



NORTH LIBERTY FIRE DEPARTMENT

STRATEGIC PLAN 2018-2023



Forward - Fire Chief Brian Platz

I am pleased to present the North Liberty Fire Department 2018 - 2023 Strategic Plan. The contents of this document are the culmination of many ideas and months of work. External stakeholders, citizens and business partners, shared with us their thoughts and expectations. Internal stakeholders considered this valuable input, articulated who we are, and started to chart a course for our future. Department members also identified the organization's core programs and associated support services. An analysis was then conducted which uncovered our strengths, weaknesses, threats to the organization and any opportunities that lie ahead. These processes were linked together to uncover performance gaps and determine where we need to concentrate efforts related to formalizing goals and objectives.



The North Liberty Fire Department is embarking on a model of continuous improvement. In doing so, we will connect the current version of our organization to what we believe we need to look like in order to meet the community's expectations. Along the way, goals and objectives included in this document will help us navigate that path.

My thanks to all those involved to include survey participants (community) and the members of the department. My gratitude extends to the families of our members who sacrificed by allowing them to give up many hours to participate in this process. Additionally, my thanks to city administration and city council for their support in this endeavor.

We are committed to reviewing our strategic plan every six months to ensure that the organization is moving forward and adjusting appropriately. This will be formalized through command staff meetings and documented by using a tracking guide. It is my hope that this plan will be accepted by both the community as well as elected officials.

I have total faith that this organization will embrace the direction and effort put forth in order to create the new North Liberty Fire Department.

The achievements of an organization are the results of the combined effort of each individual. - Vince Lombardi

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Acknowledgements:

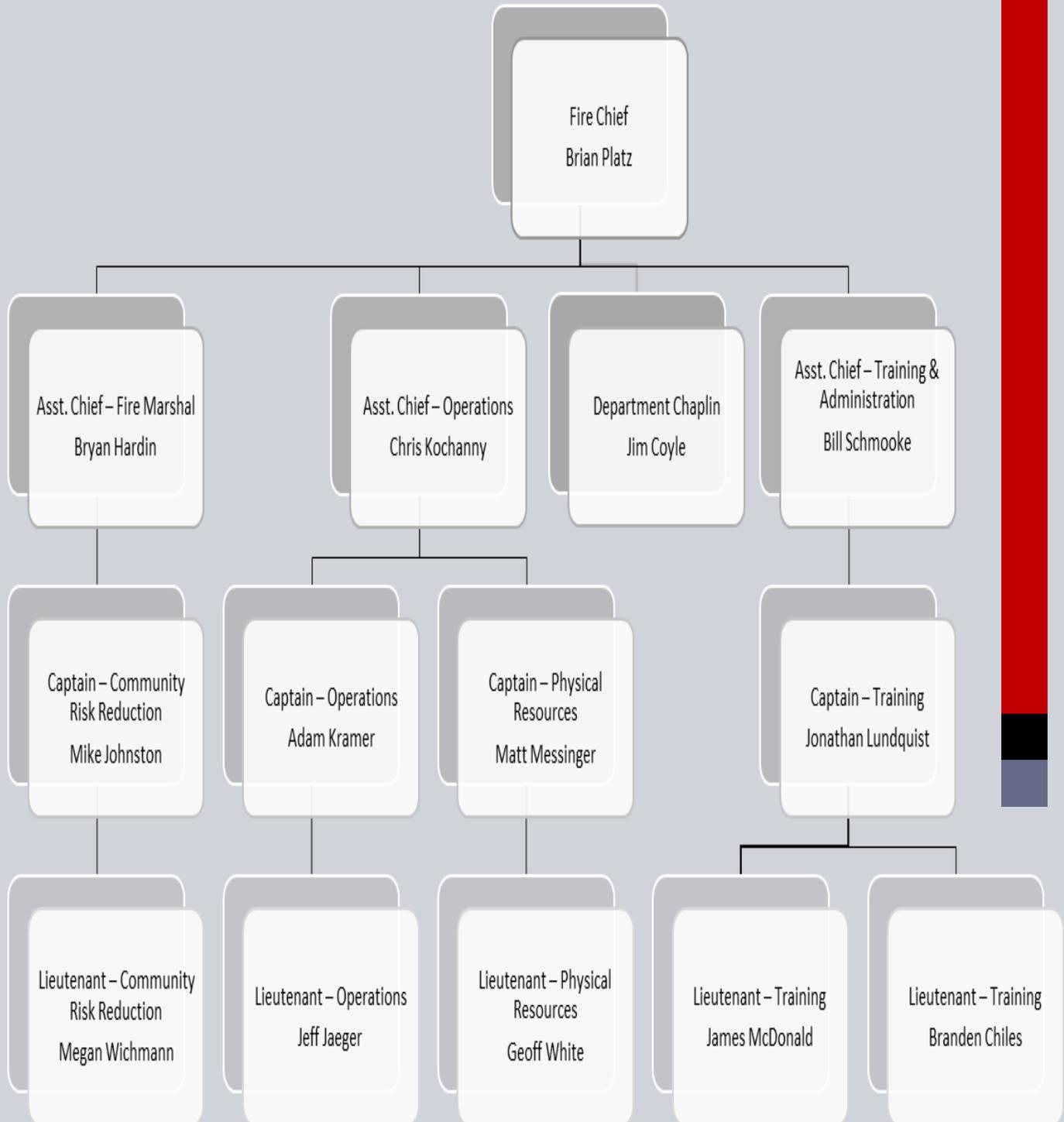
Thank you to those that were gracious with their time and input to produce this product. Internal stakeholders that participated during one or more sessions are as follows.

FF Mallory Barney	Lt. Ryan Brumm	FF Lynn Burleson
FF Rob DuBay	Assistant Chief Bryan Hardin	Lt. Jeff Jaeger
FF Brad Keitel	FF Jessica Kelchen	Assistant Chief Chris Kochanny
Capt. Jonathon Lundquist	Lt. James McDonald	Capt. Matt Messinger
Lt. Jordan Miller	Fire Chief Brian Platz	FF Richard Reasner
FF Bryan Rennekamp	FF Brian Ropp	PFF Phillip Schellenberg
Assistant Chief Bill Schmooke	FF Austin Schoening	Lt. Geoff White

The department administration would also like to thank the community and business members that participated in this process via the community expectation survey. This investment in your fire department is very much appreciated.



Organizational Chart - Department Officers



“What lies behind us and what lies before us are tiny matters compared to what lies within us.” - Ralph Waldo Emerson

Our Story

The North Liberty Fire Department (NLFD) provides fire suppression, emergency medical services (non-transport), rescue, hazardous materials mitigation, loss prevention (code enforcement & public education) and emergency preparedness within the city limits of North Liberty as well as Penn and Madison Townships. The response district consists of roughly 56 square miles with a population, including the two townships, of approximately 23,000 residents. The North Liberty area is one of the fastest growing areas in the State of Iowa. Its proximity to the University of Iowa and its location between two larger metro areas makes it an attractive place to live, work, and relax.

The department provides services with a mostly volunteer force. The NLFD is comprised of 43 volunteers, two part-time assistant chiefs and a full-time fire chief. Volunteer members are compensated per event (incidents/outreach/meetings). Volunteers are currently required to attend monthly training sessions and indicate their availability to respond to calls during the overnight hours.

Call volume continues to increase annually at a rate of 10%. In 2017, the department responded to 1269 calls for service, making it the busiest volunteer fire department in the county. First responder or EMS calls attributed to the majority of responses at 51%. The second most responded to type was the category of “good intent”. This category includes responses such as cancellations, controlled burning, smoke scare, etc. The “cancelled” category equates to 258 calls throughout 2017. Compared to other fire departments, this is a significant portion of the overall call volume. The department believes this is mostly attributed to our lengthy response times which allows the responding ambulance to arrive before first responders (NLFD) and handle the incident without receiving our assistance. Getting volunteers back to the station to respond to calls for service can be difficult for many reasons. The city boundaries continue to expand with department members living further and further away from the station.

