STRATEGIC PLANNING STEERING COMMITTEE
David E. Molloy, Director of Public Safety / Chief of Police
Jeffery R. Johnson, Director of Emergency Medical Services / Fire Operations
Sheryl Walsh, Director of Communications
Brad McFaul, Captain
Michael Moisan, Fire Fighter

CITY COUNCIL
David B. Landry, Mayor
Bob Gatt, Mayor Pro Tem
Terry Margolis
Andrew Mutch
Dave Staudt
Justin Fischer
Wayne Wrobel

CITY MANAGER
Clay J. Pearson

ASSISTANT CITY MANAGER
Victor Cardenas

DIRECTOR OF PUBLIC SAFETY / CHIEF OF POLICE
David E. Molloy

DIRECTOR OF EMS / FIRE OPERATIONS
Jeffrey R. Johnson

Coming together is a beginning.
Keeping together is progress.
Working together is success.
– Henry Ford
ON BEHALF OF THE MEN AND WOMEN OF THE NOVI FIRE DEPARTMENT, I AM PROUD TO PRESENT THE DEPARTMENT’S FIRST-EVER STRATEGIC PLAN. THIS DOCUMENT IS THE RESULT OF DOZENS OF HOURS OF INPUT AND PLANNING BY NOT ONLY THE STRATEGIC PLANNING TEAM, BUT ALSO THE MAJORITY OF FIRE DEPARTMENT TEAM MEMBERS. ALL FIRE DEPARTMENT PERSONNEL WERE INVITED TO PARTICIPATE IN THE PLANNING PROCESS AND HELP SHAPE THE VISION AND FUTURE.

THE PROCESS BEGAN IN LATE SPRING 2010 WITH A CORE TEAM OF KEY STAFF MEMBERS MAKING UP THE STRATEGIC PLANNING STEERING COMMITTEE. I THANK EACH OF THEM FOR THEIR TIME, ENERGY AND COMMITMENT TO THIS PROJECT. AS A RESULT OF THE VARIOUS INPUT RECEIVED, FIVE STRATEGIC PRIORITIES WERE IDENTIFIED:

- **Equipment and Technology**
  To enhance the operational efficiencies of the FD through the use/deployment of modern EMS/Fire equipment and technology and current Standard Operating Procedures (SOP’s).

- **Organizational Culture**
  To become a model combination organization which embodies mutual respect, consistent communication, and an effective departmental structure.

- **Community Outreach**
  Promote and market the value of the Novi Fire Department through education and prevention outreach.

- **Training**
  Continue to implement effective training which further enhances the professional growth and development of ALL personnel.

- **Partnerships**
  Continue to strengthen existing partnerships and explore new opportunities which enhance service delivery.

As we embark over the course of the next few years, Novi Fire Department team members will strive to accomplish the action items of this document toward our ultimate goal of delivering service excellence and optimally functioning as a high performing organization.

David E. Molloy
Director of Public Safety / Chief of Police
OUR CORE

MISSION
The Novi Fire Department shall strive to provide protection of life, property, and the environment from the effects of fire, medical emergencies, and hazards. We will engage the community in our mission through progressive community outreach and education in the areas of health, safety, and emergency preparedness all the while accomplishing this in a professional fashion which embodies respect, dignity, patience, and empathy for all.

VISION
Partners with our Community

VALUES
The Novi Fire Department takes pride in our commitment to delivering quality, professional service by maintaining our skills, knowledge and abilities. All members will conduct themselves in an ethical manner and treat each other and those we serve humanely, decently, and honestly. We subscribe to the following values:

Accountability – Members of the Novi Fire Department will be accountable to each other and the community we serve. We accept responsibility for our decisions and actions.

Excellence – Striving for constant improvement to better serve the community and one another.

Integrity – Always doing what is right even when it’s difficult or unpopular so what we do individually and as an organization will stand up to public scrutiny.

Safety – The safety of our citizens and employees is a top priority of the Novi Fire Department. Every effort will be made to balance personal risk versus the value of life and property.

Valor – Courageously encountering adversity, accepting responsibility for ones actions, and providing respectful and professional conduct due the public and our members.

Dedication – Wholly committed to the mission and vision of our department. The faithful observance of duty beckons us to fulfill our obligations professionally and honestly.

