



2018 Annual Report



Fire Department

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To Our Community

Dear Residents:

I would like to thank our community and our great firefighters, as well as City of Delaware staff and City Council, for another year of continued development in the services we provide. We had many accomplishments in 2018. Most importantly, construction began in March on our fourth Fire Station, located on Cheshire Road, and was completed and operational in early 2019. With that opening, we have accomplished a major component of the 2010 Fire Levy.

The demand for emergency services continued to grow, with a total of 6,252 responses, which was a 5.5% increase from 2017. We saved 99 percent of property involved in an actual fire. Credit goes to the great work done every day by our firefighters and fire officers to protect our community. They totaled more than 16,561 hours training in areas that included fire suppression, officer development, emergency medical, hazardous materials and technical rescue.

Our FIRST Program continued to grow in meeting the needs of our community. FIRST links residents to programs that can assist them with non-emergency care, instead of calling 911. During 2018, the 55 and older program saw an increase of 3% in total number of unduplicated clients served. A decrease of 2% was seen in total service hours provided, mostly attributed to the loss of one service coordination position mid-year. Prior to the loss of this position, the program was on track to provide a 23% increase in service hours from 2017. Last year was the first full year of service for the under 55 FIRST program which officially launched mid-year 2017. This program saw an increase of 140% in the number of unduplicated individuals, providing support to 103 individuals during the year and a 98.4% increase in direct hours provided.

Our department continued to use education, engineering and enforcement to address and reduce risks. Our education and public relations events reached more than 45,000 people. We continued to use new technologies, using social media and educational messages to engage with the residents we serve. Through our engineering efforts, we distributed smoke detectors and batteries at no cost to our community. Our department also advised on new construction projects to ensure that adequate water flow was available should a fire occur. Through our enforcement of fire codes, we conducted over 656 primary fire inspections and, through great community efforts, no citations were issued. Our fire inspection numbers decreased last year due to only having one Fire Inspector during the year.

Your Delaware Fire Department is committed to having a safe 2019. We ask you to assist us by taking steps to protect you and your family, including ensuring that you have operating smoke detectors.

