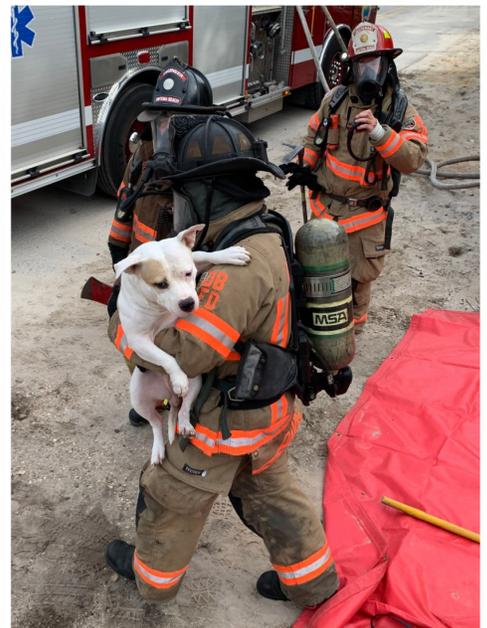




Daytona Beach  
Fire Department  
End of Year  
Report



2020

The central section features a red background with the text "Daytona Beach Fire Department End of Year Report" in black. Below the text is the official logo of the Daytona Beach Fire Department, which is a circular emblem with a sun, palm tree, and waves, surrounded by the words "DAYTONA BEACH FIRE DEPT". Below the logo is the year "2020".

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*A message from the  
Deputy City Manager /  
Fire Chief Dru Driscoll*

Dear Members of our Community,

Since 1909, the men and women of the Daytona Beach Fire Department have been proud to serve our community with honor and compassion. Over the past several years, the Fire Department has made great strides to restructure our various operations in efforts to improve upon the services we provide, while remaining fiscally responsible to those we serve.

In keeping with the city's vision for providing an enhanced quality of life to our citizens and visitors, the Fire Department has offered many new enhanced services this past year to include Community Paramedicine and the Drug Abuse Response Team (DART). Unfortunately this year our community was faced with a global pandemic. In response to this challenging time, the Fire Department has been very involved in meeting the needs of the community through the deployment of both testing and vaccination sites. We still have a long road ahead, but we are heading down the right path.

Please rest assured that our highly trained and experienced staff will meet the emergency needs of this community "through an unwavering commitment of service to all". I encourage you to visit your local fire station and meet your firefighters. If we may be of any assistance to you or your organization, please do not hesitate to contact us.

Sincerely,

*Dru R. Driscoll*

Dru R. Driscoll

# City Commission



**Mayor  
Derrick Henry**



**City Manager  
James Chisholm**



**Zone 1 Commissioner  
Ruth Trager**



**Zone 2 Commissioner  
Aaron Delgado**



**Zone 3 Commissioner  
Quanita May**



**Zone 4 Commissioner  
Stacy Cantu**



**Zone 5 Commissioner  
Dannette Henry**



**Zone 6 Commissioner  
Paula Reed**



## **Daytona Beach Fire Department Mission Statement:**

*"Protectors of life and property through an unwavering commitment of service to all."*

## **Vision Statement:**

*"The Daytona Beach Fire Department exists to meet the ever evolving needs of the citizens and visitors of our community in a courteous, efficient, and safe manner."*

## **Organizational Values**

*We are driven by the core principles of compassion, courage, honor, pride, and a commitment to excellence in public service. Our organizational values are intended to govern the ethical responsibilities of all members within our organization. The Daytona Beach Fire Department has identified and defined the following as our Organizational Values:*

*Safety*

*Teamwork*

*Service Excellence*

*Innovation and Empowerment*

*Diversity*

*Health and Wellness*

*Honor and Respect*

*Communication and Relationships*

*Integrity and Honesty*

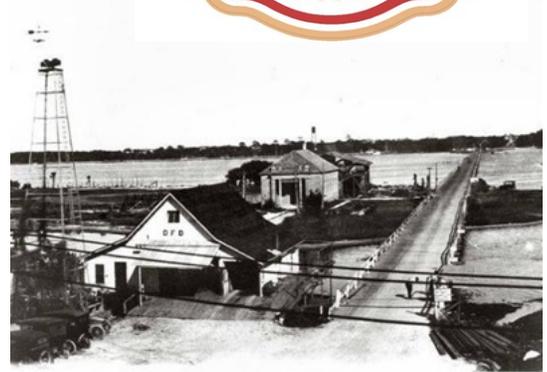
*Sustainability*



# History



The Daytona Beach Fire Department was established in 1898 to address citizen concerns for fire protection in Daytona after a fire took place at Seaside Inn. It was at that point the Daytona Volunteer Fire Department was established. The first fire station was located at Beach Street and Orange Ave when the city purchased a hand drawn chemical fire engine in 1902. On January 1st, 1909; the fire department became an official professional department with Fire Chief/Mayor Henry Titus at the helm and 65 firefighters offering fire protection support.