Unity – Place a high importance on unity in the organization and individual contributions to the work group. It is essential that we pull together in routine and stressful times and support each other.
The Novi Fire Department was established in 1929 to protect the lives and property of the people of Novi from fire and other threatening circumstances. It was at this time the township purchased a REO fire truck and enlisted Walter Tuck as the first Fire Chief, a position which he filled for nearly 25 years. The REO truck was used until 1946 when it was replaced by a Chevrolet truck with a 350-gallon water tank. Two years later the REO truck was updated, reinstated, and turned into a water wagon. The vehicles were housed in a garage behind the Novi Auto Parts Store until 1953 when a modern township office was completed that included bays for the fire trucks. This building served as the Township Office and headquarters for the Police Department, the Fire Department, and dispatch. A family living in the apartment above the truck bays would set off the siren to alert volunteers of a fire emergency and initiate a chain of phone calls.

In 1954, the township hired Lee BeGole as the Director of Public Safety. The existing Fire Department was comprised solely of paid-on-call community members serving the township of just lest than 5,000. When a fire call came in to the station, BeGole would drive the fire truck and the fire fighters would meet him at the scene. By 1956, the Township had purchased an American La France fire truck with a 700-gallon tank and BeGole had appointed Fred Loynes as the Fire Chief and Homer Kent as the Assistant Fire Chief. Duane Bell, who ran a local sporting goods store, succeeded Loynes as the Chief, serving until 1978.

In 1978, Arthur Lenaghan was hired as the Chief and Station 3 was completed, including two full-size truck bays, an office, and small kitchen. Station 2 was a pole barn on the south end of Walled Lake, erected in the early 1970’s.

In 1981, two new stations were completed — one to replace the old pole barn at Thirteen Mile Road and Paramount and a second to become the new Headquarters, Fire Station 1, on Grand River Avenue, east of Novi Road. The modern Station 1 included three full size drive-through bays, a classroom, and offices for the Fire Chief, Fire Marshal, and Clerk.

A fourth station was built in 1984 at Beck and Eleven Mile Roads, and served as Station 4 until 2003 when a modern training center and tower and spacious new station was built at Ten Mile and Wixom Roads. The Beck Road Station now serves as an emergency medical services satellite station.

The old township building continued to be used as a training center in the 1990’s, until it was finally razed at the close of the decade.

With the retirement of Chief Lenaghan in 2006, Frank Smith became Novi’s Fire Chief. When Chief Smith retired in 2010, David Molloy became Novi’s Director of Public Safety.
ORGANIZATIONAL STRUCTURE/STAFFING

Efficiency, consolidation, and partnerships are expected of all levels of government. It has become necessary for local government, in particular, to establish, nurture, and promote new and innovative partnerships in an effort to increase service delivery and reduce overall costs. In early 2010, the City of Novi created a Public Safety Administrative team to provide the management accountability for Police and Fire functions. This consolidation has provided several strategic enhancements, including a more flexible and integrated delivery of emergency and routine public safety services as measured by data the administration collects from the computer aided dispatch system and the feedback received from the National Citizen Survey and the City’s website (cityofnovi.org); a closer connection between public safety services planning, service delivery and staff utilization; and a more focused and deliberate management of all members of the Police and Fire teams. In addition to consolidating administrative functions of the Police and Fire Departments, this initiative centralized Police and Fire records, emergency management, training, budgeting, and grant reporting. Emergency communications have been standardized and upgraded to include a state-of-the-art, 800 MHz, “Open-Sky,” interoperable, radio system.

The City of Novi is committed to a combination Fire Department staffing system of full-time, paid-on-call, auxiliary, mutual aid, and contracted personnel to provide services. With 28 full-time and more than 70 part-time personnel, the Fire Department employs a cadre of highly trained and specialized staff with an enormous amount of expertise and talents. All members are required to meet and maintain minimum levels of training in fire suppression, hazardous material response, emergency driving, specialized rescue, and emergency medical services.