Always in Fire and Life Safety

John L. Donahue

John L. Donahue
Fire Chief



Leadership Staff

Administration



John L. Donahue
Fire Chief



John Hall
Captain-Administration



Jennifer Klemanski
Administrative Assistant



Michelle Hooper
Data/GIS Technician

Captains



Dan Lobdell
Unit #1



Jeremie Barr
Unit #2



Tim Pyle
Unit #3



Jim Oberle
Professional
Development



Alan Matteson
EMS

Lieutenants

Unit #1

- St 301 Matt Kasik
- St 302 Clint Archangel
- St 303 Chris Neading



Unit #2

- Dave Coleman
- Open
- Jason Rodocker

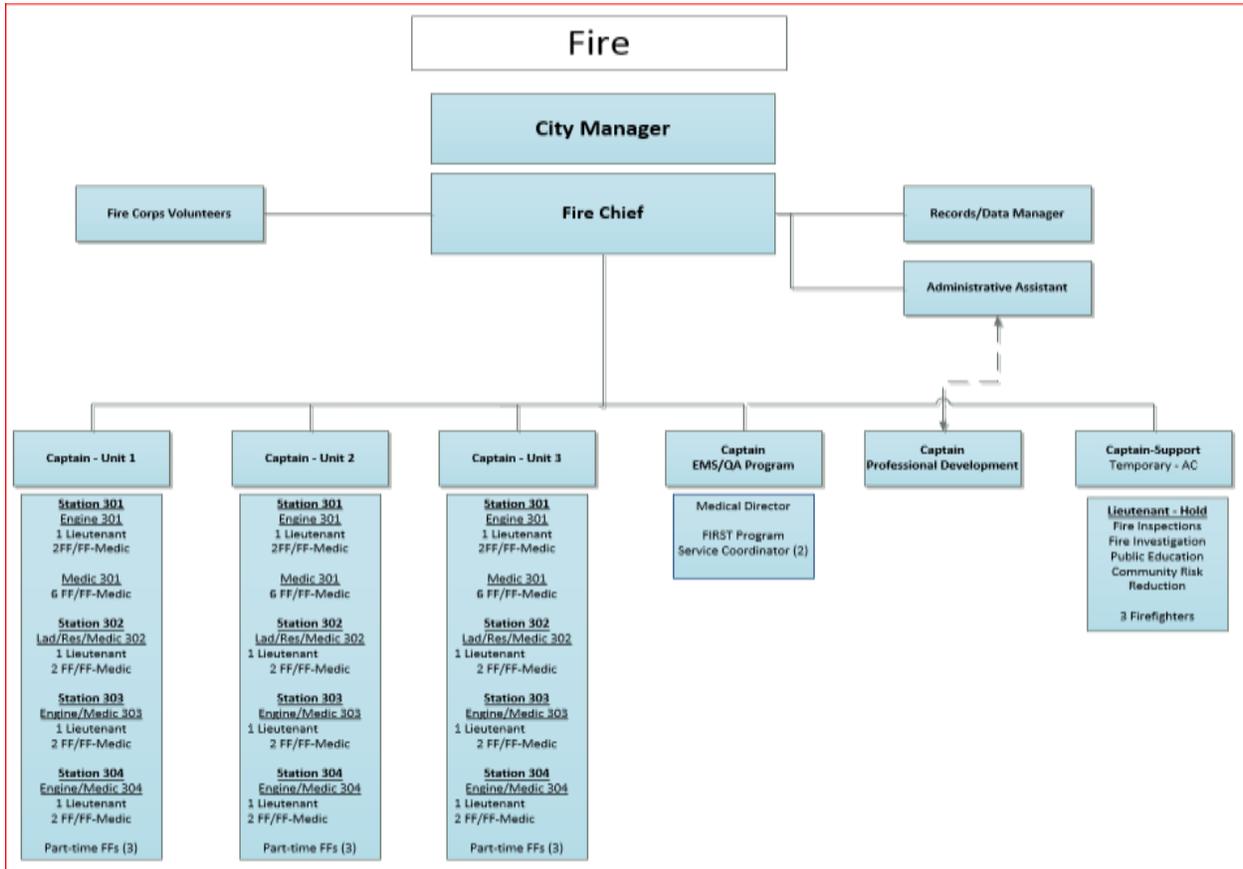


Unit #3

- Jeff Cormier
- Pete Gomia
- Erik Zierden



Organizational Structure



Personnel Milestones

Promotions



Captain Tim Pyle



Lieutenant Chris Neading

Swearing-In Ceremony



March 21, 2018
Full-time Firefighters: Alex Watson, Austin Young
Patrick Johnson, Dana DePassio, Dashell Marquardt
and Joshua Schaffer



October 31, 2018
Full-time Firefighters: Jordan Doherty
William Lemaster and Alex Rafeld



Awards

Phoenix Award—Successful Resuscitation

FF Jared Drenik
FF Taylor VonLohr

FF Ben Hagstad
FF Bryan Williams

FF Shayne Niemet

Letter of Commendation

FF Andrew Hieronimus (2)
FF Jakob O'Brien
FF Joshua Schaffer

FF Mike Theisen (2)

Years of Service Award (Recognized at the April 20, 2018 Breakfast)

5 Years of Service

Bryce Bishop
Mike Gamble
Brian LeMaster
Craig Minister
Lt. Chris Neading
Jakob O'Brien
John Wells

10 Years of Service

Bill Jones
Jarrod Lilly

20 Years of Service

Mark Huston
Ben Miller
Blaise Stojkov

25 Years of Service

Capt. Dan Lobdell



Memorials

We continue to remember our Retired Firefighters who have served the Delaware Fire Department and the City of Delaware.



Firefighter (Retired) William “Smokey” Adams
Delaware Fire Department Service – 1950-1980
Firefighter 1950-1980



2018 Initiatives

City Strategic Goals

Safe City—Objective SC1.1 - Ensure a safe community by protecting people and property by continuing to implement the fire department's strategic plan.

Safe City—Objective SC1.2 - Ensure a safe community by protecting people and property by developing and instituting emergency management planning.

Safe City—Objective SC1.3 - Ensure a safe community by protecting people and property by a proactive approach to addressing problems and partnering with other agencies/organizations.

