

# IOWA CITY

## Fire Department



FY2011 - FY2016 Strategic Plan



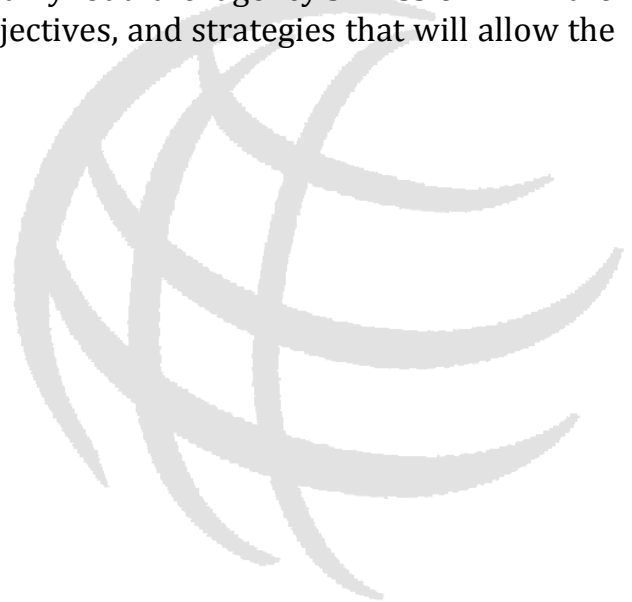
## Introduction

The Iowa City Fire Department (ICFD) provides fire suppression, rescue and emergency medical services, hazardous materials mitigation, fire inspection, fire investigation, and public education to the city of Iowa City. The ICFD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and is currently pursuing reaccreditation through the Commission on Fire Accreditation International (CFAI).

In an effort to work toward self-improvement, the ICFD contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the department's path into the future - this 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* 8<sup>th</sup> Ed., and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the Community-Driven Strategic Planning process to go beyond just the development of a document. It challenged the membership of the ICFD to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the "team." Furthermore, it provided the membership with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the department's external and internal stakeholders' groups performed an outstanding job in committing to this important project and remain committed to the document's completion.

The Iowa City Fire Department's Strategic Plan sets forth a comprehensive vision and mission statement that provides the agency with a clear path into the future. Additionally, this strategic plan identifies the core values that embody how the agency's members, 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.



# **IOWA CITY FIRE DEPARTMENT STRATEGIC PLAN**

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## Organizational Background

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 63,200 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 56 full-time firefighters from three stations (Station 4 anticipated in 2011), with three engine companies, one rescue/truck company, and a command vehicle. In addition to responding to over 4,000 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.



While demonstration is apparent via international accreditation, the department is committed to continuous improvement through education and training. The ICFD regional training center articulates with the Iowa Fire Service Training Bureau, Kirkwood Community College, and the Johnson County Mutual Aid Association. Community involvement is also a top priority as the ICFD participates in/with projects, such as fire safety education, fire station tours, juvenile firesetters intervention, a mobile fire safe house, a mobile fire sprinkler trailer, ride-along program, the Safety Village, and is a co-leader with Mercy Hospital of the Johnson County SAFE KIDS Coalition.

### Definition of a Community-Driven Strategic Plan

The fire service has entered into a very competitive evolutionary cycle. Public demands continue to increase, while dollars and other resources continue to shrink. These trends place increased pressure on the modern fire service manager, policymakers, and full-time staff to develop ways to be more effective and more efficient. In many cases, the public is demanding the accomplishment of specific goals, objectives, and services with fewer resources. To work more efficiently with available resources, organizations must establish their direction based on constructive efforts while eliminating programs that do not serve the community.

To ensure that community needs were incorporated, the Community-Driven Strategic Planning process was used to develop the ICFD Strategic Plan. Businesses employ this type of process to identify market trends, allowing the service provider to focus resources while reducing risk and wasted effort - this process was adapted to meet the ICFD's specific needs.

This document is the result of several strategic planning sessions and includes valuable community input.

### What is a Strategic Plan?

It is a living management tool that:

- Provides short-term direction
- Builds a shared vision
- Sets goals and objectives
- Optimizes use of resources

***"What we have to do today is to be ready for an uncertain tomorrow."***

Peter F. Drucker,  
Professor of Social Science  
and Management

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. A sense of urgency pervades the customer-driven organization.

Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. The planning process should be flexible and dynamic. New information from customers, like-providers, and life changes are to be factored into the planning process. ***The strategic plan should be an operationally useful document.***

Community-Driven Strategic Planning creates a platform for a wide range of beginnings. The approach comes to life by being shared, debated, and implemented in the context of organizational realities.

Successful organizations, from government agencies to Fortune 500 companies, have recognized that attaining customer focus is essential. Aware of this necessity, public safety agencies must strategically plan how they will deliver high-quality products and services to the public and their other customers through better, faster, and less expensive programs.

Once their strategic goals are established, agency leaders must establish performance measures, for which they are fully accountable, to assess and ensure that their departments and agencies are, indeed, delivering on the promises made in their strategic plans. Goodstein, Nolan, & Pfeiffer define Strategic Planning as

*a continuous and systematic process*

*where the guiding members of an organization make decisions about its future,*

*develop the necessary procedures and operations to achieve that future, and*

*determine how success is to be measured.<sup>1</sup>*

The U.S. Federal Consortium Benchmarking Study Team goes on to explain that to fully understand strategic planning, it is necessary to look at a few key words in the strategic planning definition:

- **continuous** refers to the view that strategic planning must be an ongoing process, not merely an event to produce a plan;
- **systematic** recognizes that strategic planning must be a structured and deliberate effort, not something that happens on its own;
- **process** recognizes that one of the benefits of strategic planning is to undertake thinking strategically about the future and how to get there, which is much more than production of a document (e.g., a strategic plan);
- **guiding members** identifies not only senior unit executives, but also employees. (It also considers stakeholders and customers who may not make these decisions, but who affect the decisions being made.);
- **procedures and operations** means the full spectrum of actions and activities from aligning the organization behind clear long-term goals to putting in place organizational and personal incentives, allocating resources, and developing the workforce to achieve the desired outcomes; and
- **how success is to be measured** recognizes that strategic planning must use appropriate measures to determine if the organization has achieved success.

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<sup>1</sup> Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*

Most importantly, strategic planning can be an opportunity to unify the management, employees, stakeholders, and customers through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and levels will measure success.

## Where Does the Community Fit into the Strategic Planning Process?

For many successful organizations, the voice of the community drives their operations and charts the course for their future. Companies, as well as state and city governments, have begun focusing on their community of customers as one of the key motivators in planning for the future.

A "community-driven organization" is defined as one that

*maintains a focus on the needs and expectations, both spoken and unspoken,  
of customers, both present and future,  
in the creation and/or improvement of the product or service provided.<sup>2</sup>*

Again, it will be useful to use the U.S. Federal Consortium Benchmarking Study Team's definitions of the specific terms used in the above definition:

- **focus** means that the organization actively seeks to examine its products, services, and processes through the eyes of the customer;
- **needs and expectations** means that customers' preferences and requirements, as well as their standards for performance, timeliness, and cost, are all input to the planning for the products and services of the organization;
- **spoken and unspoken** means that not only must the expressed needs and expectations of the customers be listened to, but also that information developed independently "about" customers and their preferences, standards, and industry will be used as input to the organizational planning; and
- **present and future** recognizes that customers drive planning and operations, both to serve current customers and those who will be customers in the future.

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<sup>2</sup> Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-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 those aspects of the organization and its services the community views positively.
6. Develop the Mission Statement, giving careful attention to the services currently provided and which logically can be provided in the future.
7. Establish 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. Establish realistic goals and objectives for the future.
13. Identify implementation tasks for each objective.
14. Develop a Vision of the future.
15. Develop organizational and community commitment to the plan.



### Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges Iowa City Fire Department's External and Internal Stakeholders for their participation and input into the "Community-Driven Strategic Planning Process." The CPSE also recognizes Fire Chief Andy Rocca for his leadership and commitment to this process.

Development of the ICFD's Strategic Plan took place in April 2010, during which time representatives from the CPSE and the ICFD held an open meeting where members of the public, or external stakeholders, were invited.

Valuable commentary and useful concerns were collected. Discussion at the meeting revolved around customer concerns, expectations, and comments about the agency. The agency and the CPSE expresses a special 'thank you' to community members who contributed to the creation of this strategic plan, as it was truly a team effort. Those present at this meeting were as follows:

**Table 1: IOWA CITY FIRE DEPARTMENT External Stakeholder Group**

<i>Azeem Ahmed</i>	<i>Doug Alberhasky</i>	<i>Steve Atkins</i>	<i>Joyce Barker</i>
<i>Lary Belman</i>	<i>Dean Borg</i>	<i>Robert Boyd</i>	<i>Bill Brandt</i>
<i>Dan Brown</i>	<i>Nancy Carlson</i>	<i>Susan Craig</i>	<i>Helen Dailey</i>
<i>Jeff Davidson</i>	<i>Lyra Dickerson</i>	<i>Bob Elliott</i>	<i>Judy Pfohl</i>
<i>Butch Forbes</i>	<i>Rick Fosse</i>	<i>Karin Franklin</i>	<i>Laurie Haman</i>
<i>Jerry Hansen</i>	<i>Sam Hargadine</i>	<i>Mike Hartley</i>	<i>Matt Hayek</i>
<i>Dawn Hays</i>	<i>Dale Helling</i>	<i>Keith Hemingway</i>	<i>Tracy Hightshoe</i>
<i>Polly Horton</i>	<i>Paula Jantz</i>	<i>Casey Jones</i>	<i>David Kacena</i>
<i>Gary Kinsinger</i>	<i>Carl Klaus</i>	<i>Ron Knoche</i>	<i>Mary Knudson</i>
<i>Ernie Lehman</i>	<i>John Linder</i>	<i>Stephen Locher</i>	<i>Nick Loney</i>
<i>Bruce McAvoy</i>	<i>Bill Mishler</i>	<i>Dennis Mitchell</i>	<i>Lyle Muller</i>
<i>Boyd Murray</i>	<i>Rebecca Nades</i>	<i>Sandy Pickup</i>	<i>Lane Plugge</i>
<i>Lonny Pulkrabek</i>	<i>Bill Reagan</i>	<i>Roger Reilly</i>	<i>Rudi Rencher</i>
<i>Steven Rohrbach</i>	<i>Daryl Russ</i>	<i>Annette Scheib</i>	<i>Kay Seery</i>
<i>Glenn Siders</i>	<i>Dale Simon</i>	<i>Brady Smith</i>	<i>Terry Smith</i>
<i>Jan Solioroff</i>	<i>Tom Struve</i>	<i>Tim Sullivan</i>	<i>Roger Sweeting</i>
<i>Bruce Teague</i>	<i>Michael Tharp</i>	<i>Rich Vedepo</i>	<i>Tom Vrbn</i>
<i>Jean Walker</i>	<i>Lucy Wiederholt</i>	<i>Cathy Wilcox</i>	<i>Joel Wilcox</i>
<i>Dion Williams</i>		<i>Glen Winekauf</i>	

## External Stakeholder Group Findings

A key element of the ICFD's organizational philosophy is having a high level of commitment to customers, as well as recognizing the importance of customer satisfaction. Therefore, the agency asked representatives from their community to participate in a meeting which would focus on their needs and expectations of the agency. Discussion centered not only on the present services provided, but also on priorities for the future.

