



IOWA CITY

FIRE DEPARTMENT

STRATEGIC PLAN 2017-2021



Introduction

The Iowa City Fire Department (ICFD) provides fire suppression, emergency medical services, basic and technical rescue, hazardous materials mitigation, fire inspection, fire investigation, public education, and domestic preparedness planning and response to the city of Iowa City. ICFD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves.

In an effort to continue to work toward continual self-improvement, ICFD contracted with the Center for Public Safety Excellence (CPSE) and the University of Iowa Institute of Public Affairs (IPA) to facilitate a method to document the department’s path into the future—this process resulted in the development and implementation of a “Community- Driven Strategic Plan.” The strategic plan was written in accordance with the guidelines set forth in the CFAI *Fire & Emergency Service Self-Assessment Manual* 8th Ed., and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

Both CPSE and IPA utilized the community-driven strategic planning model to go beyond just the development of a document.—CPSE focused on soliciting community feedback from external stakeholders, while IPA facilitated the review of programs and services by ICFD internal stakeholders.

The Iowa City Fire Department’s strategic plan, with its foundation based in community and membership input, sets forth a comprehensive vision and mission statement that provides the department with a clear path into the future. Additionally, this strategic plan identifies the core values that embody how the membership, individually and collectively, will carry out the agency’s mission. In the following pages, the ICFD identifies its goals, objectives, and strategies that will allow the agency to realize its vision.

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Message from the Fire Chief

I am pleased to present the Iowa City Fire Department 2017-2021 Strategic Plan. It is both a road map for the ICFD and a guide for identifying priorities so we can continue delivering excellent fire, rescue, prevention and emergency medical services into the future.

This five-year plan represents our commitment to good stewardship of the department resources funded by Iowa City residents. When community stakeholders were surveyed during the strategic planning process, we learned that the majority are very familiar with and supportive of the wide range of emergency and non-emergency services we provide.



The department had to answer three fundamental questions during the strategic planning process: where are we now, where are we going and how will we get there? The answers helped in developing a framework for the plan that will:

- Promote department policy, operational and budget decisions.
- Maintain a motivated, highly trained work force.
- Encourage a work force that is representative of the diverse community we serve.
- Provide a structure to ensure oversight and management of department programs.

We are committed to reviewing our strategic plan at least annually to ensure the plan accomplishes what it set out to do, and to making adjustments where needed. Part of our continued success is rooted in being a flexible organization that can anticipate and adapt to change.

In closing, thank you to all of the Iowa City Fire Department members who shared their thoughts and ideas through surveys and planning meetings. Your feedback and participation has been extremely valuable. Thank you also to the residents, elected officials and other key city and community partners who participated as part of our planning process. Your input and support helped guide us and is critical to the success of this plan.

I invite all members of the community, along with our partner agencies, to join us in supporting this vision for the future of the Iowa City Fire Department.

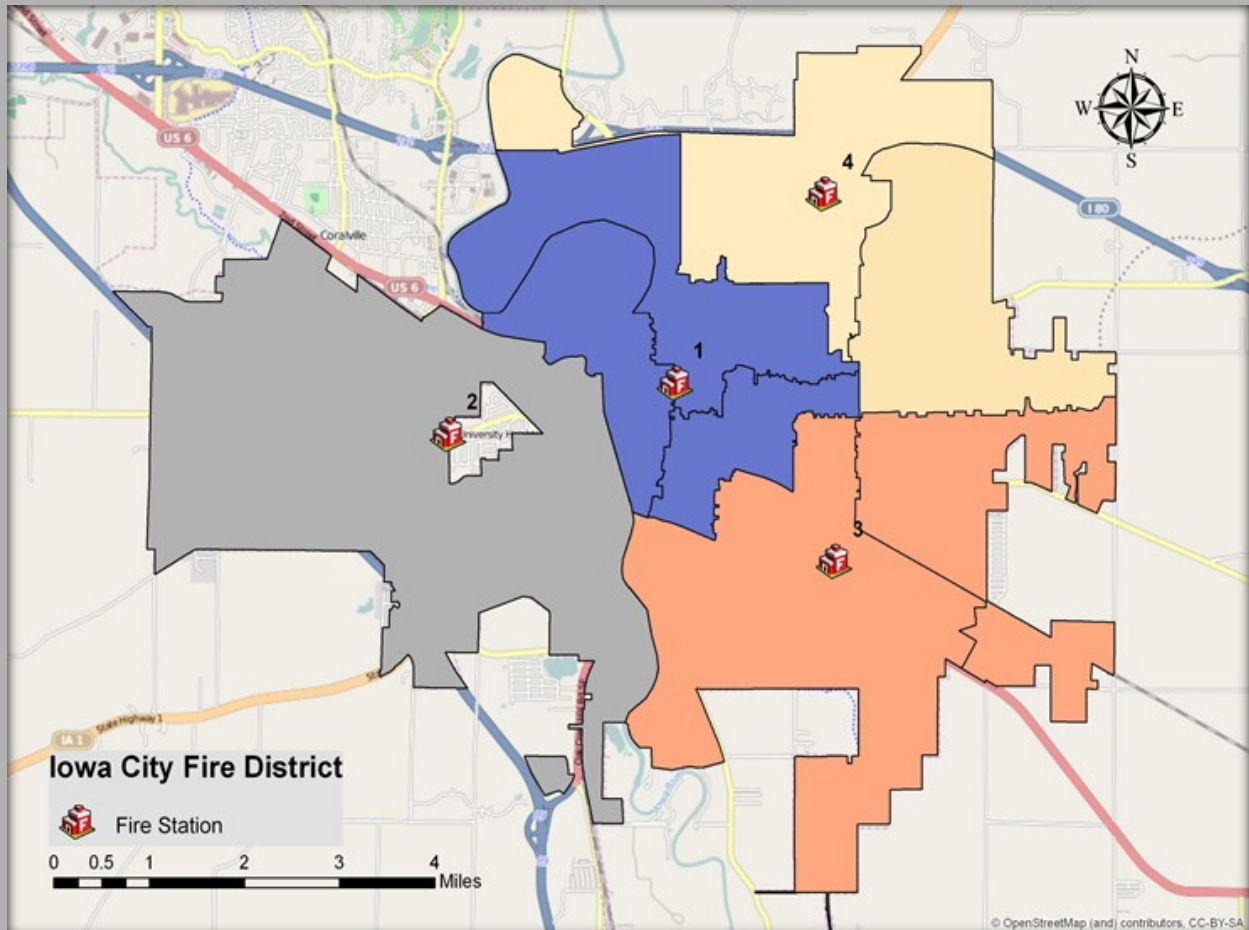
Sincerely,

John M. Grier
Fire Chief

Organizational Overview

Iowa City is the county seat of Johnson County, Iowa, and the home of the University of Iowa. The City is governed by an elected city council of seven members, of which one is elected from within as mayor. The Iowa City Fire Department (ICFD) history is a well-documented source of local pride. Iowa City had one of the first fire departments in Iowa, with roots going back to 1842 – three years after the founding of Iowa City and four years before Iowa’s statehood.

Currently, the department serves approximately 74,220 residents and many visitors within the 27.9 square-mile incorporated area of Iowa City. The ICFD provides progressive and high quality fire, emergency medical, and technical rescue emergency services utilizing a cadre of 64 full-time firefighters from four stations with three engine companies, one quint company, one truck company, and a command vehicle. In addition to responding to nearly 7,000 emergency calls annually, the ICFD provides preventive services, such as fire safety inspections of commercial and University properties, site plan reviews, and fire and environmental safety education. The ICFD also collaborates with many other fire protection agencies at the local, state, and federal levels. Specialty areas include fire investigations, the Johnson County Hazardous Materials Response Team, and Homeland Security and Emergency Management.