Additionally, the increasing installation of traffic control lights and traffic congestion negatively impacts the ability of volunteers to respond to the station. The department is working to better track these elements to determine the necessary adjustments to the deployment of resources.

The NLFD is currently rated a class 04/4Y fire department by the Insurance Services Organization (ISO). ISO is an insurance industry risk advisory body which helps carriers set appropriate premiums. To accomplish this, the ISO conducts evaluations of municipal fire protection efforts as well as water and communications systems. According to ISO, of the roughly 48,000 fire departments rated by ISO, only 7,264 departments across the United States had a rating of 4 or better. Of the 11,599 fire departments rated by ISO in Iowa, only 64 departments had a rating of 4 or better. The NLFD has been rated at a 4 for many years, just barely keeping that rating during this most recent inspection. Attaining certain objectives within this document will position the department to realize an improved rating which will positively impact community insurance premiums.

Our Story (continued)

As evident by this strategic planning process, the department has adopted a mindset of continual improvement. In addition to striving for improved ISO ratings, the NFLD works to comply with OSHA regulations as well as professional standards. The NFLD holds high the importance of respiratory protection and firefighter safety. The National Fire Protection Association (NFPA) authors the prevalent industry best practice standards. Current fire response vehicles are designed to comply with NFPA 1901, turnout gear is specified and purchased to comply with NFPA 1851, and NFPA 1720 is the cornerstone for the deployment of personnel and resources.

The NFLD participates within the Johnson County Mutual Aid Association's Mutual Aid Box Alarm System (MABAS). This is a system which allows each fire department in the county to divide their fire districts up into "boxes". Each box will have up to five alarms and resources from neighboring departments are assigned to an appropriate alarm depending on their location. Additionally, the NFLD has an automatic aid agreement with the Solon Fire Department for all building fires. In the event a building fire occurs within certain areas of the response district, both departments are sent automatically. Additional partnerships will be considered with other neighboring fire departments to further augment response resources.

An important tenet of the fire service is the ability to respond quickly, with highly trained responders. The external stakeholder information related to this strategic planning process indicates that our citizens expect this from their fire department. An expedient response time is important because a fire can double every minute. Also, brain death occurs within six minutes of cardiac arrest, which translates to the importance of every minute during an emergency response.

This expectation can be a daunting proposition with a volunteer staff in a rapidly developing community. Total response times are divided up into three elements; call processing time, turnout time, and travel time. Call processing elements are outside the control of the NFLD and fall under the responsibility of the Johnson County Emergency Communications Center. Turnout and travel times however, are impacted by the actions and established response model of the fire department. Over the course of 2017, the average turnout time for the department was 5 minutes and 19 seconds where the average travel time was 3 minutes and 18 seconds. It can't be overstated that this is an average, with half of the times better and half the times worse. In an effort to measure a complete response picture, the fire service looks at response times at the 90th percentile. In other words, a figure at the 90th percentile means that 90 percent of the responses are better than the figure provided. Considering this, over the course of 2017, the 90th percentile **turnout time** for the department was 9 minutes and 54 seconds where the 90th percentile **travel time** was 6 minutes and 41 seconds.

By combining turnout time, travel time, and call processing time, we start to paint the picture of needed improvement. The department will be considering these elements as it adjusts in the years to come. This issue will be of the highest priority.



Recent Accomplishments

- | | |
|---|--|
| Record Call Volume - 1269 in 2017 | Established the Bob Parker Scholarship |
| Purchase of units 115, 112, 111, & 110 | Dave Hubler - 25 Years of Service |
| New SCBA | Hired a Full Time Fire Chief |
| Website Redesign | Salute to Summer Event |
| SAFER Grant Recipient (twice) | Established a Referral Program |
| Established the Firefighters Foundation | Established a Continuous Improvement Program |
| Created a Memorial Site | Created a Temporary Station Bunk Room |
| New AED's & Lucas Device | Solar Panels on the Fire Station |
| Fight for Air Climb/MDA/Burn Camp | Automatic Aid Agreement - Solon |
| New Weight Room Equipment | 35 Certified Firefighter 1's |
| Established a Paid Per Call Program | 26 Emergency Medical Technicians |
| 23 Certified Firefighter 2's | 6 Paramedics |
| 8 Fire Instructor 1's | 20 College Level Certs/Degrees |

The Community-Driven Strategic Planning Process

The specific steps of the process are as follows:

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



External Stakeholder Input

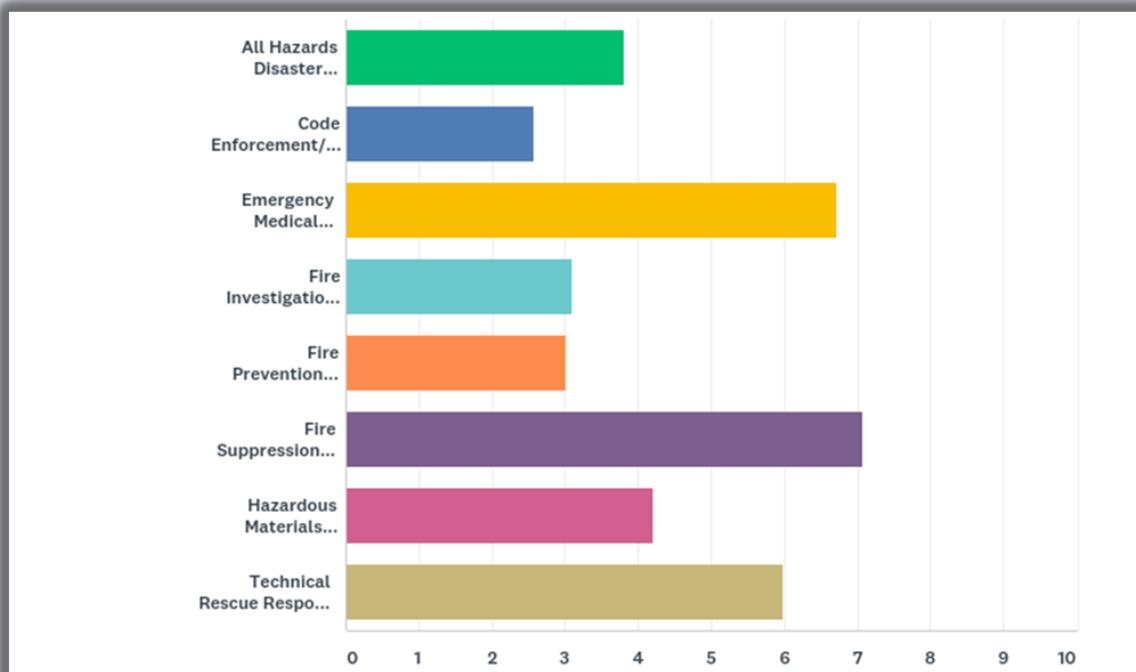
The department is committed to its community in terms of providing services and ensuring satisfaction. In January of 2018, a survey was distributed via social media in an effort to garner feedback from our community stakeholders. The target of the survey was both citizens and business owners. The feedback provided insight as to what the community expects of the department as well as how the department is viewed. The survey concentrated on services offered, priorities, concerns related to the department, strengths of the department, weakness or opportunities for improvement, and any other comments that should be considered.

The survey was offered for two weeks and garnered 686 responses. Of those responses, 91.3% were citizens, 2.5% represented business owners, and 6.2% represented both. 87% of those responding were property owners with 9.8% renting their place of residence. Those that responded fell into the following age categories:

18-29	7.3%
30-39	36.5%
40-49	30.26%
50-59	11.11%
60-69	11.11%
>70	3.65%

Services Offered:

In order to dedicate time, energy, and resources on the services most desired by the community, the NLFD must understand what the citizens consider to be their priorities. The external stakeholders were asked to prioritize the programs offered by the department through a process of direct comparison. The top three services desired were fire suppression, EMS, and technical rescue response.