Most Departments view their hierarchical organization chart as “top-down,” with minimal input from line staff and first-line supervisors. The Novi Fire Department’s current organizational chart inverts this, with a goal of creating leadership at all levels. Regardless of one’s rank or position, all members share a focus on strategic thinking and value-driven decision making. It also aims to create accountability measures at all levels which are uniquely tied to the goals and objectives set by the elected leaders and City administration.
ORGANIZATIONAL CHART
NOVI FIRE DEPARTMENT

Fire Fighters & Fire Protection Officers

Fire Lieutenants

Fire Captains

Training Officer

Fire Marshall Inspection/Quality Control

Director of EMS & Fire Operations

Director of Public Safety

Public Safety Records

Public Safety Communications

Data Driven Decisions/COMFSTAT

Assistant Chief of Police

Deputy Chief of Police

Emergency Preparedness
FACILITIES
This overview includes building history, general uses of each facility, and descriptions of each site. In 2007, the City of Novi engaged in an assessment and needs analysis of Fire Stations 1, 2 and 3 with CDPA Architects. Fire Station 4 was not including in the assessment because it was opened in 2003.

PUBLIC SAFETY ADMINISTRATION
In February 2010, the City of Novi created a Public Safety Administration to provide the management accountability for Police and Fire functions, the City’s most critical service. Fire Administration, Public Safety Records, and Public Safety Communications are located at 45125 W. Ten Mile Road on the Civic Center Campus.

FIRE STATION 1
Fire Station 1 was built in 1981 to serve central Novi. The original building consisted of 6,481 square feet, which included three apparatus bays, support spaces, and administrative offices. A 2,295 square feet addition was added in 1988 to accommodate the expanding needs of the Department. The station is located in a downtown, commercial district near the busy intersection of Novi Road and Grand River Avenue. This station is staffed with 24-hour fire fighting operations. Currently, full-time fire fighters staff the station Monday through Friday, from 6 am to 6 pm. The night shift is comprised of two paid-on-call fire fighters on-duty Monday through Friday from 6 pm to 6 am and all day/evening on Saturday and Sunday. Captains are currently assigned to Station 1 on 12-hour shifts.

FIRE STATION 2
Fire Station 2 was built in 1981 as a 4,123 square foot facility to serve the northern area of Novi. In 2009, a 900 square-foot addition was added to accommodate future needs of the Department. The station is located in a residential district on the north side of Thirteen Mile Road, west of Novi Road. Currently, full-time fire fighters staff the station Monday through Friday, from 6 am to 6 pm. The night shift is comprised of two paid-on-call fire fighters on-duty Monday through Friday from 6 pm to 6 am and from 6 am to midnight on Saturday and Sunday. There is also a lieutenant assigned to this station from 6 pm to 6 am, seven days a week. Fire fighters at this station also respond to water rescues at nearby Walled Lake.
Fire Station 3
Fire Station 3 was built in 1978 to serve the southeast area of Novi. The building consists of 3,880 square feet and is located in an industrial district south of Nine Mile Road, between Novi Road and Meadowbrook Road. Currently, full-time fire fighters staff the station Monday through Friday, from 6 am to 6 pm. From 6 pm to 6 am and all day/evening on Saturday and Sunday, fire fighters respond to this station for duty as a result of emergency tone-outs. The City of Novi additionally has a service agreement with Community Emergency Medical Service (CEMS) to station and Advanced Life Support (ALS) paramedic unit at this facility from 6 pm to 6 am and 24 hours a day on Saturday and Sunday.

Fire Station 4
Fire Station 4 was built in 2003 to serve the southwest area of Novi. The building consists of 11,380 square feet. The station is located in a residential district at the intersection of Ten Mile and Wixom Roads. This station includes a Training Center and three-and-a-half story Fire Training Tower. Additionally, this facility serves as the back-up Emergency Operations Center. Currently, full-time fire fighters staff the station Monday through Friday, from 6 am to 6 pm. From 6 pm to 6 am and all day/evening on Saturday and Sunday, fire fighters respond to this station for duty as a result of emergency tone-outs.

Community Emergency Services (CEMS) Satellite
The original Fire Station No. 4 was built in 1984 to serve the western area of the City of Novi. The building consists of 2,950 square feet., which includes two apparatus bays and support spaces. The station is located in a residential district near Providence Park Hospital. In 2010, the City of Novi entered into an agreement with Community Emergency Medical Services (CEMS) to create an Advanced Life Support satellite station.
EQUIPMENT
The Novi Fire Department uses a variety of apparatus to deliver quality service to the community. The following is a current inventory of Fire Department vehicles.

