CITY ADMINISTRATOR'S OFFICE MEMO

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F15

To: Mayor and City Council

From: City Administrator, Kim Downs

Date: May 11, 2016

RE: Fire Department Strategic Plan 2016 and Action Plan

Individually Chief Nesslage and I have meet with Mayor Bennett and Council Member Dick Olson as Fire Department liaison to discuss the details and recommendations of the Fire Department's strategic plan. The strategic plan was completed by consultants Pat Callahan and George Oster. The report beginning on page 9 list the consultants' recommendations not in priority order. There are a total of 17 recommendations highlighting the areas of improvement primarily focusing on communication, SOP-roles, member expectations, and procedures, along with camaraderie-retention/recruitment, leadership and second station/facility space needs. There were many positives including the level of community involvement, quality equipment, and quality training.

The consultants did not recommend a referendum to be held in June for the second fire station. Prior to a referendum their recommendation included studying the need for the station and hiring an independent consultant who would provide an objective opinion. A complete study would consist of potential sites, the type and size of structure, and most importantly the impact on the existing station. It will also be important to have the members of the Department involved in the study and apprised on the progress of the study. The plan states if the second fire station is determined to be needed, the next step would be to develop a written staffing plan for the second station. Again, important to include the membership in those discussions.
Parts of the consultation have been completed by Solum Lang and staff will continue to work with this firm as we gather additional information.

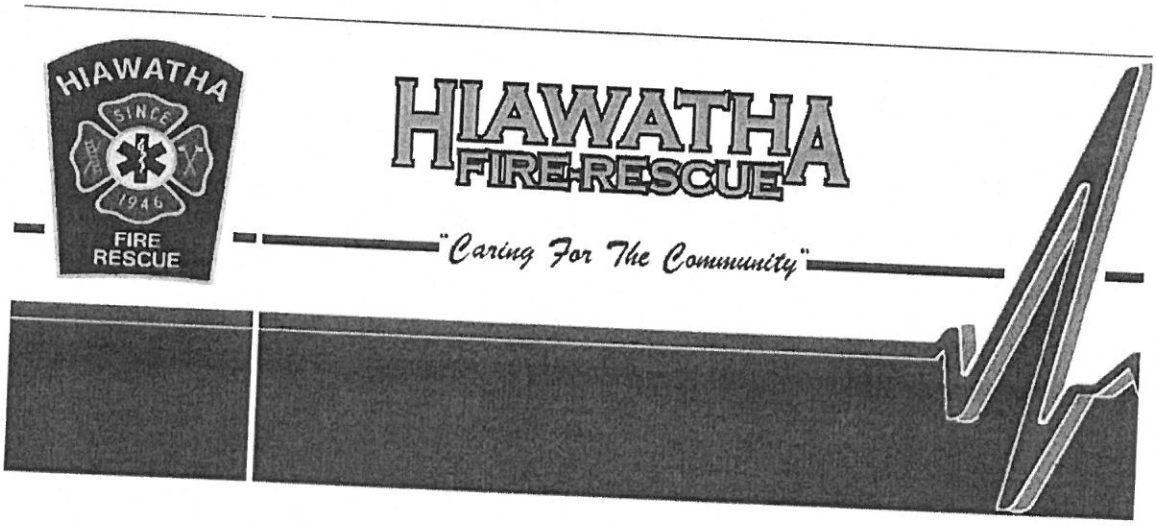
The "bottom line" is that Hiawatha has a great fire department that provides many services to the residents of Hiawatha with some issues that need to be addressed. Chief Nesslage has spent several hours in developing a plan of action. Mayor Bennett, Council member Olson, and I have reviewed and discussed the plan of action and believe the format in which the action will be distributed will lend to better communication, camaraderie, buy-in and a healthy environment for all to work in.

The Fire Department will be able to build on their positives and the issues can be resolved by the department as a whole, leaving the department even better department then before.

With that said we have provided you the strategic plan report along with Chief Nesslages' plan of action that included officer participation and ask council to place the two documents on file as a permanent document.

HIAWATHA FIRE DEPARTMENT
HIAWATHA, IOWA

STRATEGIC PLANNING AND GOAL SETTING
2016



Facilitated by

Patrick Callahan, Municipal Consultant
George Oster, Fire Services Consultant
March 2, 2016

HIAWATHA FIRE DEPAERTMENT
CITY OF HIAWATHA, IOWA

STRATEGIC PLANNING AND GOAL SETTING SESSION – 2016

TABLE OF CONTENTS

Introduction..... 1
The Advance Questionnaire..... 2
Consultants' Review of Fire Department Documents..... 2
Fire Department Meeting – January 26..... 3
Fire Department Meeting – Two Sessions..... 5
Fire Department Meeting – February 9th..... 5
Fire Department Meeting – February 10th..... 6
Consultants' Observations..... 8
Consultants' Recommendations..... 9
Acknowledgements..... 12

EXHIBITS – VOLUNTEERS RESPONSES

A. Major Accomplishments
B. Issues, Concerns, Trends, and Opportunities
C. Significant Initiatives, Programs or Policies
D. Capital Projects/Construction Projects/Equipment Purchases
E. Team Work – Suggestions for Duty Crew
F. Team Work – Suggestions for the Volunteers
G. Team Work – Suggestions for the Paramedics
H. Team Work – Suggestions for the Full-Time Staff
I. Team Work – Suggestions for Whole Department
J. Team Work – Leadership – Top Five Suggestions

EXHIBITS – FULL & PART –TIME STAFF RESPONSES

K. Major Accomplishments
L. Issues, Concerns, Trends, and Opportunities
M. Significant Initiatives, Programs or Policies
N. Capital Projects/Construction Projects/Equipment Purchases
O. Team Work – Suggestions for Duty Crew
P. Team Work – Suggestions for the Volunteers
Q. Team Work – Suggestions for the Paramedics
R. Team Work – Suggestions for Full Time Staff
S. Team Work – Suggestions for the Whole Department
T. Team Work – Leadership – Top Five Suggestions

ADDENDUMS

1. Consultant's Summary – Major Accomplishments
2. Consultant's Summary – Issues, Concerns, and Trends
3. Ranking of Capital Projects, Construction Projects, and Equipment Purchases – January 26, 2016
4. Proposed Improvements to Existing Fire Station – January 26, 2016
5. Ranking of Significant Initiatives, Programs or Policies.

APPENDICES

A. Consultant's Letter to Members of the Hiawatha Fire Department – December 30, 2015
B. Preliminary Questionnaire – Strategic Planning Session and Goal Setting Session – 2016
C. Agenda – Strategic Planning and Goal Setting Session – January 26, 2016
D. Consultant's Letter to Hiawatha Fire Department – February 5, 2016
E. Agenda – Fire Fighters – Full Time, Part Time, Volunteers, & Paramedics – February 9, 2016
F. Agenda – Shift Commanders – February 10, 2016
G. Fire Department Reorganization Chart – October 2016
H. City of Hiawatha Budget Report – Fire Department – F.Y. 2016-17
I. City of Hiawatha Fire Department - Capital Improvement Items - 2015

HIAWATHA FIRE DEPARTMENT

CITY OF HIAWATHA, IOWA
STRATEGIC PLANNING AND GOAL SETTING REPORT
2016

Introduction

The City of Hiawatha requested assistance from Patrick Callahan in November, 2015, for a strategic planning and goal setting process for the Hiawatha Fire Department. Mr. Callahan agreed to organize and facilitate a process that involved the following steps:

1. Prepare a questionnaire to identify department needs, capital projects, accomplishments, programs, issues, trends and team building suggestions.
2. Tabulate the results of the questionnaire.
3. Prepare handouts in advance of the first meeting.
4. Facilitate the strategic planning session.
5. Prepare the report summarizing the results of the first meeting.
6. Facilitate the second meeting to review the report.
7. Make final corrections to the strategic planning report.

Since the primary focus of the strategic planning process involved the Fire Department, Mr. Callahan enlisted the assistance of George Oster, a consultant who specializes in the area of fire and emergency services, legal organization, fire service financing, and the social structure of fire departments. Mr. Oster's experiences include serving as a full time fire chief, a volunteer fire fighter, fire services education specialist and instructor, and consultant to fire departments. He is widely known among fire department members in Iowa for his work with the Fire Service Institute of Iowa State University. Mr. Oster agreed to assist with the preparation of the advance questionnaire, the facilitation of the meetings, and the preparation of the strategic planning report.

As part of the strategic planning process, the City agreed to provide the following support and assistance.

1. Provide information requested by the Consultants.
2. Distribute the questionnaire to all members of the Fire Department.
3. Make the arrangements for the two meetings, such as the selection of meeting room, set up, refreshments, etc.
4. Distribute copies of the draft report to all members of the Fire Department.
5. Prepare action plans for the implementation of the goals and objectives.

The Advance Questionnaire

The first step in the strategic planning process was the preparation and distribution of a questionnaire to all 40 members of the Hiawatha Fire Department on December 30, 2015. The Consultant requested that the questionnaires be completed by January 8th.

The questionnaire was completed and returned to the Consultant by 26 members of the Fire Department. There was an excellent response from both the 18 volunteers and 8 paid part time or paid full time staff, who returned the questionnaire. A copy of the letter to the members of the Fire Department from the Consultants is attached as Appendix A. A copy of the advance questionnaire is attached as Appendix B.

The advance questionnaire covered the following topics:

1. The Department's accomplishments.
2. Issues, concerns, trends, and opportunities.
3. Significant initiatives, programs, or policies.
4. Capital projects, construction projects, and equipment purchases.
5. Duty crew teamwork suggestions.
6. Volunteer teamwork suggestions.
7. Paramedic teamwork suggestions.
8. Full time staff teamwork suggestions.
9. Teamwork for the whole department.
10. Leadership Teamwork Suggestions.

The Consultant reviewed and summarized the responses into 20 exhibits. The first 10 exhibits (A to J) summarized the comments submitted by the volunteer members of the Hiawatha Fire Department. The next 10 exhibits (K to T) provided an overview of the responses of the full time and part time paid members of the Fire Department. The complete summaries of all responses are attached to this report and identified as Exhibits A to T.

Consultants' Review of Fire Department Documents

As part of the Strategic Planning Process, the Consultants requested copies of various City documents and reports. The following items were reviewed by the Consultants:

1. Fire Department Table of Organization – October 2015
2. Fire Department Annual Operating Budget
3. Roster of Fire Department Members.
4. Chapter 35 – Fire Department – of the Code of Ordinances – City of Hiawatha, Iowa.
5. Constitution of the Hiawatha Firefighters Association.
6. Bylaws of the Hiawatha Firefighters Association.
7. Draft Copy – Hiawatha Fire Department Policies – SOP Under Review
8. Fire Department Capital Improvements Plan – Part of City of Hiawatha CIP
9. Articles of Agreement for Fire Protection and Ambulance Service between the City of Hiawatha and the Monroe Township.

10. Articles of Agreement for Ambulance Service between the City of Hiawatha and Fayette Township.
11. Articles of Agreement for Ambulance Service between the Cities of Hiawatha and Palo.
12. Official Results Summary of Regular City Election – November 3, 2015.
13. Average Response Time by District – Fire Department Summary
14. Hiawatha Firefighters Association – Meeting Minutes – June 9, July 14, August 11, September 8, October 13, and November 10 of 2015.

The information listed above provided an excellent overview of the Fire Department's operations, history, and finances.

Fire Department Meeting – January 26th

The Consultants facilitated a meeting of the members of the Hiawatha Fire Department on January 26, 2016. The meeting was attended by 26 members of the Hiawatha Fire Department. A copy of the agenda for the meeting is attached as Appendix C. The following items were discussed or completed by the Department:

1. Review of Accomplishments – Exhibits A & K
2. Review of Issues, Concerns, and Trends – Exhibits B & L
3. Review of Capital Projects and Equipment Purchases – Exhibits D & N
4. Ranking of Capital Project and Equipment Purchases.
5. Review of Programs, Policies and Initiatives – Exhibits C & M
6. Ranking of Capital Projects and Equipment Purchases.
7. Discussion regarding Team Work Objectives – Exhibits E, F, G, H, I, J, O, P, Q, R, S, & T.
8. Discussion regarding the second meeting and topics for discussion.

The members of the Hiawatha Fire Department ranked the following capital projects and equipment purchases as their top priorities:

Project/Equipment	Votes
1. Update existing station, complete fencing, upgrade station lighting, and other updates.	26
2. Construction of new fire station (with a plan to take to referendum and possibly gain advice from an outside source.)	21
3. Training Facility for more extensive training.	20
4. Replace Fire Engine/Pumper Unit 285	17
5. Purchase of new training props – Forcible entry prop for doors, windows, locks, walls and for medical, fire and rescue training tools, ladders, and hoses.	16

6. Classroom with projector & other AV equipment with comfortable tables, 4 chairs for long classes, room for demonstrations and practices. 9

The members of the Hiawatha Fire Department also ranked the following initiatives and programs as their top priorities:

Initiatives/Programs	Number of Votes (Dots)
1. Bring back the incentive program	16
2. Be more proactive in recruiting good members, who live In Hiawatha.	16
3. Provide leadership training for current and future HFD leaders.	14
4. Wellness should be top priority – Review National Average LODD.	13
5. Pair each "rookie" EMS provider with a "senior" EMS provider for a minimum sign off period and develop an FTO program for new EMS provider – more continuing education opportunities for EMS.	13
6. Continue to research mobile integrated health care and its impact on HFD.	10
7. Medical education reimbursement for members that have a proven stake in the community and remaining with the department.	9

The Consultants agreed to provide an overall summary of all the projects, equipment purchases, programs, and initiatives that were reviewed and ranked by the members of the Fire Department prior to the second meeting.

The Consultants recommended that the following members review the suggestions and objectives for teamwork:

1. Volunteer firefighters
2. Duty Crew Members
3. Paramedics
4. Full Time & Part Time Paid Staff

It was agreed that these individual meetings would be held between January 27th and February 8th. The members of the Department, who agreed to facilitate and lead these discussions, were asked to submit reports at the February 9th meeting.

Fire Department Meeting – Two Sessions

After the January 26th meeting, some of the volunteer members of the Hiawatha Fire Department contacted the Consultants and recommended that there be two separate meetings on February 9th, instead of one meeting for all members of the Department. It was suggested that the members in non-supervisory roles have their meeting and members in supervisory position have a meeting at a different time. The Consultants agreed to honor the request for separate meetings. A meeting for members of the Department, who do not supervise other members, was scheduled for February 9th. The meeting for members in supervisory positions or shift commanders was scheduled for February 10th. The Consultants letter to the members of the Department regarding these two meetings is attached as Appendix D. The agenda for the February 9th meeting is attached as Appendix E. The agenda for the meeting with shift commanders on February 10th is attached as Appendix F.

The Consultant prepared the following information in preparation for the meetings on February 9th and 10th:

- Addendum 1 – Consultants' Summary of Accomplishments
- Addendum 2 – Consultants' Summary of Issues, Concerns, and Trends.
- Addendum 3 – Department's Ranking of Capital Projects and Equipment Purchases.
- Addendum 4 – Consultants' Summary of Proposal Improvements to Existing Station.
- Addendum 5 – Department's Ranking of Significant Initiatives, Programs, or Policies.

Fire Department Meeting – February 9th

The meeting on February 9th was attended by 26 members of the Department. It was a very productive and informative meeting. The member of the Department reviewed the Addendums 1 to 5 that were prepared by the Consultants. The members made changes and modifications to the five Addendums. The Addendums attached to this report include these changes and modifications.

The following in general overview of some of the comments and observations that were discussed by the members of the Department on February 9th at City Hall:

- The Department needs to select one method of communication with the members and train everyone on how to use it.
- The draft copy of the Department's SOP or Department's Policies should be made available to all members as soon as possible.
- Copies of the Departments job descriptions should be made available.
- A proposed staffing plan for the proposed second fire station should be put in writing and made available to all members.
- The members of the Department were split on the need for a second station, however the majority agreed that more room is needed for equipment, training, vehicles, sleeping quarters and related facilities to accommodate staff sleeping over.
- The Department needs a reward or incentive program for the volunteer members.
- The City should pay for certifications, education programs, and training sessions.

- There needs to be a greater appreciation for the contributions of the volunteer members.
- The Department needs an organization structure with clearly defined roles and expectations.
- The Department needs to develop and implement a plan to upgrade and remodel the current fire station.

The Volunteers submitted a report on their discussions earlier in the week. They submitted the following comments and suggestions:

1. We need to work as "one department" and not a "divided department."
2. Communications need to improve.
3. The Department needs to set attendance standards.
4. We all need to have more pride in the Department.
5. We should be more welcoming to "rookie" members.
6. We need to be more inclusive.
7. We should all respect each other.

