



Trotwood Fire & Rescue

Trotwood, Ohio

Fire Department Strategic Plan

2025-2027





Contents

- Executive Summary 4
- Acknowledgements 7
- Strategic Planning 10
- SWOT Analysis..... 18
- Mission, Vision, and Organizational Values..... 22
- Initiative 1. Firefighter Recruitment and Retention 25
- Initiative 2. Community Outreach 29
- Initiative 3. Professional Development 34
- Initiative 4. Future Funding Plans..... 38
- Initiative 5. Service Delivery 42
- Initiative 6. Community Paramedicine..... 46
- Conclusion..... 49
- Appendix A. Objectives By Number 50
- Appendix B. Objectives By Date 57
- Appendix C: Community Survey..... 65
- Appendix D: City Leader Survey 72
- Appendix E: Internal Fire Department Survey 79

Executive Summary

The May 13, 2022, Trotwood Fire & Rescue Strategic Planning Workshop accomplished more than just the development of a document. This process challenged the elected and appointed representatives of the City of Trotwood and the representative of the fire department to work together to critically evaluate the needs of the Trotwood Fire & Rescue and to plan to allocate resources to position the fire services to best serve the community in the future.

In 2024, Trotwood Fire & Rescue internally updated the Strategic Plan. The initiatives and goals defined by the Strategic Planning Team in 2022 have not changed; in 2024, a new initiative was developed, and objectives of existing goals were updated to extend the working life of the Plan through 2027. The majority of updates expand the goals that are still ongoing, while some updates pivot the department to realistic paths forward for goals that have been challenging or where conditions have changed. All updates were driven by Initiative Managers based on the last two years of successes, challenges, lessons learned, and significant changes within Trotwood Fire & Rescue. The new initiative reflects the addition of a Community Paramedicine Coordinator position within Trotwood Fire & Rescue and the commitment of providing innovative, evolving, and compassionate medical services to the City of Trotwood community.

Accreditation

Trotwood Fire & Rescue has commendably decided to work toward becoming an accredited fire department. Accredited agencies are often described as being community-focused, data-driven, outcome-focused, strategic-minded, well organized, properly equipped, and properly staffed and trained. According to the Commission on Fire Accreditation International (CFAI), working towards, achieving, and maintaining accreditation:

- Provides greater community alignment.
- Encourages quality improvement.
- Facilitates input from and builds positive relationships with labor.
- Identifies areas of strengths and weaknesses.
- Allows for the establishment of a plan for improvement.
- Provides data supported decision-making.
- Communicates management and leadership philosophies.
- Ensures your agency has a defined mission and related objectives.
- Encourages the development of organizational procedural documents.

As an agency works toward accreditation, the self-assessment process includes developing a Strategic Plan, Community Risk Assessment: Standards of Cover, and a Master Plan. The development of this Strategic Plan is a significant step toward accreditation for Trotwood Fire & Rescue.

The Strategic Plan

Trotwood Fire & Rescue Leadership made the decision to commission a Strategic Plan. The successful strategic planning process results in a three-to-five-year work plan, intended to guide the work effort of the entire organization toward a common set of goals and objectives. The process included representation from every major interest group in the organization. Strategic planning helps an organization focus efforts and avoid distractions outside of the goals, objectives, and priorities identified through the planning process. Budgeting should also align as much as possible with implementation of the strategic plan.

The strategic planning process divides the work into smaller components for accountability and to ease implementation. Once created and adopted, administrators divided the strategic plan's elements among smaller task teams created from members of the organization, which results in additional buy-in. This strategic plan should become a "living" document that changes with Trotwood Fire & Rescue and provides the organization with a road map for the future.

Dynamix Consulting Group notes that the Trotwood Fire & Rescue Strategic Planning Team was extremely motivated and aggressive with their timelines for the completion of their objectives. Following the May 13, 2022, Strategic Planning Workshop, Dynamix Consulting Group modified the originally established deadlines set by the Initiative Workshops to produce a sustainable set of deadlines.

The updated timeline through 2027 affords Trotwood Fire & Rescue the best possible chance of success in achieving the goals and associated objectives established in this Strategic Plan because it staggers the work through time. This allows for sustainable project management and engagement with stakeholders throughout the work.

Potential Next Steps

This Strategic Plan provides a detailed roadmap for Trotwood Fire & Rescue into the future. This document should be shared with all members of the community and regularly updated as goals are completed or need to be modified.

As Trotwood Fire & Rescue continues its pursuit of accreditation, the next two major undertakings are the Community Risk Assessment: Standards of Cover and the Master Plan. Both projects can be either completed internally or with the assistance of an outside consultant or facilitator.

Community Risk Assessment: Standards of Cover

The benefits of the Community Risk Assessment: Standards of Cover process are threefold and typically result in the following deliverables:

1. The revelation of any gaps that may exist in the current risk assessment.
2. The establishment of response benchmarks for the identified risks.
3. The alignment of internal and external communication with risk and response to develop a consistent way to communicate about community risk and how the department plans, trains, and responds to mitigate those risks.

In 2023 and 2024, Trotwood Fire & Rescue made significant progress toward developing a Community Risk Assessment: Standards of Cover. It is anticipated that this foundational document will be finalized in early 2025.

Master Plan

The purpose of the Master Plan (Self-Assessment) is to produce a detailed and comprehensive assessment of the fire department by quantifying its current service to the community, evaluating service delivery and response performance, identifying forecast growth and resultant future service demand, and developing strategies for meeting projected needs. The Master Planning Process is designed to answer three questions:

1. Where is our organization today? This is achieved via a detailed evaluation of the fire department as it is currently configured.
2. Where will we need to be in the future? This is based on an analysis of past and future population growth and forecast future service demand.
3. How will we get there? This requires the development of short- and long-range future strategies that are designed to address future needs.



Acknowledgement

Dynamix Consulting Group would like to thank City of Trotwood Strategic Planning Team. This project would not have been possible without their cooperation and support.

Dynamix Consulting Group wishes to specifically recognize Trotwood Fire & Rescue Fire Chief Richard Haacke and all the Initiative Managers who have stepped up to continuously improve services for the Trotwood Community as well as ensure the well-being of department members. The involvement of all members of Trotwood Fire & Rescue are instrumental in the success of this Strategic Plan and continuous improvement, now and into the future.



The 2022 Strategic Planning Team

Community Members

Cheyenne Alsept, Trotwood Madison City School Student Representative
 Marie Battle, Trotwood Chamber of Commerce Executive Director
 Jessica L. Bush, Center Pointe Energy Operations Supervisor
 Chad Downey, Trotwood Community Improvement Corporation Executive Director
 Jessica Mason, Administrator Aventura at Shiloh Springs
 Jorge Ramirez, El Gaban Restaurant
 Trever Roby, Center Pointe Energy Supervisor Operations
 Tabitha Shackelford, Greyhound Bus
 Joseph Smith, Caresource
 Amonte Washington, Trotwood Madison City School Student Representative
 Frank Watkins, Ethan Temple Seventh Day Adventist Church
 Dale Williams, Aventura at Shiloh Springs

City Leaders

Mary McDonald (then Mayor)
 Yvette Page (then Vice-Mayor)
 City Manager Quincy Pope
 Deputy City Manager Stephanie Kellum
 Julie Kilbarger, Assistant Finance Director
 Khalilah Forte, Planning Commission
 Chad Downing, Trotwood Community Improvement Corp Executive Director
 Reva Cosby, Superintendent of Schools
 Lyndie Conner, Trotwood Madison Schools District Lead Counselor

Trotwood Fire & Rescue

Chief Richard Haacke
 Deputy Chief Chad McInturff
 Accreditation Manager Christa Wheeler
 Fire Marshal Jeffery Hilvers
 Captain David Downey
 Captain Scott Meyers
 Lieutenant Seth Haley
 Firefighter Hannah Barnes
 Firefighter Andrew Tunney
 Firefighter Marcus Roll

The 2024 Strategic Plan Internal Updates Team

Chief Richard Haacke Deputy
 Chief Chad McInturff
 Accreditation Manager Jessica Raterman
 Fire Marshal Jeffery Hilvers
 Public Educator / PIO Ralph Bowman
 Community Paramedicine Coordinator Sean Lehrter
 Captain David Downey
 Captain Scott Meyers
 Lieutenant Seth Haley

Dynamix Consulting Group

Project Team

Mary-Ellen Harper
Stuart McCutcheon



Quality Assurance

Bradd Clark



Strategic Planning

“Strategic planning will help you fully uncover your available options, set priorities for them, and define the methods to achieve them.”

– Robert Mckain

Strategic Planning aligns the priorities of the community with its fire department. By bringing together a variety of members of the community, city leaders, and members of the fire department for a day of planning, the various stakeholders were able to work together to develop a shared vision for the future of Trotwood Fire & Rescue.

All too often, leaders view strategic planning as an event, not an annual process. This results in strategic plans that are not fully implemented since, once they are done, they are seldom reviewed throughout the year. Trotwood City Leaders and Trotwood Fire & Rescue can avoid this common pitfall by making sure everyone in a leadership position understands the established Strategic Initiatives and actively works to accomplish the associated goals and objectives.



The Strategic Planning Workshop

The 2022, Trotwood Fire & Rescue Strategic Planning Workshop was a historic event. Trotwood Fire & Rescue invited city leaders, members of the community, and members of the fire department to come together to participate in the Strategic Planning Workshop. Never had the Trotwood Fire & Rescue initiated such an inclusive and transparent planning process.

Dynamix Consulting Group noted that the members who participated in the planning process were all pleasant, eager to engage in the process, and committed to enhancing the future of the fire service and the safety of their community.



Implementation Methodology

“You’ve got to eat while you dream. You’ve got to deliver on short-range commitments, while you develop a long-range strategy and vision and implement it. The success of doing both. Walking and chewing gum if you will.” —Jack Welch

Having a plan is only half of the formula necessary to achieve success. Developing a plan represents the intention to achieve something. The follow through to the plan effects actual change.



The Trotwood Fire & Rescue Strategic Planning Team committed time, effort, and energy to develop this Strategic Plan. While the plan is now complete, its success depends entirely on the follow through by all members of the organization to achieve the stated outcomes.

An organization that knows where it is going, knows the environment in which it must operate, and identifies how to get there, has the best chance to meet the needs of its community and to achieve its own vision. It is now time for city leaders, members of the community, and members of the fire department to roll up their sleeves and get to work. Collaboration, communication, and commitment are the keys to successfully achieving the short-range objectives while Trotwood Fire & Rescue works toward accomplishing its longer-range goals that are set forth in this Strategic Plan.



To the extent possible, the City of Trotwood budget should align with strategic plan elements. City of Trotwood leaders must allocate funding for the strategic plan elements to keep funding from being the roadblock to successful implementation.

Dynamix Consulting Group notes that the Strategic Plan should be a “living” document, continuously updated to reflect the changing needs of the Trotwood Fire & Rescue. Goals and objectives can and should change over time. The effective management of the Strategic Plan will communicate the changes – as well as the reasons for the changes – in a timely fashion.

Ideally, the Trotwood City Council should formally adopt the completed strategic plan to provide clear consensus and direction for Trotwood Fire & Rescue for the next three years.

Dynamix Consulting Group recommends the Fire Department Strategic Planning team convene annually to review the progress made by Trotwood Fire & Rescue and to re-evaluate and reprioritize goals and objectives for the upcoming year based on the current needs of the community and the fire department.



Definition of Terms

There are four main components to this strategic plan: Initiatives, Goals, Objectives, and Outcomes. For purposes of this strategic plan, they are defined as follows:

Initiative—The largest overarching element of a strategic plan, an initiative is a broad enterprise where there may be multiple areas of focus.

Goal—A smaller component of and subordinate to an initiative, a goal focuses on one area but is still general in nature. Strategic planners consider initiatives accomplished upon completion of all goals under each initiative.

Objective—A smaller component of and subordinate to a goal, an objective is specific, measurable, action-oriented, realistic, and time-sensitive. Strategic planners consider goals accomplished with completion of each corresponding objective.

Outcome Statement—The description of a desired result of a goal or objective once accomplished.

Strategic initiatives, goals, objectives, and outcomes are an important part of the City of Trotwood Fire Service's future work effort. By following these components carefully, the fire service will accomplish their objectives, and in turn their goals, and should benefit from reduced obstacles and distractions.



Initiative Workgroups

Trotwood Fire & Rescue, with assistance from Dynamix Consulting Group in 2022, established five Strategic Initiatives during the Strategic Planning Workshop. In late 2024, a sixth Strategic Initiative was developed and added to the Plan to reflect staffing changes within the department, namely the addition of a Community Paramedicine Coordinator (see page 46).



In 2022, members of the community, city leaders, and members of the fire department were then assigned to each of the five workgroups. Workgroup selections considered those having a desire to achieve the objective or who have expertise or job assignments which align with the objective.

There is a designated “Person Responsible” for each objective in this Strategic Plan. The “Person Responsible” should coordinate with all members of their Initiative Workgroup to complete the specified work by the established due date.

Role of Initiative Managers

For the purposes of accountability, one representative from Trotwood Fire & Rescue will serve as the Initiative Manager for each of the six initiatives. Following the completion of the Strategic Plan, each Initiative Manager should coordinate the meeting schedule that works for the team and minimizes organizational conflicts (e.g., training, vacations, etc.).

The Initiative Managers are responsible for tracking their initiative's progress and reporting it to the Strategic Plan Manager each month.

Role of the Strategic Plan Manager

The Strategic Plan Manager should focus on communicating the plan to the organization using as many effective mechanisms and approaches as possible. No single method of communication reaches the four corners of the organization, so it is critical to use multiple methods of communication to keep the plan in the front of every member's mind.