### *Customer Priorities*

In order to dedicate time, energy, and resources on services most desired by its customers, the ICFD needs to understand what the customers consider to be their priorities. The External Stakeholders were asked to prioritize the services offered by the agency through a process of direct comparison.

**Table 2: Customer Service Priorities of the IOWA CITY FIRE DEPARTMENT**

SERVICES	RANKING	SCORE
Fire Suppression	1	433
Emergency Medical Services	2	370
Technical Rescue	3	327
Fire Prevention	4	229
Hazardous Material Mitigation		229
Fire Investigation	6	150
Public Fire/EMS Safety Education	7	112
Domestic Preparedness, Planning, and Response	8	108

### *Customer Expectations*

Understanding what the community expects of its fire and emergency services organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the customer needs. In certain areas, education on the level of service that is already available may be all that is needed. Following are the expectations of the community's External Stakeholders:



**Table 3: Verbatim Customer Expectations of the IOWA CITY FIRE DEPARTMENT  
(in priority order)**

1. Quick response.
2. To be courteous and professional at all times.
3. To be highly trained.
4. Knowledgeable about their job.
5. Firefighters in excellent physical condition to meet safety needs.
6. Service oriented.
7. Available to the public.
8. Highly dedicated.
9. To provide quality inspections with trained inspectors.
10. To have quality, up-to-date apparatus.
11. To utilize efficient and modern fire suppression practices.
12. The firefighters should have all essential equipment and facilities.
13. To value life and safety above property.
14. To have a community presence.
15. To keep the safety and welfare of the citizens first.
16. To rank at the top in terms of technical expertise.
17. To communicate with the community about the types of services that the department provides.
18. To safeguard the citizens of Iowa City.
19. To be friendly.
20. To keep owners apprised of the situation.
21. To be dependable.
22. To demonstrate trustworthiness in all that is done.
23. To be caring.
24. At, or above, nationally established response times.
25. Community outreach.
26. To be a strong advocate and enforcement agent in preventing fires.

27. Safety of people should be number one.
28. To treat everyone equally, respectful, and with appropriate language.
29. To have equally good response times for all members of the Iowa City area.
30. Professional response from staff.
31. To provide a coordinated, effective emergency response.
32. To take control of the situation.
33. To have access to the equipment needed to do their job.
34. To have the community's respect.
35. To schedule inspections.
36. To be polite and have non-condescending attitudes.
37. To have a properly sized force.
38. Responsive to community priorities.
39. Utilization of taxpayer dollars to the fullest extent.
40. To provide the City Council with updates on prevention with code suggestions.
41. To have an even-handed approach to promulgation and enforcement of fire safety ordinances that balance property rights with fire safety.
42. Members should provide a good appearance.
43. Both technical and psychological response knowledge.
44. Strong and knowledgeable leadership.
45. The ability to organize and collaborate in natural disasters.
46. Effective monitoring of code compliance.
47. Honoring and respecting people's rights.
48. To be able to work as a team.
49. To have a non-judgmental attitude.
50. Quick resolution of problems.
51. Industry leading technical expertise in hazardous materials response and operations.
52. To educate the public of dangers.
53. To respect the community and its individuals.
54. Good pay, benefits, vacation and retirement for our firefighters.
55. Balance demands for service with fiscal restraint.
56. Establish open communications with the community.
57. Understand that they are part of a much larger picture.
58. Efficient and effective use of funds.
59. To work effectively with other public safety agencies.
60. Sufficient stations, staffing, and equipment to provide excellent coverage.
61. Be friendly to the local business community.
62. Cooperate with other agencies with a team-spirit.
63. Increase coverage in our community.
64. Staffing to reflect the makeup of the community.
65. Work well with other city departments.
66. Assess levels of risk, with costs to address them, and the expected benefits.
67. Share training with other city departments.
68. Rescue people and animals from dangerous situations.





69. Education on prevention.
70. Ensure minimal property damage.
71. Be respectful of character and the uniqueness of neighborhoods.
72. Be hardworking.
73. Adaptable.
74. Look at services through a taxpayer's eyes.
75. Recruitment of persons of all ethnic, economic, and gender backgrounds.
76. Dedication to improvement.
77. Open communications with the public.
78. Seek financial funding sources beyond the community.
79. Act with integrity.
80. Willingness to work with City and State representatives.
81. Non-discriminatory.
82. Be more aligned with the customers than with your colleagues.
83. Be accountable.
84. Be prepared.
85. Inspect for fire code violations and then educate the business owner.
86. Medically up-to-date and expeditious support to EMS operations.
87. Good stewardship of its resources.

## External Stakeholders providing feedback



### *Areas of Customer Concern*

The Community-Driven Strategic Planning Process would fall short and be incomplete without an expression from the customer regarding concerns about the agency. Some areas of concern may in fact be a weakness within the delivery system. However, some weaknesses may also be misperceptions based upon a lack of information or incorrect information.

**Table 4: Verbatim Areas of Customer Concern of the IOWA CITY FIRE DEPARTMENT**  
(random order)

• When there are disasters, do we have enough fire department personnel? Doesn't the City need to provide more full time employees?
• Shouldn't the HAM radio operators be included in your preparedness training? In big disasters, phones don't work and you may need them.
• Response times to certain areas.
• More transparency in fire reports of reasons for fires/not letting politics interfere with working with the public to deal with issues.
• Does Iowa City provide enough fire stations?
• Failure to return calls when asking about outreach programs.
• When outreach activities are scheduled, the activity ends when they are called away, costing the business time and money. Can outreach programs be separate from being on-call during scheduled times?
• Sometimes overzealous with code requirements.
• Proper manpower?
• Is the department adequately funded? (e.g.: staff, equipment)
• Maintenance of up-to-date equipment.
• Acquisition of state-of-the-art equipment.
• Recruitment of best qualified diverse pools from which to hire new staff.
• That it is so big that it is impersonal – "circling the wagons" with other colleagues rather than projecting attention outward to the clients/patients with their concerns.
• Do they have adequate staffing and facilities for our growing community?
• Do they receive cultural sensitivity training for ethnic neighborhoods?
• Constraints of budget concerns and impact on services provided – public's awareness of response times as Iowa City expands in area and number of residents and what to do to better service.
• Maintain proper levels of staffing.
• Politicization of building fire stations.
• Make sure vehicles are properly maintained.
• Make sure facilities are maintained.
• Appropriate funding to do the work well.
• Poor support provided to the ICFD by council to effectively preserve life and property.
• Overcrowding of the ICFD physical plant to work effectively.
• Funding to cover needed facilities, staffing, equipment.
• Keep training up-to-date.



- Keep manpower to highest level as possible.
- Keep equipment up-to-date.
- Response times to newly developed areas in Iowa City.
- Making sure personnel are properly trained on new tactics and technology.
- Cooperation/coordination with other fire departments in Johnson County.
- Response to innovation – “we’ve always done it this way.”
- Need better perspective regarding their relative role in community service.
- Equipment: may be in need of more frequent updating.
- Too much duplication within county? Why do we need EMS and ambulance? How many extrication hazardous materials teams do we need?
- Iowa City has a professional, well-trained, well-paid staff; other area fire departments use all or some volunteers. Are Iowa City taxpayers subsidizing these less professional departments?
- Change in staff or personnel (like at the inspector level) creates changes for the customer that are not always understood.
- Balance risk vs. cost.
- Focus on reducing reasonable risk, not all risk.
- Fire trucks are not an effective means to deliver EMS services.
- The fire department is increasing building cost due to needing sprinklers in homes, basement ceilings being sheet rocked - affordable housing is no longer available.
- Does the fire department handle all the calls in a timely fashion?
- Not really a concern about the ICFD per se, but that it has adequate funding to be able to promptly respond to fire and other emergencies.
- Do we have sufficient staffing and financial resources for size of community?
- Under staffed.
- Dated facilities.
- Placement of facilities.
- Does the ICFD do a community disaster drill?
- Does the fire department need to be first responders when we have ambulance services?
- Quality of life for firefighters – why do they stay on duty so many days in a row?
- Adequate staffing – recruiting the right people for the job.
- Proper equipment necessary to take care of the emergency (whether fire, high-rise UI buildings or EMS or natural disaster).
- Adequate coverage of community with stations in the neighborhoods and UI.
- Adequate programs and related services.
- Ability to respond quickly enough to certain areas in Iowa City.
- Adequate resources to provide the very best protection.
- Response time.
- Traffic problems getting to fire.
- University wants to beautify main street which will restrict traffic and increase response time.