<table>
<thead>
<tr>
<th>Year</th>
<th>Make</th>
<th>Model</th>
<th>Mileage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1995</td>
<td>Seagrave</td>
<td>Engine 3</td>
<td>62,018</td>
</tr>
<tr>
<td>1997</td>
<td>Chevy</td>
<td>Utility 1</td>
<td>35,792</td>
</tr>
<tr>
<td>1997</td>
<td>Chevy</td>
<td>Tanker 1</td>
<td>8,727</td>
</tr>
<tr>
<td>2000</td>
<td>McCoy Miller</td>
<td>Squad 2</td>
<td>38,562</td>
</tr>
<tr>
<td>2000</td>
<td>Chevy</td>
<td>Utility 4</td>
<td>60,653</td>
</tr>
<tr>
<td>2001</td>
<td>Freightliner</td>
<td>Ladder 1</td>
<td>28,993</td>
</tr>
<tr>
<td>2001</td>
<td>Dodge</td>
<td>Utility 2</td>
<td>37,572</td>
</tr>
<tr>
<td>2001</td>
<td>Zodiac</td>
<td>Boat &amp; Trailer</td>
<td></td>
</tr>
<tr>
<td>2001</td>
<td>Ford</td>
<td>Crown Vic</td>
<td>49,991</td>
</tr>
<tr>
<td>2005</td>
<td>Seagrave</td>
<td>Engine 4</td>
<td>16,227</td>
</tr>
<tr>
<td>2005</td>
<td>Chevy</td>
<td>Fire Marshal</td>
<td>35,068</td>
</tr>
<tr>
<td>2005</td>
<td>Chevy</td>
<td>Shift Captain</td>
<td>102,781</td>
</tr>
<tr>
<td>2006</td>
<td>Ford</td>
<td>Crown Vic</td>
<td>84,367</td>
</tr>
<tr>
<td>2006</td>
<td>Ford</td>
<td>Crown Vic</td>
<td>83,182</td>
</tr>
<tr>
<td>2007</td>
<td>Pierce</td>
<td>Engine 1</td>
<td>30,115</td>
</tr>
<tr>
<td>2008</td>
<td>Chevy</td>
<td>Trail Blazer</td>
<td>30,944</td>
</tr>
<tr>
<td>2008</td>
<td>Ford</td>
<td>F-250 Tac-1</td>
<td>4,592</td>
</tr>
<tr>
<td>2008</td>
<td>Pierce</td>
<td>Engine 2</td>
<td>8,886</td>
</tr>
<tr>
<td>2009</td>
<td>International</td>
<td>Squad 1</td>
<td>17,782</td>
</tr>
<tr>
<td>2010</td>
<td>Ford Expedition</td>
<td>Rescue 4</td>
<td>200</td>
</tr>
<tr>
<td>2010</td>
<td>Ford Expedition</td>
<td>Rescue 3</td>
<td>200</td>
</tr>
<tr>
<td>N/A</td>
<td>Pace American</td>
<td>Trailer*</td>
<td></td>
</tr>
</tbody>
</table>

* Confined Space and Air Fill Trailer
MUTUAL AID PARTNERS
For years the Novi Fire Department has provided mutual aid to our Western Wayne County and Oakland County neighbors through existing inter-local agreements.

As a member of the Western Wayne County Fire Department Mutual Aid Association, the Novi Fire Department is one of twenty-three fire departments from Oakland, Wayne and Washtenaw Counties to benefit from the ability to immediately call for assistance from any of the member departments for fire and emergency medical services. In addition, members share a Hazardous Incident Response Team (HIRT) and Urban Search and Rescue (USAR) team that provide vehicles, equipment and support trailers for hazardous materials and search and rescue incidents.

The Novi Fire Department is also a member of the Oakland County Mutual Aid Association (OCMAA) which consists of 35 Fire and Public Safety departments in Oakland County. These neighboring communities can immediately be called to provide fire and emergency medical services with back-up staff and fire vehicles. OCMAA also provide HIRT, USAR and Incident Management Teams for additional specialized support.