Community-Driven Strategic Planning

Performance Assessment

Implied within every stage of the planning process is the ability to determine progress made toward the goals or targets set. This assessment ability is a monitoring function that simply tracks activities. It may be as simple as a “To Do List,” or as complicated as a plan of action with milestones and performance measures. Also implied within the planning process is the ability to measure effectiveness of the actions taken in the conduct of the organization's business.

The Community-Driven Strategic Planning Process Outline

The specific steps of the process are as follows:

1. Define the services provided to the community.
2. Establish the community's service priorities.
3. Establish the community's expectations of the organization.
4. Identify any concerns the community may have about the organization and its services.
5. Identify the aspects of the organization and its services the community views positively.
6. Revisit the Mission Statement, giving careful attention to the services and programs currently provided and which logically can be provided in the future.
7. Revisit the Values of the organization's membership.
8. Identify the Strengths of the organization.
9. Identify any Weaknesses of the organization.
10. Identify areas of Opportunity for the organization.
11. Identify potential Threats to the organization.
12. Identify the organization's critical issues.
13. Identify the organization's service gaps.
14. Determine strategic initiatives for organizational improvement.
15. Establish realistic goals and objectives for the future.
16. Identify implementation tasks for each objective.
17. Develop a Vision of the future.
18. Develop organizational and community commitment to the plan.

External Stakeholder Group Findings

Community Group Findings

On November 12, 2015, a community forum was conducted by the Center for Public Safety Excellence at the Iowa City Public Library to gathering feedback from the community.

The purpose of gathering feedback from the community runs parallel to a business collecting feedback from its customers. The governmental entity, like the business, cannot truly operate efficiently and effectively without understanding the true nature of expectations, concerns, and strengths of its customer base. In government, that customer base is the constituency served. Iowa City Fire Department (ICFD) solicited the feedback and input from a diverse demographic representation of its population.

When analyzing the received feedback, priority and thematic approaches are used to get to the heart of what is the most important to the community respondents. While all responses in the raw-data form are important, the analysis brings to the forefront an understanding and focus for the agency. It is important to note that all feedback from the community is important as it applies to various areas of the department. The department is best served by conducting greater internal analyses of the provided feedback to formulate future objectives and strategies for continuous improvement.

Community Service Priorities

The rankings of the programs and services as provided by the 58 community members at the community forum that was conducted on November 12, 2015, are as follows:

PROGRAMS	RANKING	SCORE
Fire Suppression	1	363
Emergency Medical Services	2	311
Technical Rescue	3	268
Hazardous Materials Mitigation	4	169
Community Risk Reduction	5	166
Domestic Preparedness Planning and Response	6	159
Fire Investigation	7	124
Public Education	8	92

External Stakeholder Group Findings

Community Expectations

Analysis of the community expectations is based on the prioritization of the data. Respondents were asked to place their expectations in a priority manner with the number-one expectation receiving the highest weight and the number-five expectation receiving the lowest weight. With this weighting in mind, the prioritization works to bring the highest priority expectation to the top of the list.

Analysis of the respondent data provides the following prioritized community expectations:

1. A timely response to all emergencies with highly trained personnel, to include adequate apparatus and equipment. The ICFD should respond as quickly as possible to the scene of a fire.
2. Well-trained personnel. With such a large menu of services, a great deal of time, money, and effort need to go into the training of members to be able to safely respond and handle any and all situations.
3. Well-equipped personnel. The firefighters need to have access to the most modern, safe equipment, apparatus, gear, and other support items to handle any and all types of responses.
4. Educate building owner and public about fire safety. Education to the public.
5. I expect professional behaviors on scene and off scene; especially after an incident. Professionalism.
6. Enough people available to safely and quickly respond to emergencies. The staffing levels are important so that multiple alarms can be handled. Provide more staff and equipment for growing community.
7. The department needs to communicate with the community on a regular basis. Community transparency and accessibility. Open communication paths.
8. Effective oversight of fire code compliance, occupancy compliance. Insure compliance with fire code in public buildings as well as emergency equipment in residential structures.
9. Planning and resources for large-scale emergencies.
10. In the public eye - I expect friendly, informative firefighters who will answer questions, thrill a small child with their kindness, and offer common courtesy. Approachable, friendly, courteous, and knowledgeable staff/personnel.
11. The ICFD should be run as efficiently as possible without compromising the level of service they provide. Cost effectiveness and being a good steward of taxpayer dollars.
12. Work closely with business owners, including landlords, to evaluate and counsel on life safety issues for physical structures and grounds planning.
13. Work with other emergency responders. Calls for service / training. ICFD should work well with the other emergency responders in Iowa City, surrounding communities and Johnson County.
14. Work seamlessly with community partners to accomplish goals and objectives.
15. A department that is engaged with the community.

External Stakeholder Group Findings

16. When I need the fire department, I expect them to be ready and prepared - in both training and response time.
17. Life safety calls for service...respond to all that need fire/EMS.
18. Responding to emergency and saving lives and property.
19. Superior EMS operations.
20. Protect and serve the community to the highest standard possible.
21. Safety of people in the community as well as the firefighters.
22. Assess worst case scenarios - plan for best possible outcome. I expect that there is a plan for the challenges that face this community and that the plan is effectively communicated and in place.
23. To provide top-notch fire protection and rescue services to the community.
24. Training facility, one that could also be utilized by other Johnson County departments.
25. Coordination in planning and design of facilities.
26. Protection of human life in emergency situations.
27. Well defined and communicated orders for high-density crews and fire issues.
28. Immediate help - with officers who are experienced enough to make snap decisions without hesitation.
29. A progressive leadership that responds to current conditions and needs of the community / local, state, and federal government. Quality leadership at all levels of the FD.
30. Contain damage to the buildings - protecting life then property, then expertly putting out the fire.
31. Plan in conjunction with municipality and real estate developers to ensure safety is integrated with master planning and build out. Including location of deployment centers.
32. Sets the example for not only fire departments in Iowa but other states as well.
33. Capability to fight fire in tall buildings.
34. Be strategic in the placement of new facilities.
35. Frequent communications with personnel and key departments or businesses in the community.
36. Take charge on the scene.
37. Send appropriate resources.
38. Be prepared for HazMat.
39. Dispatching needed service only (i.e. after a minor fender bender, my son could be heard crying during the 911 call and despite my assurances, an ambulance, police cruiser and fire truck were dispatched.
40. Forward thinking in all fire service areas.

External Stakeholder Group Findings

41. Capacity to fight multiple fires simultaneously.
42. Handling crowd control at scene of fire.
43. First responder, EMT training.
44. Have work sessions with organizations to assist in planning for organizations and the FD.
45. Leadership reflecting continual change and improvement.
46. Careful in traffic.
47. The department must provide adequate facilities for the personnel to train, live, and respond from that is safe and meets the personal needs of men and women to work in 24/7.
48. Train staff to recognize when customers may be in danger or threat in a personal relationship to refer for appropriate services.
49. Help in identifying potential fire hazards.
50. Communication with those responsible for damaged buildings. Both at the time of the incident and follow up.
51. Come when I call.
52. Work to improve safety.
53. I expect the department to try their utmost to get along with each other at the station and on scene.
54. Be accessible to general public for PR.
55. Avoid ability to grant approvals for opening new buildings.
56. Stress sprinkler systems in building design.
57. I expect all firefighters to be physically fit to do their jobs, have enough time away from the job to be mentally, physically, and spiritually ready to perform their duties.
58. Knowledge of larger buildings (layouts) and where they are located when responding to emergencies.