- Is the communication among the various public service departments (fire, law enforcement, etc.) adequate?
- How does winter snow removal affect the performance of the fire department?
- Is the north side of Iowa City adequately protected?
- Current ability to get to emergencies in 5-6 minutes.
- I personally do not see them except at grocery store. "They do have to eat!" – would like to see them out in public more.
- My only concern is that the fire department has sufficient staff and equipment in geographically depressed locations to meet the needs of a continuously growing community.
- Inspection program appears not properly staffed.
- Inspection is key to prevention. Use codes that do not financially impact customers. Find a medium.
- Lack of coverage (response time based) of extreme eastern edge of the city.
- Staffing numbers appear to be inconsistent with growth of the city – need to increase (add station).
- Location of new north station is too far north.
- Ensuring their knowledge is broad...in order to give people "choices." In medical situations, if client refuses hospitalization...giving option of home health/hospice care in home.
- Faster process when patients are self-neglectful in order to get them in a safe environment.
- Keeping clients calm by "their response" to the best of their ability.
- Availability of funding to support mission.
- Older inadequate facilities (stations 1 and 2).
- Impact our crazy community has on department (liberal views).
- How they interface with ambulance services.
- Ability to fight fires at UI and UIHC.
- Are they being provided with adequate funding?
- Do fire and police departments receive City Council's necessary priorities?
- Does public understand importance of public safety?
- Do all fire department personnel understand they are in positions of service, not authority?
- Concern that adequate public safety resources be appropriated to fire department.
- Concern about duplication of services in adjacent communities. Could services be merged or shared?
- Getting new north fire station - protection for all concerned.
- Costs to community (expense of compensation, etc.)
- Lack of regular, frequent occupancy checks at crowded bars.
- Over response to small situations.
- Equipment is more than needed for area.
- They need to be cost conscious when recommending changes to codes.
- That they keep financial waste to a minimum.
- Preparedness.
- Important department is allocated full funding.



- Important department is staffed at full person power.
- Response time in the northeast section of Iowa City.
- Minority recruitment of fire personnel.
- Stretched too far – need new station.
- Need to have some citizen's brigade with some training for large natural disasters or terrorist action.
- Staff appropriately.
- Obtain necessary training.
- Personal skills – how to relate/communicate with all Iowa City neighborhoods.
- Underfunding is always an issue.
- Code requirements must be based on common sense and have a significant cost/benefit relationship.
- Too small for the community.
- Extended response times.
- Excessive use of reserve apparatus – new equipment seems to always be in the shop.
- As staffing and equipment costs increase, look for graduated response times especially for sprinklered building.
- Continue to work on cross-referencing/sync other agency rules and regulations to create/standardize.
- Sometimes personnel aren't always understanding. Tend to look down on the people they are helping.
- During a fire suppression, I have seen firefighters actually do more damage than the fire. Don't always have to use the equipment if they have it just to be using it.
- Is money available for up-to-date equipment?
- High manager-to-worker ratio.
- Methods of response to scenes and balancing public safety.
- Continuing to add responsibilities to justify adding services and personnel.

### External Stakeholders providing feedback



### Positive Customer Feedback



The Center for Public Safety Excellence promotes the belief that, for a strategic plan to be valid, the customer's view on the strengths and image of the emergency services organization must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the customer-identified strengths may often help the organization overcome or offset some of the identified weaknesses.

The external stakeholders provided the following comments when asked to identify the positive aspects of the department.

**Table 5: Positive Customer Verbatim Comments about IOWA CITY FIRE DEPARTMENT**  
(random order)

• No concerns. They do an excellent job. Thank God we have never had to use them. You have an excellent Fire Chief.
• Excellent Fire Chief in Andy Rocca.
• They are involved in several community activities and have a lot of visibility, i.e.: Sertoma, parades, etc.
• Tremendous leadership from Chief Rocca and other officers.
• Public perception of the fire department overall seems good.
• My personal experience with members of the department has been very positive.
• I think they do a good job in Iowa City.
• Top notch direction from Chief Rocca and top staffers.
• Well-trained firefighters.
• Professionalism.
• Great community outreach and involvement.
• Great Fire Chief who wants to do his job well.
• Good support staff.
• Willingness to take on more than just fire suppression and prevention.
• Good to see station #4 going up soon.
• Willingness to carry out this experience and have a Strategic Plan looking to the future concerns of our City.
• The fire department is very speedy, yet careful when going to a fire.
• I think the fire department has a good record of lessening loss of life and property.
• Strong leadership.
• When they respond, they have always been courteous and professional.
• They seem to be technically competent.
• They have always responded quickly.

- Leadership stable, professional. Want to achieve long-term success. Continuity of leadership allows that to be accomplished without the vision degradation that might occur with high turnover.
- My encounters with ICFD have always been positive.
- Very positive interaction with staff.
- Willingness to assist in a variety of venues and community activities.
- Good leadership.
- Friendly and courteous when interacting with the public.
- The fire department has always been customer friendly!!!
- They always act professional.
- They do a great job of providing services.
- Great staff.
- The ICFD obviously cares about public safety, as evident through the recent opening of a new station along Melrose Avenue and the building of another along Hwy 1.
- Very professional (well-trained).
- Good equipment and facilities.
- Good advocates for building safety (code enforcement and regular inspections).
- Very professional.
- High level of competency.
- Seek out improvements/expansion of service.
- Very positive public perception in community.
- High degree of professionalism.
- The department has a very strong leadership team. Chief Rocca is an excellent advocate for the department.
- The department operates in a very professional manner.
- The department works very well with other public safety organizations in our community.
- Experience with them has been very professional and rewarding.
- Responded very quickly to my emergency situation.
- Well known in community and respected.
- Very well trained.
- Quick response.
- Helpful in answering questions.
- Pleasant to work with.
- Knowledgeable.
- Accommodating.
- Excellent service to community in primary responsibilities and community education.
- Accessibility of staff and fire chief.
- Professional representation and interaction with council.
- Staff is courteous.
- Staff was helpful after the fire.
- Staff seems to use common sense approach to inspections.
- Staff seems to be prepared for any event.



- Good image in community.
- Professional.
- Work well with other departments.
- Maintains a positive image of fire service within the community.
- The ICFD is open to help with training needs of local industrial emergency response teams.
- Very professional and willing to help.
- Very open to provide feedback for my ERT. This is extremely helpful.
- ICFD works with my ERT to respond most effectively.
- ICFD is always willing to partner-up to share ideas and knowledge.
- I think the ICFD has a positive image in the community.
- Seems to keep abreast of innovations as they become available.
- Work to provide best service with resources at its disposal.
- Doing a good job of meeting increase in demands.
- Very courteous, helpful, and conscientious when responding to a smoke alarm problem (personal experience).
- Demonstrate appropriate caution balanced with urgency in moving through downtown traffic on emergency calls.
- Appear to treat all calls with equal seriousness, including dormitory alarms.
- Immediate response.
- Technical know-how.
- Commitment by Chief Rocca to provide tools and training to all fire department staff on an on-going basis.
- The obvious mutual respect and support of the fire department staff.
- The staff act in a professional manner.
- The unit is effective at accomplishing its mission.
- The staff are very accessible and responsive.
- Staff conducts themselves in a professional and helpful manner.
- Always prompt to inquiries and in providing helpful responses.
- Perceived as "technically sound" (effective).
- Fire department has maintained fire insurance ratings.
- Fire department has minimized deaths.
- Fire department staff exposed to public mostly pleasant.
- I meet fire officials very frequently and they are always friendly and represent the fire department well. Even the lower ranking members.
- Respond quickly.
- Professional.
- Active in community.
- Maintain readiness.
- Thorough and regular in fire code inspections.
- The personal experience, the professionalism of the first responders, as well as the response time was excellent.
- Because of their fast response, my husband suffered no loss after a heart attack.



- I'm fortunate that I haven't had a need for the fire department and I hope I never do.
- Oaknoll residents appreciate the siren stopping when you prepare to pull into their street.
- There is great coverage even when the town has crowds from football games - good organization.
- We have exceptional staff. Chief Rocca is a solid leader.
- The one time we had them come for EMS, they came quickly.
- The many times I have talked with them at children's events, they have been courteous and informative with the kids.
- Always professional in interaction with me.
- Interested in education of public.
- Professional.
- Proactive.
- Available for discussion, info.
- Well managed.
- Well staffed.
- Well trained.
- Well equipped.
- It has been my experience that all of the ICFD I've worked with have been professional, kind, hard-working folks who go the extra mile in an emergency situation.
- Very professional.
- Well trained- knowledgeable.
- Very quick to respond.
- When responding to our facility, always positive and professional good working relationship.
- Awesome department!
- Will work with you.
- Very professional.
- Seem very skilled.
- Prompt response times.
- Dedication is apparent.
- Expertise at a scene is apparent. You can have confidence.
- Works well with the public.
- Professional.
- Well trained.
- Chief Rocca is a good leader in his department.
- Professional, well-trained.
- Quick to respond.
- Cooperative with surrounding community volunteer fire departments.
- Easy to work with personnel.
- Fast response times.
- Approachable management.
- Very prompt response.
- Courteous.

- Knowledgeable.
- Sensitive/compassionate.
- Very prompt.
- Work with and not against businesses.
- Very professional.
- Good communication.
- Quick response times.
- Highly professional level of training and conduct.
- Rapport with community and schools.
- Leadership.
- I believe we have a great fire/rescue service.
- Leadership. The Chief is a "class act" great representative for the City in general and specific to department.
- Public relations and standing in the community are very strong.
- Prevention education – education/awareness are strong.
- Professional in dealing with situations.
- Inspections are fair and educational.
- Respond quickly in emergencies.
- Easy to work with.
- Explains well why things are to be done to comply with ordinances.
- While I have not had direct experience, the reputation of the ICFD is good.
- I have not heard negative comments about the ICFD.
- Great asset to the community.
- The department has been prompt in answering any questions.
- They conduct themselves in a professional manner, both in person and in the press.
- Timely response.
- Knowledge.
- Good control of situations.
- ICFD is known for its professionalism.
- ICFD is considered very well-trained and equipped.
- ICFD is visible in the community (education, outreach, etc.).
- Seems highly professional.
- Positive public interaction.
- Greatly value EMS response.
- Very professional and well trained.
- Professional.
- Effective.
- Dedicated.
- Strong leadership.
- Great, educated, informed, professional staff.
- Open to suggestions and improvements.
- Staff longevity.



- Updated equipment/latest technology.
- Innovative approach to services.
- Compassionate.
- Non-judgmental attitudes.
- Giving boundaries to help patients make sound, concrete decisions.
- Excellent leadership team.
- Modern, up-to-date equipment/apparatus.
- Command staff is very helpful.
- Department is supportive of business goal for prevention.
- Excellent and very helpful response in medical emergencies as I know from personal experience and shared experience of others.
- My limited exposure to them has been positive. Use that to your advantage to promote department in public eye.
- They complete situations professionally.