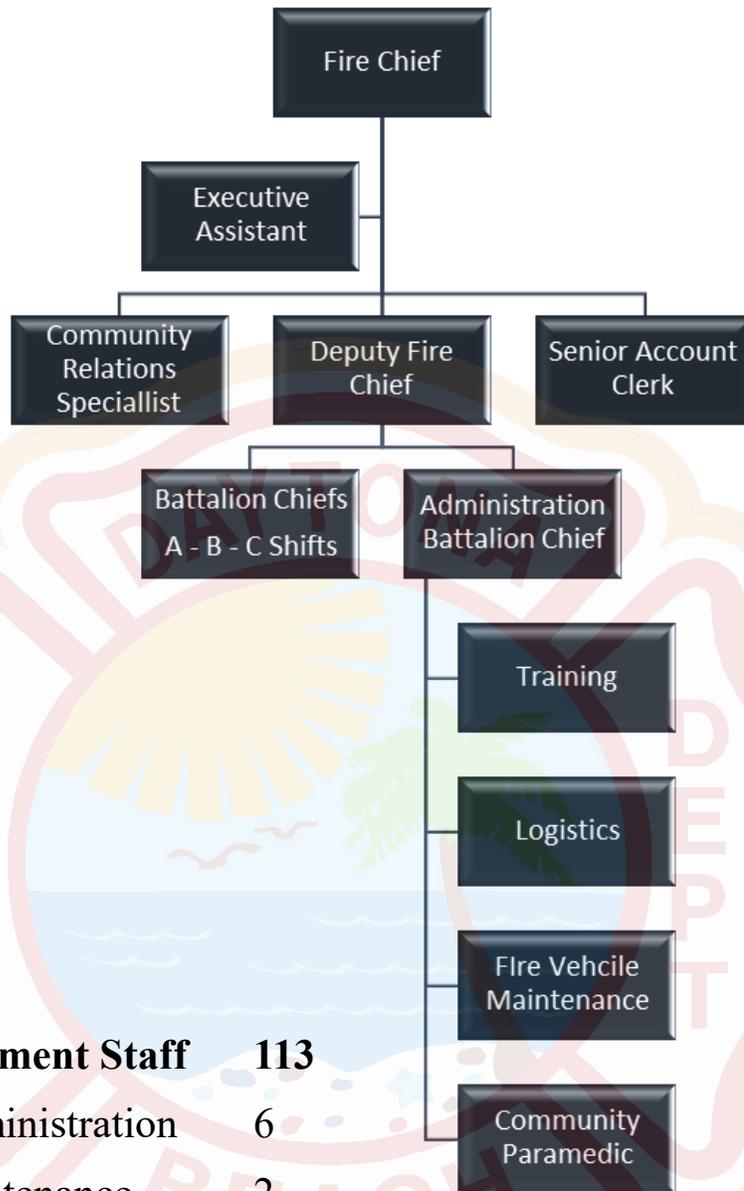
In 1913 the first motorized equipment arrived in Daytona Beach and by the early 1930's the department had 7 pieces of motorized equipment housed between three different fire stations with 16 paid firefighters. In 1925, the cities of Daytona, Daytona Beach, and Seabreeze were consolidated creating one city and one fire department to be known as the Daytona Beach Fire Department. At this time fire station #1 was constructed at 301 S. Beach Street, currently still in operation as Fire Station #1. The following year, 1926, Fire Station #2

Since 1925, the Daytona Beach Fire Department has been a proactive fire department setting the bar both regionally and nationally for the fire service. The department was the first home of the Florida State Fire College and in 1974, the Daytona Beach Fire Department became the first Basic Life Support emergency medical unit within Volusia County. Shortly thereafter in 1978, our department became the first Paramedic Advanced Life Support provider in Volusia County in addition to forming the first Dive, High Angle Rescue, and Confined Space Teams within the area. In 1995, DBFD set history in the United States by forming the first MotorMedic program. This consisted of placing paramedics on motorcycles to counter traffic congestion created by the popularity of special events in Daytona Beach.



Today, there are 7 fire stations throughout the City of Daytona Beach staffed with 113 employees. In addition to providing superior fire and EMS response, new initiatives continue to develop including the Community Paramedicine Program which utilizes at-home visits to assist frequent patients with non-emergent needs and the Drug Abuse Response Team (DART) which aims to identify drug users and assist in bringing them to recover programs directly from the field.