External Stakeholder Group Findings

Areas of Community Concern

The planning process would be incomplete without an expression from the community regarding concerns about the organization. Some areas of concern may in fact be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information or incorrect information.

Areas of Community Concern (verbatim, no particular order)

- I don't know of any specifics, but I would hope that the FD isn't overworked by being understaffed. I've heard of possible layoffs in the past.
- The ICFD should continue to be provided with the level of funding required to maintain their quality of service.
- It will be important to continue to coordinate the provision of service by the ICFD with surrounding communities and county emergency responders.
- It will be important to continue to communicate well with the Iowa City community (this process seems like a good sign!).
- Are our folks best trained and are we hiring the best people?
- Do politics enter into ability to do the job and hire and train the best folks?
- Do politics not allow experts to make the best decisions?
- Financially, are we supporting the department and is the money spent well?
- Are rules and regulations made in conjunction with the business community?
- Are there height rescue limitations?
- Confined space rescue capabilities?
- New buildings have increasingly stringent codes. How to cost-effectively help older buildings without adverse business/job costs.
- Fast in general response time – both for fires and medical emergencies.
- Ability to respond quickly to high-occupancy structures – and to newest developments on outer edges of the city.
- Adequate staffing levels, recruitment programs.
- Continuing training and certification.
- Amount of funding for the department from the city and state.
- Ability to provide continued service as the city grows in population and size.
- Ability to attract and maintain staff.
- As an overtaxed Johnson County resident, I am always concerned with financial accountability.
- In my opinion, too much effort, time, and money is spent identifying minor code violations.

External Stakeholder Group Findings

- Lack of a training facility – utilizing other fire department’s facilities is not acceptable. It takes units out of coverage areas and increases cost, both equipment and manpower.
- Increase in the number of EMS calls where support is needed, especially those calls just for manpower.
- Positions that have been eliminated or left vacant.
- Reduced budget.
- Coordination with local communities to make sure all department vehicles can access local neighborhoods, i.e. minimize blocked streets by on street parking in some areas.
- My biggest concern with not only the Iowa City Fire Department, but also all departments, is the lack of enforcement of the fire alarm contractor and installer licenses. It is required that anyone servicing or installing a fire alarm system be NICET certified and licensed with the state. There are some companies that are sending technicians out to service and inspect systems that are not licensed. I understand staffing issues make it hard to patrol this.
- I am concerned about residents burning in their yards. Some people have dedicated fire pits but some in my neighborhood burn fallen limbs in crude “fire pits” at regular intervals. Not only is the smoke a nuisance, but also the yard waste type fuel sends many sparks into the sky towards surrounding structures. It would be nice if city code only allowed fire pits with screens and restricted what can be burned.
- To have a better dispatching service.
- To have a better training facility.
- Does the fire department have adequate resources to meet its various obligations?
- Does the fire department have the appropriate budget for providing needed training for its personnel?
- Can the fire department meet its mission in all types of weather conditions?
- Can the fire department reach the upper levels of tall buildings to fight fire in such locations?
- Does the fire department have the authority to close buildings or take other actions as needed to avoid unsafe conditions that would harm the public?
- Create more clear (and easy to access) lines of communication for businesses and property owners.
- Community outreach – not just for students/kids, but also for businesses/adults.
- Work with businesses to create plans for best possible outcomes (fires, active shooter, tornado, etc.).
- What can we do for you to help the planning process? Include us in the planning process.
- I do not have familiarity with the community risk assessment and what part/role my organization would be called upon to play in the event it was needed.
- Is the educational piece evolving?
- Will staff levels be maintained in light of future budget concerns?
- Evaluate how to continue to respond to life/health safety needs (rescue) of growing, aging population, and competing demands of time.

External Stakeholder Group Findings

- Aside from the yearly inspections, I do not feel the department or many members of the department are familiar with all of the trickier spaces in town. Specifically, venues or other buildings with unique features.
- Aside from yearly inspections, I am unsure of any other expectations the department has of my business. Some I've stumbled on (current keys in key box outside building), but I work there are others that have been missed and would cause a vital delay.
- Want to make sure they have the correct tools and equipment to perform their job.
- I believe Iowa City requires more low-level alarms to be reported by the monitoring company. There seems to be no way to effectively alert the fire department that they need not send a truck. I understand this is a fine line.
- Excessive wear and tear on vehicles, truck company jumping a medical call clear across town with the most expensive apparatus in the fleet.
- Line firefighters fully understanding the systems provided for them in buildings and use of them!
- Staffing. Student firefighters (Auburn University). Adding paid-call firefighters.
- J-Com not always giving all information to responding stations.
- Maintain adequate funding in tight fiscal environments.
- No training center.
- Growing multinational community.
- Aging infrastructure.
- Street network not efficient.
- Need a large knowledge base for materials in and traveling through the community.
- Funding concerns – we have hosted training at the site to allow the fire department to train us where they have previously trained elsewhere. My concern would be that this may have not happened had we not offered.
- Response to facility – several incidents of fire department showing up to site at wrong gate / location. What can we do to improve this?
- Active shooter – any training or systems available would be appreciated to ensure we are prepared.
- They continue to modernize their facilities and equipment.
- Educate city leaders on importance of funding the department's initiatives.
- Diversity of staff.
- Iowa City is growing rapidly and the department needs to grow accordingly.
- As community grows, will the FD grow adequately?
- Concern over the prevention and protection from terrorist type acts – emergency planning.
- Diversity of the workforce – firefighters – gender, ethnicity, etc.
- Good educational opportunities for the community and schools/children.

External Stakeholder Group Findings

- Station #1 is in need of an update or replacement.
- I am concerned that we have the appropriate number of staff to meet the demands of our city.
- I am concerned that the equipment is state-of-the-art to meet the demands of duty.
- I am concerned that all buildings are safe in the city. Not sure that all rental property is up to code and held accountable.
- I would like to see more education for the public about what the department has to offer to keep the city safe.
- Shortage of trained site inspectors.
- Lack of plan review personnel.
- Inability for frequent site visits of active projects.
- Limited special response equipment and personnel.
- Minimal training with local fire departments.
- Ability to handle uncommon, but serious emergencies (mass casualties, contamination, terrorism).
- Adequate resources made available.
- Clear sense of priority for improvement (see little discussion in public places of goals and resource needs).
- Cost of supporting surrounding communities that only have volunteer fire departments.
- Risk to Iowa City structures while Iowa City Fire department is supporting other communities.
- Communications – training calls made by VOIP or cellphones – can the caller be located?
- Ability to handle mass casualty issues during large events? Can they get to a location blocked by a large venue event? Football (UI), major festivals (Jazz fest)?
- Fee structures for other communities for permits are rising. Fees need to stay where they are.
- Need for more cross training for the Fire Marshal's office for when Brian is gone.
- Need published work hours for the Fire Marshal's office.
- With more high-rise buildings being built, does the department have training and resources for multiple fires (i.e. twin towers)?
- Publish results of investigations to sprinkler, fire alarm companies so they can make better products.
- No major concerns, except that the state has reduced local government funding and no replacement resources guaranteed.
- Take annual commercial inspections seriously.
- Knowledge of different types of alarm panels.
- Unnecessary costs.
- How do we contain costs in a tight budget?