The Novi Fire Department is a member of the State of Michigan Mutual Aid Box Alarm System (MABAS). Geographical areas are set-up throughout the State of Michigan. MABAS provides fire departments the ability to build “Box Cards” listing out predetermined fire, medical, disaster resources and assets to assist the City of Novi for a manmade or natural disaster. The Novi Fire Department could also be requested to assist other communities throughout Michigan, if available. This agreement does not replace inter-local agreements already in place and is designed to only deplete about 20% of any fire departments resources. MABAS improves disaster response capabilities, communication and coordination, reduces the impact of a disaster, strengthens interstate mobilization, and brings fire service stakeholders together.

The Novi Regional 911 Communications Center has the ability to use the MABAS system to aide in the mitigation of large scale incidents. As an incident grows beyond the capabilities of the local resources, the Novi Regional 911 Communications Center, at the directions of the Incident Commander, will contact the Oakland County Sheriff’s Dispatch and request MABAS assistance. During a MABAS incident, the MABAS dispatcher is responsible for contacting and coordinating the needed assets and directing those resources to the staging area, as determined by the Incident Commander. The local dispatcher will deploy the needed equipment from the staging area. This process allows the local dispatcher to focus on the incident with confidence, and without the distraction of having to contact all the supporting agencies.

The map on the opposite page depicts the Public Safety resources available to us as a result of enhanced mutual aid and cooperation.
TRENDS ANALYSIS
Several trends can be identified that will have an impact on the operations of the Novi Fire Department. The trends identified in this document are expected to impact the Department over the next three to five years.

Economy
The State of Michigan is experiencing a deep financial crisis and though economists see some signs of improvement, the recovery is expected to be slow, and take us well into 2013 and beyond. The downturn has left an abundance of vacant retail and industrial space in the community.

The result of the auto industry downsizing and bankruptcies has left an industry that will be much leaner going forward. Many of the suppliers that fueled the growth of the Novi area have also downsized or relocated. The vacancy rate for industrial occupancies in Novi has risen from approximately 11% in 2005 to approximately 20% in 2010 (Source CoStar). Office vacancy rates are approximately 15% and retail vacancy rates are 7%.

For the last two decades, the Fire Department served a growing community with new construction and redevelopment. Older buildings were replaced and the new buildings were built to current codes, which included alarms and enhanced fire suppression systems (e.g. sprinklers). Many of those buildings which were not replaced or redeveloped are now fully depreciated and several are vacant.

Individuals and private homes are affected by the same economic downturn. In addition to the vacancies, which Novi has not previously experienced, many homeowners owe more on their properties than they are worth.

Health Care
As the debate continues in congress over the national health care program, we can expect that the aging population, health insurance reductions, and the presence of the Providence Park Campus in our city will result in more calls to access the system through 911.

The City of Novi is fortunate indeed to have several high quality developments that invite and serve a retirement population. Grand Court, Fox Run, Walton Wood, and Meadowbrook Commons have a combined residency of more than 1,465 citizens. In addition, the City of Novi has several nursing home facilities which generate a number of emergency responses for older adults. Although these developments promote a healthy and active lifestyle, they do represent an aging population. In recent years the run volume has increased, not only in cardiac care but in lift assists, and falls. This population expects and deserves the finest
pre-hospital care available. All of the corporate and municipal developments include apartment units with cooking facilities, and we have seen a slight rise in kitchen fires much like other cities who have college dorms and apartments.

Population
The City of Novi is located approximately thirty miles from downtown Detroit. As a community that has received accolades on the “best places to live”, the City has continued to experience growth in not just population, but in businesses as well. Novi, along with sixty-one other entities, is located within Oakland County, consisting of more than one million persons. Typically, counties and cities with access to an abundant mixture of blue collar and white collar jobs, including many Fortune 500 companies, tend to experience job related population growth. The City of Novi has experienced steady growth over the past eight years. The 2000 Census reported Novi’s population at 47,386; current projections place the population at 52,231. This equates to a growth rate of 16% over that span, or an annual growth rate of nearly two percent. The average family size (persons of relation) is also increasing: in 2000 it was 3.17, currently (2008) the family size is projected at 3.25 persons and it is estimated that the family size in 2013 will be 3.29. However, although the population figures and average family size are both increasing, the average household size (all persons residing in a unit regardless of relation) is decreasing. From a high of 2.52 reported in the 2000 Census to a current estimate of 2.50 persons, average household sizes are expected to continue to decrease to 2.49 in 2013. This would imply that the number of households not comprised by families (families are defined as persons related to one another with a head of household present) has a high composition of single person households, quite possibly comprised of the mature adult segment.