# Organizational Structure and Staffing

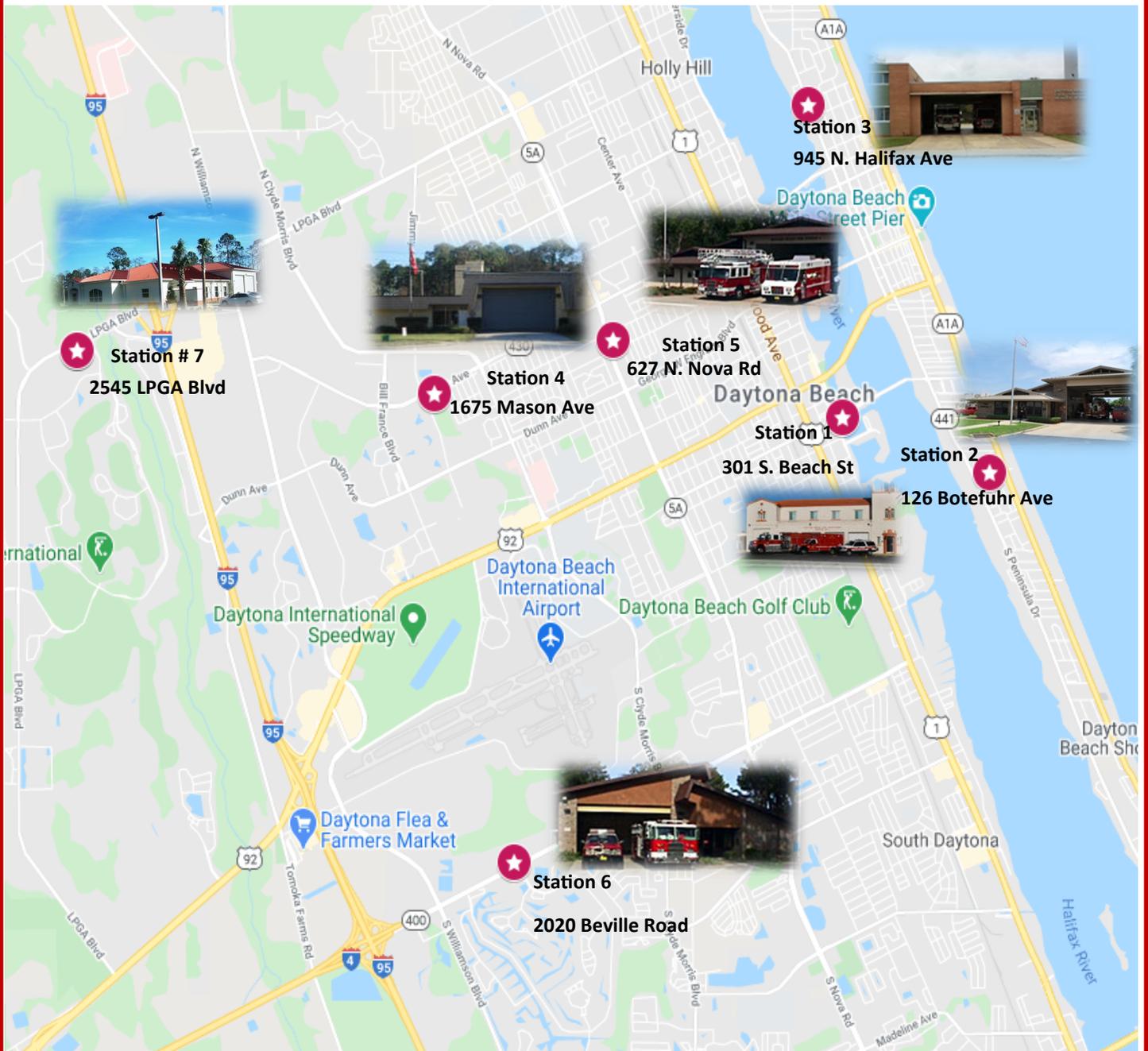


<b>Total Fire Department Staff</b>	<b>113</b>
Civilian Administration	6
Vehicle Maintenance	2
Uniformed Fire Personnel	105
Command Staff	2
Battalion Chiefs	7
Lieutenants	23
Driver Engineers	28
Firefighters	45

# Fire Station Locations

City of Daytona Beach	
Area	68 Square Miles
Population	70,235 (2020)
Visitors	11 million

The City of Daytona Beach is unique as it serves as the backdrop to several special events annually. During those times the population can peak to over 500,000 visitors. In addition Daytona Beach is home to four different colleges that bring in a variety of students to the area.



# Vehicles and Apparatus



The Daytona Beach Fire Department operates a variety of emergency service apparatus, and support vehicles to provide services to our citizens. Currently the department has 10 engines, six on the front line and four reserve engines; a Quint and a reserve Quint; three front line rescue trucks and one detail rescue truck, three brush trucks, and five motorcycles. In addition there is a golf cart and several support vehicles provided for administration staff and command staff. Due to pro-active planning and support from the commission, in 2020 the Daytona Beach Fire Department was fortunate to have an entire up to date working front line.



## Engines

- The most common functions of a fire engine is to transport firefighters, water, and other equipment needed to carry out the functions of the call at a location.

## Quint

- A quint engine can carry out four to five major functions. This allows the vehicle to serve a dual purpose of an engine and a ladder truck.



## Rescue

- A rescue vehicle is mainly used for medical calls, as well as responding to large fires to provide additional aid as needed. This apparatus is stocked with a variety of medical equipment to handle calls for BLS and ALS procedures.

## Brush Truck

- A Brush Truck is a four wheel drive vehicle that allows better access to wildland fires. A key component is that this vehicle can pump water while the vehicle is in motion.



## Motorcycle

- The Motor unit is primarily utilized in pairs during events, there is one set up for Basic Life Support (BLS) and Advanced Life Support (ALS).

# Call Stats



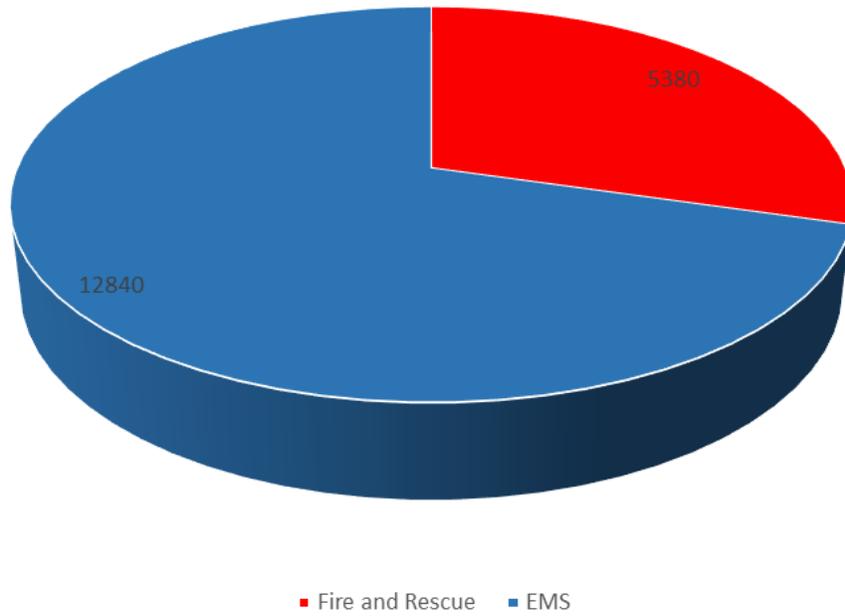
## Call Reduction Initiative

A Strategic Plan was initiated in January 2017 to identify goals that would ensure the Daytona Beach Fire Department continues to effectively meet the needs of the community. The Strategic Plan established a Fire and Emergency Medical Services Delivery Model. An important objective of this model is call reduction. This program has permitted the Fire Department to reduce the amount of non-emergent calls, allowing resources to be utilized more effectively in the community.