Safe City—Objective SC1.4 - Ensure a safe community by protecting people and property by providing internal and external education.

Safe City—Objective SC1.6 - Ensure a safe community by protecting people and property by using technology to help provide services.

2018 Supporting Projects

Department Strategic Plan Initiatives (2018-2022)

1. Update the department training program to accomplish the organizational mission and vision.
2. Improve the hiring and retention of Fire Department personnel.
3. Improve the response times from the current baseline (70%) to our desired benchmark (90%).
4. Improve Communication Processes/Systems.
5. Develop a staffing plan to meet the needs of the City and Fire Department based on growth.
6. Manage growth of the Department with the growth of the City.



Administrative Division Goals

1. Finalize and implement the Strategic Plan to lead the Department through 2023. (Completed)
2. Finalize and implement Fire Station 304 into operation. (In Progress)
3. Identify means to decrease personnel leaving for other Departments, making Delaware a destination Department. (Completed)
4. Complete the hiring of four new Firefighter positions. (Completed)
5. Building the Part-time program staffing to 3 personnel assigned to each shift. (In Progress)
6. Implement the new Data/GIS Technician to improve organizational effectiveness and efficiency. (Completed)
7. Conduct two emergency management tabletop scenarios. (Completed)
8. Work on identifying solutions for better organization and management of storage. (Completed)
9. Focus on better organizational accountability with the instilment of organizational pride. (Completed)
10. Update Reimbursement Contract with Delaware Co. for EMS (In Progress)
11. Update the Monthly report (Completed)
12. Research EMS Ins Billing – Funds (Completed)
13. Fill the Fire Inspector Position (Completed)

Operations Division Goals

1. Finalize the institutionalization of the rotation of vehicles/apparatus to maximize life expectancy. (Completed)
2. Increase EMS 301 to a more mobile vs static response vehicle. (In-Progress)
3. Focus on getting back to the basics and doing those right 100% of the time. (Completed)

Professional Development Division Goals

1. To initiate an in-house EVOC program that encompasses all of our apparatus\vehicle types. (In Progress)
2. Identify means to provide new recruit training without impact on shift operations. (In Progress)
3. Implement the GOLD Minimum Performance Requirements. (In Progress)
4. Implement the video conferencing system into a usable and reliable training tool. (In Progress)



5. Implement the DFD Minimum Knowledge and Skills program as part of providing 6-8 hrs. of training resources for the shift on a monthly basis. (In Progress)

Risk Reduction Division Goals

1. Conduct company level fire inspections with each shift on a monthly basis. (Completed)
2. To complete a primary inspection for all commercial and multi-family buildings. (In Progress)
3. To develop and implement a school education program beginning fall 2018. (In Progress)
4. To develop and implement a community CPR Program. (Completed)
5. To implement a Permit program for fire inspections to allow for the institutionalization of knowledge on commercial buildings. (In Progress)
 - Identify all private fire hydrants located in the City.
 - Identify and mark all fire lanes.
 - Identify and implement fire drills in required properties.



Rhoades Tower Climb
Columbus, Ohio
February 19, 2018



Fire Stations

Fire Station 301 99 S Liberty Street



Incident Type Station ID	Incident Count	Used in Ave Resp.	Average Response Time HH:MM:SS	Total Loss	All Response Total Property Value
Station: 301					
Fire	68	48	00:04:57	\$508,487.00	\$35,409,401.00
Rupture-Explosion	2	2	00:01:44		
EMS-Rescue	2,874	2,585	00:05:02		
Hazardous Condition	107	42	00:04:54		
Service Call	352	28	00:04:50		
Good Intent	173	62	00:04:27		
False Call	344	131	00:04:33		
Other	5				
Total:	3,925	2,898	00:04:59	\$508,487.00	\$35,409,401.00
Total Incident Count	3,925			\$508,487.00	\$35,409,401.00

Staffing: Engine 301—3 Personnel
 Medic 301—2 Personnel
 Battalion 301—1 Personnel
 EMS301—2 Personnel (Based on staffing)