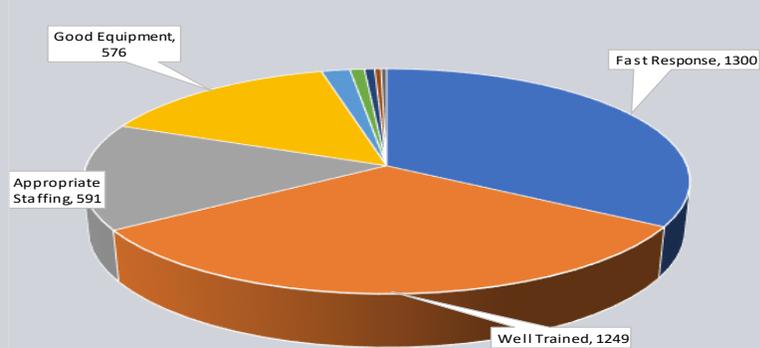


External Stakeholder Input

Community Expectations:

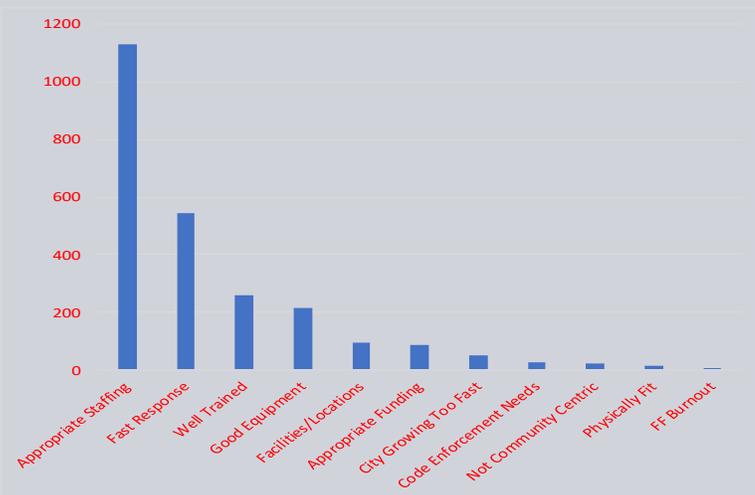
Having explicit knowledge of what the community expects of its fire department is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community needs. Survey participants were asked of their top three expectations. Answers that were listed as a first priority were given the score of three, a second priority assigned a score of 2, and a third priority was scored as a 1. The scores of all survey responses were then added together to determine expectations, which are listed below.

Fast Response	Score of 1300
Well Trained	Score of 1249
Appropriate Staffing	Score of 591
Good Equipment	Score of 576
Physically Fit FF's	Score of 67
Nonjudgmental	Score of 34
Good Attitude	Score of 24
Community Centric	Score of 15
Public Education	Score of 13



Area of Community Concern:

A community driven strategic planning process would be incomplete without an expression from the community regarding concerns about the department. Some areas of concern may in fact be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information or incorrect information. A scoring matrix as described above was utilized. Concerns scoring the highest are found below.



Appropriate Staffing	Score of 1130
Fast Response	Score of 543
Well Trained	Score of 259
Good Equipment	Score of 214
Facilities/Locations	Score of 93
Appropriate Funding	Score 85
City Growing Too Fast	Score of 50
Code Enforcement Needs	Score of 25
Not Community Centric	Score of 21
Physically Fit	Score of 13
Firefighter Burnout	Score of 7

External Stakeholder Input

Department Strengths:

The following is an abbreviated list of positive comments/strengths taken from the external stakeholder survey. This question garnered over 475 comments. This is a sampling of those comments.

- I think they do a fine job.
- North Liberty is lucky to have volunteers willing to serve in the fire department.
- Thankfully I have not needed their services but like how they are so involved in the community.
- They are so nice and helpful.
- I believe the NLFD has done an amazing job, especially with the substantial growth of the community.
- Very open and friendly. Love that they are out in the public at events and very friendly with kids.
- Volunteers are amazing as they commit their time and risk personal hazard to help others.
- I feel we have an excellent fire department.
- Thanks for all you do, its appreciated.
- Committed and reliable staff willing to commit in supporting ours and surrounding cities.
- We love our fire department, we used them for when our smoke alarms wouldn't stop going off.
- I am appreciative of their hard work and how it has been going within the limits they currently have. This survey will hopefully help move the fire service in the right direction for our growing community.
- We loved your open house! Very informative and engaging for the whole family.
- The fire department is very active in our community. They do a fantastic job of community outreach.
- Excellent volunteers!
- I live at the NL Living Center and have seen them come many times. They are always kind, considerate, gracious & helpful.
- Positive role models in the community.
- Hard working staff.
- Fire Marshal is extremely knowledgeable and friendly.
- Savings to the tax payer.
- I come from a family with a long history of volunteer firefighters. I know dedication when I see it and our fire department has it.
- Very friendly, great community leaders.
- Community-focused and committed.
- A strength is that they manage to do all the things they do with volunteers.
- Your dedication to the NL citizens and businesses is phenomenal even more so being a volunteer department. Hopefully that changes soon and you will be compensated with more than kind words.
- Impeccable leadership.
- The NLFD is a tremendous asset to our community! The level of service and community outreach done with an all volunteer staff is amazing. I would like to see the department be able to staff more with paid firefighters and realize that my taxes would need to increase for that. It would be worth it.
- They get out into the community and show off a positive vibe.
- The staff makes do with what they have.

External Stakeholder Input

Department Weaknesses or Opportunities for Improvement:

The following is an abbreviated list of weaknesses or opportunities for improvement taken from the external stakeholder survey. This question garnered over 380 comments. This is a sampling of those comments.

- Just need a new station.
- Initial response times.
- May need to have some full time staff with continued city growth in both population and radius.
- A lot to ask of volunteers.
- I would like a better looking fire station.
- With the size of North Liberty, it is time to move from a volunteer fire department.
- As a fellow first responder, your constant need for numerous pages to respond is beyond horrid.
- I was under the impression that we have paid firefighters on staff but found out recently that was not true.
- I think the volunteers get burned out and are spread thin based on the number of calls averaged per day/week/month over the year. A few doing the work of many.
- Not having paid staff means they cant be present at community events as often. They are unable to come out to businesses to teach fire safety or send reminders about smoke detectors or fire extinguishers.
- The department lacked leadership for some time. A solid 5 or 10 year plan with actionable items from council will go a long way.
- Needs more personnel, equipment, and a larger facility or additional facilities to provide service for a rapidly growing community.
- Response time sometimes can be long and sometimes not at all.
- Response time needs improvement.
- Response time was not speedy when our son had a medical emergency. 10 to 15 minutes.
- Not large enough for a growing population.
- North Liberty is a fast growing community and I believe we need to provide quicker response times for medical and fire response. Full time staff would help.
- Given the size and continued growth of our city, I think we might need another station and more personnel. While being centrally located is good, as the town grows it gets farther from the service.
- They are not always available to respond.
- As a citizen I would always want the fastest response time and well equipped, highly trained staff.
- More visible presence at community events.
- Services need to grow with the community.
- A volunteer department in a town where almost no one works during the day may cause a delay in response time.
- Would like to see a transition to a paid staff.
- They have difficulty responding quickly.
- I'm not sure that how long the city can rely on volunteer staffing.
- The limitation of the building they are in.

External Stakeholder Input

Additional Comments:

The following is an abbreviated list of additional comments taken from the external stakeholder survey. This question garnered over 290 comments. This is a sampling of those comments.

- Keep up the good work!
- The first responders were great when my step dad needed assistance.
- Thanks for doing a job that is so hard to do...
- Good luck trying to keep with the growth of the city while still exercising fiscal constraint.
- Thank you for your service.
- Very appreciative of all the volunteers!
- The current city infrastructure needs improvement.
- The fire marshal is nice to work with.
- Thanks for the survey, great way to get feedback.
- Currently happy with how the fire department is ran. Obviously because of growth, changes should be in the planning stages to be ahead of the future needs.
- I think that the current space they have is good but could be better. We need to support them by providing the equipment needed to do their job and that means a facility that can handle the growth North Liberty is seeing. I think a second location may also be needed.
- Decrease the response time!
- Having the right number of trained personnel, equipment and response times comes at a high cost.
- Just not sure how to get there without taxing people to death.
- North Liberty has had substantial growth over the past 30 years. It seems that every city department besides the fire department has grown. It is time for the city to put money into the fire department in order for them to catch up to today's citizen's needs.
- Yes, I'm willing to pay higher taxes to support it.
- Thank you for all you do with the limited budget you work with. I would whole-heartedly support a tax increase to increase your resources.
- Thanks for all that you do and giving up your free time and giving back to the community.