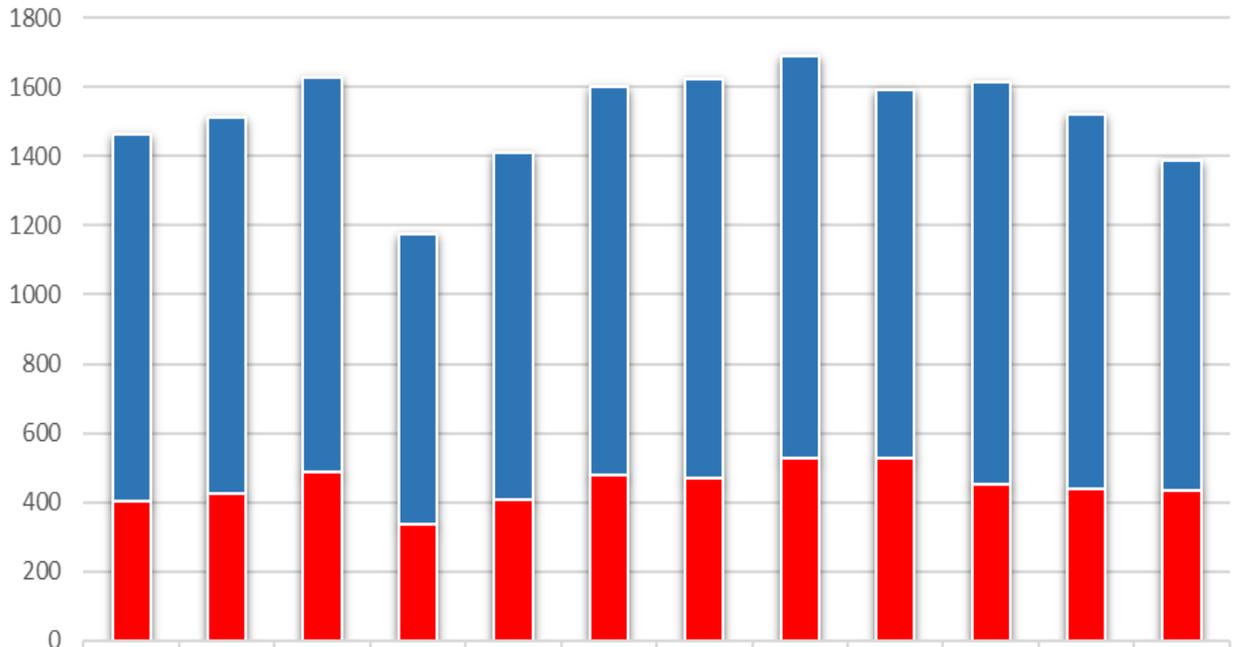
The call reduction program was successful due to the cooperation of Volusia County Dispatch and the Medical Director. Engines are no longer dispatched to calls that only require a patient to be transported for labs or minor follow up appointments, etc.

In addition, the Community Paramedicine program was established which further contributed to a reduction in call volume. By performing house visits, the Community Paramedicine Officer can offer resources and options to citizens that frequently call 911 requesting assistance from the fire department for non-emergent incidents. Creating a proactive partnership with community members who made excessive calls for service on preventive maintenance issues has allowed firefighters to be more available in the event of major events that require immediate response.

### Calls for Service 2020



### 2020 Monthly Calls for Service Breakdown

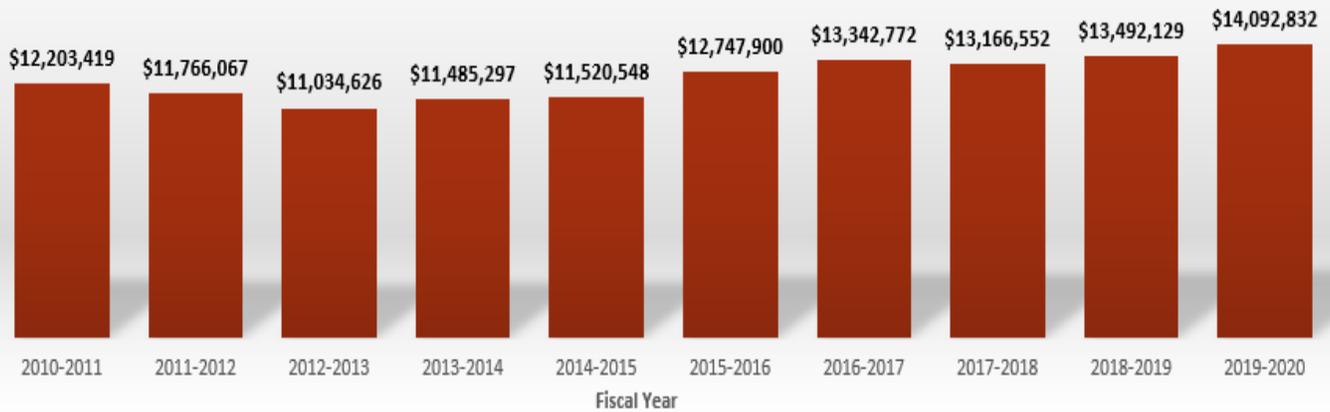


	January	February	March	April	May	June	July	August	Sept.	October	Nov.	Dec.
■ EMS	1062	1087	1140	842	1005	1124	1154	1164	1063	1162	1080	957
■ Fire and Rescue	402	426	487	334	406	476	468	527	529	453	440	432