External Stakeholder Group Findings

- Debate over resources will be difficult as the fire service is popular and other services will suffer.
- Funding and efficient use of available tax support. This is a critical entity that must be supported, but city taxes are already quite high. Finding a balance is critical – but should be based upon the public’s rated priorities.
- East side response times (east of Scott Blvd).
- Ability to meet a growing community’s needs with staffing levels and locations of fire stations.
- Current location of the downtown fire station may be more problematic in terms of traffic with future building developments.
- Direct information on website from fire department could be better coordinated.
- Is the department equipped and trained to respond to high-rise buildings? (Considering the changing skyline in IC).
- Does the frequent response to downtown behavior issues (presenting as medical calls) dilute the department’s resources and energy to respond to “real issues?”
- What can downtown businesses and residences do to help the fire department response in an area that continues to increase in population density?
- As the city grows, not being able to respond in a timely manner. May need more stations.
- Not enough firefighters on duty as needed. Often need to call in off-duty staff.
- As we get larger/more dense structures, may need more/different equipment along with more firefighters.
- Do we need to send a fire truck to every fender bender?
- Budget (personnel, training, and equipment).
- Fire stations (number and location).
- Mutual fire aid (are we getting paid for services when we respond? Appears we respond to all and we are not getting our share. Why would smaller departments grow and pay for training when they all were available)?
- Response time.
- Spread out too thin in the community.
- Ready for all situations.
- The newer facilities suggest an over abundance of resources. Facilities should be nice but not extravagant.
- Is FD time being wasted by, in effect, staffing private functions or enterprises?
- Is there available staff to propel the fire department into the future?
- More checks on occupancy of bars – varied hours and times – especially downtown.
- A little more exposure to the general public – awareness of their jobs.
- I would like to see more education on law update.

External Stakeholder Group Findings

- No real concerns. I have been in Iowa City for 3 years and have found both the fire department and building department to be very professional and good to work with.
- Not familiar with their equipment and vehicles, but assume that they are on par with other communities.
- Location of main station.
- Size of main station.
- Manpower.
- Training facilities.
- On-clock firefighters.
- Concerned for basic staffing/training resources.
- Concerned for facilities – most up-to-date, properly functioning as possible.
- Concerned for boundaries – how far will Iowa City Fire Department go – Coralville, NL in emergency situations. – willing to help and partner?
- How are multiple situations handled?
- Currently, the regulations on smoking within 20 feet of doorways is not well regulated and is seen to be a fire code issue.
- Enough staff to service the community.
- Strategically placed stations for quick response.
- Continued education of personnel.
- New city council micromanaging FD operations.
- Don't lower performance (including physical) standards for applicants in order to get "diversity." Standards are standards.
- Costs of personnel and equipment may not be sustainable.
- Are we spread too thin?
- I really don't have any concerns. I feel it is well managed and they do a great job.
- Adequate equipment and staff.
- Not being hindered by local politics and free to do what is needed.
- Landfill fire – hard to put out.
- 24-hour shifts – firefighters sleeping at times when calls come in.
- Taking large trucks on medical calls where smaller, more efficient vehicles can be used.
- Is there enough coverage from the amount of calls that ICFD respond to?
- Are they working with more than just other government agencies?
- Does a proper risk assessment identify, assess, and highlight action items related to service provided?

External Stakeholder Group Findings

Positive Community Feedback

For the strategic plan to be valid, the community's view on the organization's strengths must be established. Needless efforts are often put forth in overdeveloping areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some of the identified weaknesses.

Positive Community Comments (verbatim, no particular order)

- I love the fact that the fire department is accredited. I know how much time and work this took. Thank you for doing this. It gives me even more confidence in the ICFD.
- I have always felt the firefighters have been professional and prepared, both on-scene and off-scene.
- Having quality staff and officers makes a world of difference in morale and satisfaction among the firefighters. The staff is excellent – experienced when one only needs to look back at the Pumpfrey “era” to note the difference.
- Thank you for spending the dollars to send firefighters off to specialized training across the country. The National Fire Academy in Emmitsburg has helped countless Iowa City firefighters become even better firefighters!!
- They are dedicated, skilled, and generally service oriented.
- Seem to work well with the public in code enforcement. Are credible and helpful in gaining compliance.
- Leadership and educational levels are increasing.
- Seem to better their overall role in the community.
- The department is represented by very professional and well-trained leadership.
- The department has very modern equipment and facilities that reflect on the quality of the service.
- The department has a very high success rate in emergency incident mitigation. The department has a very good safety record. Very few injuries or accidents with lost time.
- Have a favorable reputation.
- The department has quality leadership, especially at the chief officer level.
- The willingness to seek community input speaks highly of the department and the city.
- Programs and services are high quality.
- Long-term training for personnel is valued.
- Committed personnel at all levels of the department.
- Overall, ICFD is a well-run organization...top to bottom.
- All interactions I've personally had with the FD have been positive. My dealings have mostly been with the Fire Marshal.
- The ICFD has done an exceptional job of planning for the future to be able to maintain complete coverage of the area they serve.
- The ICFD does an excellent job of working with the professional design community to coordinate the provision of fire safety systems within new and renovated buildings.

External Stakeholder Group Findings

- I trust our department and its leadership.
- Response time is excellent. Quality of care is excellent.
- Expertise of the members of the department appears to be fantastic.
- General perception is that city government, police, and fire departments are very well run.
- Staff is always very accessible for meetings.
- Staff is very open to ideas and suggestions to resolve a design issue.
- Staff is friendly and courteous on site visits.
- Always impressed with professionalism during annual equipment check tours of our facility.
- Love how willing they are to share “truck” tours with kids in the community.
- Have never had a negative interaction even when hearing news I’d prefer not to hear.
- Professional, well-trained providers.
- Communicates with the public well.
- Visible in the community as a resources, not just emergencies.
- Highly trained.
- Invested in the community and our state.
- Courtesy of personnel.
- Outreach to schools and community groups for public safety education.
- Wise use of facilities and equipment to improve response time.
- Well-trained staff.
- The Iowa City Fire Department has done a good job of amending their codes to provide for better safety of the residents and businesses.
- I think the fire department does an amazing job. They respond quickly when called and are competent in every way.
- They are easy to work with regarding code regulations.
- The fire department has a well-trained group of firefighters.
- Professional personnel.
- Appropriate response time.
- Effective and meaningful safety training.
- Everyone with the fire service that I have known or met/worked with has been very competent and a credit to their department.
- Fire department staff do an excellent job in training/providing classes on fire safety, equipment operations, and other topics.
- The leadership of the department is well trained and provide excellent direction and consultation.
- Fire department staff performing emergency medical related functions are well trained and carry out their duties in a very skilled way.
- Fire department staff are very helpful in identifying unsafe conditions.
- Very professional.
- All staff put themselves in danger for the community.
- Working here to gain much deserved respect from the community.

External Stakeholder Group Findings

- Any and all responses I have had to deal with have been professional and handled quickly and well.
- They are quality, community-oriented professionals who are great to deal with personally and professionally.
- My experience with the fire department is they have been above and beyond expectations.
- The fire department's response time has been excellent.
- Professionalism of the staff is excellent.
- They go above and beyond to deal with owners and tenants in a courteous manner but make everyone aware how serious it is.
- Best FD in Iowa!
- The willingness to learn the layout of the businesses in the area of the station house.
- If you have questions and can't answer at that time, they will get back to you either by phone or email.
- Always seem to have a positive outlook.
- Very professional staff!
- Easy to work with as an industry partner!
- Response to needs.
- Always there!
- Goes out of their way to help victims.
- Persistent.
- Seem to have good coverage of the area.
- Help when needed.
- Great during natural disasters.
- Great support thus far – willing to work well together to improve capability of each other.
- Open to coming on site for tours/reviews on a regular basis.
- Modern satellite stations.
- Build quality facilities.
- Are great and friendly people.
- Provide quality support facilities for their staff – equipment, living, exercise, etc.
- Are very respected in the community.
- FD leadership I know are very professional and proactive.
- FD staff are well trained and effective.
- I am very grateful that we have a top-quality department. Many cities out size do not.
- I appreciate the quality leadership of the staff. They chief and battalion leaders are superb.
- I appreciate the continued pursuit of excellence.
- Access to command staff by my company has been an asset.
- Responds to concerns.
- Station location for access to areas.
- Coordination and use of surrounding FD equipment and personnel.