Organizational Mission

The purpose of our mission statement is to answer the following questions:

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

A work group of the NLFD's internal stakeholders met to review the existing mission and offered multiple ideas. These samples were then vetted through the organization and the department collectively agreed to the following:

The North Liberty Fire Department is devoted to the protection and preservation of life and property in the City of North Liberty and the townships of Penn and Madison.



Organizational Motto

The organization believes in establishing a motto or phrase that encompasses, very briefly, our ideals and beliefs. Because of its brevity, it can be injected into the organization in ways mission and vision statements are unable.

A work group of the NLFD’s internal stakeholders met to review the existing motto and offered multiple ideas. These samples were then vetted through the organization and the department collectively agreed to the following:

Service Over Self

Organizational Values

Establishing values and associated statements embraced by all members of an organization is extremely important. They recognize those features and considerations that make up the personality of the organization. The NLFD internal stakeholders agreed to the following values and supporting statements:

Pride
We strive to deliver a service that is looked upon in high regard.
We will celebrate the achievements and successes of those within our ranks.
Professionalism
We strive for competence in service delivery.
We treat each other and those we serve with a high degree of integrity.
Inclusiveness
We’re accepting of each member of our organization.
We will respond in a manner that is nonjudgmental and provide exceptional service to anyone in need.
Family
We will lift up those around you.
We treat all with high moral standards.
We are accountable to each other.

Programs and Services

The NLFD internal stakeholders identified the following core programs provided to the community, as well as the services and agencies that enable the agency to deliver those programs.

Core Programs:

Fire Suppression	Emergency Medical Services	Hazardous Materials Mitigation
Rescue	Loss Prevention	Community Outreach
	Public Assistance	

Support Services:

Citizens	Mutual Aid/Auto Aid	JCOM	NLPD/JCSO/IHP
DNR	JCAS	City Council	City Administration
City Departments (Public Works)	State Legislature	Utility Companies	Red Cross
NFPA	Training	Township Trustees	Insurance Companies
Hospitals	Regulatory (OSHA)	Families	Local Businesses
NLFF Foundation	Medical Examiner	Jo. Co. Public Health	IDOT/Secondary Roads
CISD/Chaplin Services	FEMA	Iowa Dept. of Public Health	Fire Service Training Bureau
Kirkwood/UIHC EMS LRC	Air Care	State Fire Marshal	International Code Commission
Jo. Co. EMA	Army Corps of Engineers	Media	CSS Consulting

S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is designed to guide an agency to candidly identify its positive as well as less-than-desirable attributes. The NLFD participated in this activity to record their 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 expected 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 NLFD as follows:

Members are here for the right reason	Great apparatus & equipment
Solid recruitment process & numerous applications	Strong social media outreach
The NLFD is involved in the community	Great community support - fund raising
Solid relationship with city administration	Department leadership
High interest in development/training	Department pride and dedication
Growing community with safe building practices	Knowledgeable & organized fire marshal
Fire prevention and education	Inclusive nature of members
Relationship with area fire departments	Performance standards
Third party services	Family support and support services
Open to change - continuous improvement	Professional

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:

Long response times	Lack of staffing to respond	Members don't live close to FD
Lack of experience / retention	Communications (CAD/JCOM)	Low budget comparisons to like sized communities
FSTB - Credentialing	Outgrowing our aging facility	Large geographical coverage
Various levels of training	Undefined roles/crew makeup	Length of development time
Increased work load / commitment	An increase in citizen assist requests	Lack of empathy - breakdown of trust
Lack of preparedness & interagency training	Archaic institutional systems	City infrastructure playing catchup
Weak ISO rating	No wellness initiatives	Recruitment
Lack of training facility	Low number of trained driver/operators	Relationship with school district
Appropriate apparatus	Lack of uniforms	Morale
Hydrant testing/ID	Historical disconnect with the city as a department	Target Solution assignments
Burnout	No response situations	Day to day accountability
No risk assessment	Awareness of mission	Member entitlement

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:

Joint training	Obtaining community feedback	Being part of the community
Additional partnerships	Seat at the city table	Adjust station - bunkroom
Leveraging availability	Openness to change	Leveraging all experience
Expansion of services - second fire station	Potential training facility	Relationships with local businesses
Increase public good will	Grants	Developing community
Relationships with HOA's	Technology	Wellness facilities
Retention & training of new firefighters	Partner with private entities	Public education outreach
Recruitment - targeted outreach	Community risk reduction	Improve ISO rating
Explorer/cadet program	Social media	Organizational rebuilding
Apparatus functionality	Public good will	

*Coming together is a beginning. Keeping together is progress.
Working together is success. - Henry Ford*

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:

Decreasing or flatlined budget	Constant road construction	Lack of support from the Fire Service Training Bureau
Burnout	Lack of public confidence	Lack of self confidence
Aging fleet	Government regulations	City infrastructure
Ambulance/EMS coverage in the city limits	Community unwilling to volunteer	Breakdown of mutual aid partnerships
Increasing call volume	Aging equipment	Lengthy response times
Worsening ISO rating	Lightweight construction	Increased traffic
Decrease of federal funds	Catastrophic events	Inadequate response
Population increase	Facilities	Increase in city boundary

Critical Issues and Service Gaps

After reviewing the NLFD's core programs and support services, and identifying the internal strengths and weaknesses along with external opportunity and threats, the internal stakeholders identified their primary critical issues and service gaps as the foundation for the development of goals and objectives in order to meet their future vision.

Staffing Model	Training Program	Planning
Risk Assessment	Community Outreach	Public Education
Long Response Times	Increasing Call Volume	Physical Resources

Strategic Initiatives

Having reviewed the agency's critical issues and service gaps, the following strategic initiatives were identified to guide the agency in establishing goals and objectives.

Staffing and Deployment	Training	Community Preparedness
Public Education & Community Outreach	Physical Resources	Risk Assessment



Goals and Objectives

The Community-Driven Strategic Planning Process, to this point, has dealt with establishing the Mission, Values, Motto, S.W.O.T., Critical Issues and Service Gaps, and Strategic Initiatives of the NLFD. In order to achieve the mission of the NLFD, realistic goals and objectives must be established to enhance strengths, address identified weaknesses, provide individual members with clear direction, and address the concerns of the community.

Leadership of the NLFD will establish work groups to meet periodically to review progress toward these goals and objectives and adjust timelines as needs and the environment change. 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 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. By following these goals and objectives carefully, the agency can be directed into its desired future while having reduced the obstacles and distractions along the way.

Goals & Objectives - Staffing & Deployment

Goal 1

Reduce Overall Emergency Response Time

Objective 1A	Evaluate existing staffing options and determine best model for NLFD. Shared concern with City of North Liberty 2018 Goal Setting document.		
Timeframe	Four Months	Assigned to	Fire Chief Platz
Critical Tasks	<ul style="list-style-type: none"> Establish a working group. Evaluate past two years of data related to call type, call location, call time, participation times & response times. Consider full time/part time/paid per call/volunteer models. Consider financial implication of potential models. Consider burnout and negative implications of potential models. Consider overall benefits and impacts to potential models. Propose model to city administration. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0 - \$900,00.00/yr.	Operational Costs: \$2,000 - \$4,000/yr.	

Objective 1B	Determine all human resource components related to new staffing model.		
Timeframe	Four Months	Assigned to	Assistant Chief Schmooke
Critical Tasks	<ul style="list-style-type: none"> Establish a working group. Consider components related to fire service best practice entrance exams. Consult with HR Director to consider department of labor regulations. Create a position description in conjunction with city organizational format. Create a position announcement. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$0	

Objective 1C	Determine all operational needs related to new staffing model.		
Timeframe	Six Months	Assigned to	Assistant Chief Kochanny
Critical Tasks	<ul style="list-style-type: none"> Establish a working group. Consider uniform needs. Determine appropriate deployment model related to staffing model. Consider daily duties of any new positions. Determine how to best page staff and volunteer staff. Determine response expectations outside of shift hours. 		
Funding Estimate	Capital Costs: \$8,000 - \$15,000/yr. Personnel Costs: \$0	Operational Costs: \$2,000 - \$4,000/yr.	

