Cedar Rapids Fire Department Strategic Plan FY2018-FY2022
CEDAR RAPIDS FIRE DEPARTMENTS STRATEGIC PLAN

Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Message from the Chief</td>
<td>3</td>
</tr>
<tr>
<td>Introduction</td>
<td>4</td>
</tr>
<tr>
<td>Acknowledgements</td>
<td>5</td>
</tr>
<tr>
<td>Mission/Vision Statements</td>
<td>6</td>
</tr>
<tr>
<td>Organizational Structure</td>
<td>8</td>
</tr>
<tr>
<td>Fire Department History</td>
<td>9</td>
</tr>
<tr>
<td>Programs &amp; Services</td>
<td>11</td>
</tr>
<tr>
<td>Definition of Community-Driven Strategic Plan</td>
<td>12</td>
</tr>
<tr>
<td>Community-Driven Strategic Plan Results</td>
<td>14</td>
</tr>
<tr>
<td>Goals and Objectives</td>
<td>19</td>
</tr>
<tr>
<td>Conclusion</td>
<td>29</td>
</tr>
</tbody>
</table>
Message from the Chief

It is my pleasure to present the Cedar Rapids Fire Department Strategic Plan for FY2018 – FY2022. This plan is the culmination of several months of work by the Strategic Planning Committee, with representation from every division and level of the organization. The diversity of the committee ensures that the document represents the goals and desired outcomes of all areas of the organization. Each member of the committee commenced the planning process by conducting a SWOT (strengths, weaknesses, opportunities, and threats) analysis of their division / area of representation. These analyses were utilized to guide the development of the plan.

This plan will serve as the guiding document for the growth and development of the Cedar Rapids Fire Department over the next five years, building upon the accomplishments realized from the implementation of many objectives from the FY2012 – FY2017 Strategic Plan. The plan is designed to be flexible throughout its lifespan and the implementation its objectives will have oversight by the Strategic Plan Implementation Committee, who will guide the implementation process. Outcomes of the plan will be evaluated to ensure the intent of the objectives realize the overall goals of the organization.

Thank you to all members of the committee for their dedication and work on this document and to the citizens and businesses of Cedar Rapids for their input into the plan.

Respectfully,

Mark A. English
Fire Chief
Introduction

The FY2017 – FY2022 Cedar Rapids Fire Department Strategic Plan is the department’s roadmap for the future. The planning committee was formed by Operations Chief Greg Smith and had representatives from all divisions and levels of the organization. The process was initiated by having all members conduct a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis on their respective areas within the department. Once that exercise was complete, several brainstorming sessions were conducted to parlay the SWOT analysis into overarching goals and SMART (Specific, Measurable, Achievable, Realistic, and Time-sensitive) objectives.

As a result of these brainstorming sessions, goals and objectives were divided into the following five strategies:

1. Hazard Risk Assessment
2. Facilities & Equipment Improvement
3. Operational Preparedness
4. Fire Marshal’s Office / Community Risk Reduction
5. Health Safety & Well Being of Employees

These five strategy areas outline the focused direction of the Cedar Rapids Fire Department for the next five years. While this is a five-year strategic plan, the intention is to revisit this plan to check our progress against this document. Further, it may be necessary to reevaluate the plan as a whole during these annual analyses to determine if the course outlined in the strategic plan is sufficient or prudent for the dynamic organization. If most or all of these goals and objectives are completed in a faster timeframe, or if we determine we need to re-set our direction, we will convene another strategic plan committee to address these issues.

The intent of this strategic plan is to provide the most effective and proficient use of City and Fire Department resources to accomplish the vision and mission, while maintaining the values of the City of Cedar Rapids and the Cedar Rapids Fire Department.
Acknowledgements

City Council
Mayor Bradley Hart

Tyler Olson  Ann Poe
Susie Weinacht  Martin Hoeger
Scott Overland  Dale Todd
Scott Olson  Ashley Vanorny

City Manager
Jeffrey A. Pomeranz

Strategic Planning Committee Members
Fire Chief Mark English
Assistant Chief - Operations Gregory Smith - Chair
Assistant Chief Curtis Hopper
Battalion Chief – Training Andy Olesen
Battalion Chief – Fire Marshal’s Office Vance McKinnon
Special Projects Coordinator-Captain Rick Halleran
Public Education Program Manager Nicky Stansell
Firefighter Brooks Burkhart (Operations Representative A shift)
Battalion Chief Brent Smith (Operations Representative B Shift)
Firefighter John Cannon (Operations Representative C shift)
Firefighter Chris Hinrichs (IAFF Local 11 Representative)
Captain Curtis Walser (Technology/Communications Representative)
Battalion Chief Brian Gibson (Operations Representative BC Level)
Captain Steve Mast (Investigation Division Representative)
City of Cedar Rapids Vision Statement
Cedar Rapids, a vibrant urban hometown — a beacon for people and businesses invested in building a greater community now and for the next generation.

City of Cedar Rapids Values Statement

We Value Accountability and Integrity
Honest and hardworking employees that our community looks to for excellence.

We Value Communication
Recognizing and encouraging the open exchange of ideas within our organization and our community.

We Value Dignity and Fairness
Treating everyone with patience and respect.

We Value Diversity
Giving us unity and strength through our ability to learn and grow from one another.

We Value Teamwork and Initiative
Inspiring pride in our work as progressive and creative leaders for our community.

