employment.
- Unknown.
- Short term making sure our new communications system being installed at SECC meets the safety needs for all emergency response agencies.
- Revenue options
- succession planning recruiting females & minorities to grow into leaders
- expansion and growth
- Training challenges Changing patient populations Healthy budgets Ever-changing workforce Remaining current with patient care trends / evidence-based medicine
- High quality hands on training and learning opportunities. With the younger generation of firefighters being more tech savvy, generally they have less experience with power tools, saws, etc. getting them comfortable with these will make a safer fire ground for all. Staffing is a huge issue as well. When we shut down rigs the "work" from these rigs is not getting performed, on top of creating a "hole" in response.





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- Unknown
- Tactical Team EMS
- - Responder Safety pertaining to Gang violence / Shootings / Protest etc.
- Maintaining your staffing levels.
- Retention of manpower/continued training and good equipment.
- Succession continuing to explore models that serve the community effectively and efficiently while... Maintaining employee engagement
- Working effectively with all segments of our community, businesses, schools, non-profit organizations and communities, particularly communities of color.
- No opinion.
- Trying to fully staff our 11 apparatus and think about adding a 12th in the northeast. Building a good usable training center.
- Continue to work on proactive ways to build resiliency in the community.
- Working together with other area fire departments to find ways to be more efficient and effective.
- Without other background information, I would say obstacles, threats, barriers and weaknesses identified and that impact the services identified in question 8.
- improve funding to allow a high level of competence and training for same
- 1. Ensuring sufficient staffing levels. 2. Ensuring that the makeup of the department reflects the diversity in the community 3. Ensuring that you are able to keep technology current and that it is serving the needs of the community in an effective and efficient manner.
- Depression and suicide prevention
- Financial strain. Diversity. Training and partnership. City boundaries and strategic response.
- A focus should be placed on fully staffing all eleven apparatus on a daily basis along with staffing the individual apparatus themselves. We're riding the line on staffing as it is and the overtime budget expenditures are a reflection of this. Fully staffing apparatus would in turn reduce overtime and provide a clearer budget to operate from. Another issue that should be addressed or considered is sick leave. Sick leave payout or conversion options should be discussed. In the current system is more advantageous to take additional sick days than it is to utilize the sick leave conversion option. Providing employees with a financial reason to not use sick leave would prove to be a cost savings in the long run as an employee calling in sick at today's staffing levels almost certainly will create 24hrs of overtime.
- See #7 and #8
- See question 7
- Budget, staffing, city growth/expansion and Fire Station size and locations.
- Officer development training Basic hands-on skill set of members Improve technical rescue team proper staffing that is responsive to spikes in call volume and promotes safety of all our members through proper resources.
- Staff all 11 rigs all the time or go down to 10 permanently. Ramp up tech rescue or get of it if it can't be done properly
- We have two. 1. Manning. This one is easy we should hire more people. 2. Diversity this one is more complicated. We have seen firsthand the exceptional effort that the department has gone to recruit minorities but this continues to be an issue. We have discussed this issue in detail but have no solution. We wish the department well on this issue.
- Staffing and budget to support all services offered and creating/ maintaining positive morale within the department.



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- Technology advancements, Leadership, Staffing. Improving cooperation with SECC to meet the fire departments dispatching needs. Continue to reevaluate apparatus locations to maintain appropriate Standard of Cover and improve customer service.
- upgrading equipment and stations fine tuning priority dispatch blue card implementation
- The biggest issue we face over the next 3-5 years is staffing and proper budget to keep the organization moving forward.
- abuse of the 911 system by citizens need to revamp the tattoo policy Allow shorts in the summer
- Educational Standards and staffing
- Staffing Technical Rescue Planning Open promotional process based on a matrix rather than subjective reasoning. Aging apparatus
- Refer to questions 3&4
- Key issues are staffing. Either staff all 11 or just cut to 10 so we know what we have and keep it consistent on what is shut down for the day. Reevaluate coverage areas to help offset the work load on one company. Getting more hands on training.
- Maintaining the integrity of apparatus and buildings that are showing their age.
- Re-align response. Control response to non-emergencies as they are consuming our resources at an outrageous pace. Commit to 10 companies rather than pretend an unmanned apparatus is available so we can save face. Response is confusing enough already with dispatch making constant errors and companies out of service for various other reasons. It is commonplace to have chiefs and company officers calling for an apparatus that is out of service for the shift or go to structure fires shorthanded because we forget who we put out of service for the shift.
- Work with the dispatch center on call-for-service types to eliminate FD calls outside the scope of FD mission.
- 1-Consistent & frequent training 2-N/A 3-Doing more with less. We are going to need to cut back on certain things or possibly have to hire outside agency to accomplish certain tasks secondary to increased call volume and decreased staffing. Staffing is going to continue to decrease. We will eventually have less rigs and will not be able to efficiently represent our mission statement if we continue to try and accomplish all the tasks we have been able to in the past.
- We have seen a reduction in our workforce over the past few years. Will the trend continue at the same projections? If we are doing the same job with 15 fewer people, can they cut another 15 people? Our work load is only increasing with all of the required duties. How do we prioritize our time with all of the increased demands?
- Building of Station 3 and trying to hire if possible with more diversity.
- Figure out how to hire people that actually want to show up to work instead of looking for reasons not to. Overtime will continue to rise. Incentives for sick time conversion to retirement health insurance. It doesn't have to be big, just something will have an impact.