Goals & Objectives - Staffing & Deployment

Goal 1 Reduce Overall Response Time

Objective 1D	Determine timeline to realize consistent 24/7 coverage with new model. Shared concern with City of North Liberty 2018 Goal Setting document.		
Timeframe	Six Months	Assigned to	Fire Chief Platz
Critical Tasks	<ul style="list-style-type: none"> Establish a working group. Consider overall city budget implications. Consider department budgetary needs. Craft a sustainable budget that will support a timeline to increase coverage. Determine a balanced timeline that will increase coverage. Propose model to city administration. Adjust model where appropriate. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$0	

Objective 1E	Determine best option related to traffic pre-emption for reduced travel times.		
Timeframe	Two Years	Assigned to	Fire Chief Platz
Critical Tasks	<ul style="list-style-type: none"> Identify working group. Explore existing systems used within emergency services. Consult other internal and external stakeholders (NLPD/JCAS/CVFD). Consider overall city budget implications. Craft a sustainable budget that will support a timeline to implement traffic pre-emption. Choose a traffic pre-emption system. Propose system to city administration. 		
Funding Estimate	Capital Costs: \$10,000 - \$70,000/yr. Personnel Costs: \$0	Operational Costs: \$2,000/yr.	

Objective 1F	Retain 50% of new personnel beyond their three year anniversary.		
Timeframe	Five Years	Assigned to	Assistant Chief Schmooke
Critical Tasks	<ul style="list-style-type: none"> Identify current requirements of membership. Explore best practice, contemporary requirements used within emergency services. Explore means to retain existing members. Track data related to member start and retirement dates. Report program needs and adjustments to department administration. Incorporate needs into operational budget and/or grant opportunities. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$0	

Goals & Objectives - Staffing & Deployment

Goal 2 Ensure No Calls for Service Go Unanswered

Objective 2A	Evaluate existing paid per call program and adjust accordingly. Shared staffing issue with City of North Liberty 2018 Goal Setting document.		
Timeframe	Four Months	Assigned to	Fire Chief Platz
Critical Tasks	<ul style="list-style-type: none"> • Establish working group. • Identify all events to be paid. • Identify pay scales. • Identify rules and parameters in which payment is appropriate. • Determine how the paid per call program parallels the new staffing model. • Present new pay program to Human Relations. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: Current \$100,00. \$80,000 - \$120,000	Operational Costs: \$0	

Objective 2B	Establish automatic aid agreements with neighboring agencies. Stated as an opportunity within City of North Liberty 2018 Goal Setting document.		
Timeframe	Four Months	Assigned to	Fire Chief Platz
Critical Tasks	<ul style="list-style-type: none"> • Identify which agencies are appropriate for certain box alarms. • Consult with neighboring agencies to determine ability and interest. • Report to city administration. • Formalize agreements with appropriate documentation. • Approval through city council. • Ensure remaining box alarm assignments are appropriate within the MABAS system. • Advise the Johnson County Emergency Communications Center as to changes to existing box alarm assignments. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$0	

What you get by achieving your goals is not as important as what you become by achieving your goals. - Zig Ziglar

Goals & Objectives - Staffing & Deployment

Goal 3 Improve the Protection of Personnel from Occupational Hazards

Objective 3A	Implement procedures and practices that protect from cancer exposures.		
Timeframe	Six Months	Assigned to	Assistant Chief Kochanny
Critical Tasks	<ul style="list-style-type: none"> Establish working group. Evaluate the need as well as best practices specific to cancer exposure protection. Report needs to operations and administration for budget approval. Purchase necessary equipment. Provide appropriate training. Document processes in organizational guidelines. 		
Funding Estimate	Capital Costs: \$5,000 Personnel Costs: \$0	Operational Costs: \$500	

Objective 3B	Review the initial and annual physical evaluation components.		
Timeframe	12 Months	Assigned to	Assistant Chief Schmooke
Critical Tasks	<ul style="list-style-type: none"> Review current physical evaluation components. Research best practices related to physical evaluation components. Schedule a meeting with Dr. Hartley to review and collaborate. Propose adjustments to fire department administration. Propose adjustments to City of North Liberty Human Resources. Incorporate new elements into the process. Document the process within an administrative policy. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$10,000 - \$15,000/yr.	

Objective 3C	Establish a turnout gear replacement program.		
Timeframe	Four Months	Assigned to	Assistant Chief Kochanny
Critical Tasks	<ul style="list-style-type: none"> Identify working group. Evaluate current and best practice programs. Craft a process that will allow for replacement of turnout gear in conjunction with the requirements of the NFPA 1851 standard. Propose adjustments to fire department administration. Request budget authority to initiate the program. 		
Funding Estimate	Capital Costs: \$18,500/yr. Personnel Costs: \$0	Operational Costs: \$0	

Goals & Objectives - Staffing & Deployment

Goal 4

Improve the Delivery of Emergency Medical Services

Objective 4A	Promote the positioning of a transport ambulance to more efficiently tier with first responders.		
Timeframe	Four Years	Assigned to	Fire Chief Platz
Critical Tasks	<ul style="list-style-type: none"> • Communicate community needs with the Johnson County Ambulance Service (JCAS). • Determine JCAS intentions related to positioning of ambulances. • Report vision to city administration. • Create a plan to ensure greater effectiveness and reduce response times. • Incorporate plan. • Evaluate effectiveness related to response times and availability. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$0	

Objective 4B	Ensure the NLFD is being requested for legitimate calls for service.		
Timeframe	Two Years	Assigned to	Assistant Chief Kochanny
Critical Tasks	<ul style="list-style-type: none"> • Establish working group. • Evaluate emergency medical dispatching (EMD) and fire response protocols. • Consider recommendations that build efficiency and effectiveness into the response model. • Meet with mutual aid partners to gain support and guidance. • Meet with the Johnson County Emergency Communications Center to discuss feasibility. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs:\$0	

Objective 4C	Improve the communications process between the NLFD and the Johnson County Emergency Communications Center.		
Timeframe	One Year	Assigned to	Fire Chief Platz
Critical Tasks	<ul style="list-style-type: none"> • Identify working group. • Evaluate the current process and communication reporting mechanisms. • Form recommendations. • Provide recommendations to peer organizations within Johnson County. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$0	

Goals & Objectives - Staffing & Deployment

Goal 5

Improve Departmental Administrative Support Functions

Objective 5A	Evaluate the need for administrative support positions.		
Timeframe	Two Years	Assigned to	Fire Chief Platz
Critical Tasks	<ul style="list-style-type: none"> • Establish working group. • Consider data related to any support functions. • Determine current and future demands. • Incorporate needs into staffing timeline specific to Staffing and Deployment Objective 1D. • Report results to city administration. • Adjust timeline as needed. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0 - \$50,000	Operational Costs: \$0	

Objective 5B	Update equipment needs related to administrative support.		
Timeframe	One Year	Assigned to	Assistant Chief Schmooke
Critical Tasks	<ul style="list-style-type: none"> • Establish working group. • Evaluate administrative equipment shortcomings. • Prepare a priority list with associated costs. • Create a timeline to compliment future operating budgets. 		
Funding Estimate	Capital Costs: \$5,000 Personnel Costs: \$0	Operational Costs: \$3,000/yr.	