We Value Stewardship
Responsibly managing the resources entrusted to us.
CRFD MISSION STATEMENT
The mission of the Cedar Rapids Fire Department is to mitigate threats to the health and property of our community through emergency response, quality education and prevention programs.

CRFD VISION STATEMENT
Working together to make Cedar Rapids a safer community.

CRFD VALUES
We Value Accountability and Integrity
Honest and hardworking employees that our community looks to for excellence.

We Value Communication
Recognizing and encouraging the open exchange of ideas within our organization and our community.

We Value Dignity and Fairness
Treating everyone with patience and respect.

We Value Diversity
Giving us unity and strength through our ability to learn and grow from one another.

We Value Teamwork and Initiative
Inspiring pride in our work as progressive and creative leaders for our community.

We Value Stewardship
Responsibly managing the resources entrusted to us.
Organizational Structure

Command Staff
Fire Chief - Mark English
Assistant Fire Chief- Operations - Gregory Smith
Assistant Fire Chief- Support Services - Curtis Hopper
Administrative District Chief - Training/EMS - Andrew Olesen
Fire Captain - Technology - Curtis Walser
Public Safety Communications Coordinator - Greg M. Buelow
Training Captain - Fire/Rescue - Don Ransford
Training Firefighter - Emergency Medical Services - Amy Kunkle
Fire Captain - Special Operations - Richard Halleran
Fire Specialist - Stacy Mason
Administrative Assistant II - Megan Moon

Fire Marshal’s Office
Fire Marshal - Vance B. McKinnon III
Assistant Fire Marshal Steve Dunham
(3) Fire Captains - Scott Saylor, Cory Burkle, Clarence Hillebrand
Arson Division Leader – Captain Stephen Mast
Arson Investigator-Captain Paul Koenig
Arson K-9 - Matilda
Fire Specialist - Molly Knock
Public Education Manager - Nicky Stansell
Public Education Specialist - Julie Popelka

Shift Staff
(6) Battalion Chiefs
(33) Shift Captains
(91) Shift Firefighters

Teams within the Fire Department, include:
(42) Paramedic/Paramedic Specialists
(36) Hazardous Materials Technicians
(84) Hazardous Materials Operations Levels
(57) Special Operations Technicians
(17) Weapons of Mass Destruction Technicians
(23) Emergency Worker Monitoring and Decontamination Station Workers
(43) Urban Search and Rescue (includes 34 Cedar Rapids firefighters)
Cedar Rapids Fire Department Strategic Plan FY18-FY22

Cedar Rapids Fire Department History

In February of 1869, the Cedar Rapids City Council established the Volunteer Fire Department and purchased the city’s first fire apparatus. The initial Volunteer Fire Department protected the entire one square mile of the city from a station located at the foot of the Iowa Avenue Bridge. Volunteer firefighters continued to protect the city until July of 1894 when 11 career firefighters at a single fire station replaced 248 volunteers from eleven fire stations.

Since the establishment of the career department, more than 650 men and women have worn the Cedar Rapids Fire Fighter Badge. Collectively they have answered more than 211,000 requests for service and conducted 270,000 fire prevention inspections. This includes response to incidents as varied as the Douglas Starch Works Explosion in 1919 that killed 43 people and the Floods of 2008 that covered 10 square miles of the City affecting over 7,000 parcels of land, yet resulted in no deaths related to the flood.

The first fire apparatus of the Cedar Rapids Fire Department was a Silbsy Steamer which was pulled by firefighters to the fire. Horse-drawn apparatus were introduced when the career department was established and remained in-service until March of 1918, when the City Council purchased three additional motorized fire engines to complement the two already in service.

The Cedar Rapids Fire Department has always served the citizens of Cedar Rapids and the nation faithfully. The Cedar Rapids Fire Department has had veterans of every conflict since World War I on staff. In 1944 and 1945, 13 of the department’s 69 employees were serving on active duty in the military. We have also had members serve on active duty in support of the wars in both Afghanistan and Iraq since September 11, 2001.

Six Cedar Rapids Fire Fighters have been killed in the line of duty. Two were killed in fire apparatus accidents, two were killed at fire scenes, and the most recent fatalities occurred at a training incident when two firefighters were killed in a river rescue training accident above the REA Dam on Old River Road South West on May 20, 1976.

The Cedar Rapids Fire Department has varied staffing and apparatus placement based on the size of the city and budgeting options since the establishment of the department. In 1977, the Fire Department employed 147 Fire Fighters and 10 support staff members. They staffed 10 fire stations including one at the Cedar Rapids Airport. According to departmental records at the time, the city was 51 square miles in size and had a population of 118,000 citizens. Currently the Fire Department employs 142 Firefighters, and 6 support staff members that operate from nine permanent fire stations. The City of Cedar Rapids has grown to almost 72 square miles and a population of nearly 130,000.

Initially the Fire Department responded only to reports of fire and other fire related problems. By the late 1970’s the Fire Department had begun assisting with patients who were ill and injured. In 1988, the Fire Department began regular responses to emergency medical calls with the implementation of a basic emergency medical treatment program. In the year 2000, the Fire Department equipped three engines with Advanced Life Support equipment to provide life
sustaining treatment until the ambulance arrived. This program has been expanded to all of the fire stations in Cedar Rapids. All current fire department employees hold a level of emergency medical certification. The diversification of emergency response capabilities has continued to evolve in recent years. In 1985, the Hazardous Materials Response Team was formed to respond to emergency chemical releases. In 1996, the Fire Department established the Special Operations team to respond to specialized rescue situations including high-angle rescue, low-angle rescue, confined space rescue, water rescue, hazardous materials response, and trench rescue. The Cedar Rapids Fire Department is currently training all personnel to the NFPA 1670 Standard on Operations and Training for Technical Search and Rescue Incidents Operations level in said disciplines.