The Paramedics provided the following summary of their discussions:

1. Communications need to improve.
2. Job descriptions should be made available to all members.
3. Roles, expectations, and procedures should be defined and enforced.
4. More calls should include the EMT's.
5. Core proficiencies for each level are needed.
6. There should be three levels of calls.
7. Tensions between officers and paramedics need to be discussed and resolved.

The full-time staff members provided a summary of their discussions.

1. Communications need to improve.
2. Events should be posted on all white boards.
3. EMS supplies need to be monitored.
4. We need to follow the chain of command.
5. Volunteer issues need to be taken to the captains.
6. Major announcements should be sent by emails.
7. Role expectations need to be clarified.
8. The communication issues need to be discussed at the next Association meeting.

Fire Department Meeting – February 10th

A meeting of the shift commanders of the Department was held on February 10th at City Hall with three members present. The shift commanders reviewed the five Addendums prepared by the Consultant and recommended some modifications and corrections. Since there were only three members in attendance, there was a "free range" of very productive discussions.

The following is a general summary of the discussions on February 10th among the shift commanders.

1. There were probably many reasons why the Department was not unified in its support for the second fire station, including :

- It was not clearly communicated how the second station would be staffed.
- There were concerns regarding the site of the second station and lack of information as to the reasons why this site was purchased.
- Some people questioned whether the City was large enough to support two stations.
- Many members thought that more planning and work was needed to make better use of space at the existing fire station.
- The City should wait for more growth to occur in the northwest area before building a second station.
- The high cost of the storm shelter in the second station "scared off" some people.
- Since it appeared that no in-town members would be located at the second station, there was no incentive to support it.

2. There was a lengthy discussion regarding the volunteers' concerns. The comments included:

- We may be expecting too much from the volunteers .
- Some volunteers may not feel appreciated.
- There is a "disconnect" between the volunteers and the paid staff.
- Volunteers are required to cover the weekends, which causes "burnout" and discontent.
- There are many young members looking for experience in order to get a full time career position.
- Since the number of calls have increased from 300 calls per year 10 years ago to over 1,200 calls per year now, it's hard to find people willing to respond to so many calls.
- The Department needs more local volunteers from Hiawatha.

3. There is a lack of communication from both the "top down" and the "bottom up," which really needs to be addressed.

4. The Department needs to replace and repair broken equipment as soon as possible. The Department has good equipment, but we need to be more aware of the needed repairs.

5. The challenges for the Leadership of the Department generated much discussion and included:

- People "feed off the negativity" and it spreads.
- Instead of being "told" what to do, we need to be more appreciative of the volunteers.
- There is also a "generation disconnect" in the Department.
- The Department has lost some paramedics who felt "used and abused."
- The Department's SOP needs to be posted on the website as soon as possible

- The Department needs to pay for training costs and then set up a "reimbursement plan" like the City has for police officers.

As suggested at the January 26th meeting, the Duty Crew members did have individual discussions to review teamwork objectives. The following is a summary of these discussions:

1. We need to once again make people feel welcome at the Fire Station.
2. We need to recognize the divisions within the Department and heal them.
3. The same protocols should apply to both day and night shifts.
4. The Chief needs to trust the officers and recognize that they will learn from their mistakes.
5. The Department needs to allow the officers to develop and lead and they will "back" each other.
6. The Department needs more officers training opportunities.
7. The Chief does not need to take home the new vehicle and respond to every call.
8. There is a "core group" of passionate and dedicated members, who the Department cannot afford to lose.
9. The Officers need to fairly and consistently enforce the Department's rules.

The "bottom line" is that Hiawatha has a great fire department that provides many services to the residents of Hiawatha. There are some issues that need to be addressed, but they can be resolved and the Department will be even better in the future.

Consultants' Observations

We were impressed with the many positive attributes and accomplishments of the Hiawatha Fire Department. These positive attributes include:

1. The level of community involvement by the members of the Department was much greater than we have observed in other fire departments.
2. The recent equipment purchases and upgrades were very impressive.
3. The level of training that was made available was commendable.
4. The great support for the Fire Department from the Mayor, City Council, City Administrator, and City Staff was very evident and it was acknowledged and appreciated by the members of the Department.
5. The excellent response to our advance questionnaire was very much appreciated and helpful.
6. The very good turnout for the meetings on January 26th and February 9th is certainly a testimonial to dedication of the members of the Department who want the Department to excel and grow.
7. The willingness of the members of the Department to candidly share their concerns and to suggest solutions and improvements was very impressive and productive.

There were also a number of issues that came to our attention that we think the Department will need to address going forward. While some people may dispute or challenge our observations, there certainly is the perception that these issues or problems do exist. There is a saying that "perception is everything," which certainly will apply to some of our observations. These observations include the following:

1. There is a lack of coordinated and consistent communications at all levels of the Department.
2. There is a pervasive lack of trust on the part of many members of the Department.
3. Some volunteers do not feel valued and appreciated for their efforts.
4. For unknown reasons, the Department has a very detailed Standard Operating Procedures (SOP) that has not been distributed to the members of the Department for review and implementation.
5. The leadership of the Department failed to gain the trust and support of many members of the Department on the need for a second fire station prior to taking the referendum to a vote of the people.
6. The leadership of the Department was not able to communicate to the members of the Department the staffing plan for the second fire station and the logic behind such a plan.
7. Many members of the Department lack knowledge of basic information about the Department, such as job descriptions, table of organization, annual budget, department roster, capital improvements plan, and the long term goals of the Department.
8. There appear to be a "disconnect" or "divide" between the volunteer members and the paid staff members of the Department.
9. There may also be a slight "disconnect" between the generations within the Department, which is not unusual for an organization with 40 people of all ages.
10. There are numerous improvements that need to be made to the existing fire station, as listed in Addendum 4.

Consultants' Recommendations

There were many great suggestions and recommendations that were discussed at the Department meetings on January 26th and February 9th & 10th. These proposals and ideas have been summarized in the various exhibits and addendums that have been made a part of this report. We would recommend that the members of the Department review these lists and implement proposals as time permits. We will highlight and recommend some of the more critical needs in this section of the report. It is important to note that if we have not focused attention on some specific proposals in this section of the report, it does not mean that we do not support them or think that they have no merit. Our intent is to draw attention to those issues and potential solutions that are the most urgent in our opinion.

Albert Einstein once said that stupidity is doing the same thing over and over and expecting a different result. We think that the time has come for the Hiawatha Fire Department to build on its past successes and implement some changes going forward. Many of these changes have

already been discussed and proposed by the members of the Department. We would add our support to these changes and enhancements to the Department.

1. *Completion of the SOP's*
   The Department's Standard Operating Procedures Manual should be immediately made available to all members of the Department with an understanding that it will be modified and improved over time. It needs to be acknowledged that such a manual is a "work in progress" and subject to revisions based upon new information and requirements.

2. *Improved Communications*
   It is recommended that the City hire an outside consultant to conduct effective communications workshop(s) for the entire Department and the City Administration. After consultation with the members, the Department needs to select one or possibly two methods of communication. Regardless whether the communications method is "I Am Responding," e-mails, website postings, white boards, or whatever, the members need to be trained in its use and there should be a consistency in its application.

3. *Job Descriptions*
   The distribution and review of job descriptions should be made part of a complete staff training package for all current and future members of the Department.

4. *Organizational Chart*
   An organizational chart should be developed and distributed to all members. A clearly defined organizational chart is critical in order to eliminate any misunderstandings of roles. A copy of the Department's current organizational chart is attached as Appendix G.

5. *Department Roster*
   A Department roster should be developed and distributed so as to clearly define the position, rank, and pay grade of each member of the Department.

6. *Volunteers Appreciation*
   While it is very evident that the City will need volunteer firefighters for decades into the future, it is imperative that this "fact of life" be institutionalized within the Department as a whole and clearly communicated to all volunteers. The needs and requests of the volunteers, as summarized in this report, must be recognized and implemented, whenever practical and feasible.

7. *Training Costs*
   It is recommended that the City finance the cost of training and certification for members of the Department, provided that the members are willing to enter into a

reimbursement agreements with the City. These reimbursement agreements could be modeled after similar agreements between the City and its police officers.

8. *Retention and Recruitment of Volunteers*
   The Department needs a written, ongoing, and consistently applied method to retain current volunteers and recruit new volunteers. The entire Department should participate in a retention and recruitment workshop and use this workshop to develop both a retention and recruitment program.

9. *Volunteer Remuneration*
   The City needs to develop and implement a stipend or remuneration program for the volunteer members of the Department to compensate them for their expenses or loss wages. There are numerous volunteer fire departments in the area that can provide various models or examples of compensation that can be modified and adopted in Hiawatha.

10. *Basic Department Information Book*
    Since it appeared to us that some members of the Department may lack a basic knowledge of the Department, we would recommend that an Department Information Book be prepared that includes information such as:
    - Fire Department Table of Organization – October 2015
    - Fire Department Annual Operating Budget
    - Roster of Fire Department Members
    - Chapter 35 – Fire Department – of the Code of Ordinances – City of Hiawatha, Iowa.
    - Constitution of the Hiawatha Firefighters Association
    - Bylaws of the Hiawatha Firefighters Association
    - Fire Department Capital Improvements Plan – Part of City of Hiawatha CIP
    - Articles of Agreement for Fire Protection and Ambulance Service Between the City of Hiawatha and the Monroe Township.
    - Articles of Agreement for Ambulance Service between the Cities of Hiawatha and Palo.

    In addition to placing this information in a three ring binder at the Fire Station, these items could also be posted on the Department's website, where they can be accessed, as needed.

11. *Second Station Study*
    If the City intends to build a second station, it is recommended that the City hire an independent consultant to study the City's need for a second station, the potential sites, the type and size of the structure, and the impact on the existing station. The members of the Department should be involved in the study and apprised on the progress of the study.

12. *Staffing Plan for Second Fire Station*

If it is determined that the City needs a second fire station, then the next step in the process should be the development of a written staffing plan for the second station. Once again, it is recommended that the members of the Department be involved in this plan and given regular updates on the status of the preparation of the plan.

13. *Existing Station Upgrades*

A Committee consisting of a representation of all members of the Department could be formed to review and modify the list of proposed improvements, as shown on Addendum 4, and to oversee the improvements and enhancements to the existing fire station.

14. *Expansion of Existing Fire Station*

If the Committee referenced above recommends that the existing station be expanded, then the City should enlist the services of a structural engineer and architect to review the proposed expansion.

15. *Financial Reports to Members*

We would recommend that the Hiawatha City Administrator prepare and deliver a "state of the department" report to all of the members of the Department on an annual basis. This financial report could include an overview of the Department's annual budget for both expenditures and revenues (See Appendix H). It could also provide a summary of the capital projects and equipment purchases that have been included in the City's capital improvements plan (See Appendix I). We would also recommend that the City Administrator schedule a second annual presentation to the Department with the purpose of the second meeting to provide an overview of upcoming City projects and how they will impact the Fire Department.

16. *Review Ambulance Coverage Area*

As listed in Addendum 5, some members of the Department have questioned whether the Department's ambulance coverage area is too large. It is recommended that the City determine whether it has the capacity and resources to continue to provide ambulance coverage for the current area.

17. *Action Plans*

After reviewing this report, we would recommend that the City and the Department develop action plans for those recommendations that will be implemented within the next year. We can provide examples of action plans for other city services that could be used as models for the Fire Department. These action plans would summarize the steps needed to implement or achieve the objective, the lead person, the starting date, and the completion date for each step in the process.

Acknowledgements

We would like to thank the following people for their help, guidance, and assistance with the preparation of his report and the strategic planning process.

1. Kim Downs, City Administrator
2. Mike Nesslage, Fire Chief
3. Dick Olson, City Council Member
4. Matt Powers, Deputy Fire Chief of Training & Safety

The assistance provided by these four people was extremely valuable in the facilitation of the strategic planning process and the preparation of this report.

HIAWATHA FIRE DEPARTMENT

SUMMARY OF RESPONSES TO QUESTIONNAIRE
JANUARY 26, 2016

VOLUNTEERS – EXHIBITS A to J

A. Major Accomplishments

B. Issues, Concerns, Trends, and Opportunities

C. Significant Initiatives, Programs or Policies

D. Capital Projects/Construction Projects/Equipment Purchases

E. Team Work – Suggestions for Duty Crew

F. Team Work – Suggestions for the Volunteers

G. Team Work – Suggestions for the Paramedics

H. Team Work – Suggestions for the Full-Time Staff

I. Team Work – Suggestions for Whole Department

J. Team Work – Leadership – Top Five Suggestions

EXHIBIT A

STRATEGIC PLANNING SESSIONAND GOAL SETTING SESSION – 2016
HIAWATHA FIRE DEPARTMENT

Major Accomplishments
(Volunteers)

1. Increased awareness of firefighter health and safety.
2. Training on the duty crew level.
3. Recruitment of membership.
4. Involvement in the community.
5. Training of new members.
6. Employee wellness reimbursement added for gym membership.
7. MDA drive resulting in being the top volunteer department in the State for muscular dystrophy. Raised over $10,000 (4 comments)
8. Coordination with Quinn in supporting him as the MDA State Representative for the MDA.
9. Fire alarm and CO alarm replacement to all residents who were interested. Battery up campaign.
10. Veteran Firefighters breakfast.
11. Coordination for school training and participation among Dept. members. (3 comments)
12. Flag participation during holidays and disposal assistance of older flags.
13. Numerous assist calls that do not involve transport of patients, caring for the community.
14. Successful integration with EMS/Fire for RAGBRAI. Very smooth operation/command structure. (3 comments)
15. Very successful EMS/Fire training sessions including mass casualty, live fire etc. Top in training.
16. New ambulance ordered. (4 comments)
17. Successfully voting DOWN the second station. The volunteers did not want it.
18. Keeping up to date on the new medical standards.
19. Even though it did not pass we did get a large backing from the community on the new Fire Station.
20. Planning and in-acting a plan for a smooth running of the RAGBRAI operations for 2015. (3 comments)
21. Keeping Fire Training interesting enough that members do not get bored with the same trainings year after year.
22. More full time paid staff. Added Sergeant position (3 comments)
23. Successfully helped mentor/teach multiple volunteers to get hired on full time dept.
24. Began updating equipment (Gear, Radios). (5 comments)
25. New Bunker Gear.
26. New Grill.
27. New Workout Equipment.

28. New beds. (2 comments)
29. Department wide EMS program.
30. Response Times.
31. Switched from using two separate programs for incident reports to one single program. (Med Media/Firehouse to Firehouse to Emergency Reporting)
32. Placed 284 into service
33. No fire fatalities.
34. Hosted a successful chili supper (3 comments)
35. Great staff
36. Duty Crew coverage & Great Ambulance Service
37. New Zoll Monitors
38. Improve fire training/live fire experiences, better rookie training.
39. Better EMS inventory set up.
40. HFD continues to attract new recruits for membership. It does so because of the high reputation we enjoy as a dept. Recruits being attracted appear to have more skills than before and seem more dedicated.
41. The reputation has been gained and is extended by the hard work and professionalism of our members. These have been instilled in us by the leadership and senior members both in training and by example.
42. Getting updated ALS equipment on all ambulances.
43. New command vehicles
44. New radio system (Along with easier communication)
45. No significant injuries or traffic mishaps in last two years.
46. Increase in EMS certifications, IFSTA certifications and Chief's classes at National Fire Academy.
47. Maintained good quality care for EMS patients.