Fire Station 302 683 Pittsburgh Drive



Incident Type Station ID	Incident Count	Used in Ave Resp.	Average Response Time HH:MM:SS	Total Loss	All Response Total Property Value
Station: 302					
Fire	10	6	00:04:52	\$8,000.00	\$30,221,000.00
Rupture-Explosion	1	1	00:04:24		
EMS-Rescue	373	314	00:05:57		
Hazardous Condition	15	8	00:05:38		
Service Call	36	3	00:05:40		
Good Intent	15	1	00:06:12		
False Call	73	50	00:04:38		
Other	4				
Total:	527	383	00:05:48	\$8,000.00	\$30,221,000.00
Total Incident Count	527			\$8,000.00	\$30,221,000.00

Staffing: Staffed by 3 Personnel
 Ladder 302
 Medic 302
 Rescue 302



Fire Station 303
1321 W Central Ave.



Incident Type Station ID	Incident Count	Used in Ave Resp.	Average Response Time HH:MM:SS	Total Loss	All Response Total Property Value
Station: 303					
Fire	26	19	00:05:10	\$20,173.00	\$2,314,198.00
EMS/Rescue	1,085	948	00:05:04	\$4.00	\$8.00
Hazardous Condition	26	12	00:05:15		
Service Call	146	14	00:04:05		
Good Intent	61	9	00:05:53		
False Call	189	60	00:04:56		
Other	1				
Total:	1,534	1,062	00:05:04	\$20,177.00	\$2,314,206.00
Total Incident Count	1,534			\$20,177.00	\$2,314,206.00

Staffing: Staffed by 3 Personnel
 Engine 303
 Medic 303

Fire Loss	\$ 762,914
Property Value	\$ 69,953,107
Property Saved	\$ 69,190,193

99 percent of property involved in an actual fire was saved

Fire Station 304—Proposed for Early 2019
821 Cheshire Rd.



Incident Type Station ID	Incident Count	Used in Ave Resp.	Average Response Time HH:MM:SS	Total Loss	All Response Total Property Value
Station: 304					
Fire	7	5	00:06:56	\$226,250.00	\$2,008,500.00
EMS/Rescue	159	140	00:07:55		
Hazardous Condition	11	1	00:05:37		
Service Call	6	1	00:09:03		
Good Intent	18	4	00:09:59		
False Call	65	25	00:07:42		
Total:	266	176	00:07:54	\$226,250.00	\$2,008,500.00
Total Incident Count	266			\$226,250.00	\$2,008,500.00

Planned Staffing: Staffed by 3 Personnel
 Engine 304
 Medic 304



Performance Management

PERFORMANCE REVIEW	2015	2016	2017	2018	Year-to-Date	% Year to Date
	Actual	Actual	Actual	Budget	Actual	Budget
Total number of incidents	5,380	5,891	5,925	5,991	6,252	104.36%
Fire	126	107	110	115	111	96.52%
Rupture/Explosion	1	5	7	8	3	37.50%
EMS	4,254	4,658	4,417	4,513	4,491	99.51%
Hazardous Conditions	135	150	149	158	159	100.63%
Service Calls	155	128	351	296	540	182.43%
Good Intent	155	213	259	256	267	104.30%
False Calls	541	621	615	627	671	107.02%
Severe Weather	1	3	5	5	0	0.00%
Other	12	6	12	13	10	76.92%
Narcan Administration	43	64	76	65	95	146.15%
Percent of priority calls w/ response within 6 min	74%	71%	70%	70%	70%	70.00%
Percent working structure fires ERF of 15 FF within 12 minutes	85%	100%	100%	70%	62%	61.54%
# Structure Fires	13	18	13	10	13	130.00%
# Structure with personnel and Times	11	18	13	7	8	114.29%
Number of commercial inspections conducted	1,365	1,345	1,501	1,450	656	45.24%
Number of plans reviewed within five days	100%	100%	100%	100%	100%	100.00%
Number of fires greater than \$10,000	12	9	8	10	9	90.00%
Number of fires of suspicious nature	6	3	2	4	1	25.00%
Hours of Training	10,977	12,454	13,956	12,000	16,561	138.01%



Annually the Fire Department collects fans for the less fortunate. These are given to People in Need for distribution.