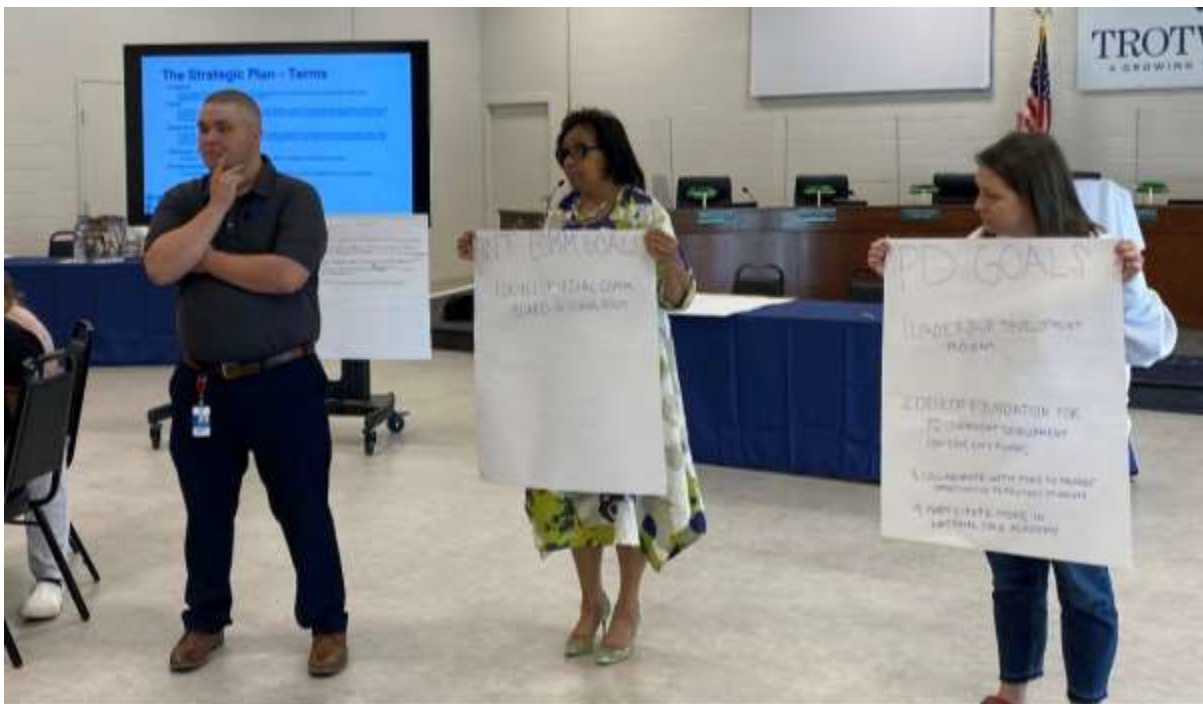
The Strategic Plan Manager should share the overall Strategic Plan progress with the entire organization each month. The Strategic Plan Manager is the Trotwood Fire & Rescue Business Accreditation Manager.

Role of City of Trotwood Fire Service Members

As charter members of this strategic plan, the Strategic Planning Team is the natural champion of it. However, for the strategic plan to be successful, every member of the organization must own it, embrace it, and help hold the organization accountable to it.

Every member of the Trotwood Fire & Rescue is responsible for understanding the strategic plan, internalizing its goals and objectives, and helping the organization succeed, whether a part of the various teams or not. Through awareness of the various efforts undertaken to achieve success, members can look for opportunities among the various initiative workgroups to assist in achieving its objectives. Members must also help by holding the organization accountable to stated timelines and outcomes.

While there should be room for unforeseen circumstances that require adjustment of timelines or unexpected opportunities arising that may necessitate a shift in a specific approach, these corrections should not be a routine excuse for not achieving what was committed to in the beginning.



It is also important to be reasonable in the expectations by the organization of the strategic plan. In some cases, it has taken many years for some of the challenges that Trotwood Fire & Rescue faces to manifest themselves in their current form. These challenges do not reverse overnight. It is important that each member sees themselves as part of the solution. Sometimes, despite the strongest desires and best efforts of all involved, resolution of some significant issues require more effort and more expenditure than is available to City of Trotwood in the near term. Therefore, it is imperative that project leaders make every effort to manage this process with focus on efficiency and effectiveness.



Communication Strategies and Mechanisms

Leadership must communicate the Strategic Plan often and through many mechanisms. The Strategic Planning Team must discuss numerous communication strategies including:

- Officers meeting with all crews over the course of time to review the strategic plan.
- Highlight a single element of the plan during fire department training sessions (e.g., during training, identify at least one component from the strategic plan and spend 5-10 minutes discussing it).
- Upload the strategic plan electronically to make it accessible to all personnel and post a hard copy of the plan at each station.
- Communicate status updates quarterly, celebrating successes, and identifying struggles transparently.
- The Strategic Planning Team should meet with initiative managers at least semi-annually to share lessons learned, brainstorm resolutions to barriers, and provide status updates.
- Convene the fire department Strategic Planning Team annually to update the plan and ensure accountability.
- Leadership should provide at least quarterly status updates on the progress of the Strategic Plan to the City Council for the life of the plan.



These strategies and mechanisms each have advantages and disadvantages, but the primary theme is to use what works and communicate regularly and transparently to the organization. By keeping the plan front and center in the organization, the plan is alive in the minds and hearts of its members. Celebrating successes as they occur increases the level of anticipation by the members for accomplishments in the other elements.

SWOT Analysis

Dynamix Consulting Group used three separate electronic surveys to solicit input from members of the Trotwood Community, Trotwood City Leaders, and members of Trotwood Fire & Rescue. The surveys sought candid responses regarding strengths and weaknesses and to identify opportunities and threats facing Trotwood Fire & Rescue.

The anonymous surveys were available for participation from March 3, 2022, through March 22, 2022. A total of 81 members of the community, 17 city leaders, and 49 members of Trotwood Fire & Rescue participated in the community survey.



Included in Appendix C of this report are the complete results of the Community Survey.

Included in Appendix D of this report are the complete results of the City Leader Survey.

Included in Appendix E of this report are the complete results of the Internal Fire Department Survey.



Strengths

It is important for any organization to identify strengths as they provide assurances of the organization's ability to deliver the services requested by customers and to ensure strengths are consistent with the issues facing the organization. Often, identifying organizational strengths leads to channeling efforts toward primary community needs that match those strengths. Organizations should consider a careful review of programs that do not match organizational strengths or the primary function of the organization, to evaluate the rate of return on precious staff time.



Weaknesses

Performance, or lack of performance, within an organization depends on identifying weaknesses and determining how the organization confronts these weaknesses. While it is not unusual for these issues to be at the heart of the organization's overall problems, it is unusual for organizations to identify and deal with these issues effectively on their own. For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it does not function well or even or at all. These areas of needed enhancements differ from threats identified later in this document. Weaknesses include those day-to-day issues and concerns that may slow or inhibit progress.

Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how the organization uses the strengths and overcomes the weaknesses. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. Many opportunities exist for Trotwood Fire & Rescue.



Threats

It is paramount to recognize potential threats to draw strength and gain full benefit of any opportunity, notwithstanding the risk and challenges associated with new opportunities. By recognizing threats, an organization can reduce the potential for loss.

Cumulative SWOT Analysis

	Community	City Leaders	Fire Department Members	Cumulative SWOT Results
Strengths	Availability / Response Professionalism	Employees Leadership	Membership Experience	Fire Department Members
Weaknesses	Funding Low Staffing	Low Staffing Diversity	Retention / Pay Tie: Morale Leadership	Low Staffing / Ability to Retain Firefighters
Opportunities	Community Outreach Recruitment	Community Outreach Additional Firefighters	Growth / Advancement Additional Firefighters	Community Outreach Recruitment of Additional Firefighters
Threats	Funding Retention	Staffing Funding	Firefighter Pay Funding	Funding Staffing / Pay

Development of 2022 Strategic Initiatives

Following a review of the SWOT Analysis the following Strategic Initiatives for the 2022 Strategic Planning Workshop:

2022 Strategic Planning Initiative	Possible Goal Topics
1. Firefighter Recruitment and Retention	<ul style="list-style-type: none"> ▪ Recruitment ▪ Pay and Benefits Evaluation ▪ Health and Wellness Programs ▪ Retention ▪ Diversity
2. Community Outreach	<ul style="list-style-type: none"> ▪ External Communications Plan ▪ Community Paramedicine
3. Professional Development	<ul style="list-style-type: none"> ▪ Internal Communications Plan ▪ Leadership / Management Skills
4. Future Funding Plans	<ul style="list-style-type: none"> ▪ Staffing Plan ▪ Facilities Plan ▪ Apparatus Plan ▪ Equipment Plan ▪ Funding Sources
5. Fire Department Service Delivery	<ul style="list-style-type: none"> ▪ Performance Measures ▪ Tracking Mechanisms ▪ Reporting ▪ Trigger Points for staffing changes

Mission, Vision, and Organizational Values

Mission

A Mission Statement is an explanation of the organization's reason for existence. The Mission Statement supports the vision and communicates purpose and direction to employees, customers, and other stakeholders. The mission statement should answer the questions "What is our organization's purpose?" and "Why does our organization exist?"

The Trotwood Fire & Rescue Mission Statement from 2022 and before is listed below.



Previous Mission Statement

On behalf of our citizens, Trotwood Fire and Rescue commits to provide dynamic, professional fire and EMS services through emergency operations, education, and prevention to the people who live, work, and visit our evolving community.

During the 2022 Strategic Planning Workshop, the members of the community, city leaders, and members of Trotwood Fire & Rescue discussed the current mission statement and offered the following suggestions for the consideration of the leadership of Trotwood Fire & Rescue.

- Simplify the mission statement by removing "On behalf of our citizens."
- Change "commits to provide" to "provides."
- Keep the word "education."



Adopted Mission Statement

Trotwood Fire & Rescue provides dynamic emergency operations, education and prevention, fire and EMS services to all who live, work and visit our growing community.

Vision

A Vision Statement establishes the ideal image that the organization wishes to achieve. The Vision Statement should answer the questions “Where are we headed?” and “If we achieved all strategic goals, what would we look like 10 years from now?”

The Trotwood Fire & Rescue Vision Statement from 2022 and before is listed below:

Previous Vision Statement

To honor those we serve, by being progressive and responsible leaders in delivering fire, EMS, and community services. We will continue to strive to be ever vigilant, evolving with the needs of our community, exceeding their expectations as well as our own.

During the 2022 Strategic Planning Workshop, the members of the community, city leaders, and members of Trotwood Fire & Rescue discussed the current vision statement and offered the following:

Adopted Vision Statement

To deliver innovative, evolving, and compassionate services to our community.

Organizational Values

An Organizational Values statement includes the core principles that guide the organization and its culture. In a values-led organization, the values guide decision-making and establish a standard to gauge and assess all actions.

The Organizational Values Statement should answer the questions “What values should guide the operations of our organization?” and “What conduct should our members uphold?”



The Trotwood Fire & Rescue Organizational Values from 2022 and before are listed below:

Previous Organizational Values

We serve with P.R.I.D.E. without reservation.

Pride

Respect

Integrity

Dedication

Empathy

During the 2022 Strategic Planning Workshop, the members of the community, city leaders, and members of Trotwood Fire & Rescue discussed the current vision statement and offered the following:

- Consider changing the first value of “Pride” to “Professionalism”.
- The first letters of all the values still spell out “Pride” and this allows the inclusion of an additional value.

Adopted Organizational Values

We serve with P.R.I.D.E without reservation.

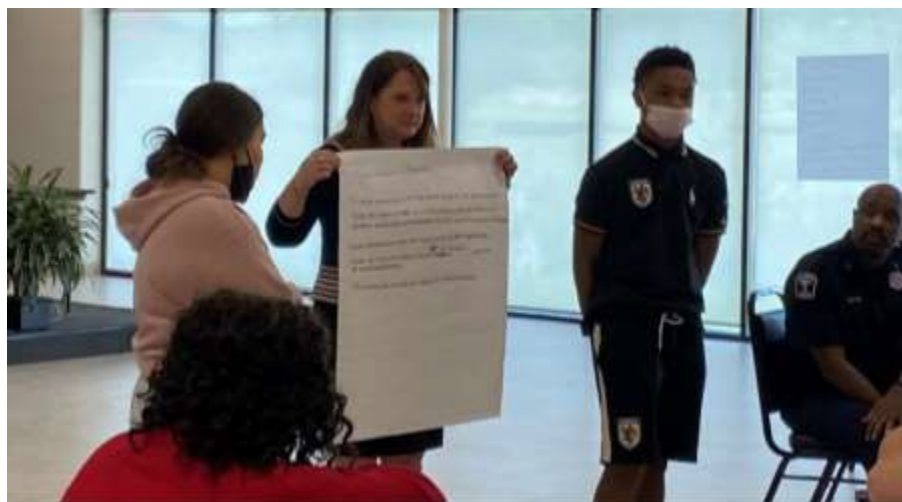
Professionalism

Respect

Integrity

Dedication

Empathy



Initiative 1. Firefighter Recruitment and Retention

Workgroup Members (2022):

1. Lieutenant Seth Haley, Trotwood Fire & Rescue (Initiative Manager)
2. Andrew Tunney, Trotwood Fire & Rescue
3. Christa Wheeler, Trotwood Fire & Rescue
4. Superintendent Dr. Reva Cosby, Trotwood Madison City Schools
5. Amonte Washington, Trotwood Madison City School Student Representative
6. Cheyanne Alsept, Trotwood Madison City School Student Representative



<p>Goal 1.1</p>	<p>Work with the primary and secondary schools to maintain and improve programs to encourage students to consider a career with Trotwood Fire & Rescue.</p>	
<p>Objectives</p>	<p>1.1.1 Maintain points of contact with the primary and secondary schools, establishing new contacts as necessary to continue annual programs.</p>	
	<p>Responsible: Ralph Bowman</p>	
	<p>1.1.2 Maintain the Department Event Calendar that tracks annual activities.</p>	
	<p>Responsible: Ralph Bowman</p>	
	<p>1.1.3 Monitor and seek opportunities to improve education programs for students, including the High School EMT program, all Fire & Life Safety programs, and the Explorer (cadet) program; submit annual progress report each July.</p>	
	<p>Responsible: Ralph Bowman</p>	<p>Timeline: Every July</p>
<p>Outcome: To encourage students who graduate from the Trotwood Madison City School system to consider careers working for Trotwood Fire & Rescue.</p>		



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<p>Goal 1.2</p>	<p>Continue and improve the regular and ongoing engagement between Trotwood Fire & Rescue and the elementary schools.</p>	
<p>Objectives</p>	<p>1.2.1 Monitor annual Fire & Life Safety Programs, such as reading clubs, puppet shows, and fun-days and seek additional interactive activities and educational interactions for firefighters and students; submit annual progress report each July.</p>	
	<p>Responsible: Ralph Bowman</p>	<p>Timeline: Every July</p>
	<p>1.2.2 Maintain approvals from the Trotwood Madison City School system and other area schools for ongoing and new proposed interactive activities between firefighters and students.</p>	
	<p>Responsible: Ralph Bowman</p>	
	<p>1.2.3 Include these regular and ongoing opportunities for firefighters and students to interact in the Department Event Calendar.</p>	
	<p>Responsible: Ralph Bowman</p>	
	<p>1.2.4 Evaluate and quantify the effectiveness of Fire & Life Safety Programs to guide development through time; submit annual progress report each July.</p>	
	<p>Responsible: Ralph Bowman</p>	<p>Timeline: Every July</p>
<p>Outcome: To develop strong connections between students in the Trotwood Madison City School system and Trotwood Fire & Rescue, encouraging students to consider careers working for Trotwood Fire & Rescue.</p>		



<p>Goal 1.3</p>	<p>Explore opportunities to retain current Trotwood Firefighters.</p>	
<p>Objectives</p>	<p>1.3.1 Maintain the Trotwood Fire & Rescue Recruitment and Retention Team, striving for representation from each platoon.</p>	
	<p>Responsible: Seth Haley / Richard Haacke</p>	
	<p>1.3.2 Research and develop a project, driven by the Recruitment and Retention Team, that aims to improve retention of employees with Trotwood Fire & Rescue.</p>	
	<p>Responsible: Seth Haley / Richard Haacke</p>	<p>Timeline: September 1, 2025</p>
	<p>1.3.3 Present the findings from 1.3.2, including recommendations for changes that will improve retention of current Trotwood Firefighters, to the Trotwood Fire & Rescue Leadership.</p>	
	<p>Responsible: Seth Haley / Richard Haacke</p>	<p>Timeline: March 1, 2027</p>
<p>Outcome: To encourage Trotwood Firefighters to develop and advance within Trotwood Fire & Rescue instead of leaving to work for other fire departments.</p>		