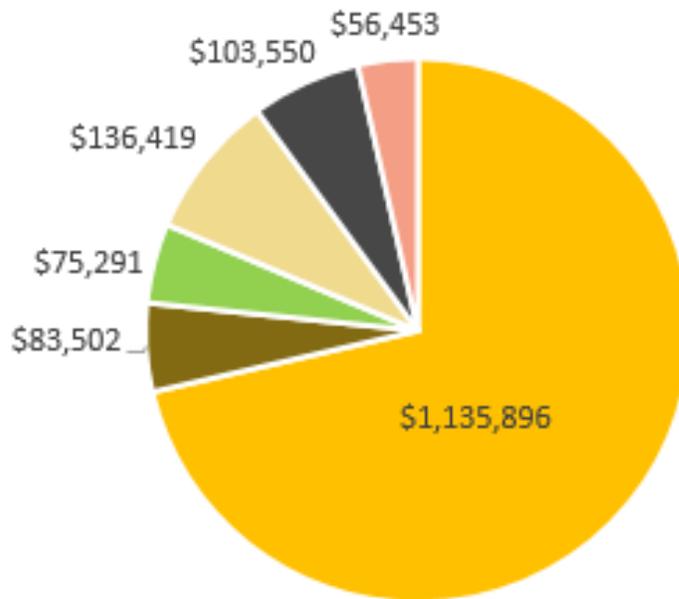
■ Fire and Rescue ■ EMS

# Budget

## CITY OF DAYTONA BEACH - FIRE DEPARTMENT Adopted Budget (10 YEARS PRIOR)



## City of Daytona Beach - Fire Department FY 2020 Strategic Planned Expenditures



- APPARATUS
- EMPLOYEE DEVELOPMENT
- EMPLOYEE SAFETY
- EQUIPMENT
- FACILITIES
- TECHNOLOGY

# Fire Operations

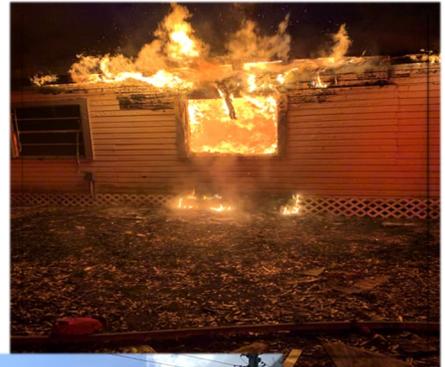
Firefighters work a 24 hour shift followed by 48 hours off. This schedule is year round including all holidays. Daily staffing includes two Battalion Chiefs, six engine companies, one ladder (Quint) company, and one rescue. Each company consists of one lieutenant, one driver engineer and one firefighters. Battalion Chiefs work individually and serve as incident managers, as well as oversees the stations within their area of responsibility. The city is divided into two zones with Stations One, Two, and Three, overseen by Battalion 1 and Stations Four, Five, Six, and Seven overseen by Battalion 2. Calls are typically handled by a single engine company.

## Structural Fire

Structure fires take place in residential, commercial, or community-based buildings such as homes, apartments, office buildings, or shopping areas. Majority of fires are the results of cooking, heating, electrical distribution, intentional fire setting, and smoking materials.

A typical fire response consists of at least 15 fire personnel including:

- 1 Battalion Chief
- 1 Rescue truck
- 3 Engines
- 1 Quint



## Wildland Fire

Wildland fires, are uncontrolled fires in an area of combustible vegetation starting in rural and urban areas. A brush fire is a large fire in a scrubland or prairie, a forest fire takes place in a wooded area, and a wildfire is a rapidly spreading fire that typically occurs in a wildland area.

## Technical Rescue Team (TRT)

The Technical Rescue Team is comprised of highly trained firefighters who perform rescues in special situations. These incidents are low in frequency, but high in risk. Therefore, constant training is mandatory. These incidents include:



- ◆ High Angle Rescue:
- ◆ Confined Space Rescue
- ◆ Rope Rescue

## Vehicle Fires

A Vehicle Fire is an undesired burning involving a motor vehicle. This includes car, caravan, camper, motorcycles, and similar forms of transportation. It is one of the most common causes of fire-related property damage. Common causes of car fires include:

- ◆ Collisions
- ◆ Electrical wiring
- ◆ Fuel systems
- ◆ Cigarettes left in the vehicle
- ◆ Smoking materials



## Vehicle Extrication

The process of removing a vehicle from around a person who has been involved in a motor vehicle collision, when conventional means of exit are impossible or inadvisable.

# EMS Operations

EMS Operations responds to 85% of the call volume using seven advanced life support (ALS) fire engines and one rescue truck staffed with licensed Paramedics and Emergency Medical Technicians (EMTs). In addition to the coverage provided to the citizens and visitors of Daytona Beach, EMS operations provides EMS stand-by care at local football games, concerts, and special events.

## **Basic Life Support (BLS)**

All line personnel are certified EMTs and can provide immediate care for nonlife threatening injuries. Due to the strategic placement of Fire Stations when a call for help is received the fire department is often the first to arrive. Many calls do not require a trip to the hospital and fire personnel is able to resolve the issue quickly. The most common calls are for:

- ◆ General Illness
- ◆ Falls
- ◆ Altered mental state



## **Advanced Life Support (ALS)**

Advanced Life Support (ALS) is a set of life-saving protocols and skills that extend beyond Basic Life Support. It is used to provide urgent treatment in case of emergencies. ALS procedures require the fire personnel to be a certified paramedic. The Daytona Beach Fire Department currently has 33 licensed paramedics, this ensures that each shift and unit has one on duty. Examples of ALS related calls include trauma, cardiac arrest, overdoses, and respiratory distress. Paramedics are certified to perform advanced life saving procedures including:

- Administering medication
- Intubating
- Reading EKG's

## Tactical Emergency Medical Services (TEMS)

Tactical Emergency Medical Services (TEMS) is a support program that assists law enforcement on tactical SWAT incidents. Fire Department personnel receive training in SWAT tactics, firearms safety, tactical medicine and other related subjects. These individuals head to SWAT calls and are tactically trained and equipped to provide medical care during critical law enforcement incidents.



## Motor Medics

The Motor Medic Program began in 1995 as a pilot program, due to traffic congestion created by special events within the city. As a result fire/rescue apparatus response was impeded by pedestrian and motor vehicle traffic. The Motor Medic Program allows for Fire personnel to navigate through congestion with greater ease, allowing personal to respond to calls more effectively.

Motor Medics ride in pairs and are equipped with a complete line of advanced life support equipment. Equipment includes:

- ◆ A heart monitor
- ◆ Cardiac medications
- ◆ IV's
- ◆ Oxygen



# Community Paramedicine



After months of research, meetings, and observations, the Daytona Beach Fire Department's Community Paramedicine (CP) program began February 2020 with "phase 1". The Community Paramedicine program coincides with the department's five year strategic plan for call reduction. The program solicited individuals with the greatest need, focusing on the highest utilizers per referrals and obtained data within the department. These individuals were met on a regular basis to assist with some of their non-emergent needs, including in-home safety assessments, fall risk mitigation, understanding medical needs, navigating and obtaining local health resources, and other potential needs.

During "Phase 1", the Covid-19 pandemic made continuation very difficult and introduced a set of unique challenges. Mid-March the program was halted from any physical in-home or facility visits, and contact was only available through telecommunications. This allowed individuals to remain connected, but relied on the individual's grasp of what they felt their needs were. In October 2020, the program resumed in-home visits with the utilization of PPE as outlined by CDC and DBFD. The Community Paramedicine has shown great progress, not only by the welcome received on visits, but also through the data.