EXHIBIT B

STRATEGIC PLANNING SESSION AND GOAL SETTING SESSION – 2016
HIAWATHA FIRE DEPARTMENT

Issues, Concerns, Trends, and Opportunities
(Volunteers)

1. Our growing area we cover for ambulance services.
2. Turnover rate for membership is high.
3. Better cooperation between duty crews, day staff, membership.
4. Department membership is down.
5. Member participation is down.
6. Membership morale is very low.
7. There is an obvious separation between day staff and volunteers.
8. The station and equipment is not being well taken care of. The station and trucks are often dirty.
9. There are many "cliques" in the department causing many conflicts.
10. Burn-out is getting high due to higher work demand and fewer members.
11. Leadership is demanding too much of volunteers. Being "voluntold" what to do is a common phrase.
12. SOP's are not available to the membership, even when asked for. (3 comments)
13. Day staff doesn't do tasks they are supposed to. A lot of time is spent on social media instead.
14. Lack of space is current Fire Dept for training, apparatus, equipment, lack of living quarters. (3 comments)
15. Response times to various expansion areas in Hiawatha including Loggerhead (Edgewood Rd.)
16. Lack of members on duty if multiple calls occur. I feel we have been lucky on many occasions.
17. Paid Paramedics who have multiple jobs with other Agencies which affect their flexibility with HFD.
18. Zoll Auto Pulse could eventually be a liability to the City, if a family member sees how really ineffective they are.
19. We need a Department plan for expansion that is thoroughly reviewed by an outside consultant and makes sense.
20. People working on the ambulance should always be in full uniform to show a professional atmosphere.
21. Senior Firefighter, EMT's Paramedics should take an active role in helping to train our new people and help with exams and training.
22. When on duty, all members need to help out, smoking should not be allowed when on duty, proper hygiene is mandatory.
23. New SCBA's.
24. Replace 285. (3 comments)

25. Need for second station (3 comments)
26. Update current station (kitchen, training room, sleeper's area & dayroom.)
27. Office space for on duty crew officer.
28. New gear.
29. Overall Organization of Department.
30. Department is very young (age & experience.)
31. Duty crews staffed adequately.
32. Not repaying members back for covering you.
33. Laziness on truck checks.
34. Using a text app like "Groupme" to communicate for department business.
35. Laziness not showing up for training.
36. Not holding member or officers accountable for their actions.
37. Bad mouthing the department.
38. Lack of leadership that creates a split within the agency. (Cliques, division of residents, non-residents, stipend, and paid staff)
39. Decisions are made that only benefit those that are considered DAY Staff.
40. Volunteers are not valued. They are cheap labor and unappreciated.
41. We have done nothing to improve safety around the station (Hoses on floor)
42. There is no accountability to the members for the trust fund money and how it has been spent.
43. Volunteer numbers are dwindling and nothing is done to actively recruit new resident volunteers.
44. Members were allowed little input into the design of the new station. (location)
45. Volunteers are expected to work around the day staff and it makes us feel unappreciated when no effort is made to accommodate those with full time jobs and families.
46. Stop saying "you volunteer to be here, you can volunteer to quit if you don't like it!"
47. Leadership lies to the membership or intentionally withholds information.
48. The department has stopped paying for members to obtain advanced medical certifications but members are expected to pay for these themselves.
49. One paramedic per duty crew currently causes stress and strain on Paramedics.
50. EMS mentoring is lacking.
51. Lack of storage space.
52. Postponing making important decisions.
53. Secrecy with important decisions.
54. Springing decisions last minute/last minute changes.
55. Not utilizing the new Sergeant position to assist Lt/Captain.
56. Overall lack of communication (Numerous comments)
57. Overall concerns regarding lack of space at existing station (5 comments)
58. Overall lack of focus and follow-through.

EXHIBIT C

STRATEGIC PLANNING ESSION AND GOAL SETTING SESSION – 2016
HIAWATHA FIRE DEPARTMENT

Significant Initiatives, Programs or Policies
(Volunteers)

1. Bring back the incentive program. It should have never been eliminated. (4 comments)
2. Revamp and MAKE AVAILABLE the department by laws, SOG's and SOP's. (5 comments)
3. Pay for membership training. Members donate a ton of time, the city should pay for EMS/FF training.
4. Improve relationship with neighboring departments. This will require change in leadership.
5. Be more proactive in recruiting GOOD members who live in town.
6. Make more effective use of space in existing station. No need to build a second station.
7. Have officer meeting EVERY month, not just when it's convenient for the chief.
8. Medical education reimbursement for members that have a proven stake in the community and remaining with the department.
9. More set member year round recognition program.
10. Lack of space in current Fire Dept. Need a formal plan that is based on acceptance of most members and citizens.
11. Response time issues to addresses around Loggerhead Road (Edgewood Rd.) Response times in business development.
12. Paid on call that pays members to dedicate time to HFD while staying in town, etc.
13. OED driving lights on ambulances. Driving from Shellsburg or Palo at night sometimes is hard to see. (Move to Exhibit D?)
14. Use City Hall for training until new station is built. Current training room should be made into 4 private sleeping rooms.
15. Sweeney's old office should be used for completing EMS reports and should be an area that stays quite.
16. Need a weekend Paramedic that works with each crew on the weekend. Paid people should share duties for this. This paramedic should be paid and should be in addition to the duty crew.
17. Job Descriptions.
18. Ambulance coverage area.
19. Develop recruiting process to gain competent/valuable volunteer candidates.
20. Charge Area when they cancel a run into Cedar Rapids for mutual aid. Charge businesses false alarm calls $250.00.
21. We need a chaplain hired to work with members who are in trouble emotionally, spiritually or financially, or when there is a critical call or event. Finding a local Priest or trained Pastor should be important.

22. Establish a true NFPA 1500 compliant safety program, rather than picking and choosing what parts to implement. There is no safety committee and no way to raise concerns without reprisal.
23. Provide leadership training (not from Mike) for current and future FD leaders. There is no development.
24. Establish an instructor development program to stop wasting our time with poor training.
25. Establish a review process for all members with annual goals based on short comings identified from top down and bottom up feedback.
26. Establish a manner in which grievance can be addressed without fear of reprisal.
27. Establish a council representative for the fire department. We have no conduit to the city council. Give the volunteers a voice in the command staff. The volunteer assistant chief should be an equal to the paid guys.
28. Provision for use of acquired structures or vehicles for live-fire training.
29. Provision for use of available purpose built five fire training facilities in the area.
30. Continue and enhance public safety initiatives.
31. Continue and enhance policies encouraging education and training for members.
32. Pair each "rookie" EMS provider with a "senior" EMS provider for a minimum the sign off period.
33. Develop an FTO program for now EMS provides more continuing education opportunities for EMS.
34. Formal procedure to follow up on patients at St. Luke's and Mercy Hospital.

EXHIBIT D

STRATEGIC PLANNING SESSION AND GOAL SETTING SESSION – 2016
HIAWATHA FIRE DEPARTMENT

Capital Projects/Construction Projects/Equipment Purchases
(Volunteers)

1. Update existing station. (5 comments) CIP FY-16 complete put up fencing and upgrade station lighting. Other updates scheduled for FY-2020
2. Replace aging SCBA CIP FY-2020
3. Replace 285 (5 comments) CIP FY2020-after
4. Replace SUV with a pickup. (2 comments)
5. Purchase of new training props – even if this means we need to rent storage space.
6. Purchase of equipment to expand into rescue operations into our more "wooded" territory – ATV, water rescue equipment, etc.
7. OED driving lights for ambulances and vehicles.
8. Sell Zoll autopulse units and replacement with Lucas device.
9. New station or plans to expand/redo station and/or gain advise from outside source and then really sell to public. (4 comments) CIP-FY16 plan to go back out for referendum in May for new station
10. On call payment. Ambulance surplus was evident and could contribute to this expense. Will help keep people at HFD.
11. Paid medic during the weekend as we have during the week day. Would work with duty crews on weekend.
12. With Station expansion, add a fourth ambulance due to Mercy expansion. Look at housing ambulance at Mercy or coordinate with Mercy Clinic.
13. We need a tanker, 286 was a nice idea but has limited us in our capabilities. CIP CY-16 upgrade engine lighting
14. We need a utility vehicle (truck with a bid that can be used as a brush rig)
15. We need to replace the SCBAs and the compressor with one that will actually fill the cascade system. CIP FY 2020 and after
16. Need to upgrade our bunker gear so everyone is in Janeville. It is also time to replace some of the hand tools.
17. I know it's not $10,000, but I would like new gloves.
18. Classroom with projector & other AV equipment comfortable tables & chairs for long classes, room for demonstrations and practice. Part of new station
19. Skills training areas for medical, fire, and rescue training, with props and tool and ladders & hoses.
20. Support areas for supplies, tools, equipment, and repairs.
21. Forcible entry prop for doors, windows, locks & walls.
22. Repair and clean up current building. Expand second floor for offices/sleeping quarters bigger workout area. Clean up storage area upstairs.
23. Sell Engine 285. Replace with brush/EMS squad.

24. Replace Autopulses with Lucas II devices more organization/shelves to maximize station space.
25. More organization/shelves to maximize station space.

Re-Grouped

New Station

1. Update existing station. (5 comments) CIP FY-16 complete put up fencing and upgrade station lighting. Other updates scheduled for FY-2020
2. New station or plans to expand/redo station and/or gain advise from outside source and then really sell to public. (4 comments) CIP-FY16 plan to go back out for referendum in May for new station
3. Classroom with projector & other AV equipment comfortable tables & chairs for long classes, room for demonstrations and practice

SCBA-

1. Replace aging SCBA CIP FY 2020 and after
2. We need to replace the SCBAs and the compressor with one that will actually fill the cascade system. CIP FY 2020 and after

Remodel current station

1. Repair and clean up current building. Expand second floor for offices/sleeping quarters bigger workout area. Clean up storage area upstairs.
2. More organization/shelves to maximize station space.

Equipment needs

1. Replace Autopulses with Lucas II devices more organization/shelves to maximize station space.
2. Sell Zoll autopulse units and replacement with Lucas device
3. We to upgrade our bunker gear so everyone is in Janeville. It is also time to replace some of the hand tools.
4. I know it's not $10,000, but I would like new gloves.
5. Purchase of equipment to expand into rescue operations into our more "wooded" territory – ATV, water rescue equipment, etc.
6. OED driving lights for ambulances and vehicles.

Training needs

1. Support areas for supplies, tools, equipment, and repairs.
2. Forcible entry prop for doors, windows, locks & walls.
3. Skills training areas for medical, fire, and rescue training, with props and tool and ladders & hoses.

4. Purchase of new training props – even if this means we need to rent storage space

Vehicle needs-

1. Replace 285 (4 comments) CIP FY2020-after
2. Replace SUV with a pickup.
3. We need a utility vehicle (truck with a bid that can be used as a brush rig)
4. Sell Engine 285. Replace with brush/EMS squad We need a tanker, 286 was a nice idea but has limited us in our capabilities. CIP CY-16 upgrade engine lighting
5. With Station expansion, add a fourth ambulance due to Mercy expansion. Look at housing ambulance at Mercy or coordinate with Mercy Clinic.

Payroll-

1. On call payment. Ambulance surplus was evident and could contribute to this expense. Will help keep people at HFD.
2. Paid medic during the weekend as we have during the week day. Would work with duty crews on weekend.

EXHIBIT E

STRATEGIC PLANNING SESSION AND GOAL SETTING SESSION – 2016
HIAWATHA FIRE DEPARTMENT

Team Work – Suggestions for Duty Crew
(Volunteers)

1. Be open to non-duty crew members participating. (3 comments)
2. Let other non-duty crew members train with them on duty crew training sessions.
3. Better communications with the rest of the crew members. (4 comments)
4. Encourage individual development. Assist crew members with personalized training.
5. Attendance standards.
6. Training as a crew on consistent basis. (4 comments)
7. When on duty you must be ON DUTY. Run percentages need to be at least 15%. Failure to do so would mean time and issues.
8. All EMT's Paramedics should complete 15 medical reports per year minimum.
9. Improve weekend coverage.
10. More crew team building. (3 comments)
11. Pride & ownership in the department & equipment.
12. Be accountable to call time. Find a stand in and be willing to stand in for others.
13. Increase crew size so everyone doesn't need to respond to Shellsburg and the Care Center at night.
14. Be committed to your crew and be willing to act like a teammate rather than an individual. Be receptive to feedback.
15. When someone from a different duty crew is standing around and willing to go on a call and you are waiting on your last few people, take the person who is waiting.
16. Care for one another.
17. Have fun.
18. Change to 6 crew system.
19. Rotating shifts.
20. Duty crew events/exercises.
21. Less emphasis on duty crews and more emphasis on the cohesiveness of the whole department.

EXHIBIT F

STRATEGIC PLANNING SESSION AND GOAL SETTING SESSION – 2016
HIAWATHA FIRE DEPARTMENT

Team Work – Suggestions for the Volunteers
(Volunteers)

1. Help out the younger guys and make them feel they are part of the team.
2. Better communications with all members. (Numerous comments)
3. Take more pride in the department and the equipment.
4. Respect the paid staff.
5. More dedication.
6. Work on attendance standards.
7. Clean up after yourselves, plan bonding time with families in crew, baseball game outings, picnics, etc.
8. Plan social activities AROUND duty crew. Exceptions to duty crew participation, church, work, major family issue.
9. Help one another, stay positive and work together as a team.
10. Respect everyone no matter what.
11. Get involved and do your fair share of the work.
12. Improve coverage for one another.
13. Pride & ownership in the department & equipment.
14. Team building.
15. Assume an active role in the future of the department.
16. Move to town. Non-residents need to be encourage to become residents.
17. Get certified. The city needs to pay for these certifications. Sign a contract.
18. Show up for calls even when it is not your duty crew. (Numerous comments)
19. Remain professional.
20. Take time for yourself & family.
21. If you have a certification, perform to that level.
22. Attend training sessions.
23. Be constructive/less whining.
24. Management needs to understand that not everyone "brings the same thing to the table."

EXHIBIT G

STRATEGIC PLANNING SESSION AND GOAL SETTING SESSION – 2016
HIAWATHA FIRE DEPARTMENT

Team Work – Suggestions for the paramedics
(Volunteers)

1. There are much fewer of them on the department, and it is harder for them to find replacements.
2. Better communications with other paramedics & EMT's.
3. Remember that you volunteered.
4. Remember the Basics.
5. Let EMT's handle the simple EMS calls. If there is a problem, help the EMT learn how to handle the calls.
6. Work with Firefighters so that all Firefighters are EMT qualified.
7. More Q&A checks by Dr. Sagers. I have not seen him or heard from him in a long time.
8. Cover your shifts.
9. Communicate with your duty crew.
10. Don't forget to include your Basics on call.
11. Improve coverage for one another.
12. Pride & ownership in the department.
13. Team building.
14. Enough with the EGOS. Not every call is ALS, let the Basics handle them.
15. Practice your skills. Just because you are trained, does not mean your proficient.
16. Work with your officers on scene, not against them.
17. More skills practice.
18. More leadership opportunities.
19. Be familiar with guidelines.
20. Teach in whatever way is most comfortable for you.

EXHIBIT H

STRATEGIC PLANNING SESSION AND GOAL SETTING SESSION – 2016
HIAWATHA FIRE DEPARTMENT

Team Work – Suggestions for the full-time staff
(Volunteers)

1. Communicate with the volunteers. (Numerous comments)
2. Don't belittle the volunteers. They always act like they are better than the volunteers.
3. Let the volunteers volunteer and do their job.
4. Respect the volunteers. Many of them have more experience than the full-time staff.
5. Full-time staff should have daily activities and truck checks.
6. Full-time staff should maintain EMS supplies and ordering. Computer inventory system should be considered.
7. Full-time staff should handle day calls and use volunteers to supplement extra calls, when needed.
8. Stay organized because it reflects on how the department runs.
9. Help mentor/teach volunteers by distributing some of the duties instead of doing everything yourself.
10. We are volunteer and have to work full-time jobs.
11. Get off Facebook and take care of the equipment. Order the stuff we need. Wash trucks when needed. There is a misconception that the volunteers are there to serve the day staff.
12. Maintain an adequate level of supplies. The duty crews should never not be able to stock the ambulances after a run.
13. Include volunteers in activities when they come up during the day. Don't make the volunteers feel unwelcome.
14. Attend 1-2 training nights each quarter. This allows volunteers to get to know you and your capabilities.
15. Communicating goals and direction that policies are heading to.
16. Less extra events for duty crews/volunteers.
17. Avoid isolation from the rest of members.
18. Expect less to get done by volunteers.

EXHIBIT I

STRATEGIC PLANNING SESSION AND GOAL SETTING SESSION – 2016
HIAWATHA FIRE DEPARTMENT

Team Work – Suggestions for Whole Department
(Volunteer)

1. I get the impression that there are hard feelings at times between duty crews, day staff, paid vs. volunteers. I don't feel that any one is better than the other, and I wish the chest pounding would go away.
2. Communicate....See a pattern here? (Numerous comments)
3. Take pride in the department. Take ownership. (Numerous comments)
4. Help each other out. Offer to fill in when someone needs it. Respond when you're supposed to.
5. Remember that you volunteered for the time commitment that is expected by the department and the community.
6. Keep drama to a minimum, get along, talk positive about others, do not put people down.
7. Training should be limited to one day a month with computer training used as a replacement to allow more family time.
8. Focus on caring for the community. If you are here for other reasons, you should resign.
9. Remember what you represent.
10. All members need to be more active , more than their duty crew.
11. Improve training attendance, pride and ownership in the department and equipment.
12. Teambuilding activities not related to department, i.e. paintball, volleyball, float trips, etc. Optional to attend, but enough opportunities and enough variation that everyone will be willing to attend a few throughout the year.
13. Treat each other with care & respect.
14. Maintain competence, professionalism, and enthusiasm.
15. Recognize that each level has a role and is valuable.
16. Get rid of the Deputy Chiefs clique.
17. Make training a priority.
18. Move association meetings to different night.
19. Less separation between different duty.
20. Be active and involved.