Initiative 2. Community Outreach

Workgroup Members (2022):

1. Deputy Chief Chad McInturff, Trotwood Fire & Rescue (Initiative Manager)
2. Mary McDonald, City of Trotwood
3. Marie Battle, Trotwood Chamber of Commerce Executive Director
4. Joseph Smith, Caresource
5. Brendan Deere, Premier Health EMS Center of Excellence



<p>Goal 2.1</p>	<p>Refine the Community Communications Plan.</p>	
<p>Objectives</p>	<p>2.1.1 Continue with and improve the Trotwood Fire & Rescue Social Media Plan.</p>	
	<p>Responsible: Ralph Bowman</p>	
	<p>2.1.2 Maintain the annual schedule for fire department community events, seeking opportunities to improve upon outreach and expand events.</p>	
	<p>Responsible: Ralph Bowman</p>	
	<p>2.1.3 Maintain regular supervision of appointed Community Liaisons on each platoon, offering training to Liaisons initially and as needed thereafter.</p>	
	<p>Responsible: Ralph Bowman</p>	
	<p>2.1.4 Align the Trotwood Fire & Rescue Social Media Plan with the City of Trotwood 2024 Strategic Community Communications Plan to foster unified consistent interdepartmental communications with the community.</p>	
<p>Responsible: Ralph Bowman</p>	<p>August 21, 2025</p>	
<p>Outcome: To establish a consistent plan for communicating with the Trotwood Community both through social media and in person.</p>		



Goal 2.2	Help conduct a Community Needs Assessment with the City of Trotwood.	
Objectives	2.2.1 Explore a potential partnership with AARP to enroll in the Network of Age-Friendly States and Communities programs.	
	Responsible: Ralph Bowman / Sean Lehrter	Timeline: June 7, 2025
	2.2.2 Help guide a Community Needs Assessment with AARP and the City of Trotwood.	
	Responsible: Ralph Bowman / Sean Lehrter	Timeline: June 1, 2026
	2.2.3 Work with the City of Trotwood and AARP to develop an action plan based on the assessment results.	
	Responsible: Ralph Bowman / Sean Lehrter	Timeline: December 1, 2026
	2.2.4 Help the City of Trotwood implement the action plan and track progress.	
	Responsible: Ralph Bowman / Sean Lehrter	Timeline: June 30, 2027
Outcome: To equip local leaders and residents with the resources for assessing the needs of older adults, with Trotwood Fire & Rescue focusing on access to key health and medical resources.		

<p>Goal 2.3</p>	<p>Expand and maintain the Car Seat Installation Program.</p>	
<p>Objectives</p>	<p>2.3.1 Continue to build upon partnerships with Public Health Dayton & Montgomery County and Dayton Children’s Hospital to facilitate continuing education opportunities for technicians and to maintain an inventory of replacement seats.</p>	
	<p>Responsible: Sean Lehrter</p>	
	<p>2.3.2 Plan and conduct two to four large-scale car seat installation events per year within the City of Trotwood in conjunction with community partners such as Goodwill Easter Seals and Dayton Metro Library system.</p>	
	<p>Responsible: Sean Lehrter</p>	<p>Timeline: July 31, 2025</p>
	<p>2.3.3 Develop an advertisement campaign for scheduled large-scale installation events as well as individual appointments with citizens.</p>	
	<p>Responsible: Sean Lehrter / Ralph Bowman</p>	<p>Timeline: April 15, 2025</p>
<p>Outcome: To educate and assist City of Trotwood residents in proper installation and use of child restraint devices in order to improve safety.</p>		



<p>Goal 2.4</p>	<p>Expand and maintain the Safe Sleep Initiative.</p>	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Objectives</p>	<p>2.4.1 Provide Trotwood Fire & Rescue crews with initial and refresher trainings quarterly on how to conduct an Infant Safe Sleep Assessment and the proper methods of providing direct on-scene education to caregivers on infant safe sleep best practices.</p>	
	<p>Responsible: Sean Lehrter</p>	<p>Timeline: April 1, 2025</p>
	<p>2.4.2 Create a mechanism by which crews can make referrals to the Community Paramedicine Coordinator when an immediate need arises for a portable crib provided through Public Health Dayton & Montgomery County or a need for follow-up education is identified.</p>	
	<p>Responsible: Sean Lehrter</p>	<p>Timeline: October 15, 2025</p>
	<p>2.4.3 Coordinate with Trotwood Police Department to provide Infant Safe Sleep Assessment training to patrol officers to facilitate greater reach and impact within the Trotwood community.</p>	
	<p>Responsible: Sean Lehrter/ Richard Haacke</p>	<p>Timeline: December 15, 2025</p>
	<p>2.4.4 Research and pursue additional avenues of disseminating Infant Safe Sleep education to the public, such as partnering with daycares, schools, and other interested community partners and local organizations.</p>	
	<p>Responsible: Sean Lehrter</p>	<p>Timeline: February 15, 2026</p>
<p>Outcome: To educate and assist City of Trotwood residents in facilitating proper safe sleep practices for infants and help prevent infant-related sleep deaths.</p>		

Initiative 3. Professional Development

Workgroup Members (2022):

1. Captain Scott Meyers, Trotwood Fire & Rescue (Initiative Manager)
2. Hannah Barnes, Trotwood Fire & Rescue
3. Deputy City Manager Stephanie Kellum, City of Trotwood
4. Mayor Yvette Page, City of Trotwood
5. Jessica Mason, Administrator Aventura at Shiloh Springs
6. Trever Roby, Center Pointe Energy Supervisor Operations
7. Lyndie Conner, Trotwood Madison Schools District Lead Counselor



Goal 3.1	Develop a Trotwood Fire & Rescue Leadership Development Program	
Objectives	3.1.1 Solicit input from department officers and personnel on the required skillsets for each position and preparedness for advancement within Trotwood Fire & Rescue.	
	Responsible: Scott Meyers / Chad McInturff	Timeline: May 1, 2025
	3.1.2 Design a Trotwood Fire & Rescue Leadership Development program, to include recommended courses from the National Fire Academy and Ohio Fire Academy that correlate with each Trotwood Fire & Rescue position.	
	Responsible: Scott Meyers / Chad McInturff	Timeline: October 1, 2025
	3.1.3 Implement the Trotwood Fire & Rescue Leadership Development Program.	
	Responsible: Scott Meyers / Chad McInturff	Timeline: January 1, 2026
	3.1.4 Monitor the effectiveness of the Trotwood Fire & Rescue Leadership Program.	
	Responsible: Scott Meyers / Chad McInturff	Timeline: February 1, 2027
Outcome: To prepare members of Trotwood Fire & Rescue with the knowledge and skills that they will need to advance through the ranks of the organization and assume leadership positions.		



<p>Goal 3.2</p>	<p>Collaborate with Trotwood Madison City Schools to provide interactive educational opportunities for members of Trotwood Fire & Rescue and Trotwood Madison City Schools employees.</p>	
<p>Objectives</p>	<p>3.2.1 Establish points of contact and initiate discussions on potential collaborative educational and training opportunities between Trotwood Fire & Rescue, Trotwood Madison City Schools, and other Trotwood agencies, such as the Trotwood Police department.</p>	
	<p>Responsible: Stephanie Kellum / Ralph Bowman</p>	<p>Timeline: March 15, 2025</p>
	<p>3.2.2 Assess and determine the types and priorities of collaborative, interagency education and training, such as active-shooter drills and CPR.</p>	
	<p>Responsible: Stephanie Kellum / Ralph Bowman</p>	<p>Timeline: August 15, 2025</p>
	<p>3.2.3 Design and coordinate a schedule for inter-system education and trainings.</p>	
	<p>Responsible: Stephanie Kellum / Ralph Bowman</p>	<p>Timeline: March 15, 2026</p>
	<p>3.2.4 Implement collaborative education and trainings between Trotwood Fire & Rescue, Trotwood Madison City Schools, and other Trotwood agencies.</p>	
	<p>Responsible: Stephanie Kellum / Ralph Bowman</p>	<p>Timeline: May 15, 2026</p>
<p>Outcome: To provide additional educational opportunities to both members of Trotwood Fire & Rescue and Trotwood Madison City Schools employees.</p>		

<p>Goal 3.3</p>	<p>Foster a culture of continuous, professional growth and improvement among Trotwood Fire & Rescue members based on meaningful feedback and improved communication.</p>	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Objectives</p>	<p>3.3.1 Design an improved, modern method of intradepartmental employee evaluation.</p>	
	<p>Responsible: Sean Lehrter</p>	<p>Timeline: June 30, 2025</p>
	<p>3.3.2 Seek feedback on the new method of employee evaluation with Trotwood Fire & Rescue leadership and officers; initiate discussions with potential evaluators / mentors.</p>	
	<p>Responsible: Sean Lehrter</p>	<p>Timeline: September 15, 2025</p>
	<p>3.3.3 Train evaluators / mentors then conduct a pilot test of the method of employee evaluation.</p>	
	<p>Responsible: Sean Lehrter</p>	<p>Timeline: January 15, 2026</p>
	<p>3.3.4 Evaluate the effectiveness and reception of the new method employee evaluation, making adjustments as needed.</p>	
	<p>Responsible: Sean Lehrter</p>	<p>Timeline: August 1, 2026</p>
	<p>3.3.5 Implement the new method of employee evaluation for all personnel and monitor its effectiveness through quantifiable metrics.</p>	
	<p>Responsible: Sean Lehrter</p>	<p>Timeline: January 1, 2027</p>
<p>Outcome: To assess and improve employee preparedness and performance in a resilient, equitable way that aligns the goals of employees with the organization as well as identifies the strengths, weaknesses, and potential of individuals.</p>		

Initiative 4. Future Funding Plans

Workgroup Members (2022):

1. Captain David Downey, Trotwood Fire & Rescue (Initiative Manager)
2. City Manager Quincy Pope, City of Trotwood
3. Julie Kilbarger, City of Trotwood Assistant Finance Director
4. Chad Downey, Trotwood Community Improvement Corporation Executive Director
5. Khalilah Forte, Planning Commission
6. Jorge Ramirez, El Gaban Restaurant



<p>Goal 4.1</p>	<p>Develop a Fire Department Staffing Plan and identify associated revenue sources.</p>	
<p>Objectives</p>	<p>4.1.1 Conduct a performance evaluation of the current staffing configuration of Trotwood Fire & Rescue as part of the Community Risk Assessment: Standards of Cover development process.</p>	
	<p>Responsible: Richard Haacke / Chad McInturff</p>	<p>Timeline: June 1, 2025</p>
	<p>4.1.2 Continue ongoing discussions with adjacent jurisdictions about the potential for a joint fire district while pursuing supportive avenues of partnership with these agencies.</p>	
	<p>Responsible: Richard Haacke</p>	
<p>Outcome: To ensure Trotwood Fire & Rescue is appropriately staffed to provide fire and rescue services to the City of Trotwood.</p>		



<p>Goal 4.2</p>	<p>Develop a Fire Department Facilities Plan and identify associated revenue sources.</p>	
<p>Objectives</p>	<p>4.2.1 Conduct a fire department facility study to evaluate ADA Accessibility, geography/ location, old or under-utilized facilities, and the need for new or updated facilities as part of the Community Risk Assessment: Standards of Cover development process.</p>	
	<p>Responsible: Julie Kilbarger / Richard Haacke</p>	<p>Timeline: June 1, 2025.</p>
	<p>4.2.2 Present the draft study findings to Trotwood Fire & Rescue leadership for further discussion about the potential impact on future fire department operations.</p>	
	<p>Responsible: Julie Kilbarger / Richard Haacke</p>	<p>Timeline: December 1, 2025</p>
	<p>4.2.3 Present final fire department facility findings, including recommended next steps, to City Leadership.</p>	
	<p>Responsible: Julie Kilbarger / Richard Haacke</p>	<p>Timeline: February 1, 2026</p>
<p>Outcome: To ensure Trotwood Fire & Rescue has safe, appropriately designed, and appropriately located facilities to provide fire and rescue services to the City of Trotwood.</p>		

<p>Goal 4.3</p>	<p>Identify additional revenue sources to fund Trotwood Fire & Rescue.</p>	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Objectives</p>	<p>4.3.1 Provide quarterly updates on projected and potential industrial, commercial, and residential growth in the City of Trotwood.</p>	
	<p>Responsible: Tyler Hauck</p>	<p>Timeline: April 1, 2025</p>
	<p>4.3.2 Evaluate city-imposed fees and other charges that could be potential revenue sources on an annual basis every September.</p>	
	<p>Responsible: Julie Kilbarger / Jeffrey Hilvers</p>	
	<p>4.3.3 Initiate discussions with the Trotwood Community Improvement Corporation regarding the potential for increasing revenue through means such as impact fees for new commercial and industrial development in Trotwood and regular requests for donations of equipment.</p>	
	<p>Responsible: Richard Haacke / Chad McInturff</p>	<p>Timeline: July 15, 2025</p>
<p>Outcome: To provide additional revenue sources for Trotwood Fire & Rescue.</p>		



Initiative 5. Service Delivery

Workgroup Members (2022):

1. Fire Marshal Jeffery Hilvers, Trotwood Fire & Rescue (Initiative Manager)
2. Marcus Roll, Trotwood Fire & Rescue
3. Jessica L. Bush, Center Pointe Energy Operations Supervisor
4. Dale Williams-Aventura at Shiloh Springs
5. Jessica Raterman, City of Trotwood Planning and Zoning
6. Frank Watkins, Ethan Temple Seventh Day Adventist Church
7. Tabitha Shackelford, Greyhound Bus



<p>Goal 5.1</p>	<p>Monitor response time to ensure continuous improvement and closer alignment with National Standards.</p>	
<p>Objectives</p>	<p>5.1.1 Share real-time monthly and annual response time data with the Trotwood Fire & Rescue members via station status boards.</p>	
	<p>Responsible: Jeffrey Hilvers</p>	
	<p>5.1.2 Share annual response time data with residents and businesses via the fire department web page.</p>	
	<p>Responsible: Jeffrey Hilvers</p>	<p>Timeline: February 1, 2025</p>
	<p>5.1.3 Monitor turn out times on a quarterly and annual basis to identify trends in performance and opportunities to improve.</p>	
	<p>Responsible: Jeffrey Hilvers</p>	<p>Timeline: January 1, 2026</p>
<p>Outcome: To ensure Trotwood Fire & Rescue’s response times are appropriate to the needs to the Trotwood Community based on the given resources and the goal of continuous improvement.</p>		