Area Ambulance was initially organized in the early 1970s when the private ambulance service that serviced the community went out of business. The two local hospitals operated the service until 2008 when the agency was reconstituted as a separate not-for-profit with ownership from the hospitals and the communities the agency serves. Cedar Rapids is the largest community served by the agency.

Additionally, the Cedar Rapids Fire Department also participates in several state-wide response and mitigation programs, including members on the state asset Urban Search And Rescue, Weapons of Mass Destruction, and Incident Management response teams. The Fire Department is one of two sponsoring agencies of Urban Search and Rescue Iowa Task Force One (IA-TF1). Fire Fighters on the Task Force have responded to large-scale and complex search and rescue scenarios since 2004, including the Parkersburg tornados and flooding throughout Eastern Iowa in 2008. Members of the Cedar Rapids Fire Department also serve on the state-wide Weapons of Mass Destruction Hazardous Materials Response Team.

Similar to fire departments throughout the United States, the Cedar Rapids Fire Department has grown from fire only related responses in its beginning to a very diverse range of response and rescue capabilities. Additionally, the men and women of the Cedar Rapids Fire Department perform fire code and prevention inspections and fire and life safety public education programs. The diverse range of services provided by the Cedar Rapids Fire Department make the department a valuable and necessary asset to the Cedar Rapids community.
Cedar Rapids Fire Department Strategic Plan FY18-FY22

Programs and Services

Programs

Fire Marshals Division includes: Code Enforcement, Community Risk Reduction, Inspections, Plan Reviews, Arson Investigation, Community Outreach Programs

Fire Operations Division includes: Emergency Medical Response-Advanced and Basic level, Fire Suppression, Training, Urban Search & Rescue (USAR)

Services
Remembering When – NFPA program for older adult safety
Community Risk Reduction – wholesale focus on fire and injury prevention
Child Safety Seats – installation by certified safety seat technicians
Citizens’ Fire Academy – program to educate citizenry on fire department operations
Fire Extinguisher Demonstrations – training/education on fire extinguisher use
Juvenile Fire Intervention – program to intervene with juveniles involved in intentional fire setting
Kids’ Camp Opportunities – safety and education program for youth
Ride-Along – education opportunities for young persons interested in a fire service career
Safe Spot – firehouses serve as a safe spot for people who need assistance
Station Tours – to showcase the fire department and its activities and equipment
Urban Deer Hunt – management of the urban deer hunt to decrease deer population in the city
Smoke Alarm Installation – installation smoke detectors for elderly and handicapped
Scald Prevention – education program geared toward scald prevention
Prairie Burn Coordination – assist Parks with prairie burns
Definition of a Community-Driven Strategic Plan

The fire service has entered into a very competitive and challenging evolutionary cycle. Public demands continue to increase, while funding for additional resources continue to shrink. These trends place increased pressure on the modern fire service administration, policymakers, and staff to develop ways to be more effective and more efficient. Often times, the public expects the fire service to enhance services with fewer resources. CRFD is committed to work more efficiently with available resources, while constantly reviewing programs that will best serve the community.

A Community–Driven Strategic Planning process was used to develop this strategic plan to ensure that community needs were incorporated. Businesses employ this type of process to identify market trends, allowing the service provider to focus resources while reducing risk and wasted effort.

What is a Strategic Plan?

It is a living management tool that:
- Provides short-term direction
- Builds a shared vision
- Sets goals and objectives
- Optimizes use of resources

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. The planning process should be flexible and dynamic, with new information from community members, like-providers, and life changes which are constantly factored in the plan.

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

Successful organizations, from government agencies to Fortune 500 companies, have recognized that attaining community focus is essential. Aware of this necessity, public safety agencies must strategically plan on how they will deliver high-quality products and services to the public through better, more efficient, and less expensive programs.
The Community–Driven Strategic Planning Process Outline:
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. Give careful attention to the services and programs currently provided, and which logically can be provided in the future.
7. Identify the Strengths of the organization.
8. Identify any Weaknesses of the organization.
9. Identify areas of Opportunity for the organization.
10. Identify potential Threats to the organization.
11. Identify the organization’s critical issues.
12. Identify the organization’s service gaps.
13. Determine strategic initiatives for organizational improvement.
14. Establish realistic goals and objectives for each initiative.
15. Identify implementation tasks for the accomplishment of each objective.
17. Develop organizational and community commitment to accomplishing the plan.
Cedar Rapids Fire Department Strategic Plan FY18-FY22

Community-Driven Strategic Plan Results

The Cedar Rapids Fire Department exists to serve the citizens and visitors of Cedar Rapids and strives to ensure it is meeting the needs of the community. In order to gain better focus on the expectations of the community, the Department developed a stakeholder’s survey and distributed it to City departments and to business, industry, and citizens of the community. The survey distributed to City employees is titled the CRFD Internal Stakeholder’s Survey and the purpose was to elicit feedback from other City department with whom we work on a daily basis as well as to whom we respond in an emergency and non-emergency capacity. The survey distributed to business, industry, and citizens of the community is titled CRFD External Stakeholder’s Survey, and its purpose was to elicit feedback from the citizens and visitors of Cedar Rapids.