External Stakeholder Group Findings

- Willingness to respond for standby at major events in the community.
- Sense of effective and competent leadership.
- Ability to respond quickly to ordinary emergencies.
- Sense of competent technical skill.
- Appearance of well-ordered fire stations and well-maintained equipment (appearance matters).
- In general, rapid response is very good.
- Staff always very friendly.
- Great job with plan review. Plans do not require changes at the end of projects like other jurisdictions.
- Great job of having proper people in the right jobs.
- Great job with assisting the university with training and training at Iowa City schools.
- Great job on getting feedback from the community and always working to improve.
- Fire department enjoys a favorable image in the IC community.
- Great leadership; great staff (90%).
- Excellent facilities (except main headquarters and station 3) for the most part.
- Equipment appears to be adequate (main apparatus).
- Positive public image.
- A positive collaborative environment and relationship with community response partners.
- Regularly visible within the public at schools, library programs, or simply jogging around downtown blocks.
- Courteous and professional staff.
- The fire department staff have always been fantastic when responding to incidents (primarily medical calls) at the public library. They are friendly, fast, compassionate to people they are serving.
- Have always been responsive and friendly.
- Professional organization.
- Well respected.
- Do a great job!
- Quick response, positive attitude to the public.
- Careful in traffic.
- Professional.
- Competent.
- Prepared.
- Available when needed.
- Work well with the community.
- Proactive, not reactive.
- Professional.
- Top-notch equipment.
- Work well with other departments and communities.

External Stakeholder Group Findings

- Certified department.
- Well trained for any contingency.
- Professional, committed staff.
- Effective and dependable.
- Very professional.
- Effective in community outreach.
- Always strive to improve!
- Plan reviews by the Fire Marshal and building department have been excellent.
- Response time.
- Equipment quality.
- Quality of staff.
- Training of staff.
- Medical response is great.
- Always seem to be in good shape. Have never heard anything bad so no news is good news.
- There has been a good response and understanding from the department when it comes to fire codes/laws in regards to special events.
- Personally, I have not needed the services of the department. Professionally, they have been called to our place of business – they were thorough and attentive when analyzing the situation.
- I think ICFD meets the expectations listed.
- Good response time.
- Great medical care when needed.
- Always willing to help.
- I think they do a good job being visible in the community.
- They do a good job keeping the stations and vehicles clean and looking good – prepared to help in emergencies.
- Decisive, fast response time to emergencies.
- Had two fires downtown – kept the damage to one building – containment great.
- Interaction with the public during building inspections is positive.
- Very polite and courteous out in public.
- Gives several tours and involved in the schools
- Usually in a positive light – seldom hear negatives about ICFD.
- They have and continue to work hard to achieve accreditation.
- Bomb threat response at Hills Bank in 2014 was excellent. Very clear and concise in guidance of response effort. Night and day from Linn County response to same bomb threat impacted offices in Linn and Johnson Counties.
- Great department.
- Personal – always kind, helpful.
- I have had personal fire experiences with the department. Handled very professionally.
- I like the fire and monitor suggestions and training for bars.

IOWA CITY FIRE DEPARTMENT STRATEGIC PLAN

2017-2021

External Stakeholder Group Findings

- Great community image.
- Responsive.
- The ICFD has consistently maintained response times to fires at a minimum based on the location of the stations.
- The leadership within the ICFD has been very strong and the recent transition at the fire chief level was handled very well.
- The ICFD appears to have a good relationship with the City of Iowa City management, which is important to the success of both parties.
- All Iowa City firefighters I've dealt with have been very impressive while performing their duties.

External Stakeholder Group Findings

Other Thoughts and Comments

The community was asked to share any other comments they had about ICFD or its services. The following written comments were received:

Other Community Comments (verbatim, no particular order)

- Thanks for the opportunity for so many of us to give our thoughts and opinions. It is very important to be that the public's thoughts are considered important, especially since I've been in a firefighter family for well over 30 years. Each individual firefighter is essential to the department. And they need to know the community is behind them in support, will "show them the money," and will respect the difficult job they do each and every day – often with a humility, a "I'm just doing my job" attitude. Thanks for this!!
- We have a great department, but everything can be improved. Would like to see better intergovernmental coordination/cooperation. Could be some savings to the taxpayers!!
- Thanks for the opportunity to participate. The department provides such an important service to the community.
- This is a quality department in a dynamic organization. Your service and programs are valued by the community. Thanks for all you do – everyday!
- Continue good work. Continue to work with the community to deliver good service and make regulations that do not inhibit growth, but keep folks safe.
- I've been blessed to not have needed "professional services" other than routine things so that that into account please. Thanks for the opportunity.
- It is hoped that we have a diverse workforce that is gender, racially, and culturally based to best meet the needs of our community.
- Iowa City is fortunate to have an excellent fire department and all citizens of Iowa City should want / and all I know do to continue with providing whatever resources the department needs to meet its multiple missions.
- How do plans/routes change when Washington Street is torn up in 2016? Can these plans be shared with business/property owners?
- I'm not sure how much time/budget there is for off-site training, but I have wanted to inquire about the possibility of doing training in my space and if the would actually be helpful in the even of an emergency.
- I am proud of the department and all they do.
- Very impressed. Thank you for all the hard work.
- As a department in one of the greatest communities, you are surrounded by a ton of resources and expertise. Don't hesitate to reach out and engage your partners with opportunities of requests. Working together, we can achieve the best results for all.
- Keep up the great work!
- Great group to work with.
- Seem to be well trained and knowledgeable.
- Great community members

External Stakeholder Group Findings

- I work for P&G. Would love to work more with the fire department to utilize each other to training ERT teams, incident response teams. Also if possible, any additional tours/feedback to ensure we are doing the correct things to prevent incidents from occurring. Any ideas on using the facility to support training would be welcome. If possible, any active shooter training or how to handle situations of this nature would be appreciated.
- When my house was struck by lightening, the FD was on the site very quickly and no significant damage was incurred, due to the fast response.
- Thank you for including city residents in this process.
- It is good to see the ICFD conduct programs such as this to aid in planning, staffing, and operations.
- I am surprised at how little negative comments on the fire department I have or have heard. It suggests the department is working very well.
- Would really like to see pressure put on other communities to improve their fire departments so ours is always readily available for Iowa City.
- Should identify those elements of the fire service that are meaningful to the community. Sense of security can result knowing what you're good at!
- Thank you for your service!
- Thank you for doing what you do!!
- Thanks for your concern!
- Continue to improve collaborative efforts.
- Explore medical responses and relationship with current county ambulance service.
- Doing a great job in the community. Keep it up!
- Can anything more be done to maximize economic return on investment by residents through lower insurance costs, etc.?
- Thanks for providing this opportunity.
- Our fire department is very good, well trained, well equipped, very professional, and does a great job. The medical response is wonderful and very professional.
- Thank you for including our organization in your program. Lunch was wonderful!
- I love the pancake breakfast at the fire station – lets the public interact with the department in a non-stressful environment – children can climb on the equipment and get a better understanding of the role as a fireman/woman.
- I really appreciate and admire our police and fire departments, but let's not overdo the whole "hero" thing. There are many public employees who affect our lives everyday in very positive ways. They sometimes work in the background in uncomfortable, undesirable, and dangerous conditions but don't get much recognition.
- Nothing but good things to say about the ICFD. Great group of people, very professional, we are lucky to have them. Always there when we need them. They all need a raise.
- Overall, I think they do an outstanding job and I would like to thank them for their service.
- Nothing to note at this time!
- Department appears to be very well managed.
- Much appreciate the ICFD! Always there when needed. Thank you.