<p>Goal 5.2</p>	<p>Work with the Communications Center to reduce call processing times.</p>	
<p>Objectives</p>	<p>5.2.1 Continue monthly meetings between leadership from Trotwood Fire & Rescue and the Communications Center to review real-time call data and identify potential opportunities for improvement; share this information with members of Trotwood Fire & Rescue.</p>	
	<p>Responsible: Richard Haacke / Jessica Raterman</p>	
	<p>5.2.2 Review priority and non-priority call types with Trotwood Fire & Rescue Leadership, recommending any significant changes to leadership from the Communications Center as necessary.</p>	
	<p>Responsible: Jeffrey Hilvers</p>	<p>Timeline: April 15, 2026</p>
	<p>5.2.3 Work the Communications Center to identify and schedule potential collaborative training opportunities for employees from both organizations.</p>	
	<p>Responsible: Jeffrey Hilvers</p>	<p>Timeline: November 1, 2026</p>
<p>Outcome: To ensure calls for emergency assistance from Trotwood Fire & Rescue are effectively and efficiently processed to send the appropriate resources as quickly as possible.</p>		



<p>Goal 5.3</p>	<p>Ensure that Trotwood Fire & Rescue is capturing data that accurately represents its performance.</p>	
<p>Objectives</p>	<p>5.3.1 Continue to train and refine Trotwood Fire & Rescue personnel on best practices when using and inputting data into ESO. Review opportunities for improvement on a semi-annual basis with Officers for each platoon.</p>	
	<p>Responsible: Jeffrey Hilvers (Fire) / Sean Lehrter (EMS)</p>	
	<p>5.3.2 Work with ESO to improve accuracy and precision of reports summarizing performance data.</p>	
	<p>Responsible: Jeffrey Hilvers</p>	<p>Timeline: August 7, 2025</p>
	<p>5.3.3 Establish quality control monitoring methods and criteria for evaluating the integrity and reliability of performance data captured via ESO and identify opportunities for improvement.</p>	
<p>Responsible: Jeffrey Hilvers</p>	<p>Timeline: November 30, 2025</p>	
<p>Outcome: To ensure all data collected by Trotwood Fire & Rescue accurately represents the performance of the department.</p>		



Initiative 6. Community Paramedicine

Developed by (2024):

1. Deputy Chief Chad McInturff, Trotwood Fire & Rescue (Initiative Manager)
2. Chief Richard Haacke, Trotwood Fire & Rescue
3. Community Paramedicine Coordinator Sean Lehrter, Trotwood Fire & Rescue
4. Business & Accreditation Manager Jessica Raterman, Trotwood Fire & Rescue

In late 2024, a sixth Initiative, Community Paramedicine, was added to the Trotwood Fire & Rescue Strategic Plan. This initiative reflects the commitment of Trotwood Fire & Rescue to bettering the overall health of the community through medical outreach and increased access to social and medical resources, such as primary care physicians, senior care services, infant care, and more.

Trotwood Fire & Rescue created and staffed a Community Paramedicine Coordinator position in 2024 and has been working with the City and stakeholders to imagine a Trotwood Community Paramedicine Program that will support the health and wellness of citizens from the comfort of their home. Initiative six represents this ongoing, foundational development of a resilient Community Paramedicine Program.



Goal 6.1	Develop a sustainable Community Paramedicine Program.	
Objectives	6.1.1 Continuously obtain up-to-date education on best practices in the arena of Community Paramedicine through conferences, classes, and by reviewing existing programs.	
	Responsible: Sean Lehrter	
	6.1.2 Develop regional and local partnerships, including with medical systems and community organizations, to maintain a database of resources and partners that can support the Trotwood citizens through the Community Paramedicine Program.	
	Responsible: Sean Lehrter	
	6.1.3 Create and obtain approvals for a set of Trotwood Fire & Rescue Community Paramedicine protocols and standard operating policies and procedures.	
	Responsible: Sean Lehrter	Timeline: March 31, 2025
	6.1.4 Create and obtain approvals for the necessary legal forms, checklists, and informational sheets to be used by the Community Paramedicine Coordinator.	
	Responsible: Sean Lehrter	Timeline: May 30, 2025
	6.1.5 Set up the online platform (ESO) that will house all Community Paramedicine Program documentation and that will be used for crew referrals of potential clients; train personnel on ESO process for referrals.	
	Responsible: Sean Lehrter	Timeline: July 1, 2025
Outcome: To better the overall health of the community through community medical outreach and increased access to social and medical resources.		

<p>Goal 6.2</p>	<p>Conduct a pilot test of the Community Paramedicine Program.</p>	
<p>Objectives</p>	<p>6.2.1 Conduct an internal call type review to pinpoint the most common high user categories to help determine areas of focus for the initial Community Paramedicine Program roll-out.</p>	
	<p>Responsible: Sean Lehrter</p>	<p>Timeline: September 30, 2025</p>
	<p>6.2.2 Begin home visits for referred clients based on the outcome of the internal call type review.</p>	
	<p>Responsible: Sean Lehrter</p>	<p>Timeline: November 1, 2025</p>
	<p>6.2.3 Measure the performance of the initial Community Paramedicine Program roll-out with regard to appropriateness of protocols and documentation, impact on patient outcomes, and effect on Trotwood Fire & Rescue call volume in that category.</p>	
	<p>Responsible: Sean Lehrter</p>	<p>Timeline: May 31, 2026</p>
	<p>6.2.4 Present the findings to Trotwood Fire & Rescue Leadership.</p>	
	<p>Responsible: Sean Lehrter</p>	<p>Timeline: September 15, 2026</p>
<p>Outcome: To evaluate the initial roll-out and improve the efficacy of the Trotwood Fire & Rescue Community Paramedicine Program.</p>		

Conclusion

Dynamix Consulting Group would like to thank the elected and appointed officials of the City of Trotwood, its community members who volunteered to participate in this process, and all members of Trotwood Fire & Rescue for their commitment to this planning process and their continuing efforts to improve the provision of fire services throughout City of Trotwood. Without the support of the City Council and their leadership, this process could not have been possible. As the city and fire department move forward, all parties must continue to work towards the goals and objectives outlined in this plan to achieve the results desired.



Appendix A. Objectives By Number

Objective	Responsible Person	Due Date
1.1.1 Maintain points of contact with the primary and secondary schools, establishing new contacts as necessary to continue annual programs.	Ralph Bowman	Ongoing
1.1.2 Maintain the Department Event Calendar that tracks annual activities.	Ralph Bowman	Ongoing
1.1.3. Monitor and seek opportunities to improve education programs for students, including the High School EMT program, all Fire & Life Safety programs, and the Explorer (cadet) program; submit annual progress report each July.	Ralph Bowman	Every July
1.2.1 Monitor annual Fire & Life Safety Programs, such as reading clubs, puppet shows, and fun-days and seek additional interactive activities and educational interactions for firefighters and students; submit annual progress report each July.	Ralph Bowman	Every July
1.2.2 Maintain approvals from the Trotwood Madison City School system and other area schools for ongoing and new proposed interactive activities between firefighters and students.	Ralph Bowman	Ongoing
1.2.3. Include these regular and ongoing opportunities for firefighters and students to interact in the Department Event Calendar.	Ralph Bowman	Ongoing
1.2.4 Evaluate and quantify the effectiveness of Fire & Life Safety Programs to guide development through time; submit annual progress report each July.	Ralph Bowman	Every July

Objective	Responsible Person	Due Date
1.3.1 Maintain the Trotwood Fire & Rescue Recruitment and Retention Team, striving for representation from each platoon.	Seth Haley / Richard Haacke	Ongoing
1.3.2 Research and develop a project, driven by the Recruitment and Retention Team, that aims to improve retention of employees with Trotwood Fire & Rescue.	Seth Haley / Richard Haacke	September 1, 2025
1.3.3 Present the findings from 1.3.2, including recommendations for changes that will improve retention of current Trotwood Firefighters, to the Trotwood Fire & Rescue Leadership.	Seth Haley / Richard Haacke	March 1, 2027
2.1.1 Continue with and improve the Trotwood Fire & Rescue Social Media Plan.	Ralph Bowman	Ongoing
2.1.2 Maintain the annual schedule for fire department community events, seeking opportunities to improve upon outreach and expand events.	Ralph Bowman	Ongoing
2.1.3 Maintain regular supervision of appointed Community Liaisons on each platoon, offering training to Liaisons initially and as needed thereafter.	Ralph Bowman	Ongoing
2.1.4 Align the Trotwood Fire & Rescue Social Media Plan with the City of Trotwood 2024 Strategic Community Communications Plan to foster unified consistent interdepartmental communications with the community.	Ralph Bowman	August 21, 2025
2.2.1 Explore a potential partnership with AARP to enroll in the Network of Age-Friendly States and Communities programs.	Ralph Bowman / Sean Lehrter	June 7, 2025
2.2.2 Help guide a Community Needs Assessment with AARP and the City of Trotwood.	Ralph Bowman / Sean Lehrter	June 1, 2026
2.2.3 Work with the City of Trotwood and AARP to develop an action plan based on the assessment results.	Ralph Bowman / Sean Lehrter	December 1, 2026
2.2.4 Help the City of Trotwood implement the action plan and track progress.	Ralph Bowman / Sean Lehrter	June 30, 2027

Objective	Responsible Person	Due Date
2.3.1 Continue to build upon partnerships with Public Health Dayton & Montgomery County and Dayton Children’s Hospital to facilitate continuing education opportunities for technicians and to maintain an inventory of replacement seats.	Sean Lehrter	Ongoing
2.3.2 Plan and conduct two to four large-scale car seat installation events per year within the City of Trotwood in conjunction with community partners such as Goodwill Easter Seals and Dayton Metro Library system.	Sean Lehrter	July 31, 2025
2.3.3 Develop an advertisement campaign for scheduled large-scale installation events as well as individual appointments with citizens.	Sean Lehrter / Ralph Bowman	April 15, 2025
2.4.1 Provide Trotwood Fire & Rescue crews with initial and refresher trainings quarterly on how to conduct an Infant Safe Sleep Assessment and the proper methods of providing direct on-scene education to caregivers on infant safe sleep best practices.	Sean Lehrter	April 1, 2025
2.4.2 Create a mechanism by which crews can make referrals to the Community Paramedicine Coordinator when an immediate need arises for a portable crib provided through Public Health Dayton & Montgomery County or a need for follow-up education is identified.	Sean Lehrter	October 10, 2025
2.4.3 Coordinate with Trotwood Police Department to provide Infant Safe Sleep Assessment training to patrol officers to facilitate greater reach and impact within the Trotwood community.	Sean Lehrter/ Richard Haacke	December 15, 2025
2.4.4 Research and pursue additional avenues of disseminating Infant Safe Sleep education to the public, such as partnering with daycares, schools, and other interested community partners and local organizations.	Sean Lehrter	February 15, 2026

Objective	Responsible Person	Due Date
3.1.1 Solicit input from department officers and personnel on the required skillsets for each position and preparedness for advancement within Trotwood Fire & Rescue.	Scott Meyers / Chad McInturff	May 1, 2025
3.1.2 Design a Trotwood Fire & Rescue Leadership Development program, to include recommended courses from the National Fire Academy and Ohio Fire Academy that correlate with each Trotwood Fire & Rescue position.	Scott Meyers / Chad McInturff	October 1, 2025
3.1.3 Implement the Trotwood Fire & Rescue Leadership Development Program.	Scott Meyers / Chad McInturff	January 1, 2026
3.1.4 Monitor the effectiveness of the Trotwood Fire & Rescue Leadership Program.	Scott Meyers / Chad McInturff	February 1, 2027
3.2.1 Establish points of contact and initiate discussions on potential collaborative educational and training opportunities between Trotwood Fire & Rescue, Trotwood Madison City Schools, and other Trotwood agencies, such as the Trotwood Police department.	Stephanie Kellum / Ralph Bowman	March 15, 2025
3.2.2 Assess and determine the types and priorities of collaborative, interagency education and training, such as active-shooter drills and CPR.	Stephanie Kellum / Ralph Bowman	August 15, 2025
3.2.3 Design and coordinate a schedule for inter-system education and trainings.	Stephanie Kellum / Ralph Bowman	March 15, 2026
3.2.4 Implement collaborative education and trainings between Trotwood Fire & Rescue, Trotwood Madison City Schools, and other Trotwood agencies.	Stephanie Kellum / Ralph Bowman	May 15, 2026
3.3.1 Design an improved, modern method of intradepartmental employee evaluation.	Sean Lehrter	June 30, 2025
3.3.2 Seek feedback on the new method of employee evaluation with Trotwood Fire & Rescue leadership and officers; initiate discussions with potential evaluators / mentors.	Sean Lehrter	September 15, 2025
3.3.3 Train evaluators / mentors then conduct a pilot test of the method of employee evaluation.	Sean Lehrter	January 15, 2026

Objective	Responsible Person	Due Date
3.3.4 Evaluate the effectiveness and reception of the new method employee evaluation, making adjustments as needed.	Sean Lehrter	August 1, 2026
3.3.5 Implement the new method of employee evaluation for all personnel and monitor its effectiveness through quantifiable metrics.	Sean Lehrter	January 1, 2027
4.1.1 Conduct a performance evaluation of the current staffing configuration of Trotwood Fire & Rescue as part of the Community Risk Assessment: Standards of Cover development.	Richard Haacke / Chad McInturff	June 1, 2025
4.1.2 Continue ongoing discussions with adjacent jurisdictions about the potential for a joint fire district while pursuing supportive avenues of partnership with these agencies.	Richard Haacke	Ongoing
4.2.1 Conduct a fire department facility study to evaluate ADA Accessibility, geography/ location, old or under-utilized facilities, and the need for new or updated facilities as part of the Community Risk Assessment: Standards of Cover development process.	Julie Kilbarger / Richard Haacke	June 1, 2025.
4.2.2 Present the draft study findings to Trotwood Fire & Rescue leadership for further discussion about the potential impact on future fire department operations.	Julie Kilbarger / Richard Haacke	December 1, 2025
4.2.3 Present final fire department facility findings, including recommended next steps, to City Leadership.	Julie Kilbarger / Richard Haacke	January 1, 2026
4.3.1 Provide quarterly updates on projected and potential industrial, commercial, and residential growth in the City of Trotwood.	Tyler Hauck	April 15, 2025
4.3.2 Evaluate city-imposed fees and other charges that could be potential revenue sources on an annual basis.	Julie Kilbarger / Jeffrey Hilvers	Every September
4.3.3 Initiate discussions with the Trotwood Community Improvement Corporation regarding the potential for increasing revenue through means such as impact fees for new commercial and industrial development in Trotwood and regular requests for donations of equipment.	Richard Haacke / Chad McInturff	July 15, 2025