## External Stakeholders providing feedback



### *Other Thoughts and Comments*

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

**Table 6: External Stakeholders' Verbatim Comments about the IOWA CITY FIRE DEPARTMENT**  
(random order)

• Thanks for doing such a great job!
• Iowa City Fire Department does a tremendous job. 99.9% of personnel are caring, helpful and understanding, but the .1% is usually the most visible. When the fire department is responding, it is usually because they need help. Please don't make them feel bad for asking for the help.
• We have a great fire department. Very effective and professional.
• This is a well run, well staffed department. Its members respect their jobs and their community.
• Good luck with your process!
• Fire department personnel are seen as community "boy scouts" – providing support, safety, help without punishment.
• Keep up the good work!
• Please don't make changes just for the sake of change. Sometimes changes are made by people just to show they are doing something when they are really not needed at all or cost-effective.
• The City can be very proud of its Chief and department. The Iowa City Fire Department is a model for excellence in public service. The ICFD does a great job in putting service to community and citizens first. We have a first class department among the best in Iowa.
• I don't often think of ICFD because they have always been there for the community. It is easy to take them for granted because of their high degree of professionalism. I hope they don't suffer from being forced to be politically correct.
• Good luck with the planning.
• ICFD is an excellent city department.
• Just an idea if time and resources are available: fire hazards inspection of houses and apartments upon request of owner/occupant.
• Thank you for asking for our input.
• I'm proud of our police and fire department.
• This is a great opportunity to provide input.
• I feel fortunate that I have not had to seek services of our fire department. But based on media reports, it seems that the department is viewed very positively compared to other city offices/departments. I think the public has a lot of confidence in the ICFD. A lot of this has to do with the person in the leadership role. If the chief treats employees well, there is a trickle-down effect with the employees (I think this may be the problem with other city offices/departments).
• I think if the general public knew more firefighters, funding for the department would not be a problem!
• The fire department is very professional and they employ some good people.
• Aid surrounding fire departments outside the border of Iowa City.



- Of all the city departments, I have the least concerns with our fire department.
- The department is one of many city services in need of financial support from taxpayers. As a basic public service, it has a priority, but its context within a quality community should not be forgotten.
- The ICFD has responded to several emergencies from frozen sprinklers in the middle of the night to false alarms. I have always been impressed with their competency.
- Thanks for your hard work.
- Always a pleasure to work with you.
- We appreciate all that the department does to keep us safe.
- Thanks for this opportunity. I frequently work with ICFD and cannot speak highly enough. My ERT would not be nearly as effective without the help and support of ICFD. Keep up the great work!
- Continue to make public aware of what is required to provide best services to the community and standards of service that can be defined.
- Although fire suppression and prevention are clearly a unique responsibility for ICFD, I greatly value their prompt EMS first responder support. They are often closer than the ambulance services and are equipped to extricate victims to allow advanced EMS.
- Thank you for requesting community input.
- It would be ideal if businesses could obtain advice without exposing themselves to onerous requirements to allow proactive investigations and improvements without concern for opening up a can of worms in the process. This currently exists.
- If possible, have a rig at the neighborhood summer party in the park to be visible and answer neighbor questions.
- Have a short column in the Press Citizen each week with preventative suggestions, including planting types near houses, obvious access, and snow removal near hydrants.
- Can hydrants all be painted bright yellow? Red doesn't show up at night.
- Generally pleased with the fire department.
- We are very fortunate to have an educated, caring department.
- Andy does an excellent job.
- Maybe consider an online activity/response log similar to the one used by ICPD.
- Time to get ambulances in some of our more remote fire stations.
- In general, they are the one entity in Iowa City that does do their job. Thank you.
- I live on a busy street and have fire trucks and ambulances go past my house frequently – three different routes. The noise of the sirens, if I am outside, is very uncomfortable – it hurts my ears. I usually try to turn my head away from the trucks, but the sound does hurt my ears.
- There should be a better mechanism in place so that it is more transparent, the direction of the directives that cause policies to be made. For example, increased response time to certain areas is due to lack of city budget support of a fire station and what is needed to overcome those hurdles to help the citizens.
- Appreciate when ICFD has responded to false alarms in downtown high-rise apartments and the firefighters are cordial.
- Their accreditation status is something to be proud of.

## Internal Stakeholder Group Findings

The internal stakeholder work sessions were conducted over the course of three days immediately following the external stakeholder session. The internal work sessions served to discuss the agency's approach to Community-Driven Strategic Planning, with focus on the ICFD's Mission, 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 agency's history, culture, and evolution;
- to identify the current status of the agency; and
- to determine where and what the agency desires to be in the future.

The work sessions generated a high level of interest and participation by the broad agency representation in attendance, as named and pictured below. Their participation and invaluable insights were essential in the challenge to develop a quality product.

**Table 7: IOWA CITY FIRE DEPARTMENT Internal Stakeholders**

<i>Jerry Blank Captain</i>	<i>Jason Brodie Firefighter</i>	<i>Ken Brown Battalion Chief</i>	<i>Dan Buser Firefighter</i>
<i>Rick Childs Firefighter</i>	<i>Brian Greer Captain/Inspector</i>	<i>John Grier Fire Marshal</i>	<i>Denny Hansen Training Officer</i>
<i>Bryan Hardin Firefighter</i>	<i>Jon Harding Firefighter</i>	<i>Bob Henry Lieutenant</i>	<i>Zach Hickman Firefighter</i>
<i>Jim Humston Battalion Chief</i>	<i>Roger Jensen Deputy Chief</i>	<i>Tina McDermott Lieutenant</i>	<i>Eric Nurnberg Lieutenant</i>
<i>Brian Platz Captain</i>	<i>Adam Riss Firefighter</i>	<i>Andy Rocca Fire Chief</i>	<i>Jon Rockensies Firefighter</i>
<i>Brian Rohr Lieutenant</i>	<i>Bill Schmooke Firefighter</i>	<i>Will Shanahan Firefighter</i>	<i>Brandon Smith Lieutenant</i>
<i>Dan Smith Battalion Chief</i>	<i>Brandon Sobaski Firefighter</i>	<i>Ben Stammeyer Firefighter</i>	<i>Paul Suedkamp Firefighter</i>
<i>Axel Swanson Firefighter</i>	<i>Greg Tinnes Lieutenant</i>	<i>Larry White Firefighter</i>	<i>Andy Wulfekuhle Firefighter</i>



Pictured from left to right:

*Front row:* Fire Marshal John Grier, Firefighter Adam Riss, Captain Jerry Blank, Fire Chief Andy Rocca, Training Officer Denny Hansen, Battalion Chief Ken Brown, Captain/Inspector Brian Greer, Lieutenant Tina McDermott, Battalion Chief Jim Humston

*Second row:* Battalion Chief Dan Smith, Lieutenant Brandon Smith, Firefighter Will Shanahan, Firefighter Zach Hickman, Lieutenant Greg Tinnes, Lieutenant Brian Rohr, Firefighter Andy Wulfekuhle, Firefighter Dan Buser, Captain Brian Platz, Firefighter Jon Harding

*Third row:* Firefighter Rick Childs, Firefighter Larry White, Firefighter Jason Brodie, Firefighter Ben Stammeyer, Firefighter Paul Suedkamp, Firefighter Axel Swanson, Lieutenant Bob Henry, Firefighter Bryan Hardin, Firefighter Branden Sobaski, Lieutenant Eric Nurnberg, Firefighter Bill Schmooke, Firefighter John Rockensies, Deputy Chief Roger Jensen

## The Mission

The purpose of the Mission is to answer the questions:

- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom?

A work group of the ICFD's Internal Stakeholders met to review their existing Mission and presented the modification below.

**Table 8: IOWA CITY FIRE DEPARTMENT Mission**

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

**Internal stakeholders conducting a work session**



### Values



Establishing values embraced by all members of an organization is extremely important. They recognize those features and considerations that make up the personality of the organization. ICFD Internal Stakeholders developed values statements with more emphasized key words as the core values terms.

Table 9: IOWA CITY FIRE DEPARTMENT Values Statements

As an organization, we value:	
<b>Safety</b>	In striving to protect the lives and well-being of our community and our co-workers.
<b>Professionalism</b>	In people who are dedicated, compassionate, trustworthy, and who act with honesty and integrity.
<b>Respect</b>	For our community and ourselves, while consistently exhibiting courtesy and compassion for those in need.
<b>Innovation</b>	Via an environment that allows new ideas and positive change to better serve our community.

The Mission and Values are the foundation of any successful organization. Every effort will be made to keep these current and meaningful so that the individuals who make up the organization are well guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.



## Programs and Services

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:

**Table 10: Core Programs**

• Fire Suppression	• Hazardous Materials Response
• Emergency Medical Services	• Public Education
• Rescue Services	• Domestic Preparedness, Planning, Response
• Fire Prevention	• Fire Investigation

**Table 11: Support Services**

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

## S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis is designed to have an agency candidly identify its positive and less-than-desirable attributes. The agency 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:

**Table 12: IOWA CITY FIRE DEPARTMENT Strengths (random order)**

New hires are quality personnel	Character
Incumbent FFs, Company Officers - good quality	Honor guard
Rapport with command staff	Current SOPs and SOGs (scheduled reviews)
A good idea is a good idea no matter where it comes from	Drive for personal development - involvement in training
Training - outside instructing, internal, ability to go train	Wide participation of members for instructing training
Wide participation of members in committees	Good labor management relations
We get along with our surrounding volunteer departments	Our internal culture allows for interagency cooperation
Facilities in good condition	Education levels of personnel
Top notch equipment/physical resources (tools, gear, SCBA, apparatus)	Strong network for co-workers and family events (benevolent association)
Follow chain-of-command	Computer and internet access
Accreditation	Fitness and wellness programs
Current strategic plan/efforts to achieve/ accomplishments	Longevity of personnel
Set goals that we can achieve	Adopting CPAT
Recover well from economic adversity/ability to maintain performance during hard times	Competitive wages and benefits
Adapt/ability to come up with solutions	Experience in planning for success
Cooperative partnership with businesses/ University	Currently have good political experience
Allowing personnel, regardless of rank, to take lead based on specialty training and/or experience	Many opportunities for all levels
Recognize strengths of personnel and utilize them	Staff support for members in professional organizations
Diverse group - outside skills are brought to the table	Progressive fire codes and enforcement
We set an example/trendsetters (in state)	Good rapport with other City departments
We do a great job of EMS delivery	Have a good relationship with Sheriff
Aggressive firefighting tactics somewhat makes up for the fact that we have inadequate staffing	Involvement with regional/state-wide organizations
Regional experts in technical rescue disciplines	Good participation in SORT
Very good public education program	Flexibility of P-card system
Good personnel evaluation system	Still have a pretty good training budget
Open to change	Good at ICS
Improved communication systems (JECC)	Strong public image
High quality Fire Chief	Budget allows for special programs for organizational improvement
Strong City economy and bond rating	ISO rating