External Stakeholder Group Findings

- If you are looking for a partner in any initiatives, don't hesitate to contact Hills Bank and Trust Co. We would love to help in education or other efforts.
- I think this department is very professional yet compassionate in their role in the community. I love knowing many of them – great staff!
- Thank you ICFD! Great job!

Mission, Vision and Values

All Iowa City Fire Department employees are guided by our mission, vision and values. The mission is the core purpose for why the Iowa City Fire Department exists. The vision is the description for where the department strives to be in the future. The vision should inspire and motivate. Values are the guiding principles for the organization. These are the essential and enduring principles.

With insight garnered during the process, the internal stakeholders reviewed the mission, vision and value statements for current and future relevance—the mission statement remained the same, while the vision and value statements were revised to provide a more clear picture of the department and what it aims to be.

Our Mission

The mission of the Iowa City Fire Department is to protect our community by providing progressive, high quality emergency and preventive services.

Our Vision

The Iowa City Fire Department will be recognized as a national leader in our profession and as role models in our community. We will be an exemplary, service driven organization in providing emergency and preventive services with exceptional leadership, state of the art resources, and a healthy, highly trained, and motivated workforce. We will stay true to our values and inspire one another in our pursuit of excellence.

Our Values

As an organization, we uphold the following values:

Accountability: We are accountable to each other and the community we have sworn to serve.

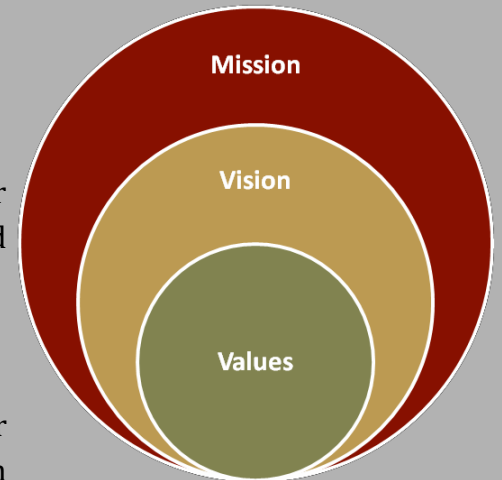
Innovation: We encourage the advancement of our services and programs through inquiry, evaluation, problem solving and continual improvement.

Professional Excellence: We are dedicated to the pursuit of excellence and the demonstration of high professional standards.

Respect: We believe in the dignity of every individual and value all members of the community and organization.

Teamwork: We are committed to a teamwork environment where every stakeholder is a valued contributor to our success .

Trustworthiness: We embolden trustworthiness as it encompasses such qualities as honesty, integrity, loyalty and reliability.



Internal Stakeholder Group Findings

Internal stakeholder input was obtained utilizing a two-step approach designed to encourage maximum participation in the process. First, department members were invited to complete a brief online survey. Next, department members were invited to participate in four group planning sessions facilitated by the University of Iowa Institute of Public Affairs. The internal survey and work sessions served to discuss the department's approach to community-driven strategic planning, with focus on the mission, vision, values, core programs, and supporting services, as well as the agency's perceived strengths, weaknesses, opportunities, and threats.

In the process of strategic planning, the following are important:

- to review the department's history, culture and evolution;
- to identify the current status of the department; and
- to determine where and what the department desires to be in the future.

The online survey and planning sessions generated a high level of interest and participation from all levels and assignment areas of the organization. A total of 38 personnel completed the online survey and 31 personnel participated in the face-to-face meetings. The level of participation and invaluable insights of ICFD members were essential in helping to develop this quality plan.

Internal Stakeholder Group Findings

The ICFD internal stakeholders identified the following core programs provided to the community, as well as the services that enable the agency to deliver their core programs:

Core Programs

Response	Community Risk Reduction	Preparedness
<ul style="list-style-type: none"> • Fire Suppression • Emergency Medical Services • Technical Rescue Services • Hazardous Materials Mitigation 	<ul style="list-style-type: none"> • Public Education • Fire Prevention • Fire Investigation • Code Enforcement • Data Collection and Analysis 	<ul style="list-style-type: none"> • Training and Education • Natural/Man-made Incident Planning

Support Services

• Training	• Physical Resources
• Physical Resource Maintenance	• Facilities
• Human Resources	• Apparatus
• Finance	• Tools and Equipment
• Information Technology Services	• Legal
• City Clerk	• Neighborhood Development Services
• Public Works (Water, Engineering, etc.)	• Law Enforcement
• Ambulance Service (paramedics)	• Clerical—Accounting/Payroll
• Dispatch	• Contract Services
• University of Iowa	• Medical Community
• IAFF Local 610	• Employee Assistance Program
• Utilities	• Mutual Aid
• Community Support Services	• Non-profit Organizations
• Johnson County EMA	• Social Services
• Local, State, Federal Government	• Family

Internal Stakeholder Group Findings

S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis is designed to have an organization candidly identify its positive and less-than-desirable attributes. Internal stakeholders participated in this analysis and recognized its strengths and weaknesses, as well as the possible opportunities and potential threats.

Strengths

It is important for any organization to identify its strengths in order to assure that it is capable of providing the services requested by the community and to ensure that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time. Through a consensus process, the Internal Stakeholders identified the strengths of the ICFD as follows:

- Quality personnel – highly trained, educated, smart, capable
- Human performance – mental and physical
- Top notch equipment/apparatus
- Facilities
- Accreditation
- Quality training
- Quality leadership
- Commitment to innovation, experimentation
- Continuous re-evaluation
- Health/wellness initiative; fitness program
- Size of department allows for adaptability
- Excellent labor-management relations
- Interdepartmental support
- Diverse service providers
- Excellent support by the community/community goodwill/positive public opinion
- Growing community
- University of Iowa
- Great environment from top to bottom

Internal Stakeholder Group Findings

Weaknesses

Performance or lack of performance within an organization depends greatly on the identification of weaknesses and how they are confronted. While it is not unusual for these issues to be at the heart of the organization's overall concerns, it is unusual for organizations to be able 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 functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the Internal Stakeholders as weaknesses:

- As a result of development, long response times
- Limitations due to size of department – number of personnel
- Current resources spread thin/resource allocation
- Inability to establish Effective Response Force (ERF) for high/special risk
- Understaffed/overextended Bureau
- Officer Leadership program
- Diverse services provided
- Staffing relatively homogeneous
- Lack of wellness fitness
- Limitations to full use of Mobile Data Computers (MDC's)
- Value education but do not promote it/lack of employer support
- Communicating and enforcing expectations
- Relations with Human Resources Department
- City policies (e.g., maternity leave)
- Tracking operational metrics
- Tac 10
- Marketing
- Partnerships (ex. Fuel)
- Inconsistency
- Lack of clerical help
- Social media
- University of Iowa