Objective	Responsible Person	Due Date
5.1.1 Share real-time monthly and annual response time data with the Trotwood Fire & Rescue members via station status boards.	Jeffrey Hilvers	Ongoing
5.1.2 Share annual response time data with residents and businesses via the fire department web page.	Jeffrey Hilvers	February 1, 2025
5.1.3 Monitor turn out times on a quarterly and annual basis to identify trends in performance and opportunities to improve.	Jeffrey Hilvers	January 1, 2026
5.2.1 Continue monthly meetings between leadership from Trotwood Fire & Rescue and the Communications Center to review real-time call data and identify potential opportunities for improvement; share this information with members of Trotwood Fire & Rescue.	Richard Haacke / Jessica Raterman	Ongoing
5.2.2 Review priority and non-priority call types with Trotwood Fire & Rescue Leadership, recommending any significant changes to leadership from the Communications Center as necessary.	Jeffrey Hilvers	April 15, 2026
5.2.3 Work the Communications Center to identify and schedule potential collaborative training opportunities for employees from both organizations.	Jeffrey Hilvers	November 1, 2026
5.3.1 Continue to train and refine Trotwood Fire & Rescue personnel on best practices when using and inputting data into ESO. Review opportunities for improvement on a semi-annual basis with Officers for each platoon.	Jeffrey Hilvers / Sean Lehrter	Ongoing
5.3.2 Work with ESO to improve accuracy and precision of reports summarizing performance data.	Jeffrey Hilvers	August 7, 2025
5.3.3 Establish quality control monitoring methods and criteria for evaluating the integrity and reliability of performance data captured via ESO and identify opportunities for improvement.	Jeffrey Hilvers	November 30, 2025

Objective	Responsible Person	Due Date
6.1.1 Continuously obtain up-to-date education on best practices in the arena of Community Paramedicine through conferences, classes, and by reviewing existing programs.	Sean Lehrter	Ongoing
6.1.2 Develop regional and local partnerships, including with medical systems and community organizations, to maintain a database of resources and partners that can support the Trotwood citizens through the Community Paramedicine Program.	Sean Lehrter	Ongoing
6.1.3 Create and obtain approvals for a set of Trotwood Fire & Rescue Community Paramedicine protocols and standard operating policies and procedures.	Sean Lehrter	March 31, 2025
6.1.4 Create and obtain approvals for the necessary legal forms, checklists, and informational sheets to be used by the Community Paramedicine Coordinator.	Sean Lehrter	May 30, 2025
6.1.5 Set up the online platform (ESO) that will house all Community Paramedicine Program documentation and that will be used for crew referrals of potential clients; train personnel on ESO process for referrals.	Sean Lehrter	July 1, 2025
6.2.1 Conduct an internal call type review to pinpoint the most common high user categories to help determine areas of focus for the initial Community Paramedicine Program roll-out.	Sean Lehrter	September 30, 2025
6.2.2 Begin home visits for referred clients based on the outcome of the internal call type review.	Sean Lehrter	November 1, 2025
6.2.3 Measure the performance of the initial Community Paramedicine Program roll-out with regard to appropriateness of protocols and documentation, impact on patient outcomes, and effect on Trotwood Fire & Rescue call volume in that category.	Sean Lehrter	May 31, 2026
6.2.4 Present the findings to Trotwood Fire & Rescue Leadership.	Sean Lehrter	September 15, 2026

Appendix B. Objectives By Date

Objective	Responsible Person	Due Date
February 2025		
5.1.2 Share annual response time data with residents and businesses via the fire department web page.	Jeffery Hilvers	February 1, 2025
March 2025		
3.2.1 Establish points of contact and initiate discussions on potential collaborative educational and training opportunities between Trotwood Fire & Rescue, Trotwood Madison City Schools, and other Trotwood agencies, such as the Trotwood Police department.	Stephanie Kellum / Ralph Bowman	March 15, 2025
6.1.3 Create and obtain approvals for a set of Trotwood Fire & Rescue Community Paramedicine protocols and standard operating policies and procedures.	Sean Lehrter	March 31, 2025
April 2025		
2.4.1 Provide Trotwood Fire & Rescue crews with initial and refresher trainings quarterly on how to conduct an Infant Safe Sleep Assessment and the proper methods of providing direct on-scene education to caregivers on infant safe sleep best practices.	Sean Lehrter	April 1, 2025
2.3.3 Develop an advertisement campaign for scheduled large-scale installation events as well as individual appointments with citizens.	Sean Lehrter / Ralph Bowman	April 15, 2025
4.3.1 Provide quarterly updates on projected and potential industrial, commercial, and residential growth in the City of Trotwood.	Tyler Hauck	April 15, 2025

Objective	Responsible Person	Due Date
May 2025		
3.1.1 Solicit input from department officers and personnel on the required skillsets for each position and preparedness for advancement within Trotwood Fire & Rescue.	Scott Meyers / Chad McInturff	May 1, 2025
6.1.4 Create and obtain approvals for the necessary legal forms, checklists, and informational sheets to be used by the Community Paramedicine Coordinator.	Sean Lehrter	May 30, 2025
June 2025		
4.1.1 Conduct a performance evaluation of the current staffing configuration of Trotwood Fire & Rescue as part of the Community Risk Assessment: Standards of Cover development process.	Richard Haacke / Chad McInturff	June 1, 2025
4.2.1 Conduct a fire department facility study to evaluate ADA Accessibility, geography/ location, old or under-utilized facilities, and the need for new or updated facilities as part of the Community Risk Assessment: Standards of Cover development.	Julie Kilbarger / Richard Haacke	June 1, 2025
2.2.1 Explore a potential partnership with AARP to enroll in the Network of Age-Friendly States and Communities programs.	Ralph Bowman / Sean Lehrter	June 7, 2025
3.3.1 Design an improved, modern method of intradepartmental employee evaluation.	Sean Lehrter	June 30, 2025
July 2025		
6.1.5 Set up the online platform (ESO) that will house all Community Paramedicine Program documentation and that will be used for crew referrals of potential clients; train personnel on ESO process for referrals.	Sean Lehrter	July 1, 2025
4.3.3 Initiate discussions with the Trotwood Community Improvement Corporation regarding the potential for increasing revenue through means such as impact fees for new commercial and industrial development in Trotwood and regular requests for donations of equipment.	Richard Haacke / Chad McInturff	July 15, 2025
2.3.2 Plan and conduct two to four large-scale car seat installation events per year within the City of Trotwood in conjunction with community partners such as Goodwill Easter Seals and Dayton Metro Library system.	Sean Lehrter	July 31, 2025

Objective	Responsible Person	Due Date
August 2025		
5.3.2 Work with ESO to improve accuracy and precision of reports summarizing performance data.	Jeffrey Hilvers	August 7, 2025
3.2.2 Assess and determine the types and priorities of collaborative, interagency education and training, such as active-shooter drills and CPR.	Stephanie Kellum / Ralph Bowman	August 15, 2025
2.1.4 Align the Trotwood Fire & Rescue Social Media Plan with the City of Trotwood 2024 Strategic Community Communications Plan to foster unified consistent interdepartmental communications with the community.	Ralph Bowman	August 21, 2025
September 2025		
1.3.2 Research and develop a project, driven by the Recruitment and Retention Team, that aims to improve retention of employees with Trotwood Fire & Rescue.	Seth Haley / Richard Haacke	September 1, 2025
3.3.2 Seek feedback on the new method of employee evaluation with Trotwood Fire & Rescue leadership and officers; initiate discussions with potential evaluators / mentors.	Sean Lehrter	September 15, 2025
6.2.1 Conduct an internal call type review to pinpoint the most common high user categories to help determine areas of focus for the initial Community Paramedicine Program roll-out.	Sean Lehrter	September 30, 2025
October 2025		
3.1.2 Design a Trotwood Fire & Rescue Leadership Development program, to include recommended courses from the National Fire Academy and Ohio Fire Academy that correlate with each Trotwood Fire & Rescue position.	Scott Meyers / Chad McInturff	October 1, 2025
2.4.2 Create a mechanism by which crews can make referrals to the Community Paramedicine Coordinator when an immediate need arises for a portable crib provided through Public Health Dayton & Montgomery County or a need for follow-up education is identified.	Sean Lehrter	October 15, 2025

Objective	Responsible Person	Due Date
November 2025		
6.2.2 Begin home visits for referred clients based on the outcome of the internal call type review.	Sean Lehrter	November 1, 2025
5.3.3 Establish quality control monitoring methods and criteria for evaluating the integrity and reliability of performance data captured via ESO and identify opportunities for improvement.	Jeffrey Hilvers	November 30, 2025
December 2025		
4.2.2 Present the draft study findings to Trotwood Fire & Rescue leadership for further discussion about the potential impact on future fire department operations.	Julie Kilbarger / Richard Haacke	December 1, 2025
2.4.3 Coordinate with Trotwood Police Department to provide Infant Safe Sleep Assessment training to patrol officers to facilitate greater reach and impact within the Trotwood community.	Sean Lehrter	December 15, 2025
January 2026		
3.1.3 Implement the Trotwood Fire & Rescue Leadership Development Program.	Scott Meyers / Chad McInturff	January 1, 2026
5.1.3 Monitor turn out times on a quarterly and annual basis to identify trends in performance and opportunities to improve	Jeffrey Hilvers	January 1, 2026
3.3.3 Train evaluators / mentors then conduct a pilot test of the method of employee evaluation.	Sean Lehrter	January 15, 2026
February 2026		
4.2.3 Present final fire department facility findings, including recommended next steps, to City Leadership.	Julie Kilbarger / Richard Haacke	February 1, 2026
2.4.4 Research and pursue additional avenues of disseminating Infant Safe Sleep education to the public, such as partnering with daycares, schools, and other interested community partners and local organizations.	Sean Lehrter	February 15, 2026
March 2026		
3.2.3 Design and coordinate a schedule for inter-system education and trainings.	Stephanie Kellum / Ralph Bowman	March 15, 2026

Objective	Responsible Person	Due Date
April 2026		
5.2.2 Review priority and non-priority call types with Trotwood Fire & Rescue Leadership, recommending any significant changes to leadership from the Communications Center as necessary.	Jeffrey Hilvers	April 15, 2026
May 2026		
3.2.4 Implement collaborative education and trainings between Trotwood Fire & Rescue, Trotwood Madison City Schools, and other Trotwood agencies.	Stephanie Kellum / Ralph Bowman	May 15, 2026
6.2.3 Measure the performance of the initial Community Paramedicine Program roll-out with regard to appropriateness of protocols and documentation, impact on patient outcomes, and effect on Trotwood Fire & Rescue call volume in that category.	Sean Lehrter	May 31, 2026
June 2026		
2.2.2 Help guide a Community Needs Assessment with AARP and the City of Trotwood.	Ralph Bowman / Sean Lehrter	June 1, 2026
August 2026		
3.3.4 Evaluate the effectiveness and reception of the new method employee evaluation, making adjustments as needed.	Sean Lehrter	August 1, 2026
September 2026		
6.2.4 Present the findings from 6.2.3 to Trotwood Fire & Rescue Leadership.	Sean Lehrter	September 15, 2026
November 2026		
5.2.3 Work the Communications Center to identify and schedule potential collaborative training opportunities for employees from both organizations.	Jeffrey Hilvers	November 1, 2026
December 2026		
2.2.3 Work with the City of Trotwood and AARP to develop an action plan based on the assessment results.	Ralph Bowman / Sean Lehrter	December 1, 2026

Objective	Responsible Person	Due Date
January 2027		
3.3.5 Implement the new method of employee evaluation for all personnel and monitor its effectiveness through quantifiable metrics.	Sean Lehrter	January 1, 2027
February 2027		
3.1.4 Monitor the effectiveness of the Trotwood Fire & Rescue Leadership Program.	Scott Meyers / Chad McInturff	February 1, 2027
March 2027		
1.3.3 Present the findings from 1.3.2, including recommendations for changes that will improve retention of current Trotwood Firefighters, to the Trotwood Fire & Rescue Leadership.	Seth Haley / Richard Haacke	March 1, 2027
June 2027		
2.2.4 Help the City of Trotwood implement the action plan and track progress.	Ralph Bowman / Sean Lehrter	June 30, 2027

Objectives	Responsible Person
Every July	
1.1.3 Monitor and seek opportunities to improve education programs for students, including the High School EMT program, all Fire & Life Safety programs, and the Explorer (cadet) program; submit annual progress report each July.	Ralph Bowman
1.2.1 Monitor annual Fire & Life Safety Programs, such as reading clubs, puppet shows, and fun-days and seek additional interactive activities and educational interactions for firefighters and students; submit annual progress report each July.	
1.2.4 Evaluate and quantify the effectiveness of Fire & Life Safety Programs to guide development through time; submit annual progress report each July.	
Every September	
4.3.2 Evaluate city-imposed fees and other charges that could be potential revenue sources on an annual basis every September.	Julie Kilbarger / Jeffrey Hilvers
Ongoing	
1.3.1 Maintain the Trotwood Fire & Rescue Recruitment and Retention Team, striving for representation from each platoon.	Seth Haley / Richard Haacke
1.1.1 Maintain points of contact with the primary and secondary schools, establishing new contacts as necessary to continue annual programs.	Ralph Bowman
1.1.2 Maintain the Department Event Calendar that tracks annual activities.	
1.2.2 Maintain approvals from the Trotwood Madison City School system and other area schools for ongoing and new proposed interactive activities between firefighters and students.	
1.2.3 Include the regular and ongoing opportunities from 1.2 for firefighters and students to interact in the Department Event Calendar	
2.1.1 Continue with and improve the Trotwood Fire & Rescue Social Media Plan.	
2.1.2 Maintain the annual schedule for fire department community events, seeking opportunities to improve upon outreach & events.	

Objective	Responsible Person
Ongoing	
2.1.3 Maintain regular supervision of appointed Community Liaisons (per social medica plan) on each platoon, offering training to Liaisons initially and as needed thereafter	Ralph Bowman
4.1.2 Continue ongoing discussions with adjacent jurisdictions about the potential for a joint fire district while pursuing supportive avenues of partnership with these agencies.	Richard Haacke
5.1.1 Share real-time monthly and annual response time data with the Trotwood Fire & Rescue members via station status boards.	Jeffrey Hilvers
5.2.1 Continue monthly meetings between leadership from Trotwood Fire & Rescue and the Communications Center to review real-time call data and identify potential opportunities for improvement; share this information with members of Trotwood Fire & Rescue.	Richard Haacke / Jessica Raterman
5.3.1 Continue to train and refine Trotwood Fire & Rescue personnel on best practices when using and inputting data into ESO. Review opportunities for improvement on a semi-annual basis with Officers for each platoon.	Jeffrey Hilvers / Sean Lehrter
2.3.1 Continue to build upon partnerships with Public Health Dayton & Montgomery County and Dayton Children’s Hospital to facilitate continuing education opportunities for technicians and to maintain an inventory of	Sean Lehrter
6.1.1 Continuously obtain up-to-date education on best practices in the arena of Community Paramedicine through conferences, classes, and by reviewing existing programs.	
6.1.2 Develop regional and local partnerships, including with medical systems and community organizations, to maintain a database of resources and partners that can support the Trotwood citizens through the Community Paramedicine Program.	