The community-driven surveys were developed in the Fall of 2017, were released in early November, with a completion date of December 15th. The Internal Stakeholder’s Survey was developed through Constant Contact© and the link was disseminated via City email to employees. The External Stakeholder’s Survey was also developed through Constant Contact© and the link was disseminated via email to business and industry contacts maintained by the CRFD Fire Marshal’s Office, via email through the Cedar Rapids Metro Economic Alliance, via press release, and through Facebook©. Following are the questions asked of the stakeholders.

1. Have you received service from the Cedar Rapids Fire Department at any point in the last 5 years?
2. How would you rate the service that you received?
3. Please indicate how familiar you are with each of the following service groups provided by the Cedar Rapids Fire Department: (1 = very familiar, 2 = somewhat familiar, 3 = not familiar at all)
   a. Fire Suppression
   b. Emergency Medical Services
   c. Hazardous Materials
   d. Special Operations/Technical Rescue
   e. Fire & Life Safety Education
   f. Fire Investigations
   g. Fire Inspections
4. How would you rank the service groups in order of importance? (with the rank of “1” being most important)
   a. Fire Suppression
   b. Emergency Medical Services
   c. Hazardous Materials
   d. Special Operations/Technical Rescue
   e. Fire & Life Safety Education
   f. Fire Investigations
   g. Fire Inspections

5. Are there any additional services that you believe the Cedar Rapids Fire Department should provide?

6. The Cedar Rapids Fire Department always seeks to present a professional image to the citizens it protects and serves. Please indicate your opinion in regard to the degree of professionalism portrayed by Cedar Rapids Fire Department employees. (1 = excellent, 2 = above average, 3 = average, 4 = below average, 5 = poor)

7. Insurance companies grant municipalities and fire protection district rating classifications based on the level of fire protection available. The Insurance Service Office rating provides a rating from one to ten (one being the best and highest). According to ISO, its Public Protection Classification Program plays an important role in the underwriting process with insurance companies. The Cedar Rapids Fire Department currently has a rating of 3. The move to a 2 may require the addition of another fire engine and crew, as well as a ladder truck and crew. In your opinion, should the Cedar Rapids Fire Department make the addition of a fire engine and crew and an additional ladder truck and crew a goal?

8. What additional input or concern do you have about the Cedar Rapids Fire Department?

There were a total of 246 respondents to the community-driven surveys, with 58 respondents to the internal stakeholder’s survey and 188 respondents to the external stakeholder’s survey. Question one asked respondents if they have received service from CRFD at any point in the last five years. CRFD had responded to approximately 45% of internal respondents and 66% of external respondents in the last five years. Question two asked the respondents to rate the service they received on a scale from one (excellent) to five (poor). The average response from both groups calculated to a 1.5, rating between above average and excellent.

The third question asked respondents how familiar, ranging from very familiar to not familiar at all, they are with each of the following services provided by CRFD. The responses are outlined in the charts below.
### Internal Stakeholders

<table>
<thead>
<tr>
<th>Service</th>
<th>Very Familiar</th>
<th>Somewhat Familiar</th>
<th>Not Familiar At All</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Suppression</td>
<td>47%</td>
<td>35%</td>
<td>18%</td>
</tr>
<tr>
<td>Emergency Medical Services</td>
<td>60%</td>
<td>32%</td>
<td>9%</td>
</tr>
<tr>
<td>Hazardous Materials</td>
<td>42%</td>
<td>40%</td>
<td>18%</td>
</tr>
<tr>
<td>Special Operations/Technical Rescue</td>
<td>42%</td>
<td>44%</td>
<td>14%</td>
</tr>
<tr>
<td>Fire &amp; Life Safety Education</td>
<td>33%</td>
<td>44%</td>
<td>23%</td>
</tr>
<tr>
<td>Fire Investigations</td>
<td>54%</td>
<td>32%</td>
<td>14%</td>
</tr>
<tr>
<td>Fire Inspections</td>
<td>39%</td>
<td>42%</td>
<td>19%</td>
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</table>

### External Stakeholders

<table>
<thead>
<tr>
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<th>Somewhat Familiar</th>
<th>Not Familiar At All</th>
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</thead>
<tbody>
<tr>
<td>Fire Suppression</td>
<td>45%</td>
<td>32%</td>
<td>23%</td>
</tr>
<tr>
<td>Emergency Medical Services</td>
<td>48%</td>
<td>35%</td>
<td>17%</td>
</tr>
<tr>
<td>Hazardous Materials</td>
<td>28%</td>
<td>48%</td>
<td>24%</td>
</tr>
<tr>
<td>Special Operations/Technical Rescue</td>
<td>24%</td>
<td>41%</td>
<td>35%</td>
</tr>
<tr>
<td>Fire &amp; Life Safety Education</td>
<td>29%</td>
<td>43%</td>
<td>29%</td>
</tr>
<tr>
<td>Fire Investigations</td>
<td>30%</td>
<td>37%</td>
<td>34%</td>
</tr>
<tr>
<td>Fire Inspections</td>
<td>68%</td>
<td>26%</td>
<td>6%</td>
</tr>
</tbody>
</table>
The fourth question asked respondents how they rank the services provided by CRFD in order of importance, with the rank of one being most important. The aggregate response data is in the charts below.