Internal Stakeholder Group Findings

Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. 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. The internal stakeholders identified the following potential opportunities:

- New training facility
- Higher level of EMS service to the community
- Squad concept for EMS/Level of Care
- Growth of Iowa City; regional development
- Resource allocation
- Expanding services
- Fire training with neighboring departments
- Work/training with other agencies
- Human performance
- Public education – more interaction
- Partnerships – public/private
- Community support
- Community engagement
- Marketing/branding
- Full use of MDC's
- Social media
- Self-inspection for businesses
- University of Iowa
- Fire Ops 101

Internal Stakeholder Group Findings

Threats

To draw strength and gain full benefit of any opportunity, the threats to the organization, with their new risks and challenges, must also be identified in the strategic planning process. By recognizing possible threats, an organization can greatly reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the Internal Stakeholders were as follows:

- Growth of Iowa City; regional development
- Future City budget constraints – impact on ICFD budgets
- Increasing call volumes – “frequent flyers”
- Aging facilities
- Dispatch system
- Geographic/population growth
- Job-related illnesses
- Uninformed influences on staffing levels
- Human performance
- Lack of officer interest in promotional opportunities
- Political environment
- Social environment
- Public perception
- Growing numbers of homeless/mental health population – impact on calls for service
- Impact on morale due to potential new legislation
- Social media
- Soft target for attacks
- University of Iowa

Initiatives, Strategies and Action Steps

Critical Issues and Service Gaps

After reviewing ICFD’s core programs and support services, and identifying internal strengths and weaknesses along with external opportunities and threats, the internal stakeholders identified the following as critical issues and service gaps of paramount importance:

Critical Issues

Staff Development—Training and Education	Human Resource—Staffing
Fire Prevention/Code Enforcement/Fire Investigation	Service Delivery—Jurisdiction and Region
Physical Resources	Inter-departmental/Inter-governmental Relations

Strategic Initiatives

Having reviewed ICFD’s critical issues and service gaps, the following strategic initiatives and goal statements were identified as the foundation for the development of strategies and action steps:

Leadership

Develop the leadership abilities of Iowa City Fire Department employees at all levels.

Training and Education

Create a personnel development program to give all employees tools for improvement.

Health and Wellness

Provide for the health, safety and wellness of all Iowa City Fire Department employees.

Diversity

Ensure that diversity, inclusion and cultural competency are integral to the way the department functions, both internally and externally.

Community Outreach and Partnerships

Foster community outreach and agency partnerships to strengthen department services.

Resource Management

Maintain a high quality level of service to the community through ongoing workforce development and the maintenance and acquisition of physical resources (apparatus, equipment, facilities & technology).

Fire Prevention/Public Education/Code Enforcement

Enhance fire prevention bureau and code enforcement programs.

Initiatives, Strategies and Action Steps

In order to achieve the mission of the Iowa City Fire Department, realistic goals, objectives and action steps must be established. The parameters used by the planning team in the development of the goals, strategies and action steps included the requirements that they be:

- **Aligned with the mission, vision and values of the department**
- **Aligned with City Council strategic initiatives**
- **Achievable**
- **Measurable**
- **Built on consensus**

As goals and strategies are management tools, they must be evaluated and updated on an ongoing basis to identify what has been accomplished and to note changes within the community and the organization. The attainment of a performance target should be recognized and celebrated to provide a sense of organizational accomplishment.

The goals and strategies now become the focus of the efforts of the department. Care was taken by the planning team to ensure that the critical needs and areas of needed enhancement previously identified were addressed within the goals and strategies.

By following these goals and strategies carefully, the department can be directed into its desired future. These established goals and strategies should also greatly reduce the number of obstacles and distractions for the department and its members.

The internal stakeholders set timelines for completion of objectives supporting the goals. The ICFD leadership team will periodically to review progress toward these goals and strategies and adjust timelines as needs and the environment change.

Human Resources Development—Leadership

Goal: Develop the leadership abilities of Iowa City Fire Department employees at all levels.

Strategy 1:

Establish a formal Leadership Development Initiative throughout all levels of the organization.

Action Steps

1. Develop and deliver leadership training relevant to chief and company officers with measurable outcomes and defined expectations.
2. Develop leadership training for all department employees with measurable outcomes and defined expectations.

STRATEGY 2:

Enhance department resources for leadership training and mentoring.

Action Steps

1. Prioritize leadership development opportunities.
2. Partner with professional leadership groups to provide education.
3. Incentivize the development of leadership skills as part of the promotional process.

STRATEGY 3:

Delegate decision making authority at the appropriate level in the organizational structure to empower and include all employees.

Action Steps

1. Evaluate business processes to identify areas of authority and responsibility that can be delegated and provide a formal report.
2. Review delegated areas of authority for effectiveness and revise policies and procedures as necessary
3. Seek employee ideas on cost reduction, service improvement, and problem-solving.

Human Resources Development—Training & Education

Goal: Create an employee development program to give employees and supervisors tools for improvement.

Strategy 1:

Develop a comprehensive training model for all department employees.

Action Steps

1. Utilize the standing training committee to produce a comprehensive and sequenced annual training plan that meets department and individual needs.
2. Identify and prioritize annual training to meet department identified areas of emphasis.
3. Annually evaluate the effectiveness of the plan and provide a formal report.
4. Analyze current skill sets and identify areas for cross-training and/or advancement training.
5. Institutionalize performance-based evaluation criteria for individual, company and multi-company operations.

STRATEGY 2:

Deliver training that is effective, efficient, and accessible.

Action Steps

1. Identify complementary or alternative methods for training delivery, evaluate their effectiveness, and provide a formal report.
2. Annually evaluate the effectiveness of training delivery and provide a formal report.

STRATEGY 3:

Evaluate and revise department policies, materials, and procedures to promote individual employee development.

Action Steps

1. Update and consolidate policies, procedures, reference materials, and training libraries to reflect current standards and practices.
2. Ensure that departmental policies and practices are clear, consistent and well communicated.
3. Examine the feasibility of establishing training standards and competencies related to all disciplines and skill sets.
4. Develop task books related to all skill sets.

Training & Education (continued)

Goal: Create an employee development program to give employees and supervisors tools for improvement.

Strategy 4:

Promote personal accountability, growth and development, and the meeting of workplace expectations for all employees.

Action Steps

1. Provide on-going personnel management training for supervisors.
2. Evaluate individual accountability through performance evaluations.
3. Evaluate opportunities for educational assistance programs.

Health and Wellness

Goal: Provide for the health, safety and wellness of all Iowa City Fire Department employees.

STRATEGY 1: Enhance the health and wellness of all department employees.

Action Steps

1. Update the comprehensive health and wellness program with an emphasis on education.
2. Establish baselines for time loss to determine whether participation in a health and wellness program reduces time loss for illness and injury.
3. Partner with other agencies to promote a holistic health and wellness program for department members.

STRATEGY 2: Reinforce health and safety practices to reduce safety related incidents.

Action Steps

1. Evaluate the effectiveness of the pre-incident planning program and make recommendations for improvement.
2. Educate firefighters regarding their health and safety responsibilities and emphasize the importance of injury prevention.
3. Support members' successful disability rehabilitation to meet applicable city, state, federal and fire department standards.
4. Develop recommendations to identify, reduce, or eliminate firefighter safety hazards.

STRATEGY 3: Establish and maintain programs that promote and sustain the health and wellness of all Iowa City Fire Department members to reduce the likelihood of firefighter injury and death.