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

- Thank you for all that you do. Every DFD member that I have had the pleasure of knowing and working with has always been professional in every sense.



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- I appreciate all the work of the Davenport Fire Dept. and appreciate our partnerships we maintain for our communities.
- N/A
- The Davenport Fire Department always appears to be the highlight of Davenport city services.
- I do not believe I can answer these items as our service rarely interacts with Davenport Fire and as a result do not feel qualified to give you information that would be helpful to your service.
- Thanks for the opportunity to provide input to the DFD strategic plan.
- thank you for the opportunity to provide feedback
- Our business has been very satisfied with the DFD service. We want to maintain a strong relationship.
- none
- Has there been any conversation about doing a firefighter calendar like in the old days. This would be a great PR move and the proceeds could be given to a charity. Now I don't mean putting all of your in shape guys on there, let's get some topless shots of the chief.....that would be a hot item.
- I am so proud of our Fire Department and impressed that they continue to plan for the future with the help of strategic planning efforts such as this!
- No opinion.
- The Davenport FD is a great community partner to work with, and does a good job of accomplishing its primary mission.
- Make sure you are helping or reaching out to your surrounding fire departments in your area
- A few additional items that were identified for consideration were the possibility of adding shorts to our uniform policy, modification of current tattoo policy, and opening up the residency requirements.
- No additional information needed.
- We are proud to be a part of this organization and want to see it improve. Right now we are so busy trying to check the boxes that we are losing our "expert" level at the core services we provide.
- None
- None
- Spreading the workload out so that certain companies or stations aren't being spread thin while some stations have one main responsibility (hose, masks) split between all shifts assigned. Therefore reducing resentment between stations/companies.
- Make educational tuition reimbursement available for fire training classes, not only accredited classes. Make the money available for job related classes.
- OSHA signs on or by the bay doors are the perfect example of how are department operates. We are ordered to hang them up with a quick description what they are for and then they are never spoken about again by management.... their job is done... or is it??? CHECK THE BOX! Our crews love and cherish the fire service and try relentlessly to improve conditions but are against a wall trying to make changes. So we come to work



Davenport Fire Department
331 Scott St. Davenport, Iowa 52801

T | 563.326.7906
E | fire.info@davenportiowa.com

davenportiowa.com/fire



DAVENPORT

FIRE DEPARTMENT

and do the best we can with what we have to work with. When we are told to stare at a computer all day we do it knowing and wishing we could make better use of our time.

- Hiring of individuals over the last several years has been outstanding.
- 1-N/A 2-I feel like we should be able to live outside Scott County within a certain radius.
- 3-There is still a feeling of disconnect between truck companies and engine companies when it comes to run volume. Some officers on a truck will jump calls for engines where it is an easy transition or travel. They also may jump a call if its non-emergent however other officers will not make an effort unless directed to do so. Some truck companies have their own territory while others do not. We need to spread the call volume for trucks. They often have paramedics on their rigs that will only lose their skills in EMS if not utilized more. Same goes for the Basics on the trucks. More EMS means better continuity within the company.
- 4. Expand the city living requirements.
- We love the job that we do and are grateful to the community to provide the opportunity to do it.
- Our budget needs to be increased to hire additional FF's. Figure out if we are not going to hire, then just close T-1 like R-1 is. Just go to 10 rigs. Go to 2 trucks and leave all engines open. Institute a user fee for non-profits. Fix SECC issues, stop letting Medic control everything. Get going on Station 3 and staff that new station with D2, E3, and R1. Please require an EMT cert before being hired.