EXHIBIT J

STRATEGIC PLANNING SESSION AND GOAL SETTING SESSION – 2016
HIAWATHA FIRE DEPARTMENT

Team Work – Leadership – Top five Suggestions
(Volunteer)

1. Respect all volunteers for their contribution to the fire department.
2. Be aware of and refrain from showing favoritism towards members.
3. Be approachable and more open to the membership.
4. Foster an environment for better cooperation of entire department.
5. TRUST the other members and other officers. Volunteer officers do not get respect.
6. Communicate with the entire department. Often times changes are made that don't get passed down.
7. RESPECT all members. They don't seem to understand that as volunteers we have other life commitments.
8. Do what's best for the entire department, not what's best for one individual.
9. Accept criticism. They aren't perfect and make mistakes. However they don't like to hear it.
10. Be more consistent on procedures.
11. Example: if the rule says no one drives till they have been on the department a minimum of a year than it should be that way for everyone. Other than this I do believe that the Leadership team supports the volunteers as needed at this time.
12. Be more positive and less arrogant. We lose members due to this. Concentrate on the positives, other departments know this.
13. Be more open to ideas and change. Don't be stubborn and listen. Losing the new Fire Department vote is a good example.
14. Spend money to reward members for their valuable time they put in. We would retain more people if we go to paid on call.
15. Lead by example and bring the greatness out of people by being positive. Find the good in everyone. (2 comments)
16. Help others be the best they can be by helping with training, certification of members, and supporting the family, spouses, and significant others.
17. Better organize and develop training programs.
18. Senior volunteers need to mentor young volunteers more.
19. Better communicate things that are happening both on department and within the city. (Numerous)
20. Stop using Groupme as a communication for the department.
21. Volunteering the department for extra events without asking the membership or duty crews.
22. Holding members and officers accountable for their actions.
23. Be a leader and not a buddy and enough with the favoritism.
24. Hold everyone to the same standard, regardless of their position.

25. Be fair and equitable with the stipends. Not just the favorites. Never talk behind a member's back.
26. Loss the arrogance and be honest. Listen to feedback, it's not always criticism.
27. Stop wasting tax-payer money on toys for the Chiefs (ipads, computers, vehicles)
28. Hire fresh blood with a new perspective, rather than hiring the clique.
29. It has recently been said that we have become the "Area Ambulance" of the fire department and other agencies do not want to work with us because they can for an engine and get a Command Vehicle that attempts to "run their scene."
30. Remember we have lives away from HFD.
31. Recall that volunteers are professionals, but not paid full-time.
32. Continue to have required training, but also offer optional growth opportunities.
33. Provide more leadership opportunities.
34. Less surprises (events, policy changes, etc.) Less pressure on volunteers for extra events.
35. Communication is a huge down fall – events are not being communicated.

HIAWATHA FIRE DEPARTMENT

SUMMARY OF RESPONSES TO QUESTIONNAIRES
JANUARY 26, 2016

FULL & PART TIME STAFF – EXHIBITS K to T

K. Major Accomplishments

L. Issues, Concerns, Trends, and Opportunities

M. Significant Initiatives, Programs or Policies

N. Capital Projects/Construction Projects/Equipment Purchases

O. Team Work – Suggestions for Duty Crew

P. Team Work – Suggestions for the Volunteers

Q. Team Work – Suggestions for the Paramedics

R. Team Work – Suggestions for Full Time Staff

S. Team work – Suggestions for the Whole Department

T. Team Work – Leadership – Top Five Suggestions

EXHIBIT K

STRATEGIC PLANNING SESSION AND GOAL SETTING SESSION – 2016
HIAWATHA FIRE DEPARTMENT

Major Accomplishments
(Full & Part Time Staff)

1. Successful Smoke detector/battery replacement programs.
2. Successful MDA drives. (3 comments)
3. Successful Arson/Meth Production Convictions on several large fires.
4. Successful hosting RAGBRAI, providing Fire, EMS and other logistical services including running the city wide command center. (2 comments)
5. Provided sleeping beds in existing training room for people who have to sleep there. (3 comments)
6. Improved the parking lot/approach in the north side of the station.
7. Installed new commercial flag pole.
8. Hiring of full time Firefighter/Paramedic to pick up EMS administration services. (7 comments)
9. Participation in a number of community events – providing Stand-by. Pig Man Races, Color Races. Show Choir Events, etc.
10. Initiation of building plan fire inspection reviews.
11. Strengthening of the inspection program.
12. Hose, Ladder, Pump and SCBA certifications maintained.
13. Ordering of replacement ambulance for 2005 Ford.
14. Continue to run a 24/7 ambulance service along with the fd, with more than 1,000 patient contacts last year. Along with routinely providing mutual aid.
15. Johnsonville Brats – Top 10 Best Volunteer Fire Dept.
16. Strengthen Fire Code Development & Enforcement, 2015 Code Adoption
17. Continued Replacement of PPE (Back on track
18. Change of Initial response on operations to Zoll engine water supply, 1st engine fire attack and slicers concepts.
19. Increase Certification Levels for Members (FF1, FF2, & Driver Operator)
20. New EMS Software (3 comments)
21. Obtaining Fentanyl.
22. Consistently having large number of applicants.
23. Largest Chili fundraiser (5 comments)
24. New Ambulance (4 comments)
25. Large Amount of Turnout gear.
26. New workout equipment.
27. New volunteer members.
28. Re-designing work/computer room.
29. Updated Proto calls
30. Change Fire Department tactics.
31. Transition to new radio system.
32. Trailer Park Fire.
33. New Monitor.
34. Call volume growth & good response.

EXHIBIT L

STRATEGIC PLANNING SESSION AND GOAL SETTING SESSION – 2016
HIAWATHA FIRE DEPARTMENT

Issues, Concerns, Trends, and Opportunities
(Full & Part Time Staff)

1. Revenue sources for FD are decreasing, along with general operating funds, force us to balance our needs.
2. We are out of floor space, No more apparatus, and we are limited in the addition of future ambulances because of sizes and models.
3. Weight room is small and doesn't allow for team or squad workouts.
4. Loss of Andy Sweeney, who had the lead on the fire inspection program. We had already started passing some of his EMS stuff off to the new FireMedic, and that handoff appears successful. Now we must continue inspection program.
5. Hiawatha is a growing community, geographically to the north, and fill in development in town, along with other large businesses bringing in more employees. (Go Daddy, Mercy Care, CCC Packaging)
6. The effect of Obamacare on the ambulance. That could include loss of revenue or taking on additional responsibilities due to mobile integrated health.
7. Turnover in staff. Over the last several years, members have left to pursue (paid) fire service careers elsewhere. Paid staff has also left for "better" jobs. (4 comments)
8. Recruitment/retention of Paramedics (2 comments)
9. Increase in amount of medical offices and what that will do to call numbers.
10. Not enough room for training at current station; physical classroom space & props. (2 comments)
11. Lack of bedroom/sleeping quarters.
12. Daytime staffing (paid and volunteer)
13. Decrease amount of fires and keeping skills sharp.
14. Lack of interest in outside training opportunities.
15. Keeping up with amount of mandated trainings vs training to keep skill up.
16. Amount of time volunteers are able to be on duty.
17. Staffing....Crews smaller and workload increasing.
18. Paramedic Coverage.....Required to pick up more shifts due to less staffing in the busiest area of the department. (4 comments)
19. Leadership.....Members in leadership roles that haven't been trained or are prepared to be in those roles.
20. Pride....Station/Apparatus always dirty, stuff unaccounted for/supplies.
21. Communication....Between crews, management and staff.
22. Accountability.....People are not held accountable for actions.
23. Standards....People and crews are held to different standards and expectations.
24. Teamwork .....People seem to be here for self-gain instead of a common goal.

25. Attitude.....Nobody ever wants to be around and hangout like before. Moral is down.
26. Overall we are a young department – makes leadership roles a little more challenging. (3 comments)
27. Obtaining Fire Station 2.
28. Staffing for 2 stations.
29. Duty Crews vs Day Staff differences.
30. Obtaining new ambulance.
31. Obtaining new fire engine.
32. Increasing response area to further towns.
33. Not caring for station.
34. Having members not take training serious and expect to go on emergencies.
35. Lack of respect for officers.
36. Having staff to run 2 ambulances.
37. Paramedic burn out/turn over
38. Apathy- someone else will do it!

EXHIBIT M

STRATEGIC PLANNING SESSION AND GOAL SETTING SESSION – 2016
HIAWATHA FIRE DEPARTMENT

Significant Initiatives, Programs or Policies
(Full & Part Time Staff)

1. In progress of completing review of SOPs and placing them where they are accessible to members, but not public.
2. Continue to research mobile integrated health care and its impact on us. (Cedar Rapids Metro will likely be a beta sight and we will be included)
3. Review of the retention and recruitment program. (3 comments)
4. Review of volunteer stipends including incentives program.
5. Establish of leadership development program.
6. Construction of new fire station. This affects most of the issues listed.
7. Continue to address station space needs.
8. No classroom.
9. Limited locations for hands on training.
10. Full time personnel switching to 24/40 schedule.
11. In-depth medical protocols.
12. Stopping Day Care/Preschool visits.
13. Update & Post SOP's.
14. 6th Duty Crew & rotating schedule.
15. Officer development/training.
16. Update & publicize department policies.
17. Training page/video's on HFD operations, equipment, etc.
18. Improvement of exercise room.
19. Burn building or training facility.
20. Truck chassis ambulance.
21. Pickup truck
22. Paramedic Recruitment and Retention.
23. Team building for ambulance crews.
24. Help pay for Paramedic school.
25. Help pay for EMT class.
26. Need a "book" describing policy for HFD members, guidelines, like attendance book.
27. Education opportunities, such as training to qualify as CEU's, toward our national registry.
28. Wellness should be top priority ...look at National Average LODD.
29. Training must be better. Members are less prepared due to lack of good/usable training.
30. Mutual Aid with care stations....Marion and Cedar Rapids.
31. Why 286 as Second due truck to city fires where hydrants are everywhere?
32. Why T-1 isn't second due to high occupancy structures where rescues are high?

EXHIBIT N

STRATEGIC PLANNING SESSION AND GOAL SETTING SESSION – 2016
HIAWATHA FIRE DEPARTMENT

Capital Projects/Construction Projects/Equipment Purchases
(Full & Part Time Paid Staff)

1. Construction of new fire station (5 comments) CIP FY-16 current plan to take to referendum this summer
2. Complete replacement of 2005 ambulance. (Funded – waiting for unit to arrive)
3. Replacement of all SCBAs, Mask, and fill station compressor (AFG grant applied for) CIP FY-2020 and after
4. Replacement of 1989 Pierce Fire Engine (3 comments) CIP FY-20 and after
5. Replacement of 2008 Ford Ambulance (2 comments) CIP FY-20 and after
6. Updating scene lighting on 286 to LED's from Halogen. (In CIP) FY-16
7. Update station lighting to be more energy efficient (In CIP) (2 comments) FY-16
8. Complete transition of classroom to day room or bunk room area.
9. Replace/ Repair Carpet and flooring throughout station.
10. Replacement of bathroom plumbing and refresh to improve environmental impact.
11. HVAC will likely need replaced within next 4-6 years.
12. Concrete approach to East Side (Emmons St.) will need rebuilt.
13. Complete Fencing along back of station (In CIP) FY-16
14. Addition of a vehicle/pick up/trailer/ATV to be utilized as a support vehicle (Similar to what PD has) (2 comments)
15. Training Props
16. LED Siren Light Conversion
17. Make bunk room
18. Get more new books
19. Over half of the sleeping quarter/old training room, day room & kitchen
20. Reorganize station of equipment to maximize space more efficiently...install possible shelving & containers in upstairs, storage room, closets, & the bay.
21. Redo the workout room – new carpeting, arrange the setup, new TV, maybe Fans/AC?
22. Lucas 2 Devices, current automated CPR devices unreliable
23. Training Facility for more extensive training-included w/ new station
24. Pick up truck

Regrouped-

New station-

1. Construction of new fire station (5comments) CIP FY-16 current plan to take to referendum this summer

2. Training Facility for more extensive training-included w/ new station

Remodeling current station- CIP FY -2020 $40,000 and after; with a couple of items in FY-16

1. Update station lighting to be more energy efficient (In CIP) (2 comments) FY-16
2. Complete transition of classroom to day room or bunk room area.
3. Replace Repair Carpet and flooring throughout station.
4. Replacement of bathroom plumbing and refresh to improve environmental impact.
5. HVAC will likely need replaced within next 4-6 years.
6. Concrete approach to East Side (Emmons St.) will need rebuilt.
7. Complete Fencing along back of station (In CIP) FY-16
8. Make bunk room
9. Get more new hooks
10. Over half of the sleeping quarter/old training room, day room & kitchen
11. Reorganize station of equipment to maximize space more efficiently...install possible shelving & containers in upstairs, storage room, closets, & the bay.
12. Redo the workout room – new carpeting, arrange the setup, new TV, maybe Fans/AC?

Training needs-

1. Training Props

Vehicle needs-

1. Complete replacement of 2005 ambulance. (Funded – waiting for unit to arrive)
2. Replacement of 1989 Pierce Fire Engine (3 comments) CIP FY-20 and after
3. Replacement of 2008 Ford Ambulance (2 comments) CIP FY-20 and after
4. Addition of a vehicle/pick up/trailer/ATV to be utilized as a support vehicle (Similar to what PD has) (2 comments)

Equipment needs-

1. Replacement of all SCBAs, Mask, and fill station compressor (AFG grant applied for) CIP FY-2020 and after
2. Lucas 2 Devices, current automated CPR devices unreliable
3. Updating scene lighting on 286 to LED's from Halogen. (In CIP) FY-16
4. LED Siren Light Conversion

EXHIBIT O

STRATEGIC PLANNING SESSIONAND GOAL SETTING SESSION – 2016
HIAWATHA FIRE DEPARTMENT

Team Work – Suggestions for Duty Crew
(Full & Part Time Staff)

1. Communicate up and down the chain of command. Report problems with equipment, etc.
2. Track crew to insure they are completing their training and requirements.
3. Complete the weekly duty crew training.
4. Don't Pit Crew vs Crew
5. Be committed to be on duty and be a united crew
6. Communicate within crew, take on projects and see then to completion, don't come up with ideas and then rely on others to complete them.
7. Don't sit around, create your own training OPS.
8. Pregame/preplan calls
9. Eat as a crew with everyone, build comradery (2 comments)
10. Take pride in the station
11. Having assigned roles and positions for calls prior to the call.
12. Train together once a week outside of normal training night.
13. Become more independent and comfortable on scenes while using both EMT's & Medics.
14. Have more training over the weekends on the downtime.
15. Not only be a unified crew with ourselves but help build up other crews that might need assistance/guidance or support. Don't break them down.
16. Leadership needs to hold people accountable and be Leaders!
17. Motivation to train instead of sitting in recliners watching Netflix.

EXHIBIT P

STRATEGIC PLANNING SESSION AND GOAL SETTING SESSION – 2016
HIAWATHA FIRE DEPARTMENT

Team Work – Suggestions for the Volunteers
(Full and Part Time Staff)

1. Hold weekly beginning of shift meeting to know where crew is at.
2. Make every effort to attend Saturday morning duty crew when on.
3. Use existing tools to establish communications links among members, such as IAMRESPONDING for scheduling individual crews. Email reminders weekly, and using the groupme tool for group texting in emergencies.
4. Make appointments when you want to come in and see the day staff. To that effect, please use email to cover you when we forget, and to help us remember to log it at our desk.
5. Complete assignments when given to you, ie Fit Testing, or checking equipment because you missed Saturday morning.
6. Read the emails from the Chiefs, the minutes and treasure reports when they come out.
7. Be respectful of the Paramedics and don't be afraid to "take" calls if you think you can handle it.
8. Work with all crews, no crew is "God's Crew."
9. Train, create own opportunities, take advantage. (3 comments)
10. Respect chain of command and All Brass!
11. Attend & be ready to train at trainings, nose not in phones.
12. Attend/participate at public relation events.
13. Don't rely on paid staff to do things, take initiative, take on projects.
14. Be open to new ideas, be involved, take self-initiative, be aware of what's going on (new policies/procedures, etc.)
15. Pride...Show pride in station and equipment.
16. Wanting to better themselves and each other.
17. Become comfortable with new reporting program.
18. Learn the truck layouts, become comfortable.
19. Get familiarized with all vehicles.
20. Know your roll on the fire ground.
21. Consider station like it's your home.
22. Respect medic on duty or command staff.