Equipment

Fire Engine

A modern fire engine is usually a multi-purpose vehicle carrying 3-4 firefighters and equipment for a wide range of tasks. Most carry equipment such as ladders, pike poles, axes and cutting equipment, Halligan bars, self-contained breathing apparatus (SCBA), and general tools. A paramedic engine also carries medical equipment including cardiac defibrillators, respiratory equipment, medications and trauma equipment.

Staffing: Minimum 3 Firefighters/EMT with at least 1 Firefighter/Paramedic

2018 Cost: \$776,134 (Vehicle and equipment)

Years of Service: 15 Years front-line and 5 Years Reserve

Primary Function: Fire extinguishment, basic rescue



Ladder Truck

A ladder truck has a number of functions including rescue, ventilation, forcible entry, securing utilities, salvage, providing high level access and elevated fire streams. Most are designed to reach a height of 100 feet vertically and are fitted with additional equipment in the platform itself, which includes a control panel, lighting equipment, a fixed water outlet or monitor, power outlets or compressed air outlets.

Staffing: Minimum 3 Firefighters

2018 Cost: \$1,492,565 (Vehicle and equipment)

Years of Service: 20 Years-front line

Primary Function: Rescue, ventilation, forcible entry, securing of utilities, salvage operations, providing high level access and elevated water pump positions.



Paramedic Unit

The Paramedic Unit is a mini-emergency room on wheels equipped with among other things a stretcher, bandages, medication, defibrillator and oxygen. The ambulance is equipped for advanced life support. Personnel are trained to handle any type of life threatening emergency in the field. The objective is to stabilize and transport victims to the closest appropriate facility.

Staffing: Minimum of 2 paramedics

2018 Cost: \$370,000 (Vehicle and equipment)

Years of Service: 8 Years front-line, 2 years Reserve

Primary Function: Medical care, treatment, stabilization and transportation.



Emergency Responses

2018 Fire Loss Greater than \$10,000						
Response Date	Incident Type	Property	Total Loss	Property Value	% Saved	Incident Number
01/17/2018 02:17	Building fire	1-2 Family House	\$40,000	\$94,000	57.45%	1800289 - 000
03/15/2018 11:02	Building fire	Public Assembly	\$10,000	\$11,250,000	99.91%	1801252 - 000
04/27/2018 12:57	Building fire	Multi-Fam Resid	\$60,000	\$600,000	90.00%	1801905 - 000
05/17/2018 09:10	Vehicle Fire	1-2 Family House	\$18,273	\$18,273	0.00%	1802240 - 000
07/03/2018 16:42	Recreation Vehicle	US Highway	\$25,000	\$25,000	0.00%	1803065 - 000
08/21/2018 22:10	Building fire	Storage	\$10,000	\$8,375,000	99.88%	1803883 - 000
09/28/2018 09:31	Building fire	1-2 Family House	\$225,000	\$675,000	66.67%	1804539 - 000
09/28/2018 13:39	Building fire	1-2 Family House	\$20,000	\$97,000	79.38%	1804545 - 000
10/05/2018 13:21	Building fire	Mercantile	\$120,000	\$972,900	87.67%	1804660 - 000
11/04/2018 19:15	Building fire	1-2 Family House	\$25,000	\$191,000	86.91%	1805224 - 000
11/30/2018 18:52	Building fire	Multi-Fam Resid	\$130,000	\$1,250,000	89.60%	1805692 - 000



January 13 - Delaware Fire Department and mutual aid companies responded to a garage fire. The estimated loss was \$8,500.



Responses



January 17 – House Fire on E. Winter



February 22 – Electrical Fire N. Sandusky



March 1 – Electrical Fire on US 23



March 12 – HazMat Spill US 42 & US 23



March 15 – Attic Fire Branch Rickey



March 30 – Concrete Spill E. William St.





April 18 – Motor Vehicle Crash Troy Rd.



April 27 – Structure Fire with 2 people rescued Carriage Ct.



May 8– Structure Fire on Durham Ln



June 9 – Structure Fire on S. Sandusky



June 29 – Fire in the Vent System



July 5 – Recreation Vehicle Fire





July 24 – Structure Fire E Central Ave.



August 14 – Structure Fire E. Central Ave.