Objective 5C	Update facility needs related to administrative support.		
Timeframe	Two Years	Assigned to	Fire Chief Platz
Critical Tasks	<ul style="list-style-type: none"> • Establish working group. • Evaluate facility/space shortcomings and needs. • Form recommendations via a priority list. • Report to city administration. • Incorporate into future facility improvement plans. 		
Funding Estimate	Capital Costs: \$40,000 Personnel Costs: \$0	Operational Costs: \$0	

Goals & Objectives - Training

Goal 1 Improve Workforce Training Through Continual Program Development

Objective 1A	Evaluate the current training program and recommend changes. Shared concern with City of North Liberty 2018 Goal Setting document.		
Timeframe	Six Months	Assigned to	Assistant Chief Schmooke
Critical Tasks	<ul style="list-style-type: none"> Formalize committee structure to efficiently exercise department training program. Identify instructor core & provide direction related to new processes. Evaluate the department training schedule quarterly to ensure it remains contemporary. Monitor personnel for attendance. Inventory existing training props. Recommend additional needs related to props. Request funds for props through future operational budgets and potential grants. Evaluate training policy annually. Recommend program adjustments to department administration. 		
Funding Estimate	Capital Costs: \$0 - \$3,000 Personnel Costs: \$0	Operational Costs: \$3,000/yr.	

Objective 1B	Evaluate facility needs related to training program.		
Timeframe	Two Years	Assigned to	Assistant Chief Schmooke
Critical Tasks	<ul style="list-style-type: none"> Utilize training committee and schedule meetings as necessary. Evaluate current facilities related to training delivery. Determine needs related to facilities. Report to department and city administration. Include facility needs within overall facility improvement plan and deployment plan specific to Staffing and Deployment, Objective 1D. 		
Funding Estimate	Capital Costs: \$0 - \$400,000 Personnel Costs: \$0	Operational Costs: \$20,000	

Objective 1C	Develop training opportunities with neighboring agencies.		
Timeframe	Ten Months	Assigned to	Assistant Chief Schmooke
Critical Tasks	<ul style="list-style-type: none"> Utilize training committee and schedule meetings as necessary. Identify and evaluate any existing arrangements. Consider new arrangements with associated benefits. Approach agencies and initiate partnership discussions. Craft training courses with schedules. Annually evaluate schedules and future opportunities. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$0	

Goals & Objectives - Training

Goal 1 Improve Workforce Training Through Continual Program Development

Objective 1D	Incorporate outside training opportunities into the training program. Shared concern with City of North Liberty 2018 Goal Setting document.		
Timeframe	One Year	Assigned to	Assistant Chief Schmooke
Critical Tasks	<ul style="list-style-type: none"> Utilize training committee. Evaluate existing/future opportunities and compare to department needs. Prepare a plan that identifies courses in priority order along with budget implications. Identify all expectations to personnel related to attending outside training. Update training policy to include adjustments as needed. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$2,000 - \$6,000/yr.	

Goal 2 Develop/Improve Training Programs that will Enhance Service Delivery

Objective 2A	Evaluate the current department training program and recommend changes.		
Timeframe	Three Months	Assigned to	Assistant Chief Schmooke
Critical Tasks	<ul style="list-style-type: none"> Utilize training committee and schedule meetings as necessary. Consider an annual training schedule with identified facilitators. Evaluate the department training schedule quarterly to ensure it remains contemporary. Monitor personnel for attendance. Evaluate training policy annually. Recommend program adjustments to department administration. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$0	

Objective 2B	Develop a driver/operator training program.		
Timeframe	Six Months	Assigned to	Assistant Chief Schmooke
Critical Tasks	<ul style="list-style-type: none"> Utilize the training committee and schedule meetings as necessary. Research fire service best practices. Develop a program to include coursework, schedule, instructors, & forms. Report to department administration. Add language to training policy. Deploy program to include all personnel. Evaluate the program annually. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$1,000	

Goals & Objectives - Training

Goal 2 Develop/Improve Training Programs that will Enhance Service Delivery

Objective 2C	Develop a post-traumatic stress disorder training program.		
Timeframe	One Year	Assigned to	Assistant Chief Schmooke
Critical Tasks	<ul style="list-style-type: none"> • Utilize training committee and schedule meetings as necessary. • Research fire service best practices. • Develop a course related to PTSD. • Report to department administration. • Deploy program to all personnel. • Evaluate the program annually. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$250	
Objective 2D	Evaluate the orientation program for new personnel.		
Timeframe	One Year	Assigned to	Assistant Chief Schmooke
Critical Tasks	<ul style="list-style-type: none"> • Utilize training committee and schedule meetings as necessary. • Research the current curriculum and process. • Determine adjustments to the current process. • Report to department administration. • Prioritize needs specific to budget implications. • Deploy approved program adjustments. • Evaluate the program annually. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$0	



Goals & Objectives - Training

Goal 3

Improve the Training Environment

Objective 3A	Improve the training culture of the department		
Timeframe	One Year	Assigned to	Assistant Chief Schmooke
Critical Tasks	<ul style="list-style-type: none"> Determine the core tenants and training philosophy. Provide detailed guidance to committee and instructor core. Evaluate instructors on their delivery in relation to philosophy. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$0	

Objective 3B	Develop a mentor program for new candidates.		
Timeframe	Three Years	Assigned to	Assistant Chief Schmooke
Critical Tasks	<p>Utilize training committee and schedule meetings as necessary. Consider fire service best practices. Develop core group of mentors. Develop program that includes formal aspects. Report to department administration. Evaluate the program annually.</p>		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$250	



Goals & Objectives - Physical Resources

Goal 1 Provide Facilities, Services, and Materials in Support of NLFD's Current and Future Organizational Demands

Objective 1A	Utilize a space needs analysis of current station related to new deployment model.		
Timeframe	Two Years	Assigned to	Assistant Chief Kochanny
Critical Tasks	<ul style="list-style-type: none"> Establish working group. Identify a mechanism to quantify needs. Compare and study current station to best practices. Create a plan to address items in priority order to include ADA, sprinkler protection, drainage, station alerting, safety, oxygen generation, office needs, etc. Present results to department administration. Include facility needs within overall facility improvement plan and deployment plan specific to Staffing and Deployment, Objective 1D. 		
Funding Estimate	Capital Costs: \$0 - \$125,000 Personnel Costs: \$0	Operational Costs: \$2,000/yr.	

Objective 1B	Utilize a space needs analysis of additional response facilities related to new deployment model. Listed within the New Initiatives—Appendix A of the City of North Liberty 2018 Goal Setting document.		
Timeframe	Two Years	Assigned to	Assistant Chief Kochanny
Critical Tasks	<ul style="list-style-type: none"> Establish working group. Identify a mechanism to quantify needs. Consider various concerns related to call volume, street arterials, volunteer residences, city growth patterns, relationship to neighboring fire stations, etc. Present results to department administration. Present results to department administration. Include facility needs within overall facility improvement plan and deployment plan specific to Staffing and Deployment, Objective 1D. 		
Funding Estimate	Capital Costs: \$3,000,000 - \$4,000,000 Personnel Costs: \$0	Operational Costs: \$43,500/yr.	



NORTH LIBERTY FIRE DEPARTMENT STRATEGIC PLAN 2018-2023

Goals & Objectives - Physical Resources

Goal 2 Improve Apparatus and Equipment Capabilities to Better Meet the Mission of the NLFD

Objective 2A	Evaluate existing apparatus, the current response matrix, and inefficiencies related to emergency response.		
Timeframe	One Year	Assigned to	Assistant Chief Kochanny
Critical Tasks	<ul style="list-style-type: none"> • Establish working group. • Identify an evaluation mechanism. • Review response data. • Develop adjustments to response matrix. • Standardize apparatus construction and layout. • Develop apparatus replacement schedule. • Present results to department administration. • Include needs within operational budget in future budget cycles. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$0	

Objective 2B	Evaluate existing equipment and needs related to any changes to apparatus or response matrix.		
Timeframe	Two Years	Assigned to	Assistant Chief Kochanny
Critical Tasks	<ul style="list-style-type: none"> • Establish working group. • Identify an evaluation mechanism. • Research best fire service practices. • Report results and initiatives to department administration. • Adjust equipment location as needed. • Create a list of needed equipment for inclusion in future budgets. • Adjust inventory sheets. • Develop a transparent and clear procurement process. • Develop an equipment replacement schedule specific to consumables and large expense items. • Include needs within operational and capital improvement budget. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$2,000	

Goals & Objectives - Community Preparedness

Goal 1 Increase the Operational Effectiveness Related to Large Scale or Mass Casualty Incidents