Appendix C: Community Survey

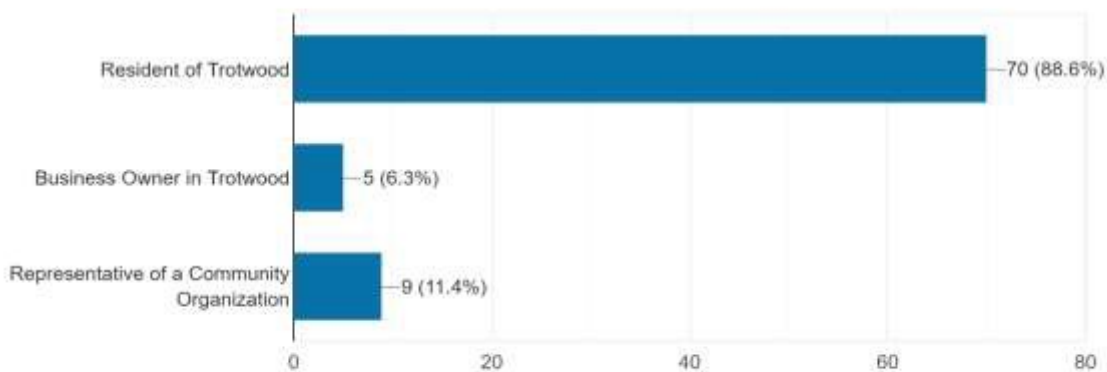
Listed for each question is a summary of the most common responses. Dynamix Consulting Group provided City of Trotwood a complete copy of all survey responses. A total of 81 members of the community participated in this survey.

The SWOT Analysis results are reported in the SWOT Analysis section of this Strategic Plan.

Survey percentages may not total exactly 100% because of rounded percentages or questions that allowed participants to choose more than one response.

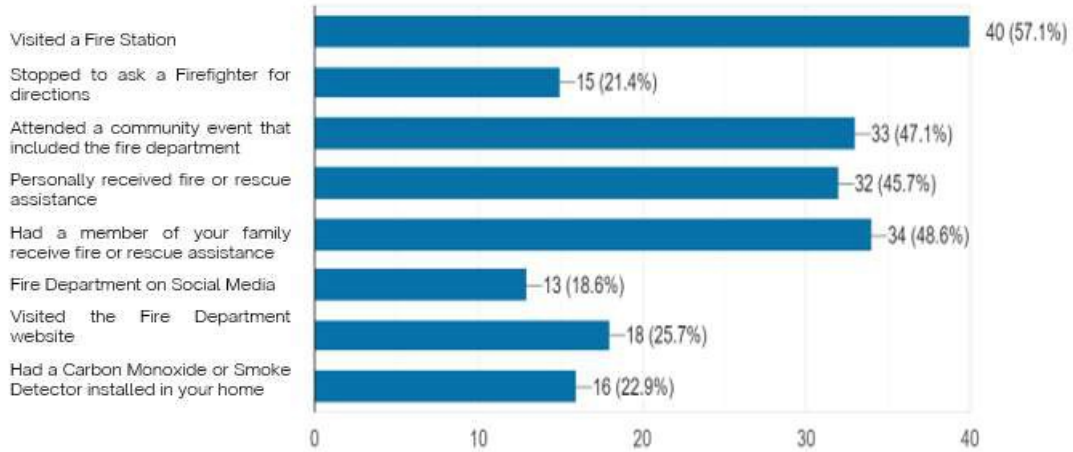
1. I am a: (Check all that apply)

79 responses



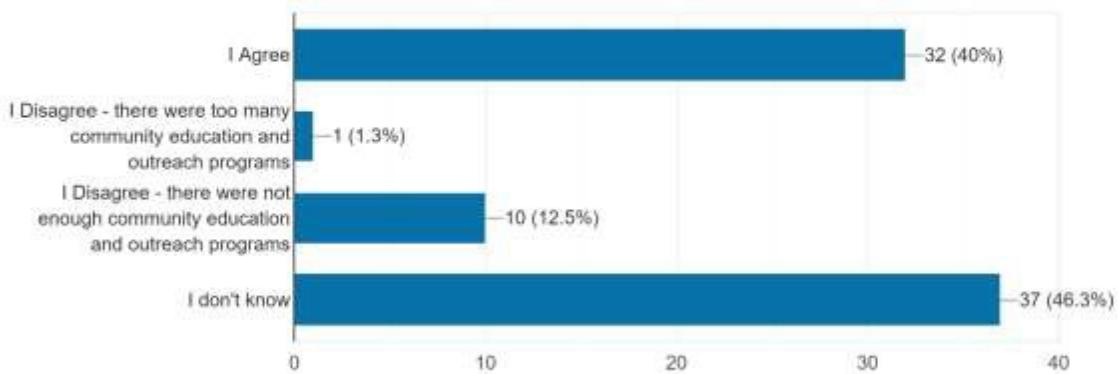
2. Have you ever: (Check all that apply)

70 responses



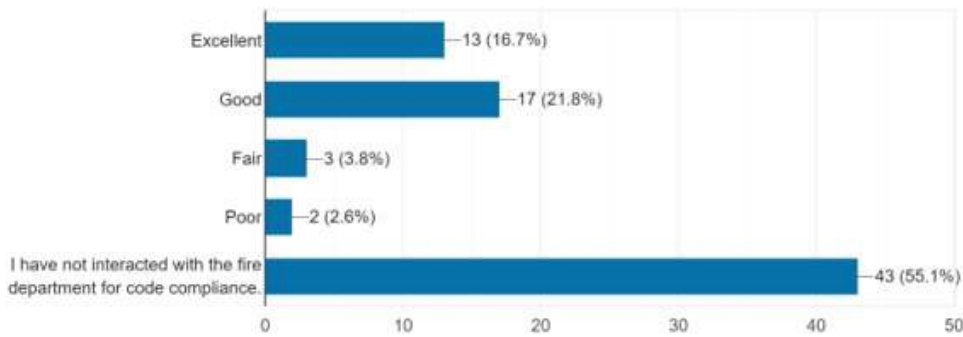
3. Prior to COVID, Trotwood Fire & Rescue provided appropriate community education and outreach programs

80 responses



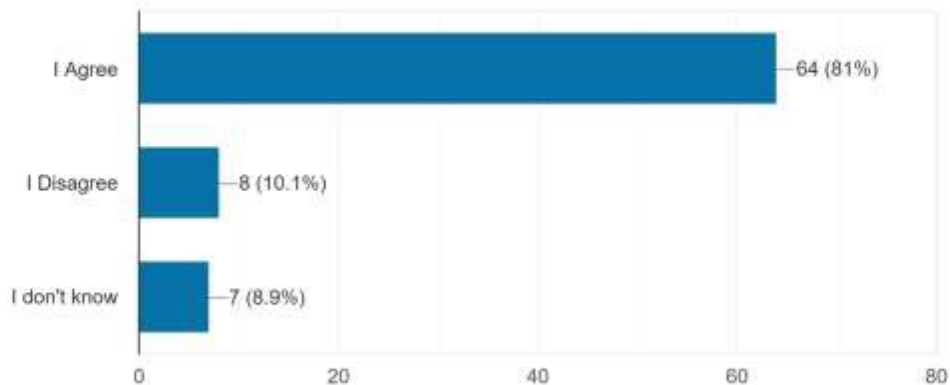
4. Trotwood Fire & Rescue promotes public safety by administering fire codes and standards, conducting regular building inspections, and providing prompt detection and compliance of code violations. Please describe your experience with Trotwood Fire & Rescue as it relates to code compliance.

78 responses



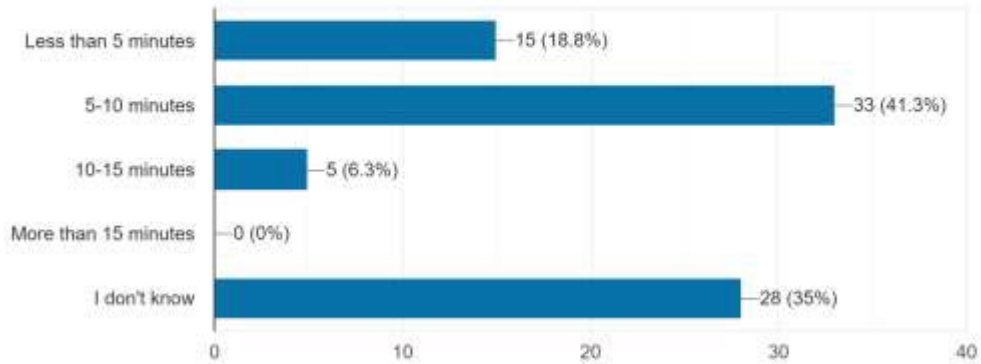
5. The proximity to a fire station in my neighborhood is appropriate for the need.

79 responses



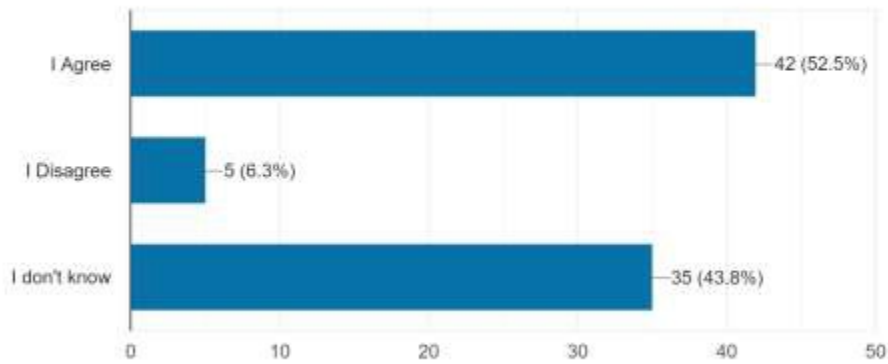
6. The appropriate amount of time from when a person calls 911 until the arrival of the fire department at an emergency is:

80 responses



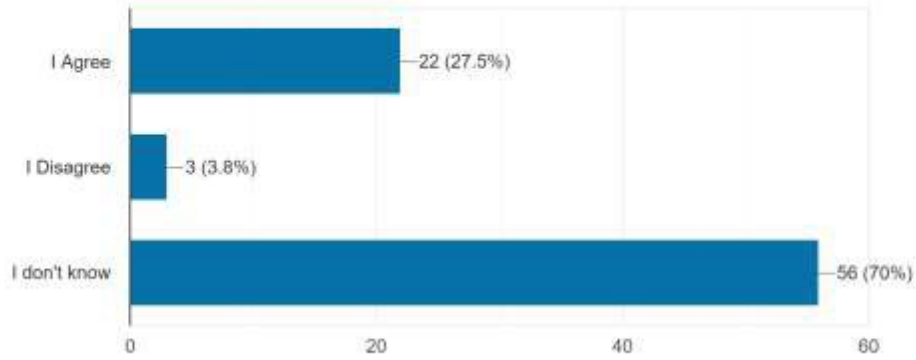
7. Trotwood Fire & Rescue responds to emergency calls in a timely manner.

80 responses



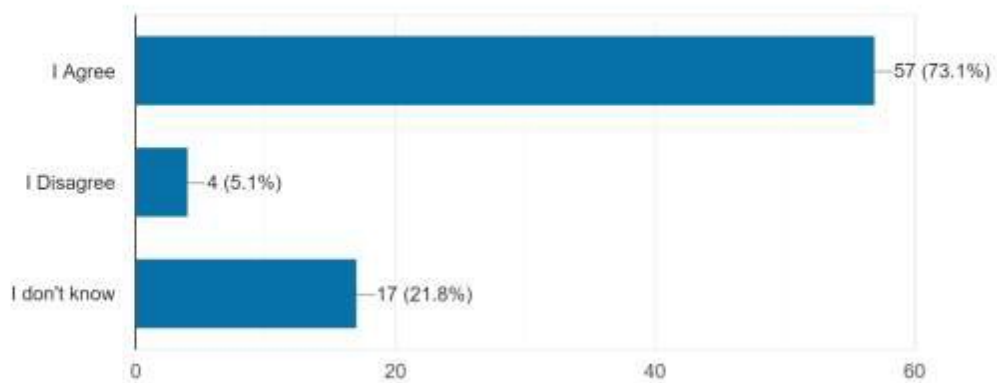
8. Trotwood Fire & Rescue shares safety information on the department website and in social media that is useful.

80 responses

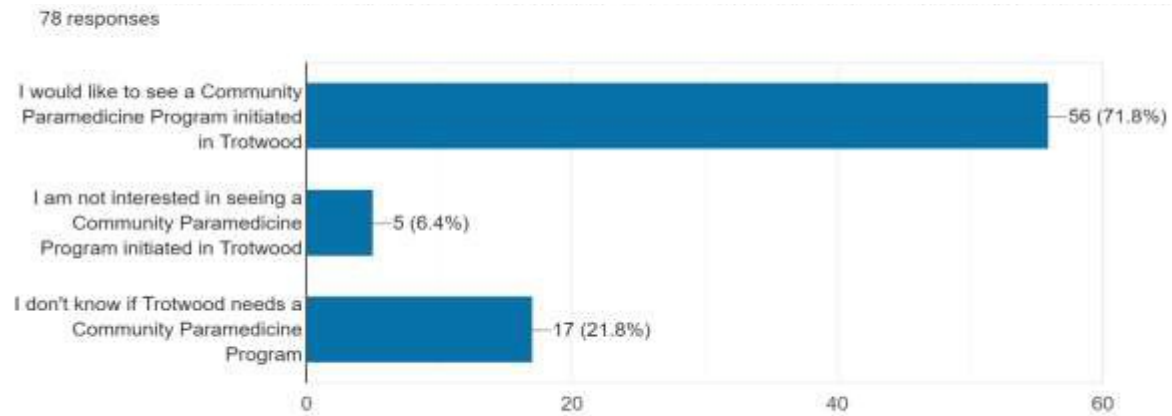


9. Trotwood Fire & Rescue responders are kind, courteous, and professional.

78 responses

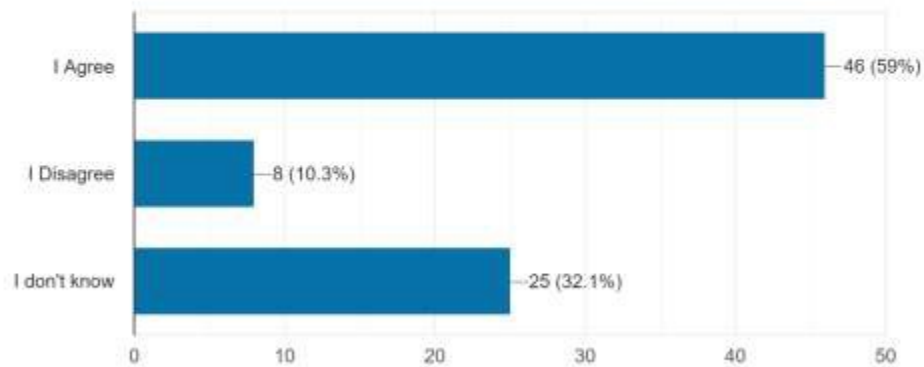


10. A community paramedic may perform health screenings, home inspections, suturing, and other services while in the field or in the client's home. In their role, community paramedics address one or both of two main goals: Increasing access to primary care or reducing use of emergency care resources.