August 18 – Recycling Yard Fire



August 21-Explosion, 5 people injured
At Foundry on Liberty Rd.



September 29 – Structure Fire Tara Glen



October 5 – Structure Fire W. Winter St.





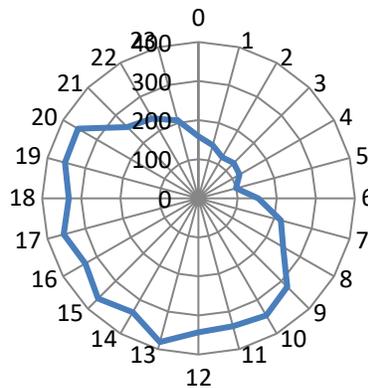
November 30 – Structure Fire Burr Reed



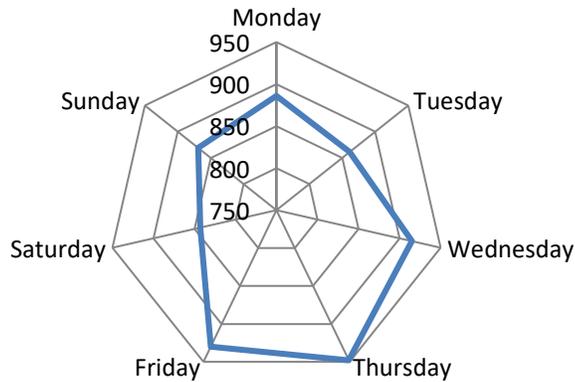
December 15 – House Fire Scioto Twp.

Incident Data

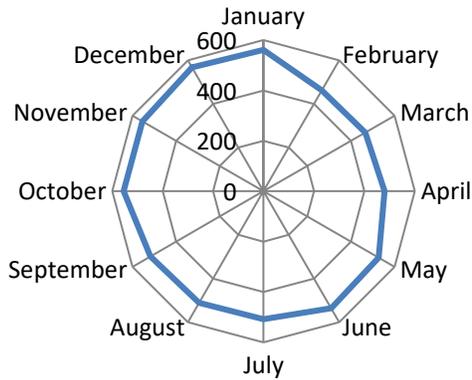
Incidents Based on Time of Day



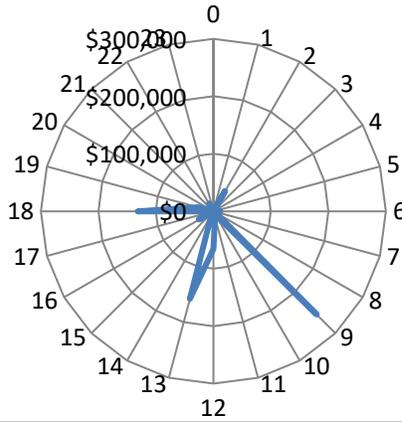
Incidents Based on Day of Week



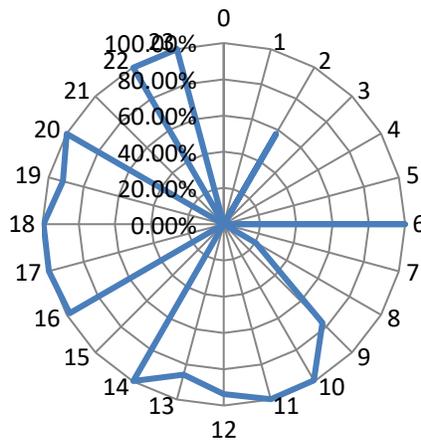
Incidents Based on Month



Fire Loss Based on Time of Day



% Saved Based on Time of Day



Standard of Cover

Why do so many fire trucks respond on fire and medical responses?

Different responses require different vehicles and personnel. The key is to ensure that the proper amount of personnel and resources arrive on-scene to support the initial operation. Below are two charts that show what is dispatched initially to a reported building fire. The first shows the types and amount of apparatus. The second chart shows how many personnel are needed and what each crew is responsible for. On the following page is a breakdown of our emergency medical responses. These responses are based upon and meet national standards.

For a reported building fire in the city, 3 engines, 1 ladder truck, 1 paramedic unit, and 1 Chief officer respond to the initial call. This provides 15 personnel initially to perform the functions identified. This requires the need for assistance from a neighboring Department, typically, Tri-Twp.