### 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:

**Table 13: IOWA CITY FIRE DEPARTMENT Weaknesses (random order)**

Staffing	Turnout time
Aging facilities; lack of space and offices at Stations 1 and 3	Limited resources to fully provide community outreach
Lack of Employee Recognition	Same members involved on committees
Internal/External communication	Companies must be in service for training
Lack of response to callbacks	Lack of a competency evaluation
Lack of clerical support	Lack of long term training plans (> than 1 year)
Lack of stations (concentration, distribution)	Inability to enable wide-ranging specialized training due to small staff
Reluctance to say "No"	Succession planning
Big enough to have higher risks, but too small to provide the most adequate service	Inadequate agency info sharing/marketing to public for complete understanding of operations
Need for a department Public Information Officer	No physical fitness standards nor peer fitness training
Use of local media to market the department	Mutual Aid is time/day dependant
Lack of training consistency in operational procedures	Lack of reimbursement for educational achievements
Limited sources of income, fees/revenues (lack of fines, goes to general fund)	Educational requirements may limit promotional opportunities for some individuals
Inability to provide ALS care without outside support	Lack of calendar spots with addition of new hires
Do not always live up to values	No tuition assistance
Lack of involvement in Iowa USAR team	Limited control with HazMat team/program
History of training budget cuts	Some attitudes go unchecked
Need to use data collection to communicate needs to public	Need for paramedic on each call (within 3 years)
Need for Public Education Specialist	Turnover of officer corp
Lack of bi-lingual personnel	Not all stations ready for diversified services
Reduced officer experience due to retirements	Inability to fund outside training (travel)
Need training to maintain ideal response times	Undiversified services



## *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:

**Table 14: IOWA CITY FIRE DEPARTMENT Opportunities (random order)**

Results from external survey	Increase recruiting through job fairs
Fire-based EMS	Co-training with JCAS/other agencies
ALS engines and transport ambulances	Involvement with area fitness events
Federal funding	Social networking presence
Structure fire survey to improve services	Contributions to media outlets (TV, radio, papers)
Additional fee-based services for revenue	Future growth leading to additional stations
Moving training center will allow expansion	More City control/operation of Haz-mat Team
Marketing with PIO and Citizen's Fire Academy	Provide home health care
Regionalization of Special Ops resources, training	Taking lead role in Domestic Preparedness
Reaching out to neighborhood community	Taking over building code enforcement in City
Reaching out to middle and senior high students	Regional training center
More feedback opportunities i.e. articles, website	New dispatch/GIS mapping/GPS
Establish an educational assistance program	Arson task force
Publish a daily call log online	Driving simulator for commercial vehicles
Work closer with mutual aid departments	City-wide facility needs study
Automatic aid	Mutual Aid Association
Better using new technology	USAR
Work with State Fire Marshal's Office	Combined Public Safety Campus/Precinct
Increase visibility at community events	Push for more involvement in CPSE programs
Increased visibility of Fire Dept Chaplain	Combine training with University of Iowa
NFA, IAAI, NAFF, FDIC, IAFF-IAFC	Involvement with Incident Management Team
Community Support	Public Utilities



### *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:

**Table 15: IOWA CITY FIRE DEPARTMENT Threats (random order)**

Potential lack of leadership continuity in City government	Associations and agencies with opposing agendas (to fire/life safety)
Economical variables	Unfunded mandates
Reduction/loss of funding from outside sources	Privatization
Changing community demographics	High-hazard occupancies
Traffic/Interstate/Rail Expansion	Any loss of community trust
Detrimental changes in legislation	Any decreased ownership in community
City growth outpacing department growth	Third-party EMS (privatization)
Subsidizing ICFD staffing with mutual aid companies	Potential loss of communication with mutual aid departments
Potential leadership hired from outside	Decreasing quality of some building materials
Decreased qualifications of applicants	Unqualified applicants
Management of HazMat team	Aging population
Retention of personnel recruited by others	Required increase in distribution without sufficient resources
Decline of structure fire experience	Lack of buy-in by business on fire safety
Fewer state and regional fire schools	Lack of staffing with external support agencies
Socio-economic changes and service usage	Unrealistic expectations
Personnel safety (externally) due to call types	Manmade and natural disasters

### Critical Issues and Service Gaps

After reviewing the ICFD's core services, the organizational strengths and weaknesses, and the opportunities and threats posed by industry and the community environment in which the agency operates, the Internal Stakeholders identified the primary critical issues and service gaps that face the ICFD - these provide the foundation for the establishment of goals and objectives in order to meet the future vision of the ICFD.

The list below reflects the issues and gaps identified by the Internal Stakeholders that need to be addressed in order to provide the levels of service it has pledged itself to fulfill.

**Table 16: Critical Issues of IOWA CITY FIRE DEPARTMENT**

<b>Human Resources</b> -succession planning -career development -recruitment/retention -job audit -staffing audit -health and wellness	<b>Accreditation</b> -time -funding -participation -political support -data -stakeholder feedback	<b>Facilities</b> -distribution -maintenance -functionality
<b>Funding/Revenue</b> -grants -contracts -fees -political support	<b>Communications</b> -internal -external (outreach) -technology -JECC	<b>Community</b> -changing demographics -media/marketing -outreach programs -special interests
<b>Service Delivery</b> -funding -EMS/hazmat/tech rescue/public education -training -institute "ICFD Way"		



**Table 17: Service Gaps of IOWA CITY FIRE DEPARTMENT**

<b>Human Resources</b> Lack office space Lack of succession planning Not living up to department values Lack of response to call back Employee recognition Time off flexibility calendar Applicant Quality Peer Fitness Community involvement Exposure to chaplain program No PIO Lack of Education support	<b>Training</b> Long term planning Budget Companies have to stay in service Lack staffing Lack clerical support Lack formal fitness improvement program Lack real life experience Not enough competency evaluation Lack of succession planning High hazard occupancies
<b>Finance</b> Fees for service Requesting resources for expanded service Unfunded EMS delivery Loss of outside funding Lack of Education support Grant funding	<b>Physical Resources</b> Budget Lack adequate office space at Stations 1 and 3 Lack of apparatus space Lead to increased turnout time Inability to house fire based EMS Inadequate space for fitness program Inadequate funding Apparatus access/egress
<b>Outside Agencies</b> Mutual Aid: day time response, coordination with other agencies Hazmat: control vs. responsibilities EMS: control vs. responsibilities Communication with outside agencies: use of media to market department Agencies whose agenda conflicts with ours Loss of direct link to communications (JECC)	

## Goals and Objectives

The Community-Driven Strategic Planning Process, implemented by the Center for Public Safety Excellence, to this point, has dealt with establishing the Mission, Values, Critical Issues, and Service Gaps of the ICFD. In addition, the identification of internal strengths and weaknesses, as well as external opportunities and threats was accomplished.

In order to achieve the mission of the ICFD, realistic goals and objectives must be established. Goals and objectives are imperative to enhance strengths, to address identified weaknesses, to provide individual members with clear direction, and to address concerns of citizens. In order to establish goals and objectives, the Internal Stakeholders met over the course of several hours to complete this critical phase of the planning process.

***"If you don't keep score,  
you're only practicing."***

Vince Lombardi,  
American Football Coach and Motivator

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

The goals and objectives should now become the focus of the efforts of the agency. Care was taken by the staff of the CPSE to ensure that the critical needs and areas of needed enhancement previously identified were addressed within the goals and objectives.

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

The internal stakeholders set timelines for completion of objectives supporting the goals. Leadership of the ICFD should establish work groups to meet periodically to review progress toward these goals and objectives and adjust timelines as needs and the environment change.

### Goal 1 Develop a Comprehensive Training Initiative.

<b>Objective 1A</b>	<b>Research, analyze, and identify training program needs associated with orientation training, probationary training, department sponsored training, company level training, and officer development training.</b>
<b>Timeframe</b>	12 – 24 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Assemble stakeholders (program manager, rank representation, specialty instructors, etc. to perform a needs analysis.</li> <li>• Review current training plan, facilities, props.</li> <li>• Review and compare best practice examples from other fire departments.</li> <li>• Using SWOT information and input from assembled stakeholders, generate list of training needs (equipment, props, facilities, and programs).</li> <li>• Prioritize need using factor analysis (direct comparison).</li> <li>• Provide cost estimates and recommendations for funding.</li> </ul>
<b>Funding Estimate</b>	Personnel (\$10,000.00) Capital Expense (\$0.00) Services (\$0.00) Supplies ( \$500.00) Capital Improvement Program (\$0.00)

<b>Objective 1B</b>	<b>Program Development</b>
<b>Timeframe</b>	24 – 36 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Submit capital improvement program (CIP) funding request(s) as supported by 1A above.</li> <li>• Design necessary curriculum.</li> <li>• Identify and acquire site</li> <li>• Purchase facilities and/or equipment.</li> <li>• Implement program elements and evaluate the success or need for correction.</li> </ul>
<b>Funding Estimate</b>	Personnel (\$50,000.00) Capital Expense (\$250,000.00) Services (\$2,500.00) Supplies (\$5,000.00) Capital Improvement Program (\$2,500,000.00)



<b>Objective 1C</b>	<b>Establish a long-term (3-year) training schedule</b>
<b>Timeframe</b>	12 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"><li>• Identify required training.</li><li>• Examine best practice examples from other agencies.</li><li>• Identify if it is department, shift, company level, or individual training.</li><li>• Identify interval requirements for training.</li><li>• Develop and implement a process/policy to track and ensure that all personnel receive required training.</li></ul>
<b>Funding Estimate</b>	Personnel (\$2,500.00) Capital Expense (\$0.00) Services (\$0.00) Supplies (\$250.00) Capital Improvement Program (\$0.00)

<b>Objective 1D</b>	<b>Develop performance-based evaluation criteria for individual, company, and multi-company performance.</b>
<b>Timeframe</b>	12 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"><li>• Research best practice examples from across the country.</li><li>• Select and modify as appropriate methods for conducting performance-based evaluation.</li><li>• Institutionalize the practice via written standards of performance.</li></ul>
<b>Funding Estimate</b>	Personnel (\$20,000.00) Capital Expense (\$0.00) Services (\$250.00) Supplies (\$250.00) Capital Improvement Program (\$0.00)

**Goal 2**

In order to ensure uninterrupted delivery of services, improve internal communications and foster management consistency for better organizational effectiveness.