Objective 1A	Develop or update an emergency response plan for the City of North Liberty.		
Timeframe	Two Years	Assigned to	Fire Chief Platz
Critical Tasks	<ul style="list-style-type: none"> • Identify working group. • Consider current plan & determine needed updates. • Identify an appropriate location for a command post. • Identify specific positions within the ICS framework and assign positions. • Provide appropriate training to identified individuals. • Identify equipment needs related to a command post specific to communications, signage, forms, etc. • Document the process within a policy or guideline. • Exercise the plan. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$1,000	

Objective 1B	Develop a formalized response to an active shooter incident.		
Timeframe	One Year	Assigned to	Assistant Chief Kochanny
Critical Tasks	<ul style="list-style-type: none"> • Consult with NLPD and other county emergency response agencies to develop program framework. • Determine roles for law/EMS/fire. • Determine equipment needs for law/EMS/fire. • Establish local reunification centers. • Formalize an operational guideline. • Conduct joint training sessions. • Communicate the plan with local learning institutions. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$2,000	



Goals & Objectives - Community Preparedness

Goal 1 Increase the Operational Effectiveness Related to Large Scale or Mass Casualty Incidents

Objective 1C	Develop a formulated response to aircraft emergencies.		
Timeframe	Three Years	Assigned to	Assistant Chief Kochanny
Critical Tasks	<ul style="list-style-type: none"> • Coordinate with other agencies to include JCMMA, NLPD, JCSO, & the Eastern Iowa Airport. • Determine roles and response matrix for law/EMS/fire. • Determine any equipment needs. • Formalize an operational guideline. • Conduct joint training sessions. • Annually review the plan. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$0	

Objective 1D	Develop a formalized response to large scale hazmat emergencies.		
Timeframe	Four Years	Assigned to	Assistant Chief Kochanny
Critical Tasks	<ul style="list-style-type: none"> • Coordinate with other agencies to include NLPD, JCSO, and JCHMRT. • Determine roles for NLPD. • Determine equipment needs. • Formalize an operational guideline. • Conduct training sessions. • Review and alter the plan if needed. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$0	



Goals & Objectives - Community Preparedness

Goal 2 Ensure Effective Communications During Community Crisis

Objective 2A	Improve communications with peer response agencies.		
Timeframe	Three Years	Assigned to	Fire Chief Platz
Critical Tasks	<ul style="list-style-type: none"> • Assemble appropriate groups for one large or multiple one on one meetings. • Consider communication options with agencies within the county. • Consider communication options with agencies outside of the county. • Document the process in related operational guidelines. • Deploy new methods. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$0	

Objective 2B	Improve communications with the general public.		
Timeframe	Three Years	Assigned to	Fire Chief Platz
Critical Tasks	<ul style="list-style-type: none"> • Assemble core group and schedule meetings as appropriate. • Identify communications options related to Reverse 911. • Identify communications options related to social media. • Identify communications options specific to city resources. • Identify communications options that allow the public to communicate with the NLFD. • Document any processes within an administrative policy. • Train on the new processes. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$500	



Goals & Objectives - Community Preparedness

Goal 3

Preplan for Emergencies to Realize Operational Effectiveness

Objective 3A	Establish a building preplan process.		
Timeframe	Three Years	Assigned to	Fire Marshal Hardin
Critical Tasks	<ul style="list-style-type: none"> • Establish working group. • Obtain an existing community building inventory. • Establish a prioritized list of buildings to preplan. • Determine a structured process to include timelines and points of information. • Document the plans and store for easy retrieval. • Document the process in administrative policy form. • Train personnel on the use of the preplan. 		
Funding Estimate	Capital Costs: \$500 - \$5,000 Personnel Costs: \$0	Operational Costs: \$2,000/yr.	

Objective 3B	Establish preplans for developments specific to needed water supply for fire suppression.		
Timeframe	Two Years	Assigned to	Assistant Chief Chris Kochanny
Critical Tasks	<ul style="list-style-type: none"> • Identify working group. • Establish a list of developments with an identified water supply issue. • Prioritize developments to preplan. • Determine a structured process to include timelines and points of information. • Determine appropriate draft sites. • Determine appropriate fill sites. • Determine appropriate apparatus positioning. • Document development preplans and store them for easy retrieval. • Document the process in administrative policy form. • Train on the use of preplans. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$500	

Objective 3C	Establish an event preplan process.		
Timeframe	Three Years	Assigned to	Fire Chief Platz
Critical Tasks	<ul style="list-style-type: none"> • Identify working group. • Establish a list of community events. • Prioritize ongoing events that require preplanning. • Select a process that includes consistent forms and processes. • Event dependent, bring together agencies that will fulfill roles. • Document the preplan and distribute to the involved agencies. • Document the process within an administrative policy. • Exercise the preplan. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$500	

Goals & Objectives - Public Education and Community Outreach

Goal 1 Provide Citizens Education Related to Fire Safety & Risk Reduction

Objective 1A	Determine which existing community risk reduction programs are effective.		
Timeframe	One Year	Assigned to	Fire Marshal Hardin
Critical Tasks	<ul style="list-style-type: none"> • Establish working group. • Identify current program offerings (child safety seat checks, station tours, FPW, etc.). • Evaluate current programs specific to time commitment, impact, and cost. • Identify the gaps within the community via data analysis. • Identify which current programs are viable. • Document viable programs within a public education policy. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$0	

Objective 1B	Determine which new community risk reduction programs are needed.		
Timeframe	Two Years	Assigned to	Fire Marshal Hardin
Critical Tasks	<ul style="list-style-type: none"> • Establish working group. • Utilize the gap analysis from Objective 1A (above) to identify outreach needs. • Determine any new program options (juvenile fire setter, bike safety, community CPR, battery up, smoke detector giveaway, street crossing, health awareness for elderly, etc.). • Identify potential outside funding opportunities. • Identify needed equipment. • Prioritize programs and seek budget authority. • Document new programs within a public education policy. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$1,500	

Objective 1C	Evaluate fire prevention week school programs.		
Timeframe	One Year	Assigned to	Fire Marshal Hardin
Critical Tasks	<ul style="list-style-type: none"> • Establish working group. • Evaluate current program to ensure consistent delivery. • Approach school districts about ability to gain audience and determine expectations. • Identify program adjustments to ensure a contemporary message. • Schedule all school events. • Identify needed materials. • Deliver program. • Evaluate program. • Document the process within a public education policy. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$1,500	

Goals & Objectives - Public Education and Community Outreach

Goal 2 Improve Operational Capabilities with Community Outreach

Objective 2A	Provide education to the public related to operational response capability and response needs.		
Timeframe	Three Years	Assigned to	Fire Marshal Hardin
Critical Tasks	<ul style="list-style-type: none"> • Establish working group. • Identify which topic areas via qualitative information (low hanging branches over private drives, chirping smoke detector issues, Adopt-A-Hydrant, pull to the right, etc.). • Identify the appropriate means to deliver the messages. • Report information to department administration. • Deliver messages to the public. • Evaluate efforts. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$300	

Objective 2B	Provide education to the public following an emergency incident experience.		
Timeframe	Four Years	Assigned to	Fire Marshal Hardin
Critical Tasks	<ul style="list-style-type: none"> • Establish working group. • Determine gaps or needs related to emergency follow up. • Develop or secure appropriate information to provide. • Develop a means or process to provide the information. • Identify needed equipment or materials. • Document the process in a public education policy. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Consumable Costs: \$500	

Objective 2C	Evaluate all dry hydrants and development hydrants within the fire district.		
Timeframe	Two Years	Assigned to	Assistant Chief Kochanny
Critical Tasks	<ul style="list-style-type: none"> • Establish working group. • Inventory all dry hydrants and residential development hydrant systems in the fire district. • Evaluate and flow each system. • Determine viable and nonviable systems. • Communicate the results with development associations. • Document findings in an operational guideline. • Train personnel on the system locations and their use. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$0	