	Example	Engines	Ladders	Medics	Rescue	Chief	Special Units	Recall
Fire 1	Aircraft	3	0	2	1	1		
Fire 2	Fire Alarm	1	1	0	0	1		
Fire 3	HR Fire Alarm	2	1	0	0	1		
Fire 4	Vehicle Fire	1	0	0	0	0		
Fire 5	Bomb Threat	1	0	0	0	1		
Fire 6	Structure Fire	3	1	1	0	1		
	Working Fire	1	1	1	0	1	Air Unit, Red Cross, Utilities	Recall 6
Fire 7	HR Structure Fire	4	2	1	0	2		
	Working Fire	1	1	1	0	1	Air Unit, Red Cross, Utilities	Recall 6

Personnel - EFR	Fire 1	Fire 2	Fire 3	Fire 4	Fire 5	Fire 6	Fire 7
Incident Command/Documentation	1	1	1		1	1	1
Fire Attack (1st Engine)	3			3		3	3
Water Supply/Back-up Line (2nd Engine)	3					3	3
Rapid Intervention (3rd Engine)						3	3
Search and Rescue (1st Ladder)	3					3	3
Ventilation/Forcible Entry/Utility							3
Safety							1
Extrication (1st Rescue)	3						
Medical Assistance	6					2	3
Investigate		3	6				
Stand-By		3	3		3		3
Total Personnel	19	7	10	3	4	15	23



Risk Reduction

Type of Inspection	Year-to-Date
Complaint	16
Construction	29
Environmental Reviews	23
Fire/Tornado Drill	5
Meetings	82
Plan Review	54
Primary Inspections	656
Reinspection #1	201
Reinspection #2	37
Reinspection #3	10
SARA Inspections	33



It was great to see the Spurling family and give them a tour. Lt. Zierden and FF Kehlmer delivered the beautiful little baby boy!



Always a fun time on WDLR, discussing Emergency Management.



Easter dinner provided by our friends at the Houk Road Kroger



Citizens Academy





Supporting the Annual Walk-a-Mile in Her Shoes



BW's Community Day



YMCA Healthy Kids Day



Seeing our residents out and about



Always love the early morning send off to our local Veterans at Willowbrook on their voyage to Washington DC as part of Honor Flight



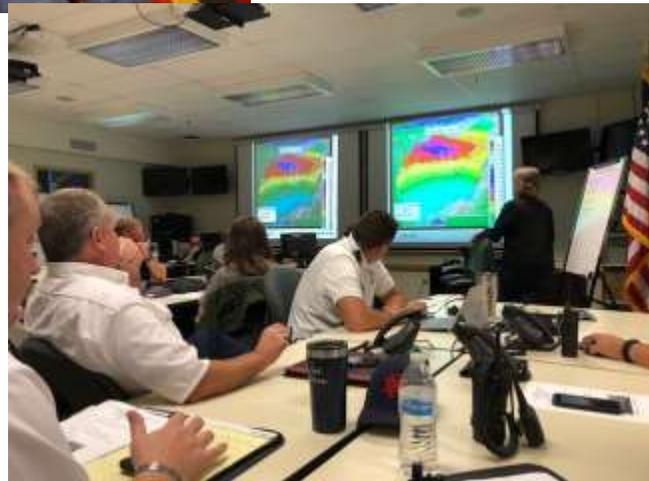
Honoring the fallen from Lima Company as the "Eyes of Freedom" Memorial Arrived



Professional Development

16,561 Training hours completed in 2018





First in Residence Support Team (FIRST)

Community Paramedicine

FIRST is an innovative partnership between the Delaware Fire Department and SourcePoint. The services provided by the FIRST program are broken down into two groups based on age; the Senior Program and the Under 55 Program. Service Coordinators follow-up with residents in need from referrals made by Firefighters, Police Officers or the general public and from statistics generated by reports. The Service Coordinators work hard to establish relationships with those in need, as many resident in-need are protective of their situation which results in a time consuming process.