<b>Objective 2A</b>	<b>Conduct a needs analysis on day-to-day communications.</b>
<b>Timeframe</b>	4 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"><li>• Identify committee to conduct analysis.</li><li>• Construct and administer a survey instrument.</li><li>• Research best practices currently in the industry.</li><li>• Identify budget needs.</li><li>• Analyze collected data.</li><li>• Report findings to staff.</li></ul>
<b>Funding Estimate</b>	Personnel (\$5,000.00) Capital Expense (\$0.00) Services (\$0.00) Supplies (\$250.00) Capital Improvement Program (\$0.00)

<b>Objective 2B</b>	<b>Develop an improved system for communicating daily staffing assignments.</b>
<b>Timeframe</b>	12 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"><li>• Utilize information from daily needs analysis.</li><li>• Research available technology.</li><li>• Seek budget authority for equipment purchase.</li><li>• Purchase identified and necessary equipment.</li><li>• Train all personnel on use of equipment.</li><li>• Implement use of the system.</li><li>• Evaluate its effectiveness and adjust as necessary.</li></ul>
<b>Funding Estimate</b>	Personnel (\$5,000.00) Capital Expense (\$25,000.00) Services (\$250.00) Supplies (\$250.00) Capital Improvement Program (\$0.00)

<b>Objective 2C</b>	<b>Develop a periodic internal report.</b>
<b>Timeframe</b>	9 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify information desired by personnel.</li> <li>• Identify availability/accessibility of the information.</li> <li>• Set a temporal period for the report (monthly/quarterly).</li> <li>• Develop a format for report.</li> <li>• Investigate technological capabilities.</li> <li>• Develop report processing system.</li> <li>• Identify and implement report dissemination process.</li> </ul>
<b>Funding Estimate</b>	Personnel (\$5,000.00) Capital Expense (\$0.00) Services (\$0.00) Supplies (\$250.00) Capital Improvement Program (\$0.00)

<b>Objective 2D</b>	<b>Identify and minimize the effects of critical management inconsistencies.</b>
<b>Timeframe</b>	4 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify inconsistencies and evaluate their effect on operations.</li> <li>• Identify associated SOPs and SOGs that are affected.</li> <li>• Evaluate and implement necessary changes to SOPs and SOGs.</li> <li>• Train personnel on implemented changes.</li> <li>• Evaluate efforts of revised operations.</li> </ul>
<b>Funding Estimate</b>	Personnel (\$5,000.00) Capital Expense (\$0.00) Services (\$0.00) Supplies (\$250.00) Capital Improvement Program (\$0.00)

<b>Objective 2E</b>	<b>Train personnel on implemented communication systems.</b>
<b>Timeframe</b>	90 days
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Train personnel on data input for day-to-day information system.</li> <li>• Train personnel on end-user use of day-to-day information system.</li> <li>• Train people to maintain and update the internal report system.</li> <li>• Inform personnel of changes implemented to minimize effects of management inconsistencies.</li> <li>• Re-evaluate communication systems and their effectiveness.</li> </ul>
<b>Funding Estimate</b>	Personnel (\$5,000.00) Capital Expense (\$0.00) Services (\$0.00) Supplies (\$250.00) Capital Improvement Program (\$0.00)

<b>Objective 2F</b>	<b>Develop and implement a process for measuring and tracking success in the completion of department goals and objectives.</b>
<b>Timeframe</b>	90 days
<b>Critical Tasks</b>	<ul style="list-style-type: none"><li>• Research best practice performance in the industry.</li><li>• Establish reporting interval and benchmark requirements: e.g. % completion, progress-to-date, obstacles to completion, goal adjustments, etc.</li><li>• Develop a report template and guiding policy.</li><li>• Train personnel on policy requirements and expectations.</li><li>• Annually evaluate the effectiveness of the procedure and adjust as necessary.</li></ul>
<b>Funding Estimate</b>	Personnel (\$3,000.00) Capital Expense (\$0.00) Services (\$0.00) Supplies (\$250.00) Capital Improvement Program (\$0.00)

**Goal 3**

Develop and implement a marketing and communications plan to provide a clear understanding of agency activities and service offerings.

<b>Objective 3A</b>	<b>Analyze our current marketing and communication plan, research and determine best practices for providing marketing and communications, develop and implement a marketing and communications plan, that includes personnel training and evaluation of the plan.</b>
<b>Timeframe</b>	18-24 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"><li>• Establish an external communication taskforce.</li><li>• Make a comprehensive list of all methods and resources used for all external communications.</li><li>• Review current SOGs as they relate to external communications. Amend or augment as necessary.</li><li>• Compile a list of current service offerings.</li><li>• Determine current funding.</li><li>• Compile a list of best practices utilized by accredited fire departments of similar size.</li><li>• Meet with local media representatives for discussion.</li><li>• Maintain a dynamic internet presence, possibly using social media sites such as Facebook and Twitter.</li><li>• Explore opportunities to publish/communicate information via new media outlets.</li><li>• Suggest new public relations campaigns and the appropriate audiences.</li><li>• Determine funding options.</li><li>• Quarterly PSA for print, radio, TV, and internet.</li><li>• Establish both citizens and college community fire academies.</li><li>• Establish online call log.</li><li>• Consider a live dispatch feed via the JECC.</li><li>• Determine individuals to be trained.</li><li>• Conduct training.</li><li>• Design an online customer service feedback instrument.</li><li>• Evaluate the effectiveness of the PIO and Public Education Specialist.</li><li>• Re-evaluate the External Communications Plan.</li></ul>
<b>Funding Estimate</b>	Personnel (\$50,000.00) Capital Expense (\$5,000.00) Services (\$500.00) Supplies (\$500.00) Capital Improvement Program (\$0.00)



<b>Objective 3B</b>	<b>Establish a Public Information Officer (PIO) Position</b>
<b>Timeframe</b>	6 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"><li>• Reevaluate Captain of Inspections job description.</li><li>• Research and define ways to improve the collection, verification, and dissemination of information to the public.</li><li>• Modify current SOGs to utilize the PIO at all structure fires and major incidents.</li></ul>
<b>Funding Estimate</b>	Personnel (\$5,000.00) Capital Expense (\$0.00) Services (\$0.00) Supplies (\$250.00) Capital Improvement Program (\$0.00)

<b>Objective 3C</b>	<b>Establish a Public Education Specialist Position</b>
<b>Timeframe</b>	12 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"><li>• Identify potential funding sources.</li><li>• Identify and train personnel.</li><li>• Identify ways to improve participation in community special event planning.</li><li>• Identify target groups in the community for delivery of public education services.</li></ul>
<b>Funding Estimate</b>	Personnel (\$75,000.00) Capital Expense (\$5,000.00) Services (\$500.00) Supplies (\$500.00) Capital Improvement Program (\$0.00)

**Goal 4**

Maintain a high quality level of service to the community through the maintenance and acquisition of physical resources (apparatus, equipment, tools, and facilities).

<b>Objective 4A</b>	<b>Conduct a needs analysis on current facilities, apparatus, and equipment.</b>
<b>Timeframe</b>	3-6 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"><li>• Conduct a needs analysis.</li><li>• Review current response data as it relates to facility locations.</li><li>• Review maintenance history and operating costs of physical resources.</li><li>• Participate in the City's facilities study.</li><li>• Develop a long-range facilities management plan and necessary funding plan.</li><li>• Develop a long range replacement plan and necessary funding plan for apparatus, equipment, and tools.</li></ul>
<b>Funding Estimate</b>	Personnel (\$20,000.00) Capital Expense (\$0.00) Services (\$10,500.00) Supplies (\$500.00) Capital Improvement Program (\$0.00)

<b>Objective 4B</b>	<b>Cause budget request to reference applicable department goals and strategic planning goals.</b>
<b>Timeframe</b>	12 months, then annually
<b>Critical Tasks</b>	<ul style="list-style-type: none"><li>• Coordinate and link budget requests to the strategic plan and goals/objectives.</li><li>• Educate government officials on the provisions of the strategic plan and its connection to budgetary requests.</li><li>• Monitor current budget for projected expenditures and needs.</li></ul>
<b>Funding Estimate</b>	Personnel (\$2,500.00) Capital Expense (\$0.00) Services (\$0.00) Supplies (\$250.00) Capital Improvement Program (\$0.00)

<b>Objective 4C</b>	<b>Maintain current facilities to comply with applicable codes/standards.</b>
<b>Timeframe</b>	Annually
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Use “Facility Maintenance Inspection” form to conduct fire station inspections by September 1st, annually.</li> <li>• Identify and prioritize needed repairs.</li> <li>• Annually maintain fire station inventories using Firehouse.</li> <li>• Monitor status of station assets for future expenditures.</li> </ul>
<b>Funding Estimate</b>	Personnel (\$25,000.00) Capital Expense (\$25,000.00) Services (\$1,750.00) Supplies (\$2,500.00) Capital Improvement Program (\$0.00)

<b>Objective 4D</b>	<b>Develop a plan to renovate, replace, relocate, or add facilities.</b>
<b>Timeframe</b>	12 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Assign a committee with internal/external stakeholders.</li> <li>• Conduct a review of most current data (from the FD, and City’s Planning/Engineering divisions) regarding response times, call volume, response types and City plans.</li> <li>• Secure funding from available federal/state/local sources for needed renovations, replacements or additions.</li> <li>• Incorporate the City facilities study results into the CIP.</li> <li>• Amend the City’s Comprehensive Plan as required.</li> <li>• Monitor land availability for relocation of Station 1, the relocation of the training center, and the addition of fire stations 5 and 6.</li> </ul>
<b>Funding Estimate</b>	Personnel (\$20,000.00) Capital Expense (\$0.00) Services (\$500.00) Supplies (\$250.00) Capital Improvement Program (\$0.00)