**83% Reduction in calls for service, within the first 30 days.**

**75% Reduction in calls for service, after 60 days.**

**95% of participants enrolled in the program follow through to completion.**

## DART



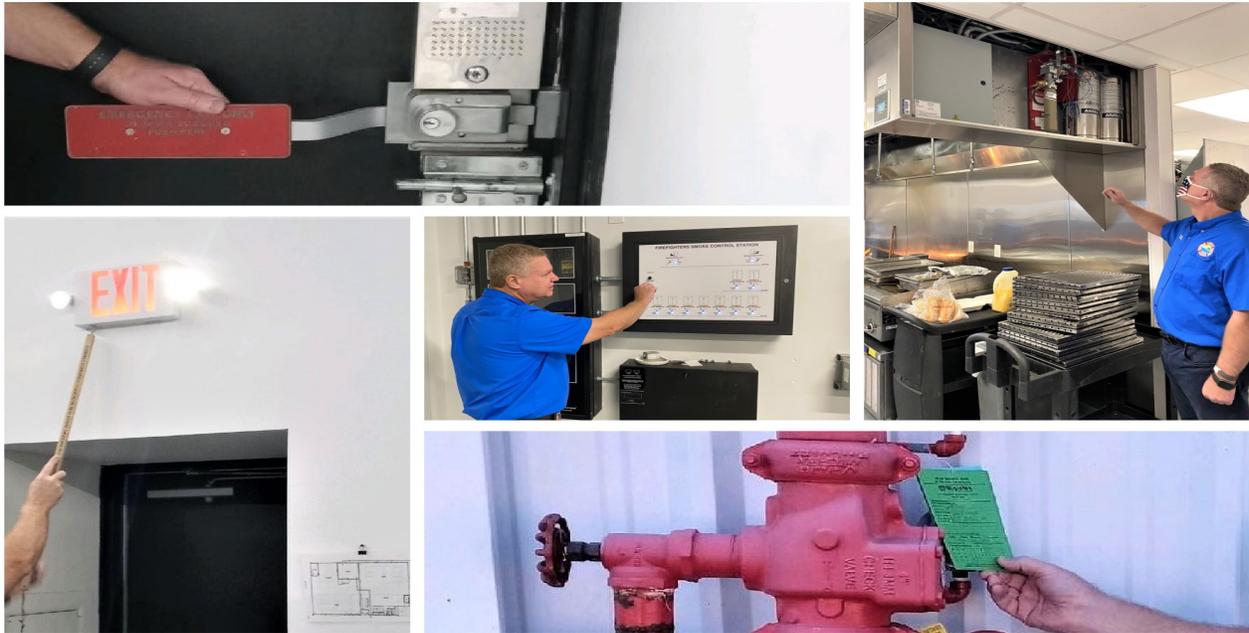
As the program continued "Phase 2" was able to be gin . This was the establishment of a "DART team". A 3-4 person Drug Abuse Response Team was developed, and is comprised of the CP officer, a police officer, and a substance abuse specialist.. The goal of this team is to locate individuals who experienced an overdose and assist them in obtaining drug abuse help.

For 2021, the CP program goal is to continue to grow, stay up to date with available resources, build and expand the program assistance availability, and complete phase 2, the DART Team. Expanding on the assistance and resources available to the citizens of Daytona Beach remains a top priority.



# Fire Safety Unit

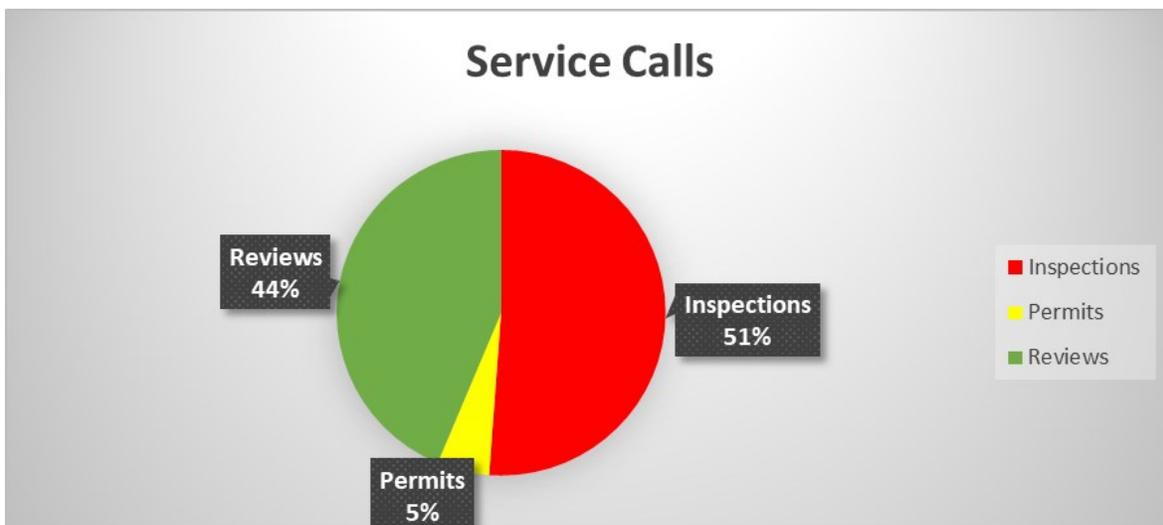
The Daytona Beach Fire Department Fire Safety Unit is made up of the Fire Marshal and one Fire inspector. The primary responsibility and focus is to assure that Commercial and Multi-Unit Residential occupancies are in compliance with the Florida Fire Prevention Code. In addition, the Fire Safety Unit schedules firefighters who perform engine company safety surveys, familiarizing them with the various building layouts and any potential hazards contained in buildings throughout our community. The Fire Safety unit also permits and inspects, tents, fireworks, and special events throughout the community.