Goals & Objectives - Risk Assessment

Goal 1 Conduct a Risk Assessment of the Community

Objective 1A	Determine the best tool to conduct the risk assessment.		
Timeframe	Two Years	Assigned to	Fire Chief Platz
Critical Tasks	<ul style="list-style-type: none"> • Schedule meetings with the fire marshal. • Research fire service best practices. • Choose a process that works for the North Liberty Fire Department. • Determine an appropriate timeline to conduct the assessment. • Present results to department administration. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$0	

Objective 1B	Exercise the assessment tool to determine risk.		
Timeframe	Three Years	Assigned to	Fire Chief Platz
Critical Tasks	<ul style="list-style-type: none"> • Establish working group. • Secure building & occupancy inventory within the response district. • Review data related to call types and frequency of events. • Categorize various risks. • Determine critical tasking for various categories and levels. • Develop a scoring mechanism. • Report findings to city administration. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$0	



Goals & Objectives - Risk Assessment

Goal 2

Develop a Community Standard of Cover (SOC)

Objective 2A	Gather information related to community baselines.		
Timeframe	Five Years	Assigned to	Fire Chief Platz
Critical Tasks	<ul style="list-style-type: none"> Establish working group. Research community baselines to include; <ul style="list-style-type: none"> Historical and contemporary data Accomplishments and achievements Station locations and staffing Governance model Current levels of service Compile information and document in SOC format. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$0	

Objective 2B	Establish perceived community risk along with standards, goals and objectives.		
Timeframe	Five Years	Assigned to	Fire Chief Platz
Critical Tasks	<ul style="list-style-type: none"> Establish working group. Fold in risk assessment from Risk Assessment, Goal 2, objective 2A. Based on risks, describe the level of service currently being offered. Compile information and document in SOC format. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$0	

Objective 2C	Establish the critical tasks capability of the department along with future service level objectives.		
Timeframe	Five Years	Assigned to	Fire Chief Platz
Critical Tasks	<ul style="list-style-type: none"> Establish working group. Establish critical tasks as compared to incident types. Establish service level objectives for the department moving forward. Evaluate the ability of the department to handle multiple occurring incidents. Compile information and document in SOC format. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$500	

Goals & Objectives - Risk Assessment

Goal 3 Ensure Investigative Techniques are Supporting the Mission of the Fire Department

Objective 3A	Ensure redundancy in operational ability related to fire cause and determination.		
Timeframe	Four Years	Assigned to	Fire Marshal Hardin
Critical Tasks	<ul style="list-style-type: none"> • Establish working group. • Identify program framework. • Identify appropriate personnel to assign tasks. • Identify training means. • Identify equipment needs. • Provide appropriate training. • Evaluate the feasibility of sharing this type of service with other emergency response agencies. • Document the program in an administrative policy. 		
Funding Estimate	Capital Costs: \$1,000 Personnel Costs: \$0	Operational Costs: \$2,000/yr.	

Objective 3B	Develop a guideline related to the fire investigative process.		
Timeframe	One Year	Assigned to	Fire Marshal Hardin
Critical Tasks	<ul style="list-style-type: none"> • Establish working group. • Research best practice processes that will ensure a consistent approach to investigating fire cause and origin. • Document the process in an administrative policy. • Train personnel on the process. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$0	



Goals & Objectives - Risk Assessment

Goal 4

Provide Timely Response to Plans Review and Inspection Commitments

Objective 4A	Evaluate the personnel needs to ensure site plans are reviewed within 14 days of submission. Shared regulatory concern with City of North Liberty 2018 Goal Setting document.		
Timeframe	Six Months	Assigned to	Fire Marshal Hardin
Critical Tasks	<ul style="list-style-type: none"> • Establish working group. • Evaluate duties/deadlines/future growth related to fire prevention bureau functions. • Consider options related to staffing models. • Consider financial implications of potential models. • Consider overall benefits and impacts to potential models. • Propose model to fire chief. • Propose model to city administration. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0 - \$40,000/yr.	Operational Costs: \$0	

Objective 4B	Consider adopting a business licensing program.		
Timeframe	Four Years	Assigned to	Fire Marshal Hardin
Critical Tasks	<ul style="list-style-type: none"> • Establish working group. • Evaluate current process related to the notification of new businesses within the community. • Consider options and best practices. • Consult senior building official. • Draft a model that will work within current the North Liberty processes. • Propose model to fire chief. • Propose model to city administration. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$0	

Objective 4C	Evaluate the need for operational permits specific to high risk operations. Included are hot works, dipping, spraying, cryogenics, and compressed gases.		
Timeframe	Four Years	Assigned to	Fire Chief Platz
Critical Tasks	<ul style="list-style-type: none"> • Establish working group. • Evaluate best practice options. • Consult the senior building official. • Draft proposal that would work within the current North Liberty process. • Submit to the fire chief. • Submit to city administration. • Draft ordinance. • Present ordinance to city council. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$0	

Goals & Objectives - Risk Assessment

Goal 5 Ensure Ordinances are Supporting the Mission of the Fire Department

Objective 5A	Evaluate the Current Prairie Grass Burning Ordinance.		
Timeframe	Six Months	Assigned to	Fire Marshal Hardin
Critical Tasks	<ul style="list-style-type: none"> • Establish working group. • Compare current ordinance with industry best practices. • Adjust existing or create new language. • Propose updates to city administration. • Finalize updates and submit to council. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$0	

Objective 5B	Evaluate the Current Fire Department Fee Structure.		
Timeframe	One Year	Assigned to	Fire Marshal Hardin
Critical Tasks	<ul style="list-style-type: none"> • Establish working group. • Evaluate current fee structure and compare to industry best practices. • Propose updated structure to the fire chief. • Propose updated structure to city administration. • Finalize updates and submit to council. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$0	

Objective 5C	Establish a Fire Alarm Ordinance Shared regulatory concern with City of North Liberty 2018 Goal Setting document.		
Timeframe	Three Years	Assigned to	Fire Marshal Hardin
Critical Tasks	<ul style="list-style-type: none"> • Establish working group. • Evaluate industry best practice options. • Draft an ordinance. • Present to the fire chief. • Present to city administration. • Finalize updates and submit to council. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Operational Costs: \$0	

Our Vision

The members of the North Liberty Fire Department envision an organization that embraces continuous improvement through numerous, specific initiatives. These initiatives will be guided by our values of professionalism, family, pride, and inclusiveness.

A priority of this organization's is to develop operational goals. As outlined in this document, we will explore alternative deployment models with the intent of reducing response times to emergencies. The NLFD will research best practice models in order to identify and develop a model which works for our community. We will assist in guiding this process as well as help direct other initiatives sought out by the department. Utilizing a best practice approach can yield ideas, data, and operational models that the NLFD can tailor to match the projected needs of our growing community.

The NLFD places the highest value on the preparation of our members to meet the challenges of the mission and the expectations of the community we serve. We are committed to developing and implementing a high-quality training program that ensures top level performance from our members. The NLFD will promote skill acquisition and education through various in-house training opportunities, grant funding for scholarships, and local and regional training offerings.

Providing the community with proactive messages, outreach, and risk assessment, can prevent the occurrence of emergencies. The department will employ measures which provide contemporary information and risk reduction strategies that will reduce the need for emergency services. An ounce of prevention is worth a pound of cure.

Lastly, the NLFD envisions exploring various means of collaboration. We will continue to collaborate internally towards continuous improvement of the organization and turn externally to explore best practices in the delivery of fire and emergency medical services. We will collaborate and share resources and information with local fire, police, and ambulance services. As a cohesive team of public servants, collectively we can find operational opportunities that provide the highest level of service to the community.



Performance Measurement & Exercising the Plan

As forecasting results can be difficult, the organization must focus on the assessment of progress toward achieving the desired output. In order to ensure that the NLFD's strategic plan is achieving results, performance measuring will take place every six months. This will be facilitated by utilizing a tracking guide for each objective. It's important that this document remain contemporary and exercised. The external and internal stakeholders that provided input deserve for this process to be an integral guide to this department's future. The success of this strategic plan will not only depend upon the implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, membership of the organization, and the community at-large.

The Success of the Strategic Plan

The NLFD 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 NLFD, has a role and responsibility in this strategic plan.