<b>Objective 4E</b>	<b>Develop a plan for Fire Station 5.</b>
<b>Timeframe</b>	12 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Assign a committee with internal/external stakeholders.</li> <li>• Conduct a review of most current data (from the FD, and City's Planning/Engineering divisions) regarding response times, call volume, response types and City plans.</li> <li>• Secure funding from available federal/state/local sources for needed renovations, replacements or additions.</li> <li>• Incorporate the City facilities study results into the CIP.</li> <li>• Monitor land availability for Fire Station 5.</li> </ul>
<b>Funding Estimate</b>	Personnel (\$10,000.00) Capital Expense (\$0.00) Services (\$500.00) Supplies (\$250.00) Capital Improvement Program (\$100,000.00)

<b>Objective 4F</b>	<b>Develop a plan for Fire Station 6.</b>
<b>Timeframe</b>	12 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Assign a committee with internal/external stakeholders.</li> <li>• Conduct a review of most current data (from the FD, and City's Planning/Engineering divisions) regarding response times, call volume, response types and City plans.</li> <li>• Secure funding from available federal/state/local sources for needed renovations, replacements or additions.</li> <li>• Incorporate the City facilities study results into the CIP.</li> <li>• Monitor land availability for Fire Station 6.</li> </ul>
<b>Funding Estimate</b>	Personnel (\$10,000.00) Capital Expense (\$0.00) Services (\$500.00) Supplies (\$250.00) Capital Improvement Program (\$100,000.00)

**Goal 5**

To provide a high quality service for the citizens of Iowa City, the Iowa City Fire Department should develop and implement a Human Capital/Workforce Plan.

<b>Objective 5A</b>	<b>Analyze the department's human capital</b>
<b>Timeframe</b>	12-24 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"><li>• Evaluate the demographics of the current workforce by age/length of service/positions held/etc.</li><li>• Evaluate the accuracy of current job descriptions and update.</li><li>• Determine KSAA (knowledge, skills, abilities, attitudes) of department members.</li><li>• Develop a Request for Qualifications in order to identify a consultant to conduct a workforce planning assessment.</li><li>• Develop a Request for Proposal to contract for workforce planning services.</li></ul>
<b>Funding Estimate</b>	Personnel (\$7,500.00) Capital Expense (\$0.00) Services (\$75,000.00) Supplies (\$500.00) Capital Improvement Program (\$0.00)

<b>Objective 5B</b>	<b>Expand recruitment and improve selection of fire department candidates.</b>
<b>Timeframe</b>	36 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"><li>• Utilize results of Objective 5A to identify areas for improvement.</li><li>• Examine CFAI accredited departments of similar size to determine best practices.</li><li>• Identify potential target audiences.</li><li>• Form an internal recruitment committee.</li><li>• Utilize the Civil Service Commission and HR (Human Resource Division) for candidate selection.</li><li>• Document recruitment activities.</li><li>• Evaluate as appropriate.</li></ul>
<b>Funding Estimate</b>	Personnel (\$10,000.00) Capital Expense (\$0.00) Services (\$2,500.00) Supplies (\$1,000.00) Capital Improvement Program (\$0.00)



<b>Objective 5C</b>	<b>Evaluate and improve our current Health and Wellness Program</b>
<b>Timeframe</b>	24 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Utilize a committee to evaluate the current program and associated data.</li> <li>• Research best practices.</li> <li>• Identify funding sources.</li> <li>• Continue involvement of Occupational Health, UI Healthworks, and UI Sports Medicine for program assistance.</li> <li>• Develop additional cooperative partnerships and resources available in the community.</li> <li>• Utilize Peer Assessment training program.</li> <li>• Identify and meet or exceed the requirements of CFAI FESSAM 8<sup>th</sup> Ed., Criterion 7G.</li> <li>• Implement program enhancements.</li> <li>• Evaluate Health and Wellness Program.</li> </ul>
<b>Funding Estimate</b>	Personnel (\$25,000.00) Capital Expense (\$20,000.00) Services (\$32,500.00) Supplies (\$500.00) Capital Improvement Program (\$0.00)

<b>Objective 5D</b>	<b>Develop and implement a succession management plan.</b>
<b>Timeframe</b>	36 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Utilize results of Objective 5A to identify areas for improvement.</li> <li>• Form a committee of labor and management to evaluate current succession planning needs.</li> <li>• Improve employee development programs.</li> <li>• Improve career planning programs.</li> <li>• Establish a competency inventory.</li> <li>• Research promotional processes for best practices.</li> <li>• Implement succession plan components.</li> <li>• Evaluate effectiveness of succession plan.</li> </ul>
<b>Funding Estimate</b>	Personnel (\$10,000.00) Capital Expense (\$0.00) Services (\$0.00) Supplies (\$500.00) Capital Improvement Program (\$0.00)

**Goal 6**

Ensure core programs meet jurisdictional and regional service delivery demands and needs.

<b>Objective 6A</b>	<b>Ensure Fire Suppression meets projected jurisdictional and regional service delivery demands and needs.</b>
<b>Timeframe</b>	6-12 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"><li>• Assemble stakeholders.</li><li>• Analyze current program, staffing levels, physical resources, and station distribution as it applies to service delivery.</li><li>• Perform needs assessment from SWOT and input (e.g. RHAVE, stakeholders).</li><li>• Prioritize (e.g. Factor Analysis, Cost/Benefit Analysis).</li><li>• Current funding, projected, grants.</li><li>• Implement, train, reevaluate.</li></ul>
<b>Funding Estimate</b>	Personnel (\$3,000.00) Capital Expense (\$0.00) Services (\$250.00) Supplies (\$500.00) Capital Improvement Program (\$0.00)

<b>Objective 6B</b>	<b>Ensure EMS meets projected jurisdictional and regional service delivery demands and needs.</b>
<b>Timeframe</b>	6-12 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"><li>• Assemble stakeholders.</li><li>• Analyze current program, staffing levels, physical resources, and station distribution as it applies to service delivery.</li><li>• Perform needs assessment from SWOT and input (e.g. RHAVE, stakeholders).</li><li>• Prioritize (e.g. Factor Analysis, Cost/Benefit Analysis).</li><li>• Current funding, projected, grants.</li><li>• Implement, train, reevaluate.</li></ul>
<b>Funding Estimate</b>	Personnel (\$3,000.00) Capital Expense (\$5,000.00) Services (\$250.00) Supplies (\$500.00) Capital Improvement Program (\$0.00)

<b>Objective 6C</b>	<b>Ensure Rescue Services meets projected jurisdictional and regional service delivery demands and needs.</b>
<b>Timeframe</b>	6-12 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Assemble stakeholders.</li> <li>• Analyze current program, staffing levels, physical resources, and station distribution as it applies to service delivery.</li> <li>• Perform needs assessment from SWOT and input (e.g. RHAVE, stakeholders).</li> <li>• Prioritize (e.g. Factor Analysis, Cost/Benefit Analysis).</li> <li>• Current funding, projected, grants.</li> <li>• Implement, train, re-evaluate.</li> </ul>
<b>Funding Estimate</b>	Personnel (\$3,000.00) Capital Expense (\$5,000.00) Services (\$250.00) Supplies (\$500.00) Capital Improvement Program (\$0.00)

<b>Objective 6D</b>	<b>Ensure Fire Prevention meets projected jurisdictional and regional service delivery demands and needs.</b>
<b>Timeframe</b>	6-12 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Assemble stakeholders.</li> <li>• Analyze current program, staffing levels, physical resources, and station distribution as it applies to service delivery.</li> <li>• Perform needs assessment from SWOT and input (e.g. RHAVE, stakeholders).</li> <li>• Prioritize (e.g. Factor Analysis, Cost/Benefit Analysis).</li> <li>• Current funding, projected, grants.</li> <li>• Implement, train, reevaluate.</li> </ul>
<b>Funding Estimate</b>	Personnel (\$3,000.00) Capital Expense (\$5,000.00) Services (\$250.00) Supplies (\$250.00) Capital Improvement Program (\$0.00)

<b>Objective 6E</b>	<b>Ensure Public Education meets projected jurisdictional and regional service delivery demands and needs.</b>
<b>Timeframe</b>	6-12 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Assemble stakeholders.</li> <li>• Analyze current program, staffing levels, physical resources, and station distribution as it applies to service delivery.</li> <li>• Perform needs assessment from SWOT and input (e.g. RHAVE, stakeholders).</li> <li>• Prioritize (e.g. Factor Analysis, Cost/Benefit Analysis).</li> <li>• Current funding, projected, grants.</li> <li>• Implement, train, reevaluate.</li> </ul>
<b>Funding Estimate</b>	Personnel (\$3,000.00) Capital Expense (\$5,000.00) Services (\$250.00) Supplies (\$250.00) Capital Improvement Program (\$0.00)

<b>Objective 6F</b>	<b>Ensure Hazardous Materials Response meets projected jurisdictional and regional service delivery demands and needs.</b>
<b>Timeframe</b>	6-12 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Assemble stakeholders.</li> <li>• Analyze current program, staffing levels, physical resources, and station distribution as it applies to service delivery.</li> <li>• Perform needs assessment from SWOT and input (e.g. RHAVE, stakeholders).</li> <li>• Prioritize (e.g. Factor Analysis, Cost/Benefit Analysis).</li> <li>• Current funding, projected, grants.</li> <li>• Implement, train, reevaluate.</li> </ul>
<b>Funding Estimate</b>	Personnel (\$3,000.00) Capital Expense (\$5,000.00) Services (\$250.00) Supplies (\$250.00) Capital Improvement Program (\$0.00)

<b>Objective 6G</b>	<b>Ensure Domestic Preparedness, Planning, Response meets projected jurisdictional and regional service delivery demands and needs.</b>
<b>Timeframe</b>	6-12 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Assemble stakeholders.</li> <li>• Analyze current program, staffing levels, physical resources, and station distribution as it applies to service delivery.</li> <li>• Perform needs assessment from SWOT and input (e.g. RHAVE, stakeholders).</li> <li>• Prioritize (e.g. Factor Analysis, Cost/Benefit Analysis).</li> <li>• Current funding, projected, grants.</li> <li>• Implement, train, reevaluate.</li> </ul>
<b>Funding Estimate</b>	Personnel (\$3,000.00) Capital Expense (\$5,000.00) Services (\$10,250.00) Supplies (\$250.00) Capital Improvement Program (\$0.00)

<b>Objective 6H</b>	<b>Ensure Fire Investigation meets projected jurisdictional and regional service delivery demands and needs.</b>
<b>Timeframe</b>	6-12 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Assemble stakeholders.</li> <li>• Analyze current program, staffing levels, physical resources, and station distribution as it applies to service delivery.</li> <li>• Perform needs assessment from SWOT and input (e.g. RHAVE, stakeholders).</li> <li>• Prioritize (e.g. Factor Analysis, Cost/Benefit Analysis).</li> <li>• Current funding, projected, grants.</li> <li>• Implement, train, re-evaluate.</li> </ul>
<b>Funding Estimate</b>	Personnel (\$3,000.00) Capital Expense (\$1,000.00) Services (\$250.00) Supplies (\$250.00) Capital Improvement Program (\$0.00)



<b>Objective 6I</b>	<b>Ensure Aviation Rescue and Firefighting Services meets projected jurisdictional and regional service delivery demands and needs.</b>
<b>Timeframe</b>	6-12 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Assemble stakeholders.</li> <li>• Analyze current program, staffing levels, physical resources, and station distribution as it applies to service delivery.</li> <li>• Perform needs assessment from SWOT and input (e.g. RHAVE, stakeholders).</li> <li>• Prioritize (e.g. Factor Analysis, Cost/Benefit Analysis).</li> <li>• Current funding, projected, grants.</li> <li>• Implement, train, re-evaluate.</li> </ul>
<b>Funding Estimate</b>	Personnel (\$3,000.00) Capital Expense (\$5,000.00) Services (\$250.00) Supplies (\$250.00) Capital Improvement Program (\$0.00)

<b>Objective 6J</b>	<b>Ensure Marine Rescue and Firefighting Services meets projected jurisdictional and regional service delivery demands and needs.</b>
<b>Timeframe</b>	6-12 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Assemble stakeholders.</li> <li>• Analyze current program, staffing levels, physical resources, and station distribution as it applies to service delivery.</li> <li>• Perform needs assessment from SWOT and input (e.g. RHAVE, stakeholders).</li> <li>• Prioritize (e.g. Factor Analysis, Cost/Benefit Analysis).</li> <li>• Current funding, projected, grants.</li> <li>• Implement, train, re-evaluate.</li> </ul>
<b>Funding Estimate</b>	Personnel (\$3,000.00) Capital Expense (\$5,000.00) Services (\$250.00) Supplies (\$250.00) Capital Improvement Program (\$0.00)

<b>Objective 6K</b>	<b>Ensure Other Programs meet projected jurisdictional and regional service delivery demands and needs.</b>
<b>Timeframe</b>	6-12 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Assemble stakeholders.</li> <li>• Analyze current program, staffing levels, physical resources, and station distribution as it applies to service delivery.</li> <li>• Perform needs assessment from SWOT and input (e.g. RHAVE, stakeholders).</li> <li>• Prioritize (e.g. Factor Analysis, Cost/Benefit Analysis).</li> <li>• Current funding, projected, grants.</li> <li>• Implement, train, re-evaluate.</li> </ul>
<b>Funding Estimate</b>	Personnel (\$3,000.00) Capital Expense (\$1,000.00) Services (\$250.00) Supplies (\$250.00) Capital Improvement Program (\$0.00)

<b>Objective 6L</b>	<b>Assemble, prioritize, and implement recommendations from Objectives 6A-6H.</b>
<b>Timeframe</b>	6-12 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Assemble Command Staff.</li> <li>• Review recommendations.</li> <li>• Prioritize (e.g. Factor Analysis, Cost/Benefit Analysis).</li> <li>• Implement plan.</li> <li>• Reevaluate all programs (SWOT, RHAVE, etc.).</li> </ul>
<b>Funding Estimate</b>	Personnel (\$30,000.00) Capital Expense (\$50,000.00) Services (\$750.00) Supplies (\$500.00) Capital Improvement Program (\$0.00)

### The Vision

The next step in the process was to establish a vision of what the ICFD should be in the future, building upon the framework and foundation of the Mission and Values. Visions provide targets of excellence that the organization will strive toward and provide a basis for its goals and objectives.

**Table 9: IOWA CITY FIRE DEPARTMENT Vision**

Our vision for the Iowa City Fire Department in FY2016 will see our agency widely recognized as one which demonstrates best practices in the delivery of fire, emergency medical and specialized services to our community. Our International Accreditation will foster our organizational culture of continuous improvement, provide a validation of our timely and quality services, and further maintain the trust placed in us by our community.

We will honor our community's trust by demonstrating our commitment to delivering professional fire and rescue services with compassion, respect, and utmost courtesy. Through expanded community involvement initiatives and the use of various external communications methods, we will ensure that our service offerings are made available and are clearly understood. By proactively identifying and analyzing Iowa City's evolving risks, and the dynamic demands of those risks, we will improve our response capabilities while implementing resource and deployment strategies which are in the best interest of our community and the accomplishment of our mission.

Our internal culture will reflect a friendly and team-oriented atmosphere nurtured by cooperative internal communication processes. The evolving development and promotion of workforce planning will increase the value of our human capital, and will ensure the future success and health of our members and our agency. We will have properly prepared and equipped members who will deliver services in the safest manner possible. The effective management of our physical resources and enhanced utilization of information technology will provide for continued improvements in all core programs.

Our demonstration of service excellence through innovative and efficient operations will be a priority provision to all those living, working, or visiting in our community. Our leadership and workforce will hold one another individually accountable for applying our mission and values, while continuously striving to reach our goals. It is our vision, through these efforts, that the Iowa City Fire Department will consistently meet or exceed the expectations of our community.

## Performance Measurement “Managing for Results”

As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Collins states, “What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results, and then tracking your trajectory with rigor.”<sup>3</sup> They must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes. It has been stated that:

...successful strategic planning requires continuing review of actual accomplishments in comparison with the plan...periodic or continuous environmental scanning to assure that unforeseen developments do not sabotage the adopted plan or that emerging opportunities are not overlooked.<sup>4</sup>

### Why Measure Performance?

It has been said that:

- *If you don't measure the results of your plan, you can't tell success from failure.*
- *If you can't see success, you can't reward it.*
- *If you can't reward success, you're probably rewarding failure.*
- *If you can't see success, you can't learn from it.*
- *If you can't recognize failure, you can't correct it.*
- *If you can demonstrate results, you can win public support.*

Reinventing Government

David Osborn and Ted Gaebler

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.

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<sup>3</sup> Collins Good to Great and the Social Sectors. Boulder, 2009

<sup>4</sup> Sorkin, Ferris and Hudak. Strategies for Cities and Counties. Public Technology, 1984.

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.

*To effectively manage for results, performance measures should be established for each goal and objective in the strategic plan. Performance measures should also be established for each of the ICFD’s program areas.*

## The Success of the Strategic Plan

The 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 the 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.

*"No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point."*

Good to Great and the Social Sectors  
Jim Collins

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify internal and external stakeholders through a jointly developed understanding of organizational direction; how all vested parties will work to achieve the mission, goals, and vision; and how the organization will measure and be accountable for its progress and successes.<sup>5</sup>

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<sup>5</sup> Matthews (2005). *Strategic Planning and Management for Library Managers*



## **Glossary of Terms and Acronyms**

For the purposes of the Community-Driven Strategic Planning, the following terms and acronyms have the meanings set forth below:

<b>Accreditation</b>	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
<b>Accredited</b>	The act of accrediting or the state of being <b>accredited</b> , especially the granting of approval to an institution or agency by an official review board or organization that has established nationally accepted standards.
<b>AED</b>	Automatic External Defibrillator/ion
<b>ALS</b>	Advanced Life Support
<b>BLS</b>	Basic Life Support
<b>CERT</b>	Community Emergency Response Team
<b>CPR</b>	Cardio Pulmonary Resuscitation
<b>Customer(s)</b>	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
<b>Efficiency</b>	A performance indication where inputs are measured per unit of output (or vice versa).
<b>Environment</b>	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
<b>Input</b>	A performance indication where the value of resources is used to produce an output.

<b>Key Performance Indicator</b>	Measurable factors of extreme importance to the organization in achieving the strategic goals, objectives, vision, and values that, if not implemented properly, would likely result in significant decrease in customer satisfaction, employee morale, and financial management.
<b>Master Planning</b>	A combination of the organization's strategic plan and its operational plans. Master plans take the various plans and integrate them into one document. Master plans help define the anticipated future of the community's demographics and how the community is expected to develop or change in the timeframe covered by the master plan.
<b>Mission</b>	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
<b>Outcome</b>	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.
<b>Output</b>	A performance indication where a quality or number of units produced is identified.
<b>Performance Management</b>	The monitoring for improvement of performance through the ongoing process of goal-setting, allocation of budget resources to priorities, and the evaluation of results against pre-established performance criteria.
<b>Performance Measure</b>	A specific measurable result for each goal and/or program that indicates achievement.
<b>RMS</b>	Record Management System/Software
<b>SOG</b>	Standard Operating Guideline
<b>Service Quality</b>	A performance indication that identifies the degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
<b>Stakeholder</b>	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.

<b>Strategic Direction</b>	The organization's goals, objectives, and strategies by which it plans to achieve its vision, mission and values.
<b>Strategic Goal</b>	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim; the final result of action. Something to accomplish in assisting the agency to move forward.
<b>Strategic Management</b>	An integrated systems approach for leading and managing in a changing world by building consensus of the leadership group, both in shared vision of the desired future and a clarified mission for the organization, and by gaining support and participation of the people in the organization to identify specific changes that must be made, implementing them, and assessing organizational performance.
<b>Strategic Objective</b>	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
<b>Strategic Plan</b>	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
<b>Strategic Planning</b>	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.
<b>Strategy</b>	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
<b>Support</b>	As used in the objectives and strategies outlined in this plan, support may include, but is not limited to, information, facilitation, coordination, technical assistance, or financial assistance.
<b>UI</b>	University of Iowa
<b>USAR</b>	Urban Search and Rescue
<b>Vision</b>	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.

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