EXHIBIT Q

STRATEGIC PLANNING SESSION AND GOAL SETTING SESSION – 2016
HIAWATHA FIRE DEPARTMENT

Team Work – Suggestions for the Paramedics
(Full & Part Time Staff)

1. Be respectful of the EMT's. Try to get them to take calls when within their scope.
2. Try to do OJT, when you have opportunity.
3. Be Leaders!
4. Step up trainings within crews so everyone knows what's expected.
5. Help with GMS Protocol changes and GMS trainings.
6. Encourage BCS providers to take calls; perform skills on calls.
7. Make sure your shift is covered; trade with other medics.
8. Foster a learning environment, encourage BCS providers to ask questions.
9. Know protocols.
10. Run high frequency runs during clinical.
11. Teach more.
12. Cover each other!
13. Let EMT's take calls – communicate with them better.
14. Create ALS training opportunities.
15. Keep proficient on ALS skills.
16. Paramedics work full-time jobs and have to find time to squeeze in time to be at Hiawatha. People need to realize we haver odd hours at work and don't work 9-5 jobs.

EXHIBIT R

STRATEGIC PLANNING SESSION AND GOAL SETTING SESSION – 2016
HIAWATHA FIRE DEPARTMENT

Team Work – Suggestions for Full Time Staff
(Full & Part Time Staff)

1. Actively seek volunteers help with projects! Seek them out to see if they want to train.
2. Stay active/assist with events on non-scheduled work days.
3. Stay after when needed.
4. Offer your knowledge/experience to help others; go to them instead of them coming to you.
5. Continue as a positive mentor.
6. Be a positive coach, negative comments/attitude don't help!
7. Get organized, synchronize with each other – all on the same page.
8. Communicate with Day Staff/Volunteers clearly – consider various methods...ie: emails, announcements & training.
9. If you say there are requirements...ie: required fire training hours....ENFORCE THIS!

EXHIBIT S

STRATEGIC PLANNING SESSION AND GOAL SETTING SESSION – 2016
HIAWATHA FIRE DEPARTMENT

Team Work – Suggestions for the Whole Department
(Full or Part Time Staff)

1. Follow chain of command.
2. Don't complain, be a part of the solution.
3. Come to trainings. Do what's expected and give 100% on each assigned task or run.
4. Remember why we are here, to provide a service to our citizens not to fulfill your ego.
5. Have ownership & pride...take care of things, pride in a clean station/truck/PPE.
6. Know what is going on and follow directives. Eg: Don't wait until last day to fit test after many reminders and a month to complete.
7. Don't fall into a paid vs volunteer mentality, we are one department.
8. What are the goals and objectives?
9. We are not the traditional volunteer department.
10. We are becoming more of a professional department which requires a higher level of commitment.
11. Be tidy, clean up your mess, leave the trucks free of mud, blood, & other....also empty full garage.
12. Communicate used supplies.
13. Be better in our habits, our health, train, hard-working

EXHIBIT T

STRATEGIC PLANNING SESSION AND GOAL SETTING SESSION – 2016
HIAWATHA FIRE DEPARTMENT

Team Work – Leadership – Top Five Suggestions
(Full & Part Time Staff)

Leadership

1. Make sure that communications tools are provided and accessible.
2. Place documents when available, online.
3. Review weekly summary in note book and make sure that all events are on schedule.
4. Provide more leadership training and mentoring of members.
5. Continue to provide training opportunities for crew leaders, mentors, etc.
6. Be united, all officers support each other & chiefs.
7. Fairly & consistently administer policies, don't play favorites, act swiftly when you need to address issues.
8. Don't gossip about others, be it other crews, officers, other members
9. Support the administration; follow the policy/procedures set out even if you may not agree with it.
10. Be supportive and encourage people to take ownership of the department.
11. Keep offering new trainings/opportunities.
12. Define measureable and obtainable goals for crews
13. Track and report metrics
14. Celebrate success
15. Annual performance review – what am I doing well, and what can I improve on?
16. Encourage training.
17. Help train them.
18. Set up duty crew trainings.
19. Have a clear guidebook of everything from policies & expectations in addition to rookie info.
20. If you see someone struggling/lacking confidence, help them.
21. More appreciative.
22. City support of our goal and service to the community.
23. Actually be leaders!

ADDENDUM 1

STRATEGIC PLANNING SESSION AND GOAL SETTING SESSION – 2016

HIAWATHA FIRE DEPARTMENT

Consultant's Summary – Major Accomplishments
January 26, 2016

1. **Community Involvement**

   - MDA Drive
   - F.F. Breakfast
   - RAGBRAI
   - Chili Supper
   - Pig Man & Color Races
   - Fire Alarms
   - School Contacts
   - Business Contacts

2. **New Equipment Purchases**

   - New Ambulance
   - Updating Equipment
   - Bunker Gear
   - Grill & Workout Equipment
   - New EMS Software
   - New Radio System
   - New Zoll Monitors
   - ALS Equipment on Ambulances
   - Command Vehicles
   - Parking Lot Approach
   - Commercial Flag Pole

3. **Personnel Items**

   - Training – Duty Crew
   - Training – New Members
   - EMS/Fire Training
   - More Paid Staff – FF/Paramedic
   - Increased Certification Levels

- Large Number of Applicants

4. **General Overall Accomplishments**

- Ladder, Pumper, & SCBA Certifications
- Code Development & Enforcement
- Update Protocols
- Call volume growth & response
- Community backing
- Department Wide EMS Program
- No Fire Fatalities
- Better EM Inventory Set-up
- Good quality care – EMS patients
- Named one of ten best Fire Departments by Johnsonville Brats Company
- Great support from Mayor & City Council

Updated – February 10, 2016

ADDENDUM 2

STRATEGIC PLANNING SESSION AND GOAL SETTING SESSION – 2016
HIAWATHA FIRE DEPARTMENT

Consultant's Summary – Issues, Concerns, and Trends
January 26, 2016

1. **Volunteer Concerns**

   - Turnover Rate
   - Morale is low
   - "Separation" – Day Staff & Volunteers
   - Burnout is high
   - Volunteers not appreciated
   - Lack of recruitment plan
   - Not much input on new station
   - General lack of trust
   - Lack of communication – secrecy

2. **Equipment and Facilities**

   - Lack of Space – Existing Station
   - Need SCBA's
   - Replace Fire Engine/Pumper Unit 285
   - Need Second Station
   - Need New Ambulance
   - New Fire Engine

3. **Leadership Challenges**

   - Coordination of Training
   - "Cliques" in the Department – Splits
   - SOP's – Available?
   - Overall Organization of Department
   - Postponing important decisions
   - Utilization of Sergeant position
   - Bad mouthing of the Department

4. **General Concerns**
   - Growing Area & Demand for Services
   - Lack of Agreement on need for Second Fire Station

- Staffing Plan – Second Station
- Recruitment/Retention Plan
- Impact of Obamacare – Ambulances
- Many young department members
- Response Times

Updated – February 10, 2016

ADDENDUM 3

STRATEGIC PLANNING SESSION AND GOAL SETTING SESSION – 2016
HIAWATHA FIRE DEPARTMENT

Ranking of Capital Projects/Construction Projects/Equipment Purchases
January 26, 2016

Project/Equipment	Votes
1. Update existing station, complete fencing, upgrade station lighting, And other updates.	26
2. Construction of new fire station (with a plan to take to referendum and possibly gain advice from an outside source.)	21
3. Training Facility for more extensive training.	20
4. Replace Engine Pumper Unit 285 - $600,000	17
5. Purchase of new training props – Forcible entry prop for doors, windows, locks, walls and for medical, fire and rescue training – tools, ladders, and hoses.	16
6. Classroom with projector & other AV equipment comfortable tables and chairs for long classes, room for demonstrations and practices.	9
7. Replacement of all SCBAs, Masks, and fill station compressor that will fill cascade system (AFG grant applied for).	6
8. Purchase of equipment to expand into rescue operations into our more "wooded" territory – ATV, water rescue equipment, etc.	6
9. Sell Zoll autopulse units and replacement with Lucas device.	4
10. LED driving lights for ambulances and vehicles – Low cost item	2
11. Upgrade the bunker gear so everyone is in Janesville.	2
12. Replacement of 2008 Ford Ambulance.	2

Updated – February 10, 2016

ADDENDUM 4

STRATEGIC PLANNING SESSION AND GOAL SETTING SESSION – 2016
HIAWATHA FIRE DEPARTMENT

Capital Projects/Construction Projects/Equipment Purchases

Proposed Improvements to Existing Fire Station
January 26, 2016

1. Repair and clean up current building – i.e. drywall repairs
2. Expansion for offices/sleeping quarters, bigger workout area
3. Clean up storage area upstairs
4. Update station lighting to be more energy efficient – i.e. LED lighting
5. Complete transition of classroom to day room or bunk room area
6. Replace/Repair Carpet and flooring throughout station
7. Replacement of bathroom plumbing and refresh to improve environmental impact
8. HVAC will likely need replaced within next 4-6 years.
9. Complete Fencing along back of station
10. Reorganize station of equipment to maximize space more efficiently....install possible shelving & containers in upstairs, storage room, closets, & the bay.
11. Redo the workout room – new carpeting, arrange the setup, new TV, maybe Fans/AC?
12. Training space room at City Hall on Temporary basis
13. Evaluate floor plan and building uses
14. Remove items from the Station that are no longer needed or useful

Updated – February 10, 2016

ADDENDUM 5

STRATEGIC PLANNING SESSION AND GOAL SETTING SESSION – 2016
HIAWATHA FIRE DEPARTMENT

Ranking of Significant Initiatives, Programs or Policies
January 26, 2016

Initiative/Program	Number of Votes (Dots)
1. Bring back the incentive program	16
2. Be more proactive in recruiting good members, who live in town.	16
3. Provide leadership training for current and future FD leaders.	14
4. Wellness should be top priority ...review National Average LODD.	13
5. Pair each "rookie" EMS provider with a "senior" EMS provider for a minimum the sign off period and develop an FTO program for new EMS provides more continuing education opportunities for EMS.	13
6. Continue to research mobile integrated health care and its impact on us. (Cedar Rapids Metro will likely be a beta sight and we will be included)	10
7. Medical education reimbursement for members that have a proven stake in the community and remaining with the department.	9
8. Revamp and make available to the department by laws, SOG's, and SOP's.	6
9. Ambulance coverage area.	6
10. Review why 286 as second due truck to city fires where hydrants are everywhere and why T-1 isn't second due to high occupancy structures where rescues are high.	6
11. Training page/video's on HFD operations, equipment, etc.	5

Initiative/Program	Number of Votes (Dots)
12. Job Descriptions – Make available and update	4
13. Establish a true NFPA 1500 compliant safety program, rather than picking and choosing what parts to implement and establish a safety committee.	3
14. Establish a review process for all members with annual goals based on short comings identified from top down and bottom up feedback.	3
15. Appoint a chaplain to work with members who are in trouble emotionally, spiritually or financially, or when there is a critical call or event.	2
16. Establish a council representative for the fire department to provide conduit to the city council and give the volunteers a voice in the command staff.	2
17. Continue and enhance policies encouraging education and training for members.	2
18. Formal procedure to follow up on patients at St. Luke's and Mercy Hospital.	2
19. Improve relationship with neighboring departments, which May require change in leadership.	1
20. Make more effective use of space in existing station. No need to build a second station.	1
21. In-depth medical protocols.	1
22. Pay for membership training, because members donate a ton of time and the city should pay for EMS/FF training.	0
23. Have officer meeting EVERY month, not just when it's convenient for the chief.	0
24. More set member year round recognition program.	0

Initiative/Program	Number of Votes (Dots)
25. Address the lack of space in current Fire Dept and develop a formal plan that is based on acceptance of most members and citizens.	0
26. Full time personnel switching to 24/48 schedule.	0
27. Stopping Day Care/Preschool visits.	0
28. 6th Duty Crew & rotating schedule.	0
29. Use City Hall for training until new station is built.	0
30. Sweeney's old office should be used for completing EMS Reports and should be an area that stays quite. – Do anytime	0
31. Need a weekend Paramedic that works with each crew on the weekend. Paid people should share duties for this. This paramedic should be paid and should be in addition to the duty crew.	0
32. Charge Area when they cancel a run into Cedar Rapids for mutual aid. Charge businesses false alarm calls. ($250.00)	0
33. Team building for ambulance crews.	0
34. Establish an instructor development program to stop wasting our time with poor training.	0
35. Establish a manner in which grievances can be addressed without fear of reprisal.	0
36. Education opportunities, such as training to qualify as CEU's, toward our national registry.	0
37. Provision for use of acquired structures or vehicles for live-fire training.	0
38. Provision for use of available purpose built five fire training facilities in the area.	0

Updated – February 10, 2016

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APPENDIX A

December 30, 2015

To: The Members of the Hiawatha Fire Department

From: Patrick Callahan, Municipal Consultant

Re: Goal Setting/Strategic Planning

We are looking forward to facilitating the Hiawatha Fire Department's 2016 Strategic Planning Session on Tuesday, January 26th starting at 6:00 p.m. at Prairiewoods at 120 Boyson Road. Food and soft drinks will be provided. The agenda for the session is enclosed for your review.

First of all, thank you for selecting Callahan Municipal Consultants, LLC to conduct the Fire Department's goal setting session. We are looking forward to assisting the City on this process. We will be assisted with this process by George Oster, who has served as a volunteer fire fighter, a fire chief, and as a consultant to fire departments. He also worked for the Fire Service Institute of Iowa State University for 23 years. Copies of our resumes are enclosed for your review.

Strategic Planning or Goal Setting Session
We have facilitated numerous goal setting sessions for cities in Iowa from 2004 to 2015. Each session is unique and informative. When we started doing goal setting sessions in 2004, we developed an advance questionnaire in order to enhance the productivity of the session and reduce the amount of time on the more routine portions of the meeting. The questionnaire allows us to review issues in advance and thus provide more time for the primary focus of the session, which is to discuss, review, and prioritize the Fire Department's goals and objectives. We would like to thank you for responding to the advance questionnaire for this year's goal setting session.

City Accomplishments
The first thing that we like to do at these sessions is to reflect upon the Department's accomplishments. Many people are so focused on the current or most pressing issues of the time that they lose track of all the department's accomplishments. Most people are pleasantly surprised to review how much has actually been accomplished by their department over a span of two years.

Issues, Concerns, and Trends
We also like to take the time to look to the future as to issues or trends that have the potential to impact the Department in either a positive or negative manner. A positive trend might be an increase in new housing construction. Whereas, a negative concern could be the passage of a bill by the Iowa General Assembly that might drastically reduce property tax revenues to the City's general fund. While the Department may have little or no control over some of these trends or issues, it is usually better to acknowledge them and possibly develop a "game plan" as to how to address them in the future.

Capital Projects
It is important to take the time to itemize and prioritize the Department's capital projects and major equipment needs. The ideal situation would be to develop a capital improvements plan, which would require more time that we have allocated for this session. However, we can still

take the time to review, discuss, and prioritize the Department's capital projects and equipment needs. This information and the direction provided at this session will be very useful to the Department's leaders, as they either develop or update the Department's capital improvements plan.

Policies, Programs, and Initiatives
Once we have completed the ranking of capital improvements or the "bricks and mortar" projects, we will review the list of potential programs, policies, and initiatives. Examples might include updating the Department's operation guidelines or the development of another source of revenue for the Department. You will also be asked to prioritize these proposals.

Team Work Objectives
The final part of the session will be a discussion regarding team work and how the Fire Department's members interact with each other and the City employees. We may identify and discuss ways to enhance the level of communication within the Fire Department and organizations or persons that interact with the Department.

Completion of Questionnaire
There is enclosed a questionnaire that we would ask all the members of the Fire Department to complete prior to the goal setting session. We will summarize the results of the questionnaire and make them available at the meeting. In order to have enough time to summarize the results, please return the questionnaire to us by January 8th.

If it is more convenient to list your responses to the questionnaire on separate sheets, you are welcome to do so. You can list the six headings and provide your comments under each of the topics.

We promise to maintain the confidentiality of the responses to the questions on the questionnaire. The summary of the responses to the questions will not make reference to any names or individuals.

You are welcome to mail your completed questionnaire to Patrick Callahan, 417 Kaitlynn Avenue, Anamosa, Iowa 52205 or you can send it to our e-mail at callahan.cmc@gmail.com.

Final Goal Setting Report
We will prepare a final report summarizing the Fire Department's 2016 goal setting session. We will also provide you with some suggestions on how to monitor the progress of accomplishing the Department's goals and objectives and ways to communicate these goals to the ultimate "bosses or owners" – the citizens of Hiawatha.