## Primary Services Include

**Fire Code Enforcement**  
**Occupancy Inspections**  
**School Fire Safety Inspections**  
**Plan Reviews**

**Community Education**  
**Fire Protection Engineering**  
**Responding to inquiries**



# Fire Prevention

The majority of all fires are accidental, the Fire Safety Unit has helpful information for the public to utilize in fire prevention. Below is a basic checklist for families to utilize to keep their households safe. Additional information is available on bon fires, wildland fires, and fire extinguishers. In 2020 the Fire Department recorded just over \$42 million dollars in possible losses due to fires. As a result of Fire personnel responses the estimate savings to property value was \$37 million.

## Safety Checklist for Owners and Renters

### Smoke Alarms

- Smoke alarms are on every level of the home.
- Smoke alarms are inside and outside sleeping areas.
- Smoke alarms are tested each month.
- Smoke alarms are less than 10 years old.
- **Test your alarm regularly. Your smoke alarm is working if it makes a noise when you press the "test" button.**



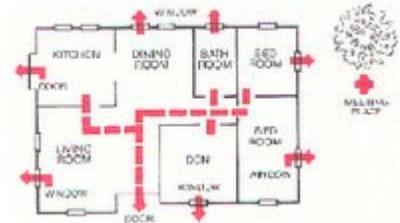
### Cooking Safety

- The cooking area has no items that can burn.
- People stay in the kitchen while cooking.
- Pot handles are always turned toward the back of the stove.



### Escape Plan

- There is a fire escape plan that shows 2 ways out of every room.
- Everyone knows where the safe meeting place is outside the home.
- Everyone living in the house practices the escape plan 2 times a year.



### Carbon Monoxide Alarms

- Carbon monoxide alarms are located on each level of the home.
- Carbon monoxide alarms are less than 7 years old.

### Electrical and Appliance Safety

- All electrical cords are in good condition and not broken or cut.
- Clean the dryer lint after every use.
- All plug outlets are safe and do not feel warm when you touch them.
- (If they are warm, call an electrician.)



### Candle Safety

- Candles are in sturdy fire-proof containers that won't be tipped over.
- Adults blow out all candles when leaving the room or going to bed.
- Candles are kept out of reach from children and pets.



**Children are sometimes curious about fire. If you have children in your home, lock up any items that can start a fire (matches, lighters, cigarettes, etc.) and make sure children cannot reach candles.**

# RECRUITING

The Daytona Beach Fire Department understands the need to recruit through various outlets. Not only do we utilize job postings through the city, we also share the announcement through various forms of social media to reach qualified candidates. The department attends job fairs to engage and make connections with students and candidates for potential future hiring classes.



*DBFD welcomed the largest class of new recruits since 2006*

New recruit classes complete a 3 week orientation program consisting of 120 hours of various requirements including physical conditioning. Some of the topics included are:

## Fire

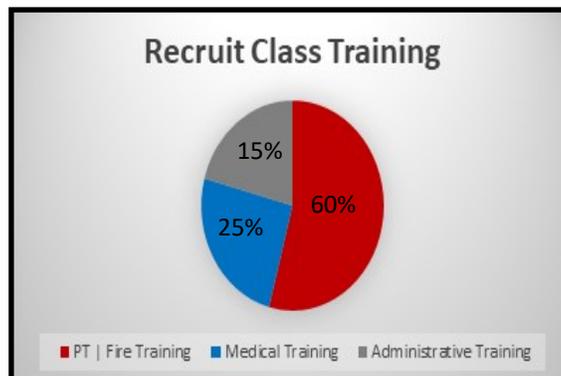
- Physical Conditioning
- Hose Loads | Master Streams
- Air Consumption
- Ladders | Aerial Operations
- Search & Rescue
- Forcible Entry
- Ventilation
- Rapid Escape
- Extrication

## Medical

- Basic Life Support
- Report Writing
- EMS Equipment Overview
- Vehicle Accidents

## Administrative

- Community Relations
- Department History
- Community Paramedicine
- Firefighter Expectations
- Human Resources
- Rules & Regulations



# FIRE TRAINING

A focus for 2020 was to continue to expand department training, while incorporating new standards and safety measures. All trainings require lesson and safety plans prior to completing training evolutions.



The Daytona Beach Fire Department was pleased to host Pump Operator classes in 2020. This resulted in 16 firefighters passing the course and proceeding to take the State test. These firefighters are eligible to become relief drivers and can be utilized for vacancies of a Driver Engineer promotion.

Training Programs taught by the Training Division include:

- Relief Driver Program
- Driver Engineer Orientation | Acting Officer
- Lieutenant Orientation
- Professional Development



Daytona Beach Fire Department has completed the following number of hours in fire training for the year of 2020!

**3074 Hours**



Extrication training allows our employees to understand the mechanics of cutting cars in emergency situations in order to aid with patient care and rescue. Building on each scenario allows a wide range of training to each individual.

**This year, the department completed over 350 hours of vehicle extrication training.**



# EMS TRAINING



Target Solutions is a computer based program that is used for training to complete CEUs. Assignments are given out monthly for all members of the department. Additional trainings are assigned for specialty groups.

**In total, this year the department has completed over 2700 hours of EMS Training towards CEUs.**

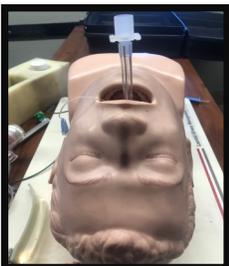
## Topics Included:

Pediatric Cardiac Emergencies	Bleeding & Shock	Environmental Emergencies
Patients with Special Needs	Obstetrical Emergencies	Musculoskeletal Injuries
Overdose & Poisoning	Airway Management	Gun Shot Wounds
EMS Narcotics	Asthma Emergencies	Femur Fractures
HIV   AIDS	Sepsis	Trauma

## Methods Included:

Computer Based Training	In Person Training	Scenario Based Training
Hands on Labs	Lecture	On the Job Training

Through a partnership with Daytona State College, the Daytona Beach Fire Department sent 2 groups of employees through the Paramedic Program. In 2020, there were 7 firefighters that graduated the program. The group that graduated in the Spring has passed the State exams, cleared with the Medical Director, and are now Certified Lead Paramedics on ALS units. The second group that graduated in December are currently scheduling State exams and are on track to complete the process of becoming Lead Paramedics. Currently we have an additional 13 employees enrolled in Daytona State College's Paramedic Program effective January 2021.