The FIRST Senior (55 and over) program helps local seniors stay independent and safe by providing access to home-based services and was funded through SourcePoint. Some of the services include:

- The expertise of highly trained professionals who specialize in aging
- Meals on Wheels
- Personal care and housekeeping
- Home chores and light housekeeping
- Handicapped accessibility
- Adult day care
- Transportation assistance



During 2018, the FIRST >55 program saw an increase of 3% in total number of unduplicated clients served. A decrease of 2% was seen in total service hours provided, mostly attributed to the loss of 1 service coordination position mid-year. Prior to the loss of this position, the program was on track to provide a 23% increase in service hours from 2017.

Program Numbers

- 358 New Seniors Served
- 956 Hours of Coordination for Seniors



The FIRST Under 55 program helped residents of all ages and was funded through the Fire Department budget. Some of the services include linking patients up to the following services:

- Mental Health
- Addiction Services
- Managing Medical Conditions
- Behavioral Services
- Short/Long-Term Residence

Program Numbers

- 103 New Clients Served
- 184 Hours of Coordination for Clients
- Age 25-34 is greatest demand

Success Story (Patient Name Has Been Changed)

Jane Doe had been homeless for many years until the First program received a referral to help connect Jane Doe with resources. Jane Doe was reluctant at first to accept any kind of help, due to the fact, she was very independent. However, the cold began to get to her and she needed help finding a place to live. The First Service Coordinators established a relationship with Jane Doe and slowly began to help Jane get back on her feet. Jane was connected with The Salvation Army, Del-Mor dwellings and Jobs and Family Services. After six months of building a good rapport with Jane Doe through phone calls and visits with her on the streets, the Service Coordinator connected Jane with housing. Currently Jane Doe is in her own apartment, and is using the resources provided to her by the First Program, to get her needs met.



Department Statements

The Mission Statement

The purpose of the Mission Statement is to answer the question “Why do we exist as an organization?” In 2007, a great deal of work and discussion was conducted by the Internal Stakeholders who developed a new Mission Statement. In 2017, this Mission Statement was reviewed and re-adopted by the Internal Stakeholders. The intentionally simplistic, yet meaningful statement is provided below:

***Protection through preparedness and response,
delivered by the highest trained professionals***

The Vision Statement

In addition to knowing who we are and understanding our beliefs, all successful organizations need to define where they expect to be in the future. After having established the organization’s Mission, the next step was to establish a new vision of what the Delaware Fire Department should be in the future. Vision statements are built upon the framework of the Mission Statement.

Vision Statements provide targets of excellence that the organization will strive toward and provide a basis for their goals and objectives. The Internal Stakeholders completely rewrote our Vision Statement. Our new Vision Statement is designed to last us well into the future. Our vision will be met by continuing to understand our community needs and expectations, and establishing goals and objectives to meet these needs and expectations. The following Vision Statement was developed for the Delaware Fire Department:

***The Delaware Fire Department will be a progressive Fire Department
meeting the needs and expectations of the community.***



Values

Establishing values embraced by all members of an organization is extremely important. Values recognize those features and considerations that make up the personality of the organization. The Stakeholders, who assembled for the Delaware Fire Department during the strategic planning process, felt it absolutely necessary to declare the following statements as values for the organization.

Delaware Fire Department Values

- **Commitment** - We value a family atmosphere in which every member can grow personally and professionally towards providing an excellent level of service to our internal and external communities.
- **Professionalism** - Through dedicated and competent employees; we serve as honest stewards of the tax payers' money, and will never allow our integrity to become compromised.
- **Respect** - We value respect for each person as an individual, and an attitude that recognizes the worth of others, exhibiting compassion for those in need. We value diversity as strength for our organization and as a representative bond to our community.
- **Teamwork** - We believe in the value and promotion of teamwork within our organization and the community. We believe that through service as a cohesive and enthusiastic team, there is formidable strength, balance and security.

With the completion of the Mission, Vision and Values, the Delaware Fire Department established the operation of the organization. The Mission, Vision, and Values are the foundation of any successful organization. Every effort should be made to keep these current and meaningful so that the individuals who make up the organization are well guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

Our Pledge

Our pledge to our community is:

- *We will be ready.*
- *We will be there quickly.*
- *We will do our best to care for you.*
- *We will help you through your emergency.*