Thank you for making the commitment to attend this goal setting session on January 26th. We look forward to meeting with you.

APPENDIX B

STRATEGIC PLANNING SESSION AND GOAL SETTING SESSION – 2016
HIAWATHA FIRE DEPARTMENT
HIAWATHA, IOWA

PRELIMINARY QUESTIONNAIRE

Introduction

The Members of the Hiawatha Fire Department will be conducting a strategic planning session on Tuesday, January 26th at 6:00 p.m. at the Prairiewoods. The purpose of the session will be to identify and prioritize the Department's overall goals and objectives for the next two years. In order to prepare for this session, you have been asked to help identify key issues and potential objectives that will be reviewed by the Members of the Department prior to the ranking of any goals for the Department. It is requested that you list your responses to the following questions.

Please designate your role with the Fire Department:

____ Paid-Full Time ____ Paid - Part-Time ____ Volunteer

I. Major Accomplishments

Please list the top five to ten major accomplishments of the Fire Department over the past two years. These accomplishments could be as large as a new pumper truck or as simple as a newly adopted policy. The items do not need to be listed in any particular order.

1._____

2._____

3._____

4._____

5._____

6._____

7._____

8._____

9._____

10._____

II. Issues, Concerns, Trends, and Opportunities

Please list specific issues, concerns that you have regarding future Department services, policies or operations. These issues or concerns can relate to such things as an aging

population or state mandates. You do not need to identify the potential answers or solutions to your concerns.

1._____
2._____
3._____
4._____
5._____
6._____
7._____
8._____
9._____
10._____

III. Significant Initiatives, Programs or Policies

It is requested that you list any initiative, program or policy that you think that the Department should consider in the next two years. Examples of such items from other cities have included such things as updating job descriptions, writing a policy on open burning, conducting a review of service agreements with townships or updating operations guidelines. These suggestions should not include construction projects, as these will be listed in the following section. These items do not have to be listed in any particular order.

1._____
2._____
3._____
4._____
5._____
6._____
7._____
8._____

IV. Capital Projects / Construction Projects / Equipment Purchases

Please list the capital projects or equipment purchases that you think the Department should consider over the next three years. These capital projects could include such

things as a new pumper truck, replacement of hydrants, safety equipment, etc. If you have a preliminary estimate on the cost of such projects, please note it. Please list only those projects with a total cost of $10,000 or more.

1._____

2._____

3._____

4._____

5._____

6._____

7._____

8._____

V. Teamwork

In order to accomplish the selected goals and objectives, it is important that the members of Department work as a team and have good decision making skills. Please list some suggestions that all of the members could do to improve the Department's teamwork, decision making process, and ability to accomplish the stated goals and objectives.

A. Suggestions for duty crew

1._____

2._____

3._____

B. Suggestions for the volunteers

1._____

2._____

3._____

C. Suggestions for the paramedics

1._____

2._____

3._____

D. Suggestions for the full-time staff

1._____

2._____

3._____

E. Suggestions for the whole Department

1._____

2._____

3._____

VI. Leadership

What five things do you think that the Leadership team could do to improve the experience of a volunteer with the Hiawatha Fire Department?

1._____

2._____

3._____

4._____

5._____

Return of Questionnaire

Please complete and return this questionnaire to Patrick Callahan (callahan.cmc@gmail.com) by Friday, January 8th.

Note: If it more convenient to list your responses to the questionnaire on separate sheets, you are welcome to do so. You can list the six headings and provide your comments under each of the topics.

APPENDIX C

AGENDA

HIAWATHA FIRE DEPARTMENT
STRATEGIC PLANNING AND GOAL SETTING – 2016

Tuesday, January 26, 2016
6:00 p.m.

Prairiewoods – 120 Boyson Road

1. **Introduction and Opening Comments**
   A. Patrick Callahan – Municipal Consultants
   B. George Oster – Fire Services Consultant
   C. Introductions – Name, Position, Time, & Other Department.

2. **General Overview of the Meeting and the Strategic Planning Report**
   A. Ground Rules for the meeting
   B. City Management Team – Absent Per Consultant's Request
   C. Review of the Agenda
   D. Second meeting – February 9th
   E. Purpose of the advance Questionnaire

3. **Brief Review of the Departments Accomplishments in 2014 and 2015**
   A. Opportunity to Review Exhibits A – K
   B. Questions and Comments
   C. George Osters Observations

4. **Brief Review of Issues, Concerns and Trends**
   A. Opportunity to review Exhibits B & L
   B. Questions and Comments
   C. George Oster's Observations

5. **Review and Ranking of Capital Projects & Equipment Purchases**
   A. Opportunity to review Exhibits D & N
   B. Identification of projects and equipment purchases in the City's capital improvements plan (CIP)
   C. Questions and Comments
   D. George Oster's Observations
   E. Review of proposed projects
   F. Clarification of items
   G. Revisions, Additions, Deletions and Combinations of Projects
   H. Ranking of Items – Placing of the Dot
      - One Dot per Project
      - Place vou initials on the dots.

I. The List of Givens

6. **Review and Ranking of Programs, Policies, and Initiatives**
   A. Opportunity to review Exhibits C & M
   B. Questions and Comments
   C. George Oster's observations
   D. Review of Proposed Initiatives
   E. Clarification of Items
   F. Revisions, Additions, Deletions and Combinations of Items.
   G. Ranking of Items – Placing of the Dots
      - One dot per project
      - Place your initials on the dots
   H. Review List of "Givens" or Ongoing Projects

7. **Review/Evaluate "Team Work Objectives" – (As time permits)**
   A. Suggestions for Duty Crew – Exhibits E&D
   B. Suggestions for Volunteers – Exhibits F & P
   C. Suggestions for Paramedics – Exhibits G & Q
   D. Suggestions for full time staff – Exhibits H & R
   E. Suggestions for whole department – Exhibits I & S
   F. The Leadership Suggestions – Exhibits J & T
   G. George Oster's observations

8. **The Second Phase of Goal Setting/Team Building Process**
   A. Date, Time, & Location – February 9th
   B. Overall Summary
      - Approve capital projects list
      - Approve programs, policies, & initiatives list
      - Finalize team building suggestions
      - Discuss the action plan

9. **Final Report to the Fire Department – 2016 Strategic Planning Process**

10. **Final Comments and Suggestions**
    A. Additional observations – send us an email
    B. Continue the discussions

11. **Adjourn – (Goal is 8:30 p.m. to 9:00 p.m.)**

Callahan Municipal Consultants, LLC
417 Kaitlynn Ave Anamosa, IA 52205 Cell: 563-599-3708 callahan.cmc@gmail.com

February 5, 2016

APPENDIX D

To: **Hiawatha Fire Department**

From: **Patrick Callahan & George Oster**

Re: **Strategic Planning Meeting**

General Overview of January 26th Meeting

We would like to thank all of the members of the Hiawatha Fire Department who completed our advance questionnaire and who attended the strategic planning meeting on January 26th at the Prairiewood Conference Center. We were pleased with the number of members who participated in the session and the overall discussions. There is enclosed for your review the summaries of our discussions, the ranking of capital projects, and the ranking of the programs & initiatives.

Follow-Up after the Meeting

We were contacted by a few members of the Department after the meeting and advised that some people were reluctant to discuss issues and concerns. It was suggested that we may need to schedule a meeting with the firefighters without the chief, assistant chief, and shift commanders present.

Upcoming February 9th Meeting

After taking into consideration the comments from members of the Department, we have decided that it may be more productive to schedule three meetings. We will have the following meetings:

1. Chief and Assistant Chief – Tuesday, February 9th at 2:00 p.m. at the City Hall Multipurpose Room.

2. Firefighters – Volunteers, full Time & Part Time and Paramedics – Tuesday, February 9th at 6:00 p.m. at the Hiawatha Community Center.

3. Shift Commanders – Wednesday, February 10th at 6:00 p.m. at the City Hall – Multipurpose Room – Lower Level.

We have enclosed the agenda for the later two meetings for your review. No one will need to attend more than one meeting. If you have any questions as to which meeting that you should attend, please feel free to contact us.

Consultant's Report and Recommendations

After our three meetings on February 9th and 10th , we will prepare a report summarizing the discussions and conclusions of all three meetings. We will also provide our observations and recommendations for a future course of action for the Hiawatha Fire Department. It is our understanding that this report will be made available to the Mayor and City Council Members.

If you have any questions, comments or suggestions, please feel free to contact us.

APPENDIX E

AGENDA
PART TIME STAFF & VOLUNTEERS MEETING

HIAWATHA FIRE DEPARTMENT
STRATEGIC PLANNING AND GOAL SETTING – 2016

Tuesday, February 9, 2016
6:00 p.m.

Hiawatha Community Center

1. **Introduction and Opening Comments**
   A. Patrick Callahan – Municipal Consultant
   B. George Oster – Fire Services Consultant
   C. Introductions – Name & Position

2. **General Overview of the Meeting and the Strategic Planning Report**
   A. Ground Rules for the meeting
   B. City Management Team – Absent Per Consultant's Request
   C. Review of the Agenda

3. **Brief Review of the Departments Accomplishments in 2014 and 2015**

4. **Brief Review of Issues, Concerns and Trends**

5. **Review of Capital Projects & Equipment Purchases**
   A. Opportunity to review Addendum 3
   B. Identification of projects and equipment purchases in the City's capital improvements plan (CIP)
   C. Questions and Comments

6. **Review of Programs, Policies, and Initiatives**
   A. Review of Addendum 4

7. **Review/Evaluate "Team Work Objectives"**
   - Suggestions for Duty Crew – Exhibits E & O
   - Suggestions for Volunteers – Exhibits F & P
   - Suggestions for Paramedics – Exhibits G & Q
   - Suggestions for full time staff – Exhibits H & R
   - Suggestions for whole department – Exhibits I & S
   - The Leadership Suggestions – Exhibits J & T
   - George Oster's observations

8. The Next Phase of Goal Setting/Team Building Process

9. Final Report to the Fire Department – 2016 Strategic Planning Process

10. Final Comments and Suggestions

11. Adjourn – (Goal is 8:30 p.m. to 9:00 p.m.)

APPENDIX F

AGENDA
SHIFT COMMANDERS MEETING

HIAWATHA FIRE DEPARTMENT
STRATEGIC PLANNING AND GOAL SETTING – 2016

Wednesday, February 10, 2016
6:00 p.m.

Hiawatha City Hall – Multipurpose Room – Lower Level

1. **Introduction and Opening Comments**
   A. Patrick Callahan – Municipal Consultant
   B. George Oster – Fire Services Consultant
   C. Introductions – Name &Position.

2. **General Overview of the Meeting and the Strategic Planning Report**
   A. Review of the Agenda
   B. Report on Second meeting – February 9th - with Volunteers, FT & PT Firefighters & Paramedics.

3. **Review of the Departments Accomplishments in 2014 and 2015**
   A. Opportunity to Review Addendum 1
   B. Questions and Comments

4. **Review of Issues, Concerns and Trends**
   A. Opportunity to review Addendum 2
   B. Questions and Comments

5. **Review of Capital Projects & Equipment Purchases**
   A. Opportunity to review Addendums 3 & 4
   B. Identification of projects and equipment purchases in the City's capital improvements plan (CIP)
   C. Questions and Comments

6. **Review of Programs, Policies, and Initiatives**
   A. Opportunity to review Addendum 5
   B. Questions and Comments

7. **Review/Evaluate "Team Work Objectives"**
   - Suggestions for Duty Crew – Exhibits E & O
   - Suggestions for Volunteers – Exhibits F & P
   - Suggestions for Paramedics – Exhibits G & Q
   - Suggestions for full time staff – Exhibits H & R

- Suggestions for whole department – Exhibits I & S
- The Leadership Suggestions – Exhibits J & T
- George Oster's observations

8. **The Next Phase of Goal Setting/Team Building Process**

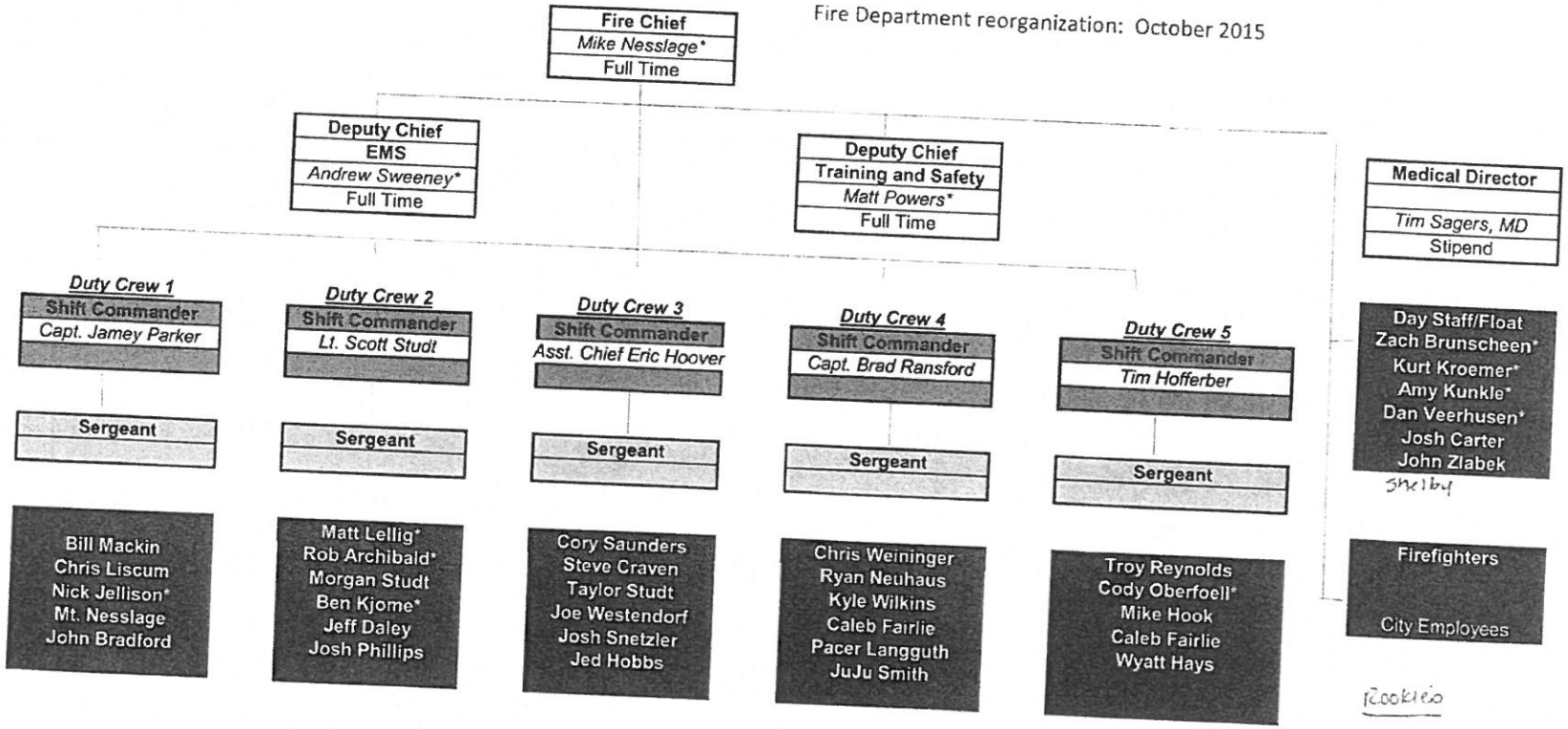
9. **Final Report to the Fire Department – 2016 Strategic Planning Process**