PEER COMMUNITIES

Portage
The City of Portage Fire Department (PFD) was selected as a comparable to the City of Novi Fire Department as many features and demographics match both communities. Portage has a population of 46,453 and 35.2 square miles. The Portage Fire Department is a combination of career fire fighters working a 24-hour shifts and on-call fire fighters scheduled on one of the three shifts. The Fire Department operates from three fire stations. Core services include; Fire Suppression, Emergency Medical First Response (non-transport), Technical Rescue, Hazardous Materials, Fire Prevention, Emergency Management and Training/Safety. In 2009, the Portage Fire Department responded to the following type incidents:

<table>
<thead>
<tr>
<th>Type of Incident</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fires</td>
<td>115</td>
</tr>
<tr>
<td>EMS/Rescues</td>
<td>1,986</td>
</tr>
<tr>
<td>Hazardous Condition</td>
<td>173</td>
</tr>
<tr>
<td>Service Calls</td>
<td>184</td>
</tr>
<tr>
<td>Good Intent</td>
<td>318</td>
</tr>
</tbody>
</table>
False Alarms     242
Other        42
Total Incidents 3,060

The PFD budget for 2010-11 is $4,512,224. Of that, $4,083,850 is for personnel. The on-call personnel budget is $102,940. Most is allocated to full time fire fighters and administration personnel costs. The $4.08 million includes benefits, retirement contribution, etc.

Current staffing (May 2010) includes 28 career Fire Fighters in operations plus four in administration (chief, deputy, fire marshal, training officer,) and 26 On-Call Fire Fighters and 2.5 civilians.

**City of East Lansing**
The City of East Lansing Fire Department (ELFD) is a full-time career fire department. ELFD covers a 20-mile radius and serves a population of 50,000. ELFD was selected as a comparable to the City of Novi Fire Department as many features and demographics match both communities. The City of East Lansing has 49 career fire fighters working 24-hour shifts which operate from two fire stations. Core services include Fire Suppression, ALS Transport, Water Rescue, High-Angle Rescue, Confined Space, Hazardous Materials, and Fire Prevention. In 2009, the City of East Lansing Fire Department responded to the following type incidents:

<table>
<thead>
<tr>
<th>Incident Type</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fires</td>
<td>165</td>
</tr>
<tr>
<td>EMS/Rescues</td>
<td>3,058</td>
</tr>
<tr>
<td>Hazardous Condition</td>
<td>98</td>
</tr>
<tr>
<td>Service Calls</td>
<td>40</td>
</tr>
<tr>
<td>Good Intent</td>
<td>117</td>
</tr>
<tr>
<td>False Alarms</td>
<td>769</td>
</tr>
<tr>
<td>Other</td>
<td>77</td>
</tr>
<tr>
<td><strong>Total Incidents</strong></td>
<td><strong>4,324</strong></td>
</tr>
</tbody>
</table>

The ELFD budget for 2010-11 is $6,440,215. Of that, $5,948,000 is for personnel. The $5.9 million includes benefits, retirement contribution, etc.

Current staffing (May 2010) includes 49 career Fire Fighters in operations plus four in administration (Chief, Fire Marshal, Inspector, and Training Officer.)

**Ypsilanti Township**
The Ypsilanti Township Fire Department (YTFD) was also selected as a comparable to the City of Novi Fire Department. YTFD utilizes a full-time fire department with 31 career firefighters. Firefighters work 24-hour shifts and operate out of three fire stations. YTFD covers 32-square miles and has
53,000 residents. Core services include Fire Suppression, Emergency Medical First Response (non-transport), Hazardous Materials, and Fire Prevention. In 2009, the Ypsilanti Twp Fire Department responded to the following type incidents:

- Fires: 174
- EMS/Rescues: 2,821
- Hazardous Condition: 155
- Service Calls: 203
- Good Intent: 72
- False Alarms: 154
- Other: 24
- **Total Incidents:** 3,463

The YTFD budget for 2010-11 is $4,314,104. Of that, $3,156,239 is for personnel. The $3.15 million includes benefits, retirement contribution, etc.