Internal Stakeholders

<table>
<thead>
<tr>
<th>Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Suppression</td>
<td>54%</td>
<td>32%</td>
<td>4%</td>
<td>2%</td>
<td>2%</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>Emergency Medical Services</td>
<td>30%</td>
<td>47%</td>
<td>7%</td>
<td>7%</td>
<td>2%</td>
<td>2%</td>
<td>5%</td>
</tr>
<tr>
<td>Hazardous Materials</td>
<td>7%</td>
<td>9%</td>
<td>30%</td>
<td>30%</td>
<td>14%</td>
<td>7%</td>
<td>4%</td>
</tr>
<tr>
<td>Special Operations/Technical Rescue</td>
<td>4%</td>
<td>4%</td>
<td>35%</td>
<td>26%</td>
<td>16%</td>
<td>7%</td>
<td>9%</td>
</tr>
<tr>
<td>Fire &amp; Life Safety Education</td>
<td>4%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>16%</td>
<td>30%</td>
<td>35%</td>
</tr>
<tr>
<td>Fire Investigations</td>
<td>2%</td>
<td>4%</td>
<td>12%</td>
<td>18%</td>
<td>37%</td>
<td>21%</td>
<td>7%</td>
</tr>
<tr>
<td>Fire Inspections</td>
<td>0%</td>
<td>0%</td>
<td>7%</td>
<td>12%</td>
<td>14%</td>
<td>30%</td>
<td>37%</td>
</tr>
</tbody>
</table>

External Stakeholders

<table>
<thead>
<tr>
<th>Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Suppression</td>
<td>55%</td>
<td>21%</td>
<td>8%</td>
<td>4%</td>
<td>6%</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>Emergency Medical Services</td>
<td>31%</td>
<td>48%</td>
<td>7%</td>
<td>8%</td>
<td>3%</td>
<td>1%</td>
<td>3%</td>
</tr>
<tr>
<td>Hazardous Materials</td>
<td>1%</td>
<td>5%</td>
<td>28%</td>
<td>33%</td>
<td>14%</td>
<td>10%</td>
<td>9%</td>
</tr>
<tr>
<td>Special Operations/Technical Rescue</td>
<td>3%</td>
<td>8%</td>
<td>29%</td>
<td>22%</td>
<td>12%</td>
<td>15%</td>
<td>11%</td>
</tr>
<tr>
<td>Fire &amp; Life Safety Education</td>
<td>3%</td>
<td>9%</td>
<td>11%</td>
<td>12%</td>
<td>21%</td>
<td>24%</td>
<td>21%</td>
</tr>
<tr>
<td>Fire Investigations</td>
<td>2%</td>
<td>3%</td>
<td>5%</td>
<td>8%</td>
<td>29%</td>
<td>24%</td>
<td>28%</td>
</tr>
<tr>
<td>Fire Inspections</td>
<td>5%</td>
<td>6%</td>
<td>12%</td>
<td>13%</td>
<td>16%</td>
<td>22%</td>
<td>25%</td>
</tr>
</tbody>
</table>

The fifth question asked in the survey was an open-ended question asking if there are any additional services the CRFD should provide. Most respondents answered no; however those who did respond with suggested additional services stated services such as EMS transport, community education classes, community speaking regarding fire prevention and safety, and onsite assistance with fire safety planning.
The sixth question asked respondents to indicate their opinion to the degree of professionalism portrayed by CRFD employees, rating from 1 (excellent) to 5 (poor). The internal stakeholder’s rating score was a 1.5, with 60% of respondents rating excellent, 32% rating above average, 9% rating average, and no ratings of below average or poor. The external stakeholder’s rating score was a 1.4, with 70% of respondents rating excellent, 26% rating above average, 3% rating average, and 1% each rating below average and poor.

The seventh question initially explained Insurance Service Office ratings, stating that Cedar Rapids is currently rated at a 3. Further explanation discussed the potential need for CRFD to add a staffed engine or ladder company to the City. The question then asked whether the respondent thought the City should make the addition of a staffed engine and ladder truck a goal. 72% of internal respondents and 75% of external respondents answered yes to the question.

The eighth and final question was another open-ended questions asking for any additional input or concerns the respondent had regarding the CRFD. Most of the responses to this question were pretty generic and discussed firefighter visibility in the community, some discussions of a need for more staffing/stations, upgrades to existing fire stations, an increase in fire safety education and prevention services, timely responses on fire code issues, concerns on tax increases, and a few with praise for the department, its members, and/or services offered.
Goals and Objectives

Hazard Risk Assessment: The Cedar Rapids Fire Department's’ Special Operations Division, in coordination with our Community Risk Reduction Division will evaluate high risk and target hazards for increased emergency response needs, fire prevention activities, fire protection systems and equipment per adopted codes, standards, regulations and policies.

Objective 1: Create plan of new funding structure

Cedar Rapids Fire Department in accordance with Chapter 37 of Municipal Code, Fire Code Permit Fees and other fees shall be reviewed annually to meet “Permit and Fees Required by the City of Cedar Rapids Fire Code”, as resolution # 0790-09-08 Permit Confined Space Resolution.

(FY 2018) Develop an up to date fee structure based on best practices of general industrial pricing to meet the needs of training, equipment and personnel

(FY 2018) Inform general industrial partners of the fee based price increase

(FY 2019) Seek adoption of a new resolution fee structure

(FY 2020) Reevaluate internal needs based on changes in general industry

(FY 2020) Reevaluate external needs based on feedback from industrial partners

Objective 2: Partnership with Industry

Cedar Rapids Fire Department in an effort to better serve industry in our city will develop partnerships to better our training and response. We will look to our partners in efforts to support and fund our programs and supply them with long term emergency response at a reasonable cost.