10. **Final Comments and Suggestions**

11. **Adjourn – (Goal is 5:00 p.m. to 5:30 p.m.)**

APPENDIX G

Fire Department reorganization: October 2015



GLRPTGRP 12/08/15
FIRE 11:37

CITY OF HIAWATHA
BUDGET REPORT
CALENDAR 11/2015, FISCAL 5/2016

APPENDIX H

ACCOUNT NUMBER	ACCOUNT TITLE	TOTAL BUDGET	MTD BALANCE	YTD BALANCE	PERCENT EXPENDED
001-150-6010	SALARIES--FIRE	212,739.00	10,817.81	59,134.56	27.80
001-150-6020	SALARIES--PART-TIME FIRE	.00	1,107.43	4,638.40	.00
001-150-6150	DENTAL/LIFE/LTD/STD/ADD	.00	.00	.00	.00
001-150-6151	HEALTH INS & DEDUCTIBLE	.00	.00	.00	.00
001-150-6160	WORK COMP INSURANCE	.00	.00	.00	.00
001-150-6181	CLOTHING ALLOWANCE	25,000.00	250.83	2,044.16	8.18
001-150-6199	INCENTIVES	30,000.00	.00	21,500.18	71.67
001-150-6210	DUES/MEMBERSHIPS/SUBSCRIPTIONS	1,000.00	.00	1,027.00	102.70
001-150-6220	EDUCATION MATERIALS	2,200.00	297.00	1,054.75	47.94
001-150-6230	EDUCATION & TRAINING	4,400.00	.00	720.00	16.36
001-150-6240	MEETING & CONFERENCE	1,500.00	.00	109.00	7.27
001-150-6250	TUITION REIMBURSEMENT	.00	.00	.00	.00
001-150-6310	BLDG/GROUNDS REPAIR/MAINT	11,100.00	137.90	1,630.27	14.69
001-150-6331	VEHICLE MAINTENANCE SUPPLIES	2,000.00	747.45	1,267.83	63.39
001-150-6332	VEHICLE/EQUIP REPAIR & MAINT	14,000.00	.00	212.22	1.52
001-150-6350	EQUIPMENT REPAIR	7,000.00	1,200.00	3,922.39	56.03
001-150-6371	UTILITIES	18,300.00	740.91	4,813.91	26.31
001-150-6412	MEDICAL/WELLNESS EXPENSES	16,000.00	6,496.74	15,731.09	98.32
001-150-6499	MISC CONTRACTUAL	11,000.00	86.11	3,284.33	29.86
001-150-6504	MINOR EQUIPMENT	20,000.00	37.85	5,470.19	27.35
001-150-6507	OPERATING SUPPLIES & MISC	7,500.00	1,848.16	7,973.27	106.31
001-150-6510	SAFETY SUPPLIES	.00	.00	48.77	.00
001-150-6511	VEHICLE OPERATING SUPPLY (GAS)	10,400.00	242.29	2,729.20	26.24
001-150-6724	GRANT EQUIP--HOMELAND SECURITY	.00	.00	.00	.00
001-150-6727	CAPITAL EQUIPMENT--FIRE	.00	.00	.00	.00
	FIRE DEPARTMENT TOTAL	394,139.00	24,010.48	137,311.52	34.84
001-160-6010	SALARIES--AMBULANCE	149,113.00	6,229.12	34,157.48	22.91
001-160-6020	SALARIES--PART-TIME AMBULANCE	.00	7,422.43	34,816.67	.00
001-160-6030	SALARIES--PER DIEM	.00	1,450.00	8,930.00	.00
001-160-6040	SALARIES--DAEC	.00	.00	.00	.00
001-160-6150	DENTAL/LIFE/LTD/STD/ADD	.00	.00	.00	.00
001-160-6151	HEALTH INS & DEDUCTIBLE	.00	.00	.00	.00
001-160-6160	WORK COMP INSURANCE	.00	.00	.00	.00
001-160-6181	CLOTHING ALLOWANCE	2,700.00	231.18	336.99	12.48
001-160-6210	DUES/MEMBERSHIPS/SUBSCRIPTIONS	810.00	.00	44.00	5.43
001-160-6220	EDUCATION MATERIALS	1,500.00	.00	.00	.00
001-160-6230	EDUCATION & TRAINING	4,000.00	20.00	129.00	3.23
001-160-6240	MEETING & CONFERENCE	2,500.00	.00	.00	.00
001-160-6250	TUITION REIMBURSEMENT	4,000.00	.00	.00	.00
001-160-6331	VEHICLE MAINTENANCE SUPPLIES	.00	41.84	209.60	.00
001-160-6332	VEHICLE/EQUIP REPAIR & MAINT	6,000.00	.00	3,587.71	59.80
001-160-6350	EQUIPMENT REPAIR	1,200.00	48.17	580.17	48.35
001-160-6371	UTILITIES	2,200.00	46.20	566.46	25.75
001-160-6403	BILLING SERVICE (PCC)	26,000.00	1,626.06	10,662.14	41.01
001-160-6490	MEDICAL DIRECTOR SERVICE (SAG)	.00	.00	.00	.00
001-160-6493	REFUND--AMBULANCE	2,000.00	.00	1,681.73	84.09
001-160-6499	MISC CONTRACTUAL	4,500.00	3,709.00	3,709.00	82.42
001-160-6504	MINOR EQUIPMENT	18,000.00	381.96	1,559.58	8.66

ACCOUNT NUMBER	ACCOUNT TITLE	TOTAL BUDGET	MTD BALANCE	YTD BALANCE	PERCENT EXPENDED
001-160-6507	OPERATING SUPPLIES & MISC	18,000.00	155.52	7,737.08	42.98
001-160-6510	SAFETY SUPPLIES	.00	.00	.00	.00
001-160-6511	VEHICLE OPERATING SUPPLY (GAS)	8,500.00	.00	2,257.17	26.55
001-160-6512	OXYGEN	2,000.00	53.72	846.00	42.30
001-160-6513	PHARMACEUTICAL	7,000.00	883.29	2,653.42	37.91
001-160-6727	CAPITAL EQUIPMENT--AMBULANCE	.00	.00	.00	.00
	AMBULANCE TOTAL	260,023.00	22,298.49	114,464.20	44.02
	TOTAL EXPENSES	.00	.00	.00	.00
	GENERAL TOTAL	654,162.00	46,308.97	251,775.72	38.49
112-150-6110	FICA/MEDICARE--FIRE	11,894.00	909.84	4,866.64	40.92
112-150-6130	IPERS--FIRE	15,299.00	1,100.07	5,880.04	38.43
112-150-6150	DENTAL/LIFE/LTD/STD/ADD	1,817.00	126.09	630.45	34.70
112-150-6151	HEALTH INS & DEDUCTIBLE	22,838.00	1,422.01	6,939.29	30.38
112-150-6160	WORK COMP INSURANCE	69,007.00	2,401.97	15,033.49	21.79
	FIRE DEPARTMENT TOTAL	120,855.00	5,959.98	33,349.91	27.59
112-160-6110	FICA/MEDICARE--AMBULANCE	15,275.00	1,151.57	5,942.52	38.90
112-160-6130	IPERS--AMBULANCE	19,260.00	1,296.08	6,719.62	34.89
112-160-6150	DENTAL/LIFE/LTD/STD/ADD	2,447.00	161.35	717.81	29.33
112-160-6151	HEALTH INS & DEDUCTIBLE	33,942.00	1,921.69	10,025.73	29.54
112-160-6160	WORK COMP INSURANCE	76,055.00	3,667.78	27,670.88	36.38
	AMBULANCE TOTAL	146,979.00	8,198.47	51,076.56	34.75
	TOTAL EXPENSES	.00	.00	.00	.00
	EMPLOYER PAID BENEFITS TOTAL	267,834.00	14,158.45	84,426.47	31.52
167-150-6727	CAPITAL EQUIPMENT--FIRE TRUST	5,000.00	.00	.00	.00
	FIRE DEPARTMENT TOTAL	5,000.00	.00	.00	.00
	TOTAL EXPENSES	.00	.00	.00	.00

ACCOUNT NUMBER	ACCOUNT TITLE	TOTAL BUDGET	MTD BALANCE	YTD BALANCE	PERCENT EXPENDED
	FIRE TRUST TOTAL	5,000.00	.00	.00	.00
190-150-6727	VEHICLE--FIRE	.00	.00	.00	.00
	FIRE DEPARTMENT TOTAL	.00	.00	.00	.00
190-160-6727	VEHICLE/EQUIP--AMBULANCE	.00	.00	.00	.00
	AMBULANCE TOTAL	.00	.00	.00	.00
	TOTAL EXPENSES	.00	.00	.00	.00
	EQUIPMENT RESERVE FUND TOTAL	.00	.00	.00	.00
301-150-6727	CAPTIAL EQUIP--FIRE TRUCK	7,400.00	.00	.00	.00
301-150-6730	FIRE STATION #2	900,000.00	23,550.00	55,050.00	6.12
301-150-6750	FIRE STATION #1 IMPROVEMENTS	22,500.00	.00	.00	.00
	FIRE DEPARTMENT TOTAL	929,900.00	23,550.00	55,050.00	5.92
301-160-6504	MINOR EQUIPMENT	.00	.00	.00	.00
301-160-6727	CAPITAL EQUIP--AMBULANCE	.00	.00	.00	.00
301-160-6729	RADIO REPLACEMENT	.00	.00	.00	.00
	AMBULANCE TOTAL	.00	.00	.00	.00
	TOTAL EXPENSES	.00	.00	.00	.00
	CAPITAL PROJECTS TOTAL	929,900.00	23,550.00	55,050.00	5.92
	FIRE DEPARTMENT TOTAL	.00	.00	.00	.00
	TOTAL EXPENSES	.00	.00	.00	.00

GENERAL LEDGER HISTORY REPORT
FROM 11/2015 TO 11/2015
(FISCAL 5/2016 TO 5/2016)

ACCOUNT NUMBER / JOURNAL	DATE	PERIOD	JOB/PO ACCT NO	ACCOUNT TITLE / NAME	INVOICE NO	CHECK NO REFERENCE	DEBITS	CREDITS	NET CHANGE / ENDING BAL
001-150-4190				SPECIAL EVENT PERMITS				35.00	
001-150-4191				BURNING PERMIT/FIRE REPORTS				.00	
001-150-4192				FIRE CONSTRUCTION PERMITS				195.00	
001-150-4193				FIRE OPERATIONAL PERMITS				.00	
001-150-4400				DEPT HOMELAND SECURITY GRANT		1S $20,000 YR		.00	
001-150-4475				MONROE TOWNSHIP		1st Payment →		10,000.00	
001-150-4500				FIRE SERVICE FEES				.00	
001-150-4505				OTHER EMS/FIRE FEES				.00	
001-150-4705				DONATIONS--FIRE				35.00	
REPORT TOTALS									
				TOTAL DEBITS / CREDITS			.00	.00	

Ambulance Revenue

$130,063 YTD (First 5 Months)

Budgeted

$330,000

APPENDIX I

FD Capital Improvement Items

FY 16

94	Fencing at Fire Station	Fencing at Fire Station #1	Fire	$ 5,500.00
95	Station #1 Lighting Upgrade	Upgrade lighting at Fire Station #1	Fire	$ 17,000.00
96	Engine Lighting Upgrade	#286 pumper lighting upgrade	Fire	$ 7,400.00

FY 17 A

L-37	Fire Station #2	Fire Station #2/Stamy Rd	Fire	$ 1,900,000.00
L 37	Fire Station #2	Fire Station #2/Stamy Rd	Fire	$ 1,300,000.00
				$ 3,200,000.00

FY18

138	Ambulance M08 Replacement	Replace M08, 2008 Ambulance with new	Ambulance	$ 170,000.00
139	Cot replacement M08	Replace M08 cot, powered cot reduce back injury potential	Ambulance	$ 40,000.00
140	Equipment for new unit	Equipment for ambulance (EKG Machine, Auto Pulse, other major	Ambulance	$ 120,000.00
141	Replacement of Breathing air compressor	Air Compressor replacement	Fire	$ 40,000.00
45	Replacement of Self Contained Breathing Apparatus	Replace aging equipment	Fire	$ 270,800.00
142	Updating existing Fire Station #1	Updates to station #1	Fire	$ 40,000.00

FY19

35	Replace 1989 Pierce Pumper	Replace #285	Fire	$ 650,000.00
142	Updating existing Fire Station #1	Updates to station #1	Fire	$ 40,000.00

Future

127	NW Annexation Area Station #3	Fire Station #3	Fire	$ 6,000,000.00
142	Updating existing Fire Station #1	Updates to station #1	Fire	$ 40,000.00

Other Considerations

2019	2019 Replace Former 289	Funding
2022	2000 Aerial will be 22 years old.	Equipment Reserve Fund
2022	2012 Chevy Ambulance, 10 years old	CIP
2022	2012 Chevy Tahoe, 10 years old	CIP
2024	2014 Ford Explorer, 10 years old	Equipment Reserve Fund
2025	2003 Pumper Tanker will be 22 years old	Equipment Reserve Fund
2026	2016 Chevy Ambulacne, 10 years old.	CIP
2026	2011 F550 utility rescue will be 15 Years old	CIP
2028	2008 Pumper will be 20 years old.	CIP

Introduction

I was charged with making an action plan for the implementation 17 recommendations made by consultants. As I reviewed the information some of it was not clear. I decided to conduct further research into of these issues. I initiated conversations with a number of members over the last 30 days. I shared the draft copy of the report with key members of the paid staff to solicit their input (Powers, Veerhusen, Van Weelden, Brunscheen). I met with members of the association executive board, (The President, Nick Jellison, Vice President Ryan Neuhaus, Treasure Lt. Tim Hofferber, Secretary Bill Mackin, and Deputy Chief Matt Powers). During those meetings, I shared the 17 initiatives with them to get assistance in moving forward with this document. I took two members to lunch and met with them (Hofferber and Steve Craven). Two officers, Lt. Scott Studt, and Capt. Brad Ransford, both visited with me privately to discuss issues as they perceive them. Additionally, Capt. Ransford invited me to speak with his duty crew to get more information.

One of the underlined concerns is to include volunteers in more decision making. There has always been a challenge, and a bit of a paradox, with this topic. Over the years, the attitude has shifted from "We do it" to "Let the paid people do it" with task. That has carried over to even decision making. Ultimately, much of the decisions fall on the leadership or paid staff to keep projects moving forward.

I believe the best way to try is to utilize the association executive board. (See members identified above). First, they are elected by the membership making them truly representative. They are active both on runs, and also in attending association meetings and trainings. They are diverse in terms of the membership; Makin and Hofferber are more senior, in town members who are not EMTs. Jellison, a paramedic, is a non resident, and Neuhaus being a newer member and EMT. Most importantly, while they don't always agree with me, they are willing to tell me when they disagree. All are good debaters.

There will be the establishment of committees during this process, and those are normally appointed at the recommendation of the Chief, by the President. The association seems to be the best working ground to address some of these items. The executive board is the best group to partner with us on this project.

Together, the executive board and other members I met with provided valuable insight that I could not glean from the cloudiness of the report. I learned several important things. First, not every complaint was aimed at me or Chief Powers (or even former Chief Sweeney) although clearly several are personal and directed. Some items, presented with a harsh tone were not meant to be that way (see job descriptions, for example). Finally, there are as many bottom up issues as top down issues. Using that information I have regrouped the 17 recommendations, plus several other ones that quickly floated to the top, into 6 initiatives with a subset of goals. We began almost immediately with some of the initiatives implementing improvements. Others will take longer.

Within each initiative I will provide background information where needed, immediate action taken, 90 day goals, 180 day goals, and 360 day goals. Once the city administrator and council member approve these initiatives, I will work with the executive board in implementing individual committees, objectives, and specific task goals.

I am also researching hiring an outside public safety consulting firm to help in developing a master plan for the fire department. While this is expensive, this should bring additional perspective from public safety experts. That information should be researched before moving ahead with any decision regarding the station, or changing the scope of service.

These are also listed by priority, based on feedback I received.

Recommendations have been grouped into six initiatives, and one item that stand alone.

1) Communications:
    a. Communications/Teamwork Training (Recommendation 2)
    b. Job Descriptions (Recommendation 3)
    c. Organizational Chart (Recommendation 4)
    d. Roster (Recommendation 5)
    e. Basic Information Book (Recommendation 10)
    f. Financial Report to Members-City Administrator Talk (Recommendation 15)
    g. Mentorship and Field Training Officer Development.

2) SOPS
    a. The completion of the SOP's (Recommendation 1)

3) Station and Space Needs
    a. Second Station Study (Recommendation 11)
    b. Staffing Plan for Second Fire Station (Recommendation 12)
    c. Existing Station Upgrade (Recommendation 13)
    d. Expansion at 60 10th Ave. (Recommendation 14)

4) Recruitment and Retention
    a. Volunteers Appreciation (Recommendation 6)
    b. Retention and Recruitmement (Recommendation 8)
    c. Volunteer Renumeration (Recommendation 9)
    d. Training Cost (Recommendation 7)

5) Wellness
    a. This was not included as a recommendation, however, it was identified early in the first meeting as the fourth initiative (Page 4)
    b. Encouraging Fitness and Wellness by Members
    c. Establish and wellness and safety committee
    d. Pursue behavior health program.
    e. Pursue cancer prevention program.

6) Review ambulance service coverage area (Recommendation 16)

Actions by initiatives and goals

1) Communications:
    a. Communications/Teamwork Training (Recommendation 2)
    b. Job Descriptions (Recommendation 3)
    c. Organizational Chart (Recommendation 4)
    d. Roster (Recommendation 5)
    e. Basic Information Book (Recommendation 10)
    f. Financial Report to Members-City Administrator Talk (Recommendation 15)

I've heard it said that communications is the scapegoat of all organizations issues, real and perceived, and within both the Hiawatha FD and the Hiawatha City Government, communications has been thrown around as an issue since Dave Van Dee was City Administrator. That perhaps hardens my ears when I hear "communications issues." In the past, we have utilized email, paging, text messaging, postings, and announcements at association meetings to provide information. That said, this took some research to determine the "real issues". Both Hofferber and Craven provided some valuable information on how staff could improve. Individual members also pointed out that there are not just top down issues, but horizontal and bottom up communications issues.