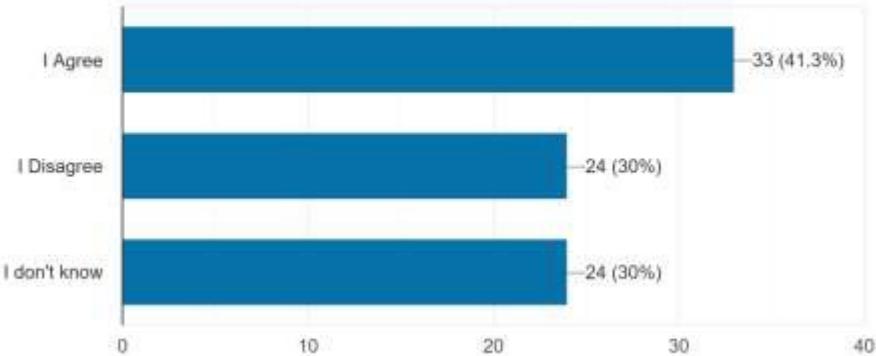
11. The taxes I pay to support Trotwood Fire & Rescue are appropriate to the service that is provided.

78 responses



12. I would be supportive of an increase in taxes to improve the delivery of emergency services by Trotwood Fire & Rescue.

80 responses



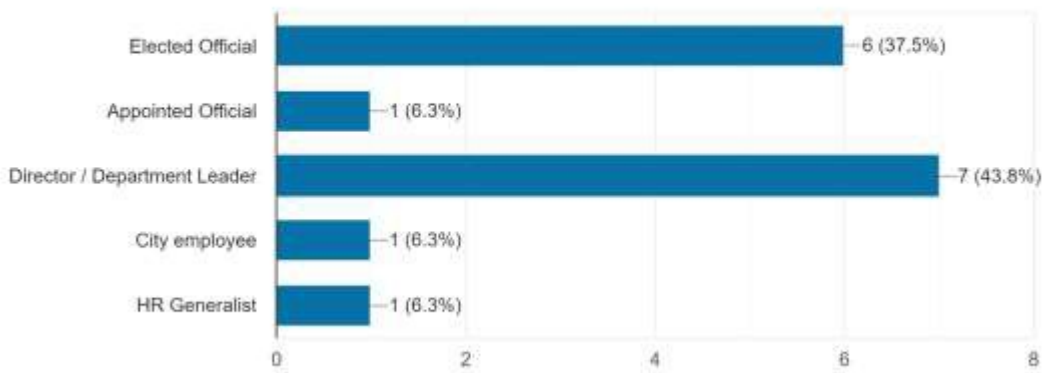
Appendix D: City Leader Survey

Listed for each question is a summary of the most common responses. Dynamix Consulting Group provided City of Trotwood a complete copy of all survey responses. A total of 17 city leaders participated in this survey.

The SWOT Analysis results are reported in the SWOT Analysis section of this Strategic Plan.

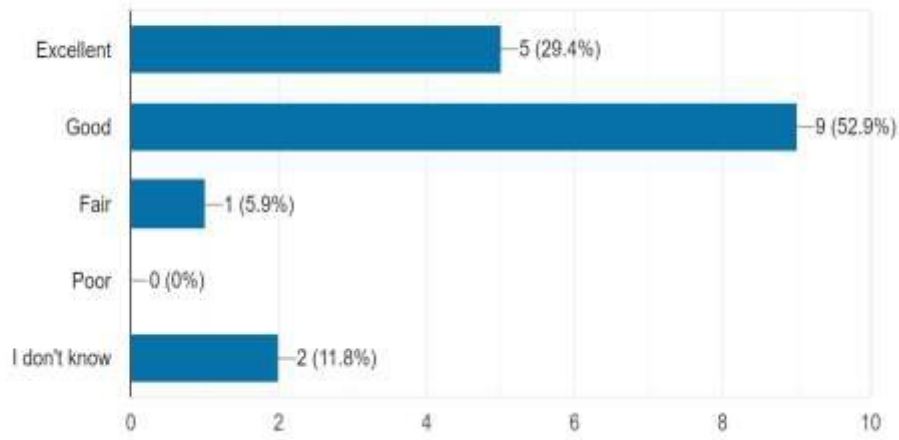
Survey percentages may not total exactly 100% because of rounded percentages or questions that allowed participants to choose more than one response.

1. I am a:
16 responses



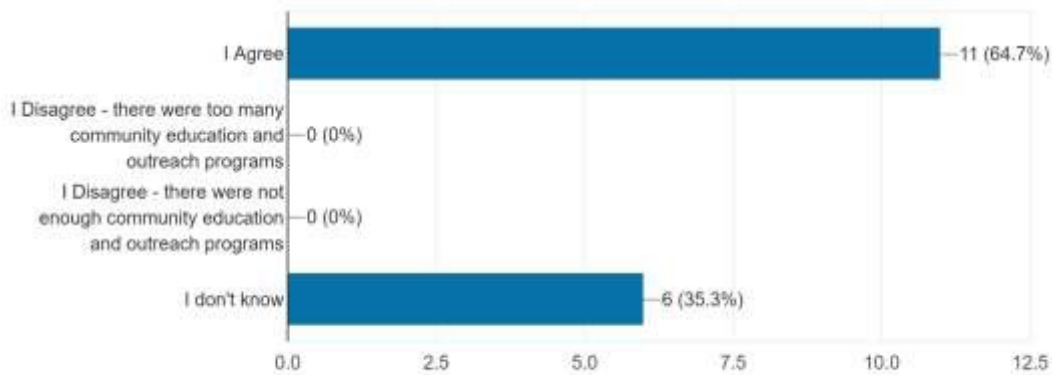
2. How would you rate communications within Trotwood Fire & Rescue?

17 responses



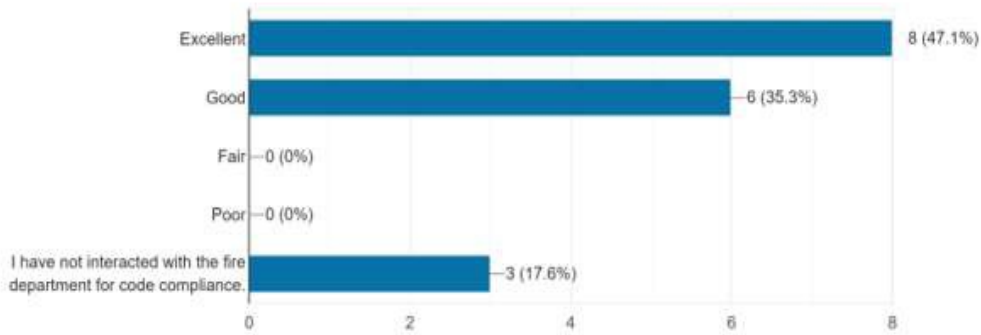
3. Prior to COVID, Trotwood Fire & Rescue provided appropriate community education and outreach programs

17 responses



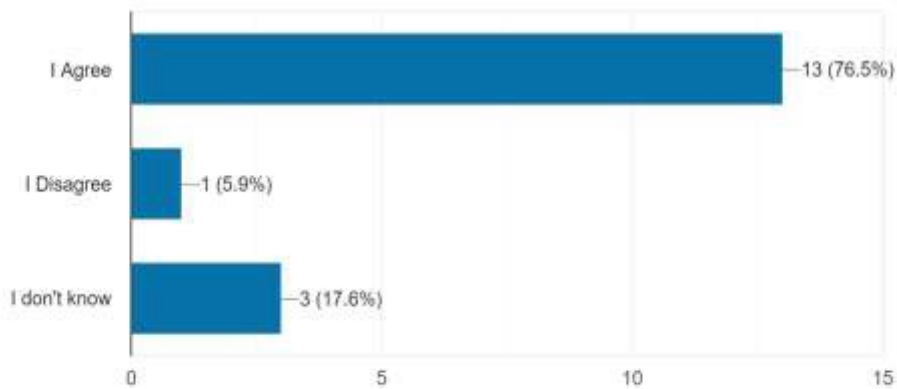
4. Trotwood Fire & Rescue promotes public safety by administering fire codes and standards, conducting regular building inspections, and providing prompt detection and compliance of code violations. Please describe your experience with Trotwood Fire & Rescue as it relates to code compliance.

17 responses



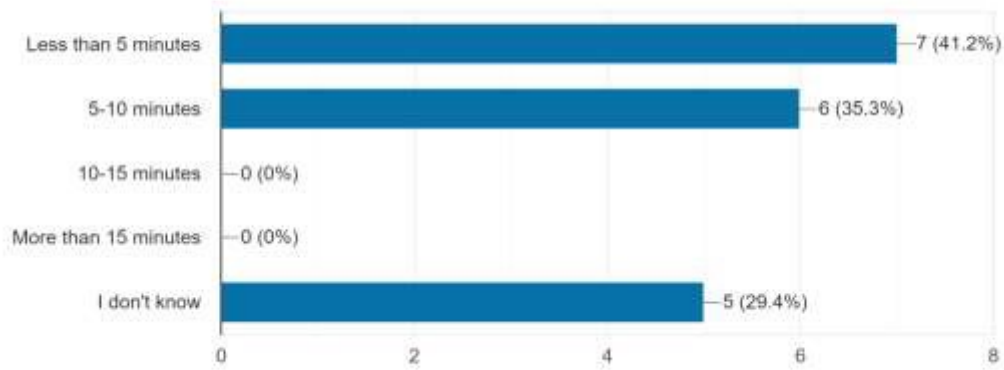
5. The proximity to a fire station within the city is appropriate for the need.

17 responses



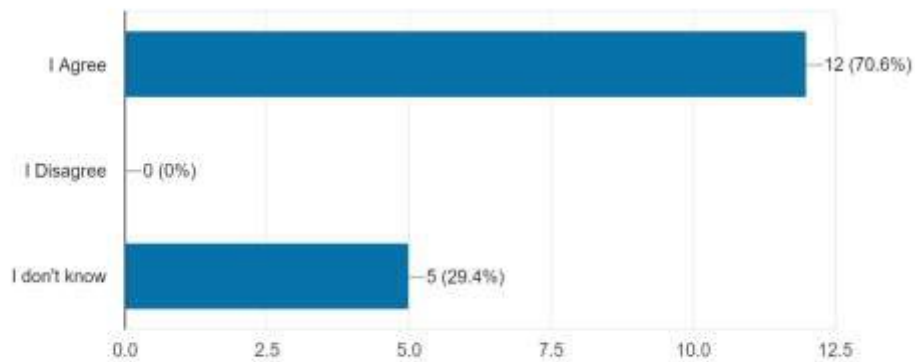
6. The appropriate amount of time from when a person calls 911 until the arrival of the fire department at an emergency is:

17 responses



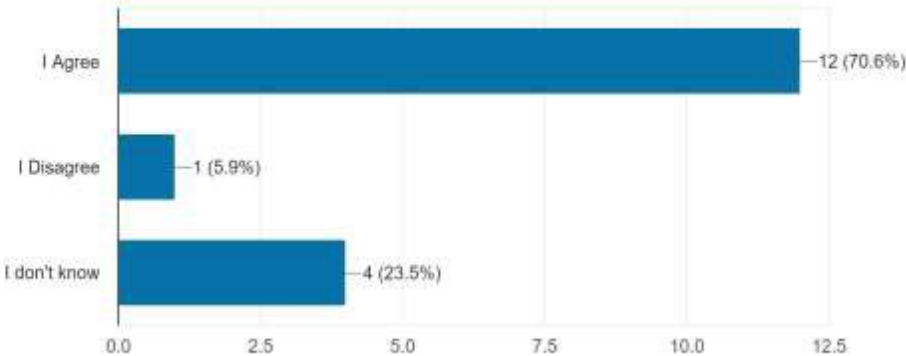
7. Trotwood Fire & Rescue responds to emergency calls in a timely manner.

17 responses



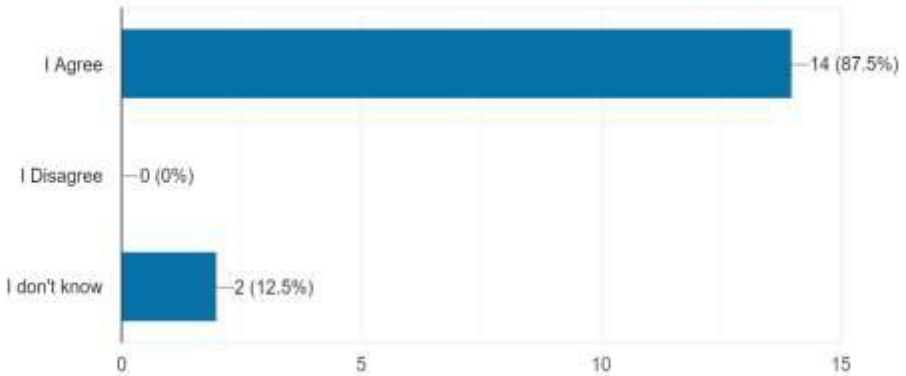
8. Trotwood Fire & Rescue shares safety information on the department website and in social media that is useful.

17 responses

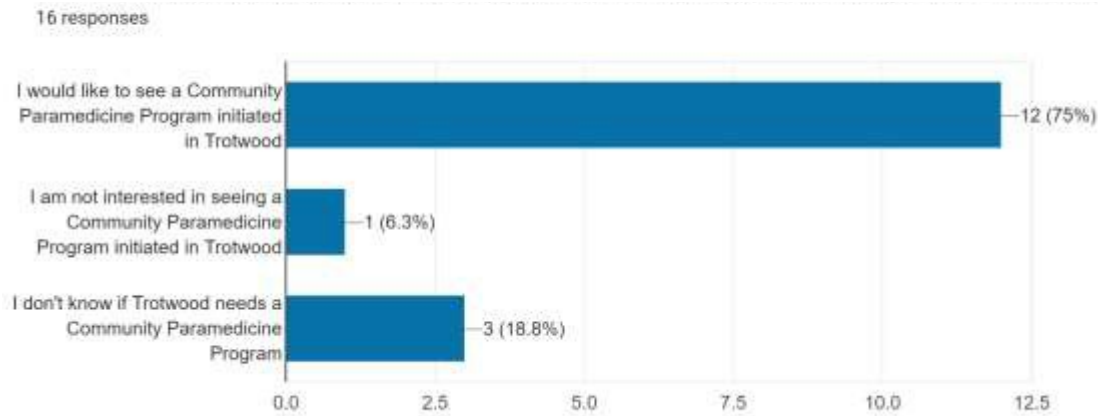


9. Trotwood Fire & Rescue responders are kind, courteous, and professional.

16 responses

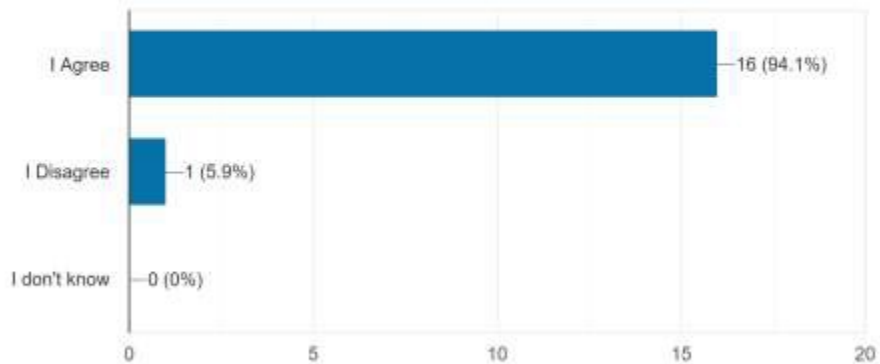


10. A community paramedic may perform health screenings, home inspections, suturing, and other services while in the field or in the client's home. In their role, community paramedics address one or both of two main goals: Increasing access to primary care or reducing use of emergency care resources.