(FY2018-19) Development of the plan

(FY 2018) The Fire Department will reach out and communicate with known industry on our new plan moving forward. The fire department will hold an informative seminar with general industry within 1 year to perform a needs assessment and with information sharing identify what services we will provide

(FY 2019) Planning phase to implement needed services per partner to identify needed equipment and service

(FY 2020-21) Implementation of planned programs and financial support

(FY 2022) Re-Evaluation of services provided annually
Objective 3: Review and prioritize target hazards and high risk facilities.
(FY2018 – FY2021) Apply the department’s risk matrix to all new and existing facilities commercial, industrial, and multi-family residential facilities.

(FY2021 – FY2022) Ensure agency’s mitigation and planning efforts are targeted at the appropriate facilities identified in the risk assessment.

Objective 4: Review and Analyze Response Data

(FY2018 – FY 2022) Annually review agency response data to identify issues or problems in the community that could benefit or be resolved by risk reduction strategies prior to an actual emergency response.

(FY2018 – FY 2022) Annually review alarm levels and response profiles to ensure an adequate number and type of resources are dispatched to calls for service.
FACILITIES AND EQUIPMENT IMPROVEMENTS: The Cedar Rapids Command Staff along with the City of Cedar Rapids Facilities Maintenance Services staff will evaluate the department’s standard of cover and current operational model, including the City’s Master Plan, for current station locations and apparatus deployment models given the current and anticipated incident volume and city growth to develop a plan to relocate and/or add stations to ensure adequate coverage for both timely first unit response and full alarm assignments. Included in this assessment will be necessary upgrades or replacement/relocation of existing fire stations and equipment to ensure operational efficiencies, accessibility and value.

Objective 1: Evaluation will commence with 5-year capital plan recommendations ready for the City Manager and City Council in FY2018.

  Recommendations will include:

- Station placement recommendations for maximizing City coverage
- Station and IT upgrades (workout facility, add meeting/class rooms, additional bays, living quarters, ADA compliance, etc)
- Training facility incorporated into new(existing stations as needed

Objective 2: Due to current and anticipated incident volume and type as well as anticipated city growth, the Command Staff will evaluate the need to employ a second staffed ladder truck. This will aid in meeting department standard of cover, ISO deployment recommendations, and NFPA recommendations. Additionally, it will complement current truck company operations, increase fire ground staffing, augment operational safety for multi-alarm incidents as well as high profile commercial and industrial incidents.

  (FY2018) Inform the City Manager and propose second staffed ladder company. The department will then develop the specifications for the apparatus. If approved the following timeline will be followed or modified as needed based on funding needed.

  (FY2019) Enter into a contract with Pierce for purchase of new Truck.

  (FY2019/FY2020) Staffing will be hired, trained and in place for the arrival of the apparatus. Truck company placement will be determined by deployment and coverage needs. The appropriate facility will be remodeled to accept new truck and staff.

  (FY2020/FY2021) Truck 2 will be placed in service and begin responding

Objective 3: CRFD has identified a need to both upgrade our current fire and technical operations training facilities as well as a need to house state asset USAR equipment and training grounds. The department will research to identify the means to develop and build facilities to house these assets and functions, up to and including an additional staffed fire station when the need arises.

  (FY2018) Secure partnerships between the City of Cedar Rapids, State of Iowa Homeland Security and Iowa Emergency Management Division (HSEMD) for planning of a combined station build out.
Cedar Rapids Fire Department Strategic Plan FY18-FY22

(FY2019) Enter planning phase of budget development as steered by Iowa HSEMD and the City of Cedar Rapids

(FY2020-2022) Secure funding, property and commence construction as directed by the agreements of above agencies.

**Objective 4:** The department will purchase new self-contained breathing apparatus that comply with the standard outlined by NFPA 1981. This will be a total replacement of existing breathing apparatus.

(FY2018) Specifications of desired features and an exact quantity to be purchased will be identified and testing will be conducted on various brands of SCBA’s to determine the brand that fits the department’s needs the best. Radio and Bluetooth integration and compatibilities will be included.

(FY2019) SCBA’s will be purchased and personnel will be trained to be proficient in their use. Once proficient, the new SCBA’s will be placed in service.

(FY2020) A evaluation will take place to ensure our specifications were met.

(FY2021) A replacement schedule will be developed so a small number are purchased every year to ensure a mass purchase is not required in the future.

(FY2022) Begin purchasing under the replacement schedule.

**Objective 5:** Communications—The Cedar Rapids Fire Department in partnerships with other Public Safety agencies depends on a reliable communications network (CAD, Dispatchers, Radios, MDT’s). We have the responsibility to ensure systems are in place to meet fire department needs.

(FY2018-2019) Securing of funding for upgrade of CAD system in coordination with system users


(FY2019-FY2020) Research full and complete replacement of station alerting system.

**Objective 6:** Utility Power / Backup power upgrades – Information Technology (IT) infrastructure is utilized by our agency for nearly all phases of operation whether emergent, routine, or administrative. To ensure necessary reliability, these systems require regular maintenance along with planned replacement.

(FY2018) Collaborate with City Facilities Maintenance to identify aging backup generator equipment as well as Uninterruptable Power Supply (UPS) systems and formulate a replacement schedule that defines budgetary needs.

(FY2018-FY2022) Secure needed funding through the budgetary planning process and implement the replacement schedule as identified above.
Cedar Rapids Fire Department Strategic Plan FY18-FY22

**Operational Preparedness:** The Cedar Rapids Fire Departments’ Operations Division oversees Emergency Medical Services, Fire Suppression, HazMat, Special Operations, Training and also Sponsors IA-1-USAR. Within these disciplines we will evaluate, plan, and implement best practice programs to mitigate hazards, implement best program practices, and evaluate long term success of these programs to improve on overall service delivery.

**Objective 1:** Create Life Time Training Cycles for each level (over a career)

(FY2018-20) Identify & develop framework to encourage expertise and continual learning in your current position with pathways to advance to future leadership positions. Use the established National Fire Service curriculums and best practices as our baseline training offerings. These programs will encourage the development of leaders and mentors at all levels of organization. Provide paths for advancement for those so inclined.

(FY2019-20) Evaluation of current task books at each level to ensure they are meeting our training needs (Probationary FF to Assist Chief)

- Create additional task books and addendums for current task book programs
- Expand and develop FTO/Mentorship (oversight) program and actionable items within the program

**Objective 2:** Develop a methodology for identifying external resources to deliver internal training that is pertinent, relevant and current in the fire service. This should also allow flexibility to send individuals as CRFD representatives to external events.

**Objective 3:** Formalize and Improve Building Pre-Plan Program

In an effort to reduce risk to life and property at commercial and multi-family residential structures, the Cedar Rapids Fire Department will formalize its existing pre-plan program. This program will provide information about these buildings to responding fire companies. It is the intent, then, to have this information become part of the information available on the MDC (Mobile Data Computer) inside the apparatus.

(FY 2018) The fire department will finalize the development of the pre-plan program.

(FY 2019-20) The formalized pre-plan program will be implemented and rolled out as pilot program. These pre-plans will be made by shift companies as assigned by BC group. Preplans may also be made by Inspection Bureau Personnel while doing inspections.

(FY 2020-22) After addressing known issues in the pilot program, the pre-plans will be added to the MDC’s for initial use in response.

(FY 2022) Re-evaluation of the program annually to assure that we are on-track and up to date on all commercial and multi-family structures.
Objective 4: CRFD recognizes the need to improve efficiencies in operations within the agency. In light of this, the department will work to improve field reporting through the utilization of electronic tablets and other electronic tools. These tablets will allow for improvement of multiple division usages including pre-planning, code inspections, mapping and other miscellaneous functions.

(FY 2018) The fire department will contact vendors, other departments, etc. to determine which model(s) would potentially fit our needs.

(FY 2019) Tablets will be used on a trial basis and a single model will be chosen.

(FY 2020) Estimated costs will be determined and possible funding options will be considered

(FY 2021) Tablets will be purchased and implemented onto apparatus following appropriate training of personnel.

Objective 5: Diversity Recruitment Strategy—A diverse work-force increases the capability of the fire department by bringing differing viewpoints, experiences, and expectations to bear on issues that impact the people that the agency serves. The current work force includes five sworn female employees and three employees who identify as ethnic minorities.

(FY2018) Provide better access to the agency for candidates that have not typically considered the fire service. Women, and minorities, with a focus on people from local area

(FY2018) Participate in city-wide diversity task force and identify effective strategies

(FY2019) Implement strategies from task force into recruitment

(FY2019) Support development and growth of Fully Involved camp for teen-aged girls

(FY2020) Develop mentorship and following strategies for candidates that participate in Fully Involved and other diversity programming developed by the City of Cedar Rapids.
Cedar Rapids Fire Department Strategic Plan FY18-FY22

**Fire Marshal's Office/Community Risk Reduction:** The Fire Marshal’s Office oversees Fire/Arson Investigations, Fire Inspections, and Public Education. The Fire Marshal’s Office will create strategies to prevent injuries, loss of property and life in the community we serve.

**Objective 1:** The Public Education team will develop strategies to expand the Learn Not to Burn fire safety program to reach beyond the current target age of third grade.

(FY 2018) The Public Education team will re-develop curriculum for the school fire safety program to possibly include a second visit with the kindergarteners and add one visit with fifth graders.

(FY 2018) The Public Education team will meet with the Cedar Rapids Community School District, the College Community School District and the parochial schools to discuss the expanding the current fire safety program.

(FY 2019) The new fire safety program will be implemented in the elementary schools.

**Objective 2:** The Public Education team will work with the Youth Fire Intervention team to create a prevention program for middle school students.

(FY 2018) A committee will be formed to research and develop a curriculum and strategy for implementation of curriculum to target age group.

(FY 2018) The committee will present the plan to the Cedar Rapids Community School District, the College Community School District and the parochial schools.

(FY 2019) The new curriculum will be implemented in the middle schools to hit a more diverse targeted age group.

**Objective 3:** Staffing (FTE’s) Community Risk Reduction/Fire Marshal’s Office/Investigations

The Cedar Rapids Fire Department’s Code Division will conduct data analysis within our division to compare our current FTE’s against current and projected work load. With the expansion of the Community Risk Reduction Program, increased work load on plan reviews, future needs of the investigation division, as well as the revenue generation of our inspectors, we will look to future growth of our division to meet the needs of our community moving forward.

(FY2018) The Code Division will assess current FTE’s against current work load and stream line program deliveries where we can. CRR, Inspections and Investigations will prepare future staffing plans to be presented to the Fire Chief.

(FY2019) Planning phase to address future demands and needs from the community in the areas of CRR, Investigations and Inspections.

(FY2020) Request for additional FTE’s to meet program delivery needs based from our year 1 data analysis and requests
Cedar Rapids Fire Department Strategic Plan FY18-FY22

(FY2021) Re-Evaluation of services provided annually and identify needed changes in the plan

(FY2022) Report on specific changes made and show in our department metrics the increase in customer service

Objective 4: The Fire Marshal’s office will develop a career path for those individuals interested in promotion to a Support Captain’s level in the Fire Marshal’s office. This will include the development of education and training to prepare shift personnel to a set career path. Additionally, staff members will pursue proper credentials and certifications for the functions of their office.

(FY2018) the Fire Marshal’s office will publish a list of certifications that are desired, required, and optional. This will be available to current FM office staff and those on shift wishing to pursue a career path in the FM Office. An AR will be developed to manage these options.

(FY2019) The Fire Marshal’s office will develop and enact a plan for interested parties to achieve the completion of said certifications.

(FY2019-FY2020) The Fire marshal’s office will introduce courses and study materials for internal and external educational and certification opportunities.

Objective 5: The Cedar Rapids Fire Department will establish a cross-sectional committee to develop a delivery model based on funding that is secured, for the Remembering When program.

(FY2018) The committee will be established and begin work on the development/implementation of the program.

(FY2019) Committee will report it’s finding to the Fire Department Staff. The report will contain specific details of training involved, costs, and implementation strategy.

(FY2019/FY2020) Fire department personnel will attend a training session on how to conduct a home visit for the Remembering When program. After training, all personnel will begin conducting home inspections/visits in accordance to the plan as developed by the committee.
Health, Safety and Well Being of Employees: The Cedar Rapids Fire Department and the City of Cedar Rapids take the safety and wellbeing of our employees very seriously. In an effort to continue to offer our employees programs and services that help enhance our employee’s overall wellness, the objectives below give direction to assist in meeting our goal of total wellness for each and every employee.

Objective 1: The CRFD will continue to develop and enhance physical fitness/Functional Movement Systems (FMS) and nutrition education and programming for employees to increase awareness and development of health and wellness to assist in the prevention of cardiovascular and other health-related diseases in employees.

(FY2018) CRFD Command Staff will communicate with fitness and nutrition partners to identify the next phase of education and training to be delivered to CRFD employees.

(FY2018) Management will work with Local 11 Union leadership to explore the feasibility of the development of enacting a structured exercise time for the day.

(FY2019) CRFD will schedule the next round of education and training sessions for employees in the areas of wellness, fitness, and nutrition. (Work with partners on recommending a cooking class/Kirkwood Community College Culinary Arts class)

(FY2018-2022) Continue to replace unused or out of date fitness equipment to give our employees the necessary tools for successful health programs. CRFD will identify multi-functional equipment for long term usage with minimum maintenance.

Objective 2: The CRFD will expand its mental health program offerings to ensure employees have updated information, training, and outreach to mental health services so the impact of the physical and behavioral stresses on employees can be minimized and addressed.

(FY2018) CRFD Command Staff will communicate with departmental Chaplains as well as members of the department’s Critical Incident Stress Team (CIST) to identify information, training, and outreach programs and opportunities for delivery and access to CRFD employees.

(FY2019) Identified information, training, and outreach programs will be scheduled and delivered to CRFD personnel. (To include specific recognition and program offerings for Post-Traumatic Stress Injury (PTSI)).

(FY2020 – 2022) The mental health program will be evaluated to ensure up-to-date information and access to mental health care is made readily available to employees and program offerings are updated as industry best practices evolve.
Objective 3: Build upon the partnership with area consortium partners to develop regional Candidate Physical Ability Test (CPAT) testing sites to improve efficiencies. Partnership with Eastern Iowa Consortium - (EIC)

EIC Planning & Development

(FY2018) Conduct a meeting with all partners in the EIC to assess current needs and trends in CPAT testing and administration. The goal is to develop a long term plan to develop regional testing centers and combined efforts.

(FY2019) Assess credentialing for participants and costs associated to conduct a test to provide a long term financial means for EIC

(FY2020) Reevaluate the planning and development process for EIC and its partners

(FY2021-2022) After steps above, CRFD would entertain a future goal of development of a combined CPAT process to certify one list within the EIC.

EIC Equipment purchasing and maintenance

(FY2018) Identify purchasing methods for partnering EIC agencies to assist in equipment procurement

(FY2019) Identify the long-term plan for EIC partners and equipment sharing

(FY2020) Purchase additional equipment required for a CPAT test
Conclusion

The Strategic Plan presented herein outlines the direction and values of the Cedar Rapids Fire Department over the next five years, thus establishing a more firm base on which to build for future growth and development. To ensure the spirit and intent of the organizational objectives developed and outlined in this plan are analyzed and incorporated as appropriate for the current and future needs of the department, a strategic plan implementation committee has been developed. The members of this committee are: Assistant Chief Greg Smith, Battalion Chief Brent Smith, Training/Battalion Chief Andy Olesen, FM/Battalion Chief Vance McKinnon, Battalion Chief Jason Andrews and a designated Local 11 Union representative. This committee will meet semi-annually to review this document's direction and gauge progress of implementation of this plan's objectives.

The Cedar Rapids Fire Department recognizes the need for quality and professional emergency service delivery. It is our intent to use this plan to enhance our goal of continuous quality improvement as an organization. We welcome comments and suggestions on this plan and its implementation.