Items specifically noted included that not everyone will attend the association meeting, and information given there needs to be passed on through another mechanism. In the past I had done weekly emails but discontinued that. Members recently commented that was a valuable resource. (I should also comment that I had some "negative" reactions to the emails that may have discouraged me.) They also commented that sometimes equipment will get moved on trucks and that doesn't always get communicated out. Finally, the perception of how certain people "react" to communications, both corrective and informational. Working on the style in which everyone communicates is important.

We have existing job descriptions that are frequently updated and provided to members when they are hired, or promoted, and are available through the Chief or City Clerk on request. It turns out that the issue, at least to some, was not the existence of job descriptions, but of understanding various roles members play, for example on a medical call. The questions/concerns about the Org Chart, while one exist and is provided to every member, relates to equality between ranks and authority.

Immediate Actions:

A) I have reinitiated the weekly emails.
B) We have changed to a different style of equipment check sheet to insure they are accurate.
C) Where safety or mechanics is not an immediate concern, we will attempt to announce changes at the association meeting or a training prior to making them.
D) All events that involve membership expectations are placed on "IAMRESPONDING" calendar when scheduled.

90 Day Actions

A) We are in the process of utilizing Emergency Reporting, our data management platform, to establish an online Library. This library is accessible to members, but not the general public. Additionally, the following will be made available online within 90 Days:
   a. Job Descriptions
   b. Updated Organizational Chart
   c. Roster
   d. Constitution-By Laws
   e. SOPs
   f. Association Treasures Report
   g. Association Minutes
   h. EMS Protocols

A) At the May meeting, members will be shown how to access the online Library.

B) (SCHEDULED JULY 12) I have contacted two well respected peers, Chief Rick Roe of Clive FD, and Chief Jerry Holt of Urbandale FD. They will teach a class called "Crew Resource Management" that is based on Aviation Cockpit Behaviors and reducing accidents. This class is heavy on respectful, clear, and concise communications.

180 Day Actions:

C) Dr. Sagers will conduct communications and leadership training as it relates to provision of patient care.

D) The EMS coordinators will develop a document on roles and expectations in EMS, and provide training related to that.

E) Association training will be provided to members and officers on expectations and responsibilities.

F) Actual Job Descriptions and the department organizational chart will be reviewed and a reorganization of the Fire Department will be considered.

G) We will pursue an annual "leadership" symposium to bring in outside experts on leadership.

360 Day Action: Mayor, City Administrator, Finance Director, and Fire Chief will work together to determine need and timing. for "State of Department" address to general membership.

2) SOPS

a. The completion of the SOP's (Recommendation 1)

There is currently about 100 SOP's spread across 9 categories, encompassing everything from administrative rules to operational guidelines for emergency incidents. Updating SOPs is slow and cumbersome, but we are working toward having the SOP's updated and published within 180 days. Dan Veerhusen and I have been working on updating, organizing, and reformatting SOP's into a usable format. Other members have been assigned to review individual SOPs, for example, Brad Ransford has reviewed the Hazardous Materials Response SOP. Several paramedics have reviewed the EMS SOPS and PROTOCOLS.

Immediate Action: As with other documents, we have started uploading updated SOPs to the Emergency Reporting Platform.

90 Day Action: Continue processing and uploading SOPS as completed.

180 Day Action: All existing updated SOP's will be uploaded into the library.

360 Day Actions:

A) New SOP's will be developed and added to the library.
B) The SOPs will be placed on a rotational review schedule to keep them current and consistent with best practices.

3) Station and Space Needs
   a. Second Station Study (Recommendation 11)
   b. Staffing Plan for Second Fire Station (Recommendation 12)
   c. Existing Station Upgrade (Recommendation 13)
   d. Expansion at 60 10th Ave. (Recommendation 14)

Immediate Actions: Dale Solum developed alternative schematic and cost estimates for adding onto the existing station. (See attached schematics).

30 Day Action: Appoint building committee

90 Day Actions:
   A) Building Committee completes assessing improvements to 60 10th Avenue
   B) Building Committee delivers recommendation to association for existing space issue

180 Day Actions:
   A) Association makes recommendation to city council.
   B) Defer to City Council for further action.

4) Membership
   a. Volunteers Appreciation (Recommendation 6)
   b. Retention and Recruitment (Recommendation 8)
   c. Volunteer Renumeration (Recommendation 9)

Recruitment and retention is a buzz word in the American fire service. You can open about any trade magazine or website and see "recruitment and retention" listed as a problem that is facing volunteer fire and EMS agencies. However, usually that assumption is based on statistics such as response times and staff turnout. Hiawatha does not have a recruitment issue. It could be debated, but I don't believe we have a retention issue. We face the same issues that volunteer organizations, not limited to public safety face; people today are busy and as a result may be more selective in their decision to volunteer.

There are real factors that affect us. No more can we take every person that comes through our door. Health issues are a real concern, for example. The need to be able to lift patients, drag heavy hoses, and wear protective equipment successfully is real. Training is a real issue; the expectation through standards, legally, and our citizens expect our volunteers to be as well trained as firefighter. Maintaining the 24 hours a year of fire training, and 24-60 hours a year of EMS training is a real challenge. I note that we do pay for all that training. Today's volunteer firefighters and EMS providers are on the same level as our national guard and reserve citizen soldiers. This is not something you can wander in, sign up for, occasionally show up for, and train when you please. It takes time and commitment.

Hiawatha has been successful; we have continually been able to attract large numbers of applicants, screen them, and successfully keep many of them. Partially because of the large metro area we have, and partially because we offer the chance to get experience in EMS that other fire agencies don't offer. That's not without its cost, as we lose people to the full time fire service; We are recruiting, and producing members of such quality that they are recruited as full time members. Part of our success is that we are nimble enough as an organization to adjust to what we need to do to do what we need to do, while maintaining standards.

I investigated this item with firefighters, there seemed to be consistent message. There were many that did not expect any additional incentives or pay, except in that "more money is always nice." I should mention at this point that in the 12 months ending November 30th, 2015, we paid nearly $33,642 in stipends and call pay to 49 volunteer members; an average of $686 per person. Pay directly related to, A) their rank, B) their EMS certification, and C) Their participation level on EMS calls. Previously, we had budgeted about $300 per person for incentive based items. We still hold the annual awards banquet, we still provide top quality fire equipment including a traditional helmet at the end of 5 years of service. We provide a t-shirt annually and other uniforms. Each member is entitled to the Length of Service Award (Retirement), and I should mention that many now qualify for IPERS, and will also receive some type of IPERS payment should they stay long enough.

Any additional pay program is going to be expensive- and based on literature I read, it doesn't help with retention. On the next page I took one sample.

Estimate of pay per call per month $10 per call flat rate

Assumptions: 88 EMS calls and 19 Fire Calls a month
7 people respond to EMS calls (Three already paid)
12 respond to fire calls.
88 EMS calls * 4 responders * $10 call = $3,520 month
19 Fire Calls * 12 responders *$10 call= $2,280 month
$5,800 month, $69,000 Annually.

There are many other models that I've worked with, all significantly increasing the budget. I n my own eyes, simply making all members "part time" ie paid on call, would be the best option for leveling the playing field and preventing a FLSA violation.

Additionally, rather than focusing on recruitment and retention, any work needs to focus on the "ease" of volunteering; discovering the blocks that make it difficult to volunteer, rather than trying to "entice" people to volunteer. Those include various training requirements and time commitments.

Immediate action:

A) Incorporate more recognition into day to day operations.
B) Initiate Volunteer of the month recognition in city newsletter.
C) GBC and monthly recognition

30 Day Action: Appoint membership committee

90 Day Actions:

A) Membership Committee begins assessing strengths and weaknesses of current program.
    a. (Benefits, Blocks, Behaviors)
B) Membership Committee researches what other agencies are doing.

180 Day Actions:

A) Membership committee presents options to association at large
B) Association makes recommendation to city council
C) Defer to City Council for further action.

5) Health and Wellness
   a. This was not included as a recommendation, however, it was identified early in the first meeting as the fourth suggestion based on early surveys (Page 4)
   b. Encouraging Fitness and Wellness by Members
   c. Establish and wellness and safety committee
   d. Pursue behavior health program.
   e. Pursue cancer prevention program.

30 Day Action:

A) Appoint health and wellness committee
B) Health and Wellness Committee begins assessing strengths and weaknesses of current program.

90 Day Actions: Committee makes recommendations to improve health and wellness.

360 Day Actions:
A) Complete Cancer Prevention Program.
B) Complete Behavioral Health Program.

6) Review ambulance service coverage area (Recommendation 16)

Recommendation is to continue to offer service to Shellsburg. See next steps below.

All Initiatives:

Next Steps:

A) April 19th, Met with Kim Downs and Dick Olesen to present document.
B) May 3rd, Presented document to association and department members.
C) May 10th, presented to firefighters at regular association meeting.
D) Each committee provides regular updates at the monthly association meeting.
E) Recommendations are completed with specific time to be addressed during the budget season (By October 1) so that financial considerations can be given.

Summary by Recommendation:

1. Completion of the SOP's

   The Department's Standard Operating Procedures Manual should be immediately made available to all members of the Department with an understanding that it will be modified and improved over time. It needs to be acknowledged that such a manual is a "work in progress" and subject to revisions based upon new information and requirements.

   Covered under initiative 2: SOPS, Complete SOPs Will be Uploaded into Library and available in hard copy within 180 days.

2. Improved Communications

   It is recommended that the City hire an outside consultant to conduct effective communications workshop(s) for the entire Department and the City Administration. After consultation with the members, the Department needs to select one or possibly two methods of communication. Regardless whether the communications method is "I Am Responding," e-mails, website postings, white boards, or whatever, the members need to be trained in its use and there should be a consistency in its application.

   Covered in Initiative 1: Communications.
   Fire Service Specific Leadership Training will be provided within 180 days. (Sagers, Holt, Roe)
   Weekly newsletter is currently being published.
   All Department events are entered into IAMRESPONDING calendar.
   Leadership and Mentorship Training will be developed within a year.

3. Job Descriptions

   The distribution and review of job descriptions should be made part of a complete staff training package for all current and future members of the Department.

   Covered in Initiative 1: Communications.
   Within 90 days, job descriptions will be uploaded into the EmergencyReporting platform.
   Within 180 days, job descriptions and org chart will be reevaluated.

4. Organizational Chart

   An organizational chart should be developed and distributed to all members. A clearly defined organizational chart is critical in order to eliminate any misunderstandings of roles.

   Covered in Initiative 1: Communications
   Within 90 Days, org chart will be uploaded to EmergencyReporting platform.
   Within 180 days EMS staff will develop roles and expectations.
   Within 180 days, consider reorganization of fire department.
   Within 180 days, Officer expectations will be provided.

5. Department Roster

   A Department roster should be developed and distributed so as to clearly define the position, rank, and pay grade of each member of the Department.

   Covered in Initiative 1: Communications
   Within 90 Days, Roster will be uploaded to EmergencyReporting platform.

6. Volunteers Appreciation

While it is very evident that the City will need volunteer firefighters for decades into the future, it is imperative that this "fact of life" be institutionalized within the Department as a whole and clearly communicated to all volunteers. The needs and requests of the volunteers, as summarized in this report, must be recognized and implemented, whenever practical and feasible.

Covered in Initiative 4; Recruitment.
Membership Committee will be appointed to develop strategy.

7. Training Costs

It is recommended that the City finance the cost of training and certification for members of the Department, provided that the members are willing to enter into a reimbursement agreements with the City. These reimbursement agreements could be modeled after similar agreements between the City and its police officers.

Covered in Initiative 4; Recruitment.
Membership Committee will address this as part of its strategy.

8. Retention and Recruitment of Volunteers

The Department needs a written, ongoing, and consistently applied method to retain current volunteers and recruit new volunteers. The entire Department should participate in a retention and recruitment workshop and use this workshop to develop both a retention and recruitment program.

Covered in Initiative 4; Recruitment.
Membership Committee will address this as part of its strategy.

9. Volunteer Remuneration

The City needs to develop and implement a stipend or remuneration program for the volunteer members of the Department to compensate them for their expenses or loss wages. There are numerous volunteer fire departments in the area that can provide various models or examples of compensation that can be modified and adopted in Hiawatha.

Covered in Initiative 4; Recruitment.
Membership Committee will address this as part of its strategy.

10. Basic Department Information Book
    a. Since it appeared to us that some members of the Department may lack a basic knowledge of the Department, we would recommend that a Department Information Book be prepared that includes information such as:
        i. Fire Department Table of Organization – October 2015
        ii. Fire Department Annual Operating Budget
        iii. Roster of Fire Department Members
        iv. Chapter 35 - Fire Department – of the Code of Ordinances – City of Hiawatha, Iowa.
        v. Constitution of the Hiawatha Firefighters Association
        vi. Bylaws of the Hiawatha Firefighters Association
        vii. Fire Department Capital Improvements Plan – Part of City of Hiawatha CIP
        viii. Articles of Agreement for Fire Protection and Ambulance Service Between the City of Hiawatha and the Monroe Township.
        ix. Articles of Agreement for Ambulance Service between the Cities of Hiawatha and Palo.
    b. In addition to placing this information in a three ring binder at the Fire Station, these items could also be posted on the Department's website, where they can be accessed, as needed.

This is covered in Initiative 1: Communications.
To be uploaded within 90 days.

11. Second Station Study

    If the City intends to build a second station, it is recommended that the City hire an independent consultant to study the City's need for a second station, the potential sites, the type and size of the structure, and the impact on the existing station. The members of the Department should be involved in the study and apprised on the progress of the study.

This is covered in initiative 3: Space needs

12. Staffing Plan for Second Fire Station

    If it is determined that the City needs a second fire station, then the next step in the process should be the development of a written staffing plan for the second station. Once again, it is recommended that the members of the Department be involved in this plan and given regular updates on the status of the preparation of the plan.

Membership Committee and Station Committee will work together to address this should decision be made to move forward with second station.

13. Existing Station Upgrades

    A Committee consisting of a representation of all members of the Department could be formed to review and modify the list of proposed improvements and to oversee the improvements and enhancements to the existing fire station.

Addressed in Initiative 3: Station and Space needs
Building Committee will establish a list of priorities within 90 days.

14. Expansion of Existing Fire Station

If the Committee referenced above recommends that the existing station be expanded, then the City should enlist the services of a structural engineer and architect to review the proposed expansion.

Addressed in Initiative 3: Station and Space needs

15. Financial Reports to Members

We would recommend that the Hiawatha City Administrator prepare and deliver a "state of the department" report to all of the members of the Department on an annual basis. This financial report could include an overview of the Department's annual budget for both expenditures and revenues. It could also provide a summary of the capital projects and equipment purchases that have been included in the City's capital improvements plan We would also recommend that the City Administrator schedule a second annual presentation to the Department with the purpose of the second meeting to provide an overview of upcoming City projects and how they will impact the Fire Department.

Addressed in Initiative 1:
360 Day Action: Mayor, City Administrator, Finance Director, and Fire Chief will work together to determine need for and timing of a "State of Department" address to general membership.

16. Review Ambulance Coverage Area

Some members of the Department have questioned whether the Department's ambulance coverage area is too large. It is recommended that the City determine whether it has the capacity and resources to continue to provide ambulance coverage for the current area.

Recommendation is to make no changes.

17. Action Plans

After reviewing this report, we would recommend that the City and the Department develop action plans for those recommendations that will be implemented within the next year. We can provide examples of action plans for other city services that could be used as models for the Fire Department. These action plans would summarize the steps needed to implement or achieve the objective, the lead person, the starting date, and the completion date for each step in the process.

Next Step: Following approval of this document, the association executive board and fire officers will meet to review the recommendations, make adjustments, and determine goals and objectives.

DRAFT

RESOLUTION NO. 16-
City Council

RESOLUTION APPROVING AND PLACING ON FILE THE 2016 FIRE DEPARTMENT STRATEGIC PLANNING AND GOAL SETTING REPORT

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF HIAWATHA, IOWA, to approve and place on file the 2016 Fire Department Strategic Planning and Goal Setting Report.

AYES:
NAYS:
ABSENT:

PASSED AND APPROVED this 18th day of May, 2016.

_____
Bill Bennett, Mayor

ATTEST:

_____
Kari Graber, Deputy Clerk