Action Steps

1. Utilize Health and Safety advisory committee as a standing committee to direct wellness and fitness programs.
2. In partnership with Local 610, establish performance objectives and annually evaluate the fitness levels of all department members.
3. Annually evaluate the effectiveness of the health and wellness plan.
4. Annually evaluate the Wellness Fitness Initiative.

Diversity

Goal: Ensure that diversity, inclusion and cultural competency are integral to the way the department functions, both internally and externally.

STRATEGY 1:

Ensure a workplace environment that welcomes and supports diversity among its employees.

Action Steps

1. Encourage diversity and inclusion effort at all levels of the department.
2. Increase employee awareness regarding the benefits of a diverse workforce and how to create and maintain a culture of mutual trust and respect.
3. Provide education to ensure employee awareness of the value of diversity.

STRATEGY 2:

Support members in delivering services within Iowa City's multicultural community.

Action Steps

1. Provide opportunities for members to develop a high level of cultural competency in working with multicultural communities.
2. Promote our diversity plan.

STRATEGY 3:

Promote the recruitment of men and women of diverse backgrounds.

Action Steps

1. Develop and implement an ongoing, targeted recruitment effort that effectively promotes diversity.
2. Increase educational and community outreach activities to underrepresented populations in Iowa City.
3. Review the firefighter application process with the Civil Service Commission to identify barriers to recruitment of a diverse applicant pool.
4. Encourage individuals of diverse backgrounds to seek promotions.

Community Outreach and Partnerships

Goal: Foster community outreach and agency partnerships to strengthen department services.

STRATEGY 1:

Promote Iowa City Fire Department's involvement in community outreach.

Action Steps

1. Develop a community outreach plan, to include regular department participation at neighborhood and community meetings and events.
2. Prioritize established Emergency Operations time commitments to allow for community outreach.
3. Maintain a central coordinating system for tracking community outreach and report on outreach activities on a regular basis.
4. Designate a community outreach contact for each response district/shift with clear expectations of their role.

STRATEGY 2:

Cultivate partnerships with other organizations to support department services.

Action Steps

1. Evaluate current agency partnerships for effectiveness and increased opportunity and provide a formal report.
2. Establish a regular, frequent communication mechanism with partner agencies.
3. Create new agency partnerships where a mutually beneficial goal can be identified.
4. Utilize partnerships to solve problems, expand services, and inform decision-making.

STRATEGY 3:

Continue research to identify the opinions and priorities of the community, and their awareness and support for current and proposed department programs.

Action Steps

1. Conduct community surveys.
2. Use survey results to better inform our community outreach efforts.
3. In partnership with Local 610, evaluate the opportunity to conduct the Fire Ops 101 program.
4. Prepare for and make application to CFAI in 2017, for accredited agency review in 2018.
5. Develop and implement a marketing and communications plan to provide a clear understanding of agency activities and service offerings.
6. Ensure core programs meet jurisdictional and regional service delivery demands and needs.

Resource Management

Goal: Maintain a high quality level of service to the community through ongoing workforce development and the maintenance and acquisition of physical resources (equipment, apparatus, facilities and technology).

STRATEGY 1:

Adopt long-term human resources and fixed facilities plans.

Action Steps

1. Ensure a thorough and comprehensive examination of the staffing and deployment analysis in the Standards of Cover document – Training Tower, Station 3 Relocation, Station 5, Station 6.
2. Develop land acquisition and design plans.
3. Submit capital improvement program funding requests as appropriate.
4. Evaluate staffing requirements and identify funding alternatives.
5. Conduct a staffing analysis that considers the department's size, structure, skill levels and demographics relative to community needs and national standards.

STRATEGY 2:

Plan for long term asset sustainability.

Action Steps

1. Maintain a comprehensive life cycle replacement schedule for personal protective and other equipment.
2. Maintain a vehicle replacement plan to ensure quality apparatus.
3. Develop a quality maintenance plan for facilities.
3. Prepare the department for an improved Public Protection Classification rating by the Insurance Services Office (ISO) and request a reevaluation.

STRATEGY 3:

Conduct periodic evaluations of the deployment model and revise the model as needed.

Action Steps

1. Annually review and evaluate the deployment model.
2. Establish and prioritize deployment outcome objectives such as reducing response times, and optimizing coverage to high risk areas and target populations.
3. Compile historical data, perform trend analysis and forecast deployment workloads.
4. Develop recommendations for power staffing during peak response periods and special events.
5. Evaluate automatic-aid opportunities to enhance effective response force capabilities.
6. Adjust alarm assignments for high and special risk occupancies based upon critical task resource requirements and the three axis risk assessment methodology.
7. Monitor and report how often and for how long all units are committed to emergency response leaving no units available for additional calls for service.

Resource Management (continued)

Goal: Maintain a high quality level of service to the community through ongoing workforce development and the maintenance and acquisition of physical resources (equipment, apparatus, facilities and technology).

STRATEGY 4:

Effectively manage responses to non-emergency calls for efficient use of department resources while maintaining quality service delivery.

Action Steps

1. Establish a group to define non-emergency events and collect historical data to use in the analysis.
2. Survey other jurisdictions and document alternative strategies for reducing non-emergency calls.
3. Conduct analysis and develop a specific process to reduce non-emergency calls.

Fire Prevention/Public Education/Code Enforcement

Goal: Enhance fire prevention bureau and code enforcement programs.

STRATEGY 1:

Adopt a long-term human capital/workforce plan.

Action Steps

1. Analyze the current program and compile a report identifying outlining the number of personnel needed to achieve the desired level of services.
2. Identify funding opportunities to provide program sustainability.
3. Consider staffing alternatives that will meet service delivery objectives.

STRATEGY 2:

Improve efficiency of enforcement operations.

Action Steps

1. Evaluate current interagency shared technology and systems to improve data sharing.
2. Employ a technology based solution to make pre fire plans more accessible and more user friendly.

STRATEGY 3:

Update the fire code.

Action Steps

1. Conduct community surveys.
2. Use survey results to better inform our community outreach efforts.
3. Consider greater application of permitting and permit fees to improve code compliance.
4. Review and revise local amendments to the IFC prior to the adoption cycle.

STRATEGY 4:

Develop programs for identified at-risk populations.

Action Steps

1. Conduct community surveys.
2. Use survey results to better inform our community outreach efforts.
3. Use local data to target outreach campaigns.
4. Pursue collaborative efforts with the University of Iowa to provide on-line fire and life safety education for incoming students.

Plan Implementation

Performance Measurement—Managing for Results

As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output.

In order to establish that the ICFD’s strategic plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as “Managing for Results,” will be utilized, which is based upon the following:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

A “family of measures” that is typically utilized to indicate and measure performance includes the following:

Inputs—Value of resource used to produce an output.

Outputs—Quantity or number of units produced which is activity- oriented and measurable.

Efficiency—Inputs used per output (or outputs per input).

Service Quality—The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.

Outcome—Qualitative consequences associated with a program/service; i.e., the ultimate benefit to the customer. Outcome focuses on the ultimate “why” of providing a service.

The Success of the Strategic Plan

ICFD has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the agency during the development stage of the planning process. The agency utilized professional guidance and the community-driven strategic planning process to compile this document. The success of ICFD’s Strategic Plan will not depend upon implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, membership of the agency, and the community at-large.

The ICFD strategic plan creates a platform for a wide range of beginnings. This plan will come to life by being shared, debated, and implemented in the context of organizational realities. The final step in the community-driven strategic planning process is to develop organizational and community commitment to the plan. Everyone who has a stake in the present and the future of the ICFD also has a role and responsibility in this strategic plan.

IOWA CITY

FIRE DEPARTMENT

STRATEGIC PLAN 2017-2021