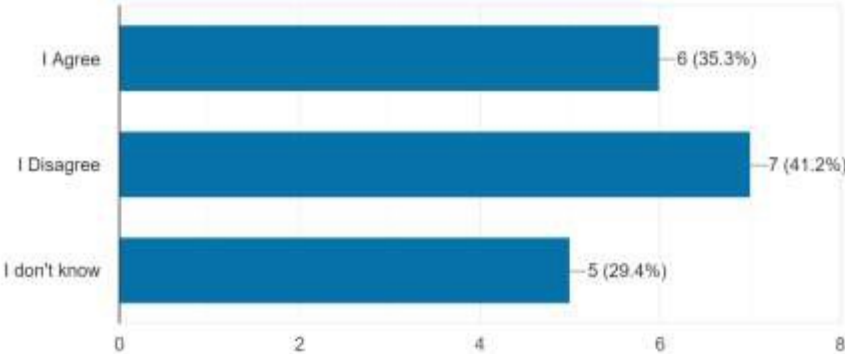
11. The taxes that our residents pay to support Trotwood Fire & Rescue are appropriate to the service that is provided.

17 responses



12. I would be willing to consider an increase in taxes to improve the delivery of emergency services by Trotwood Fire & Rescue.

17 responses



Appendix E: Internal Fire Department Survey

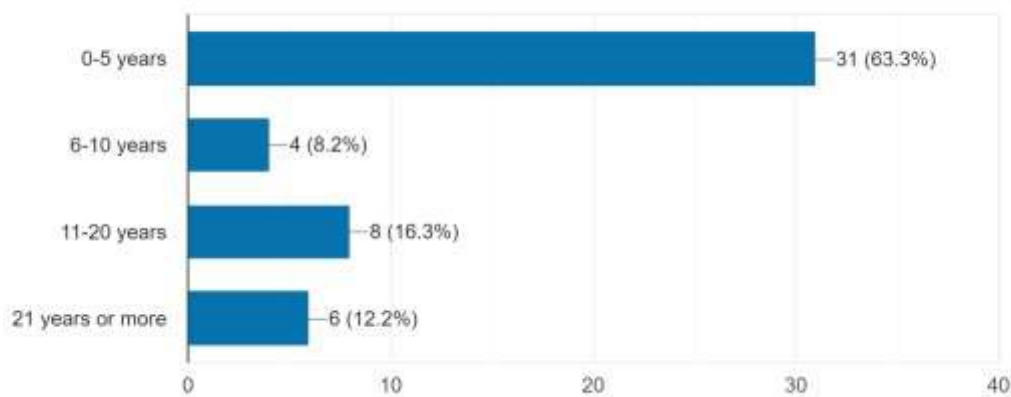
Listed for each question is a summary of the most common responses. Dynamix Consulting Group provided City of Trotwood a complete copy of all survey responses. A total 49 members of the fire department participated in this survey.

The SWOT Analysis results are reported in the SWOT Analysis section of this Strategic Plan.

Survey percentages may not total exactly 100% because of rounded percentages or questions that allowed participants to choose more than one response.

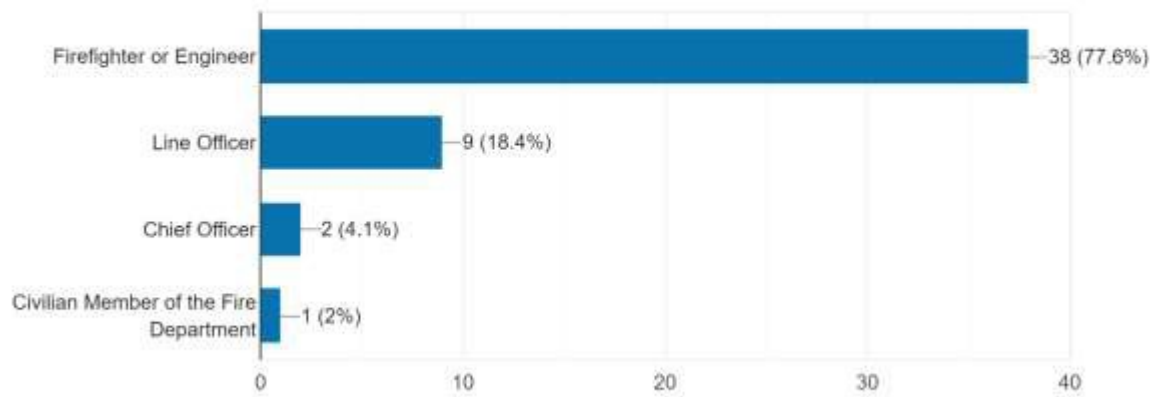
1. Please identify your number of years of service to Trotwood Fire & Rescue.

49 responses



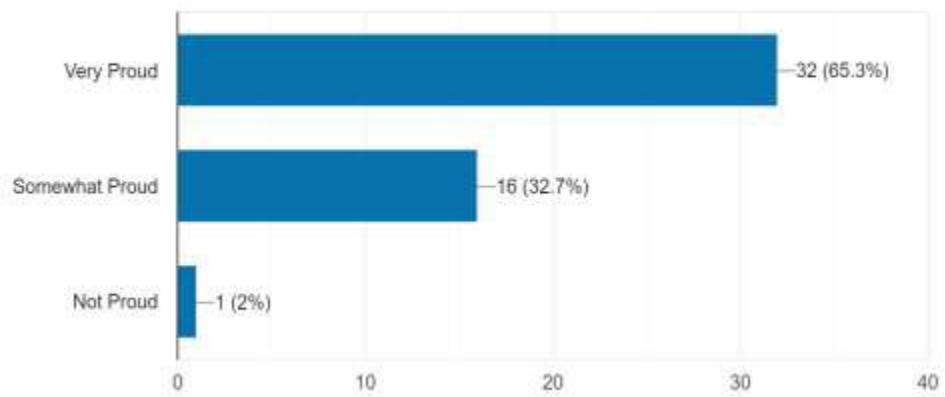
2. Which one of the following best describes your current position?

49 responses



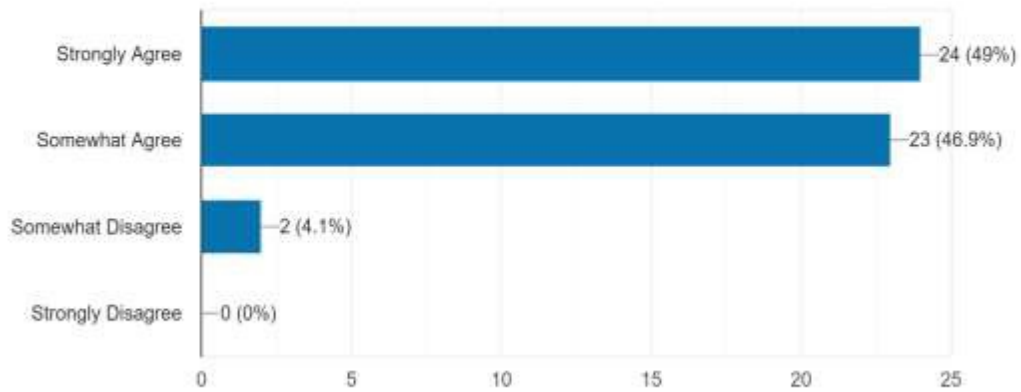
3. How proud are you to tell other people that you are a member of Trotwood Fire & Rescue?

49 responses



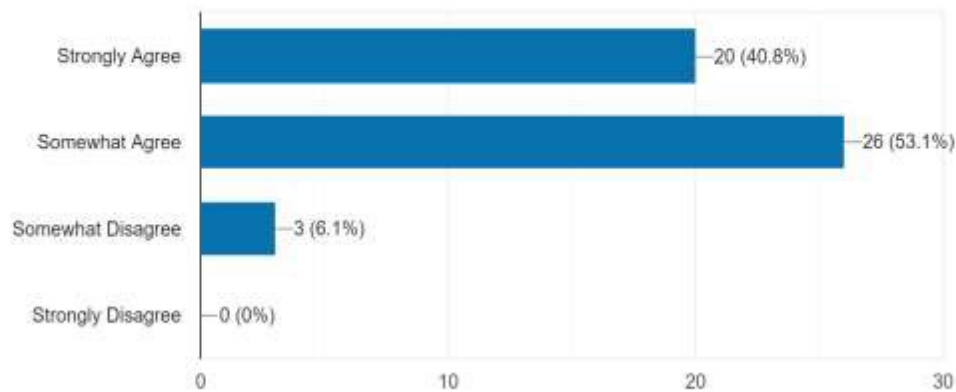
4. Please identify your level of agreement with the following statement: Trotwood Fire & Rescue is respected by the community that it serves.

49 responses



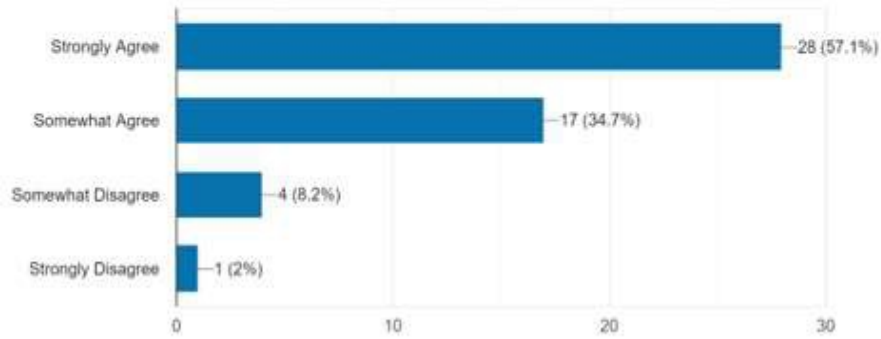
5. Please identify your level of agreement with the following statement: Trotwood Fire & Rescue is sufficiently engaged in the community it serves.

49 responses



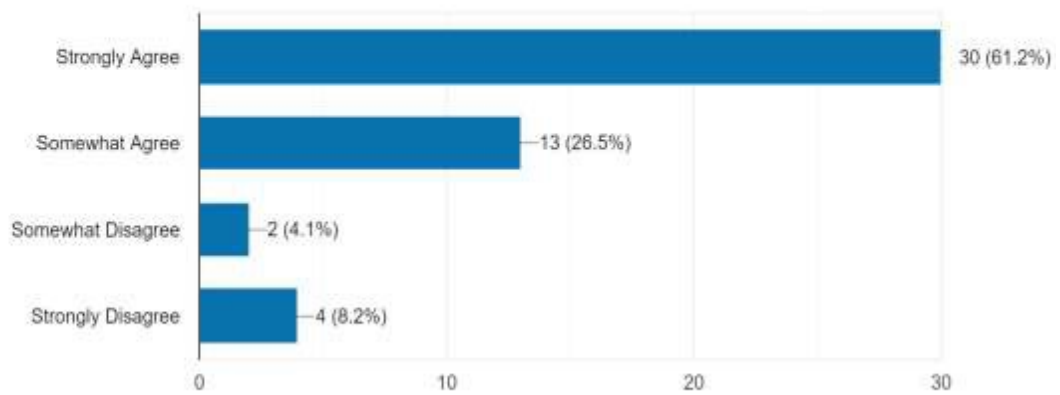
6. Please identify your level of agreement with the following statement: Trotwood Fire & Rescue provides me with the appropriate personal protective equipment, tools, and apparatus to safely and efficiently do my job.

49 responses



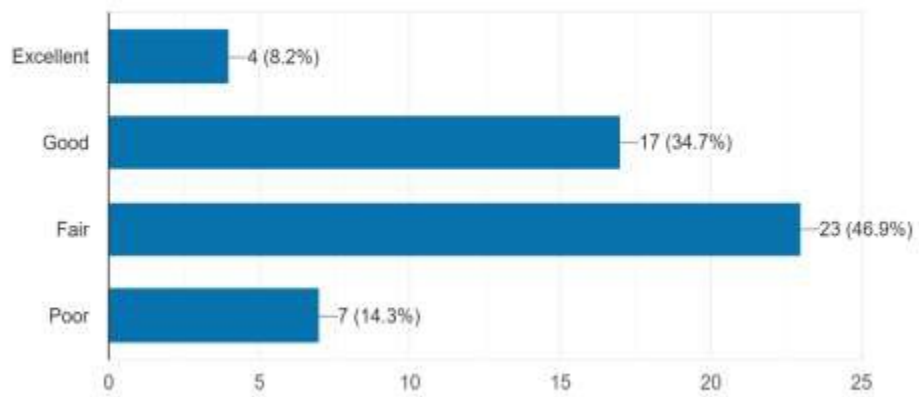
7. Please identify your level of agreement with the following statement: Trotwood Fire & Rescue provides me with the appropriate type and amount of training to safely and efficiently do my job.

49 responses



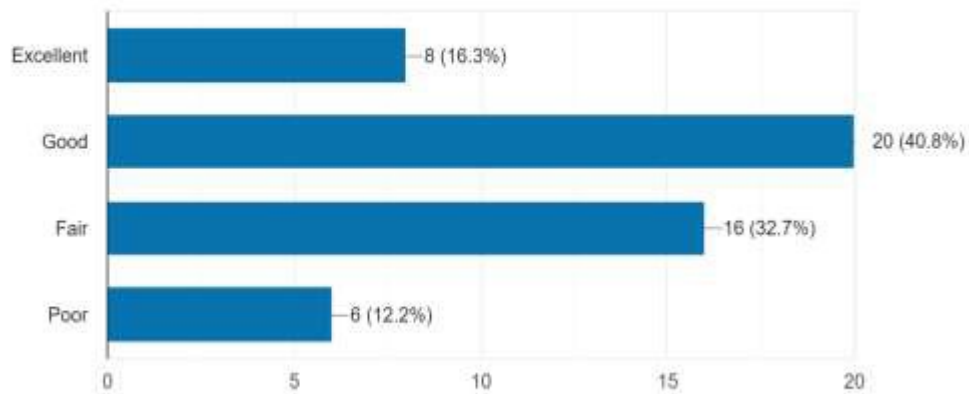
8. How would you rate department-wide morale within Trotwood Fire & Rescue?

49 responses



9. How would you rate communication within Trotwood Fire & Rescue?

49 responses



10. What do you consider to be an acceptable amount of time from when someone calls 911 until the arrival of the fire department at an emergency?

48 responses:

