



IOWA CITY FIRE DEPARTMENT

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DATE: December 12, 2012

TO: All Fire Department Personnel

FROM: Andrew J. Rocca, Fire Chief *ajr*

RE: Iowa City Fire Department FY2013–FY2016 Strategic Plan Addendum

The Iowa City Fire Department's FY2011-FY2016 Strategic Plan was reviewed in November 2012. Many goals and objectives have been accomplished in the first two years and as a result, the goals and timelines have been updated and revised. This document, *Iowa City Fire Department FY2013–FY2016 Strategic Plan Addendum*, should be attached to the original strategic plan and used as a companion document for future reference.

/ajr

FY2013–FY2016 Strategic Plan Addendum

The community-driven strategic planning process, facilitated by the Center for Public Safety Excellence in 2010, dealt with establishing the Mission, Values, Critical Issues, and Service Gaps of the Iowa City Fire Department (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 were established. During a period of fiscal constraint and a sluggish economy, department personnel have made significant progress on these goals and objectives over the past two years. The strategic plan addendum in conjunction with the department's annual goals and objectives will continue to be the driving force of our continued success and accomplishments as the Iowa City Fire Department moves toward re-accredited agency status with the Commission on Fire Accreditation International in 2013.

"Management is doing things right; leadership is doing the right things."

Peter F. Drucker,
Professor of Social Science
and Management

The City of Iowa City Strategic Plan was developed and approved by the City Council in 2011. This plan, serves as an outline for the City's primary areas of focus as the organization moves forward. The development of the strategic plan involved multiple steps, including gathering input from the general public, front line City staff, department directors, and the City Council. The process resulted in the identification of five areas to concentrate on as an organization:

1. Economic and Community Development
2. Development of the Downtown and Near Downtown Areas
3. Neighborhood Stabilization
4. A Strong and Sustainable Financial Foundation
5. Coordinated Communication and Customer Service Orientation

The FY2013–FY2016 Strategic Plan Addendum and the department's annual goals and objectives are designed to support, articulate, and advance the City of Iowa City Strategic Plan. As goals and objectives are management tools, they will be updated on an on-going basis to identify what has been accomplished and to note changes within the community, organization, and the department.

Goal 1 Develop a Comprehensive Training Initiative.

Objective 1A	Develop a Fire Officer Training Program
Timeframe	12 – 36 months
Critical Tasks	<ul style="list-style-type: none">• Review current training plan.• Review and compare best practice examples from other fire departments.• Provide cost estimates and recommendations for funding.
Funding Estimate	Personnel (\$10,000.00) Capital Expense (\$0.00) Services (\$7,500.00) Supplies (\$250.00) Capital Improvement Program (\$0.00)

Objective 1B	Fire Training Center Relocation
Timeframe	36 months
Critical Tasks	<ul style="list-style-type: none">• Submit FY17 capital improvement program (CIP) funding request.• Identify funding source(s), to include grants, for project sustainability.• Identify potential sites• Acquire preferred site• Design necessary curriculum and facility requirements.• Purchase facilities and equipment.• Implement program elements and evaluate the success and/or need for correction.
Funding Estimate	Personnel (\$25,000.00) Capital Expense (\$0.00) Services (\$2,500.00) Supplies (\$0.00) Capital Improvement Program (\$2,500,000.00)

Objective 1C	Establish and implement a 3-year Blue Card training schedule
Timeframe	12 - 36 months
Critical Tasks	<ul style="list-style-type: none"> • Examine best practice examples from other agencies. • Identify and document department, shift, company, and individual training needs to achieve department certification. • Identify interval requirements for recertification training. • Develop and implement a process/policy to track and ensure that all personnel receive required training. • Provide requisite recertification training and certification for instructor/trainer • Identify capital outlay software upgrades. • Implement and evaluate the Blue Card training program annually.
Funding Estimate	Personnel (\$2,500.00) Capital Expense (\$5,000.00) Services (\$0.00) Supplies (\$500.00) Capital Improvement Program (\$0.00)

Objective 1D	Promote and expand the use of the Blue Card Training Program
Timeframe	24 - 36 months
Critical Tasks	<ul style="list-style-type: none"> • Research best practice examples from across the country. • Identify other agencies interested in Blue Card training. • Explore and identify long-term external initiatives.
Funding Estimate	Personnel (\$2,000.00) Capital Expense (\$0.00) Services (\$0.00) Supplies (\$500.00) Capital Improvement Program (\$0.00)

Objective 1E	Implement, integrate, and evaluate performance-based competencies for individual, company, and multi-company performance.
Timeframe	12 months
Critical Tasks	<ul style="list-style-type: none"> • Select and modify as appropriate methods for conducting performance-based evaluation. • Institutionalize the practice via written standards of performance.
Funding Estimate	Personnel (\$20,000.00) Capital Expense (\$5,000.00) Services (\$0.00) Supplies (\$500.00) 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.

Objective 2A	Research an improved system for communicating daily staffing assignments.
Timeframe	12 months
Critical Tasks	<ul style="list-style-type: none">• Research potential options.• Recommend preferred options.• Select best option.• Request budget authority (if applicable).• Implement use of the selected option.• Evaluate its effectiveness and adjust as necessary.
Funding Estimate	Personnel (\$5,000.00) Capital Expense (\$0.00) Services (\$0.00) Supplies (\$0.00) Capital Improvement Program (\$0.00)

Objective 2B	Develop a periodic internal report.
Timeframe	12 - 24 months
Critical Tasks	<ul style="list-style-type: none">• Develop a reporting template or forum.• Identify data elements to be included in the report.• Implement, evaluate, and adjust the periodic internal report.
Funding Estimate	Personnel (\$5,000.00) 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.

Objective 3	Analyze our current marketing and communication plan. Develop and implement a marketing and communications plan that includes personnel training and all areas of emphasis identified in the Iowa City Strategic Plan.
Timeframe	24 - 36 months
Critical Tasks	<ul style="list-style-type: none">• Review current SOPs and SOGs as they relate to external communications. Amend or augment as necessary.• Compile a list of best practices utilized by accredited fire departments of similar size.• Meet with local media representatives for discussion.• Maintain a dynamic internet presence, possibly using social media sites such as Facebook and Twitter.• Explore opportunities to publish/communicate information via new media outlets.• Coordinate activities with the Communications Office.• Suggest new public relations campaigns and the appropriate audiences.• Determine funding options.• Quarterly PSA for print, radio, TV, and internet.• Establish both citizen and college community fire academies.• Establish online call log.• Determine individuals to be trained.• Conduct training.• Re-evaluate the effectiveness of the online customer service feedback instrument.• Re-evaluate the external communications policy.
Funding Estimate	Personnel (\$50,000.00) 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).

Objective 4A	Conduct a needs analysis on current facilities, apparatus, and equipment.
Timeframe	12 - 24 months
Critical Tasks	<ul style="list-style-type: none"> • Conduct a needs analysis. • Review current response data as it relates to facility locations. • Review maintenance history and operating costs of physical resources. • Monitor the implementation of the Enterprise Resource Planning financial software and provide a reference to fixed facility costs. • Monitor implementation of the City's Facility Master Plan with respect to department facilities. • Develop a long-range facilities management plan and necessary funding plan. • Develop a long-range replacement plan for apparatus, small tools, and equipment.
Funding Estimate	Personnel (\$20,000.00) Capital Expense (\$0.00) Services (\$0.00) Supplies (\$500.00) Capital Improvement Program (\$0.00)

Objective 4B	Cause budget request to reference applicable department goals and strategic planning goals.
Timeframe	12 - 18 months, then annually
Critical Tasks	<ul style="list-style-type: none"> • Monitor the implementation of the Enterprise Resource Planning financial software and provide a reference to budgetary requests and department goals/objectives. • Monitor current budget for projected expenditures and needs.
Funding Estimate	Personnel (\$2,500.00) Capital Expense (\$0.00) Services (\$0.00) Supplies (\$250.00) Capital Improvement Program (\$0.00)

Objective 4C	Develop a plan to monitor the renovation, replacement, relocation, or addition of new facilities.
Timeframe	36 months
Critical Tasks	<ul style="list-style-type: none"> • Assign a committee with internal/external stakeholders. • 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. • Secure funding from available federal/state/local sources for needed renovations, replacements or additions. • Incorporate the City of Iowa City Municipal Facilities Space Needs Study and Master Plan results into the CIP. • Amend the City's Comprehensive Plan as required. • Monitor land availability for relocation of Station 1, relocation of the training center, and the addition of fire stations 5 and 6.
Funding Estimate	Personnel (\$20,000.00) Capital Expense (\$0.00) Services (\$500.00) Supplies (\$250.00) Capital Improvement Program (\$0.00)

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.

Objective 5A	Participate in the City of Iowa City succession planning process.
Timeframe	12 - 24 months
Critical Tasks	<ul style="list-style-type: none">• Evaluate the demographics of the current workforce by age/length of service/positions held/etc.• Evaluate the accuracy of current job descriptions and update.• Annually update KSAA (knowledge, skills, abilities, attitudes) of department members.• Provide opportunity for personnel in all ranks to participate in program activity and development.• Provide job shadowing when possible for command staff position openings.• Develop a job aid for all chief officer positions.• Maintain certified lists for supervisory positions as per Chapter 400 of the Code of Iowa.
Funding Estimate	Personnel (\$25,000.00) Capital Expense (\$0.00) Services (\$0.00) Supplies (\$1,000.00) Capital Improvement Program (\$0.00)

Objective 5B	Evaluate and improve our current Health and Wellness Program
Timeframe	12 - 36 months
Critical Tasks	<ul style="list-style-type: none">• Evaluate the implementation of the IAFF/IAFC Wellness Fitness Initiative.• Develop a plan to provide peer fitness trainer-authored individual treatment plans.• Evaluate the components of the annual medical physical exam.• Implement program enhancements to include iStation as an information repository.• Annually evaluate Health and Wellness Program.
Funding Estimate	Personnel (\$25,000.00) Capital Expense (\$20,000.00) Services (\$32,500.00) Supplies (\$500.00) Capital Improvement Program (\$0.00)

Objective 5C	Improve recruitment efforts
Timeframe	12 - 36 months
Critical Tasks	<ul style="list-style-type: none">• Research best practices.• Form an internal recruitment committee.• Identify formal leaders/groups representing diverse populations.• Develop relationships with leaders/groups of diverse populations.• Develop cadet program to enhance minority recruitment.• Utilize the Civil Service Commission and HR (Human Resource Division) for candidate selection.• Document recruitment activities to guide future recruitment efforts.• Evaluate and adjust as appropriate.
Funding Estimate	Personnel (\$5,000.00) Capital Expense (\$5,000.00) Services (\$0.00) Supplies (\$2,500.00) Capital Improvement Program (\$0.00)



Goal 6

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

Objective 6A	Ensure Fire Suppression meets projected jurisdictional and regional service delivery demands and needs.
Timeframe	12 - 24 months
Critical Tasks	<ul style="list-style-type: none"> • Investigate upgrades to incident management system/equipment. • Assess the need for mutually beneficial automatic aid agreements. • Evaluate new fire suppression technology. • Recommend improvements as appropriate.
Funding Estimate	Personnel (\$4,000.00) Capital Expense (\$5,000.00) Services (\$0.00) Supplies (\$1,000.00) Capital Improvement Program (\$0.00)

Objective 6B	Ensure EMS meets projected jurisdictional and regional service delivery demands and needs.
Timeframe	24 - 36 months
Critical Tasks	<ul style="list-style-type: none"> • Investigate the potential for advanced care delivery that may include staffing, training, equipment, and transport provisions. • Investigate the potential for home health care delivery specific to staffing, training, and equipment. • Prioritize recommendations (e.g. Cost/Benefit Analysis). • Seek funding and/or grants to support recommendations. • Implement, train, reevaluate.
Funding Estimate	Personnel (\$3,000.00) Capital Expense (\$5,000.00) Services (\$0.00) Supplies (\$500.00) Capital Improvement Program (\$0.00)

Objective 6C	Ensure Rescue Services meets projected jurisdictional and regional service delivery demands and needs.
Timeframe	24 - 36 months
Critical Tasks	<ul style="list-style-type: none"> • Research the feasibility of the ICFD's participation in regional rescue team initiatives. • Develop a regional technical rescue training program to assist JCMMA fire departments. • Evaluate new technical rescue technology, training, and equipment for improved Special Operations Response Team capabilities.
Funding Estimate	Personnel (\$2,000.00) Capital Expense (\$15,000.00) Services (\$0.00) Supplies (\$1,000.00) Capital Improvement Program (\$0.00)

Objective 6D	Ensure Fire Prevention meets projected jurisdictional and regional service delivery demands and needs.
Timeframe	12 - 24 months
Critical Tasks	<ul style="list-style-type: none"> • Continue to meet with identified stakeholders. • Analyze current program, staffing levels, and physical resources, as it applies to service delivery. • Look to identify funding, projected grants and to provide program sustainability. • Implement, train, and reevaluate annually. • Develop and implement minimum standards for fire suppression pre-plans. • Implement a hazard based fire inspection program.
Funding Estimate	Personnel (\$3,000.00) Capital Expense (\$5,000.00) Services (\$0.00) Supplies (\$500.00) Capital Improvement Program (\$0.00)

Objective 6E	Ensure Public Education meets projected jurisdictional and regional service delivery demands and needs.
Timeframe	6 - 12 months
Critical Tasks	<ul style="list-style-type: none"> • Continue to meet with identified stakeholders, to include educational partners. • Analyze current program, staffing levels, and physical resources, as it applies to local needs and service delivery. • Look to identify funding, projected grants and to provide program sustainability. • Implement, train, and reevaluate annually.
Funding Estimate	Personnel (\$3,000.00) Capital Expense (\$0.00) Services (\$0.00) Supplies (\$2,000.00) Capital Improvement Program (\$0.00)

Objective 6F	Ensure Hazardous Materials Response meets projected jurisdictional and regional service delivery demands and needs.
Timeframe	24 - 36 months
Critical Tasks	<ul style="list-style-type: none"> • Evaluate hazardous materials mitigation technology, PPE, training, and equipment for improved Johnson County Hazardous Materials Response Team (JCHMRT) capabilities. • Continue participation in the Iowa Hazardous Materials Task Force.
Funding Estimate	Personnel (\$1,000.00) Capital Expense (\$0.00) Services (\$51,000.00) Supplies (\$500.00) Capital Improvement Program (\$0.00)

Objective 6G	Ensure Domestic Preparedness, Planning, Response meets projected jurisdictional and regional service delivery demands and needs.
Timeframe	24 - 36 months
Critical Tasks	<ul style="list-style-type: none"> • Administer provisions of the City of Iowa City Emergency Operations Plan. • Administer provisions of the ICFD Continuity of Operations Plan. • Administer provisions of the City of Iowa City Hazard Mitigation Plan. • Assure City of Iowa City compliance with NIMS. • Participate in Emergency Management Agency exercises. • Implement, train, reevaluate as required.
Funding Estimate	Personnel (\$5,000.00) Capital Expense (\$0.00) Services (\$0.00) Supplies (\$250.00) Capital Improvement Program (\$0.00)

Objective 6H	Ensure Fire Investigation meets projected jurisdictional and regional service delivery demands and needs.
Timeframe	12 - 24 months
Critical Tasks	<ul style="list-style-type: none"> • Continue to meet with identified stakeholders, to include public safety and insurance industry partners. • Analyze current program, staffing levels, and physical resources, as it applies to local needs and service delivery. • Participate in the Iowa Juvenile Fire Intervention Program. • Identify funding and/or projected grants in order to provide program sustainability. • Implement, train, and reevaluate annually.
Funding Estimate	Personnel (\$3,000.00) Capital Expense (\$1,000.00) Services (\$0.00) Supplies (\$250.00) Capital Improvement Program (\$0.00)

Objective 6I	Ensure Aviation Rescue and Firefighting Services meets projected jurisdictional and regional service delivery demands and needs.
Timeframe	12 - 24 months
Critical Tasks	<ul style="list-style-type: none"> • Evaluate aviation fire/rescue technology, training, and equipment for improved emergency response capabilities. • Maintain the 28E Agreement with the Eastern Iowa Airport.
Funding Estimate	Personnel (\$1,000.00) Capital Expense (\$0.00) Services (\$0.00) Supplies (\$1,000.00) Capital Improvement Program (\$0.00)

Objective 6J	Ensure Other Programs meet projected jurisdictional and regional service delivery demands and needs.
Timeframe	12 - 24 months
Critical Tasks	<ul style="list-style-type: none"> • Assemble stakeholders. • Analyze current program, staffing levels, physical resources, and station distribution as it applies to service delivery. • Perform needs assessment from SWOT and input (e.g. RHAVE, stakeholders). • Prioritize (e.g. Factor Analysis, Cost/Benefit Analysis). • Current funding, projected, grants. • Implement, train, re-evaluate other programs.
Funding Estimate	Personnel (\$3,000.00) Capital Expense (\$1,000.00) Services (\$0.00) Supplies (\$250.00) Capital Improvement Program (\$0.00)

Objective 6K	Assemble, prioritize, and implement recommendations from Objectives 6A-6H.
Timeframe	24 - 36 months
Critical Tasks	<ul style="list-style-type: none"> • Assemble Command Staff. • Review recommendations. • Prioritize (e.g. Factor Analysis, Cost/Benefit Analysis). • Implement plan. • Reevaluate all programs (SWOT, RHAVE, etc.).
Funding Estimate	Personnel (\$15,000.00) Capital Expense (\$0.00) Services (\$1,000.00) Supplies (\$500.00) Capital Improvement Program (\$0.00)