**Certification hours that were obtained in 2020 include:**

- ◆ **352 Hours of Pediatric Advanced Life Support Training**
- ◆ **424 Hours of Basic Life Support Training**
- ◆ **848 Hours of Pre Hospital Trauma Life Support Training**

# Technology

As the world continues to evolve through the use of modern technology, the fire department must evolve as well. As part of the Strategic Plan the Daytona Beach Fire Department created an outline to advance current uses of various software and equipment to better meet the demands of the growth of the city.

## Target Solutions “Check It”

“Check It” is a management software that is created to consolidate routine maintenance inspections as well as provide accurate inventory records. This is an app based program that allows for multiple devices and users at a time, ensuring a more effective management system. As a result of the updated software program this means that all the stations have been updated with new iPads and iPhones for a more enhanced accessibility to the program.



## eDRAULICS

An eDRAULIC is a battery operated Jaws of Life. The Jaws of Life is a tool that is utilized to pry open vehicles involved in an accident. This unit no longer requires hoses or a power supply that was originally necessary to operate. Due to these items being stronger, smaller, and lighter, they are more efficient at a rescue. Currently the Daytona Beach Fire has 5 sets located at stations 1, 4, 5, 6, and 7.

## Decontamination Unit

In response to Covid-19 the Daytona Beach Fire Department purchased an AeroClave. This is a decontamination Unit aids in the health and safety of personnel. The unit allows the department to disinfect gear, stations, and apparatus quickly and proficiently.

Additionally, with Firefighter cancer a major concern for the department. This initiated a purchase of a Decon Washer. This piece of equipment is a heavy-duty washer that cleans gloves, boots, helmets, and breathing apparatus' in just a few moments. Minimizing the risk of hazardous material contamination.



# Covid-19 Response



As a result of the recent Covid-19 pandemic, the Fire Department had to make several adjustments to daily operations. Nonessential employees were sent home to work, to coincide with the city's stay at home order, added safety measures were established, and PPE supplies were essential to calls for service, as well as accounting for time to decontaminate supplies and equipment regularly.

The Fire Department partnered with the National Guard, the Police Department, and the Department of Health to provide two separate testing sites. The sites were located at the Midtown Cultural Center, and the corner of Jean Street and Nova Road. These sites allowed for approximately 2800 tests to be administered to the public.



# Community Involvement

Crews show their support at an annual prom for adults with special needs. They provide escorts down the red carpet, take pictures and dance with the prom kings and queens to help ensure the night is magical.

## A Night to Shine



A firefighter's role does not consist of only station duties and calls for service, but continues with establishing and maintaining a relationship with the community. Community relations allow fire fighters the opportunity to educate members of the community on fire prevention and safety. In addition it establishes a relationship with the youth in the community providing positive role models and aspirations for growth and development.





# Demos



Due to the Covid-19 Pandemic,, there was a significant impact on the events that the Fire Department normally participates in. A few of the most common are; Demos, stations tours, neighborhood watch meetings, and Health Fairs. Each of these activities provide a unique opportunity to share with the public on topics of fire prevention and public safety. Once the virus has subsided the personnel of the fire department are enthusiastic to get back out into the community. As that phase approaches there are more activities in the works to enhance the relationship between the community and the Fire Department.



# Citizen's Academy

Each year the DBFD participates in the City's Citizens Academy. This provides an opportunity for citizens to come see various demonstrations and learn about the various roles of DBFD personnel .

Citizen's also have the opportunity to request to participate in a ride a long program to see calls first hand once Covid-19 allows for the program to be reinstated.



Fire Department personnel show their support for Cancer Awareness. In October, personnel wears pink to show support for Breast Cancer awareness. In November they go blue for “Movember” in recognition for the fight for firefighter cancers.



Even our furry little friends need some help sometimes.



Firefighters respond to a cry for help.



A successful Family Reunion



With some assistance a group of ducklings were guided out



Mom discovered not too far away, is cautious on the reunion



Now to find Mamma

# Holidays



For the past 15 years the Daytona Beach Fire Department has partnered with the Early Learning Coalition to collect toys for underprivileged children in the community of Volusia County. This year has been an extremely difficult one for countless families in the community. As a result it is an honor to announce another great success. The amount of toys collected this year was enough to provide Christmas presents for children to approximately 800 families, which is a record breaking number for our department.

## Selfies with Santa

On Saturday, December 12, 2020, Lt. Santa went out to spread cheer in the community with "Selfies with Santa". We were reminded that you are never too old to share your Christmas wish list with Saint Nick. Everyone who came out had a great opportunity for photos on the historical fire truck with Santa. Those driving by enjoyed photo shots and honked their horns in appreciation. Lt. Santa was fortunate to experience the love from so many in the community.



# Goals for 2021

2021 begins the final year of the Fire Department's 5-year Strategic Plan. We have made great strides in implementing significant improvements in the plan-focused areas of: Community/Government Engagement, Fire and Emergency Medical Services Delivery, Technology, and Workforce Success.

Before the conclusion of 2021, we will once again reconvene the Strategic Planning Committee to begin drawing the vision for our department's next five years. Many of the Strategic Initiatives will remain, but the major objectives will be updated to not only reflect the enhancements enacted over the plan's term, but also to strike out with new goals which meet the needs of both our employees and the community we serve.

For 2021, our goals need to continue to evolve to be reflective of the social climate as society strives to make further progress in important areas of inclusion, diversity, and equity. As an essential component of the community we are not immune from the need to reevaluate our practices to ensure we responsibly foster an environment representative of our community. Other goals for 2021 include our continued response to the Coronavirus Pandemic in bringing the needed resources to our citizens, employee development opportunities, growth planning, and striving to provide the most effective, efficient, and fiscally responsible service to meet the community's needs.

As our department and community move forward in 2021, the men and women of the Daytona Beach Fire Department will continue to answer the call for service with the same above and beyond attitude which has sustained our reputation as one of the premier fire agencies in Central Florida.

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