Current staffing May 2010 includes 31 career Fire Fighters in operations plus four in administration (Chief, Fire Marshal, Training Officer.), 26 On-Call Fire Fighters, and 2.5 civilians.

**Novi**

The City of Novi is committed to a combination Fire Department staffing system of full-time, paid-on-call, auxiliary, mutual aid, and contracted personnel to provide services. With 28 full-time and more than 70 part-time personnel, the Fire Department employs a highly trained and specialized team with an enormous amount of expertise and talents. Core services are fire suppression, emergency medical services (basic life support), operations hazardous materials, confined space, water rescue, fire prevention and education. USAR and HazMat response from Western Wayne County Fire Department Mutual Aid. In 2009, the NFD responded to the following incidents:

- Structure Fires: 49
- Outside Structure Fires: 4
- Vehicle Fires: 22
- Grass Fires: 8
- Refuse Fires: 16
- Other Fires: 12
- EMS: 2,841
- Hazardous Condition: 154
- Service Calls: 469
- Good Intent: 275
- False Alarms: 442
- Other: 387
- **Total Incidents:** 4,679
The NFD budget for 2010-11 is $4,843,140. Of that, $4,220,390 (87%) is for personnel. Paid-on-Call personnel costs are budgeted at $888,830, $2,114,080 is budgeted for full-time and a total of $1,217,480 for full- and part-time personnel benefits.

Current staffing (May 2010) includes 28 full-time (Fire Fighters, one Administrator, Fire Marshal and a Training Officer), six Auxiliary Officers, and 68, Paid-on-Call Officers.

**PERCEPTION**

**ICMA Staffing & Utilization Study**

National Citizen Surveys in 2006, 2008, and 2010 place the Fire Department among the best in the country, with more than 90% of community members rating public safety services as “good” or “excellent.” Always striving to improve operations, in November 2008, the Novi City Council approved the Public Safety Resources & Utilization Study and contracted with the International City/County Management Association (ICMA) to examine how current resources were allocated and how to further enhance emergency service delivery to citizens. The City of Novi has a proven and demonstrated practice of looking at operations, measuring service levels, and using the results to continually enhance efficiencies. A full report was presented to City Council and the community in June 2009 with recommendations coming from the consulting team’s experience and expertise, interviews with Novi staff at all levels and areas, and significant data analysis of actual public safety calls and deployments.

Novi has realized benefit from enhancements initiated from the study in Fire Department services. One such enhancement was the creation of a Public Safety Administration. With the retiring of the Fire Chief, the City of Novi created a management team, led by a Director of Public Safety/Chief of Police to enhance the efforts and collaboration between fire, police, and EMS.

The newly organized administration team meets weekly with Public Safety officers to measure response times and calls for service to effectively analyze performance measures and make data-driven public safety decisions.

Additionally, duty captains now perform weather-related incident duties, reporting to necessary utility organizations and Public Safety Administration and all Standard Operating Procedures, Administrative Policies, Rules, Regulations and Directives have been updated, striving for consistency in a combination department.

In the 2010/11 fiscal year, the City of Novi recognized a savings of more than $200,000 with the
purchase of two SUV rapid response vehicles in lieu of larger box-type transport vehicles for the Fire Department. The City contracts with a local emergency medical service provider, Community Emergency Medical Services (CEMS), for Advanced Life Support transport services and found the SUVs to be a more cost-effective approach to first responder travel to an incident.

A full listing of recommendations from the ICMA Public Safety Resources & Utilization Study can be found as Appendix E on page 49 of this report.

Citizen Survey
In 2010, ninety-three percent of survey respondents rated Novi’s quality of life as “Excellent” or “Good;” none rated it “Poor” when polled by the National Research Center, a leading research firm known for its comprehensive studies of citizen perceptions and views. Novi residents also rated their community much above the national average in public safety.

The City of Novi conducted the National Citizen Survey in 2006, 2008, and 2010 and has consistently scored above the average national benchmark with more than 97 percent of respondents rating Fire services as “excellent” or “good.”
Of the 348 respondents, nine percent had had contact with the Novi Fire Department within the past 12 months, with 91 percent stating their overall impression of the department was “excellent” or “good,” which is much above the national benchmark.

**SWOT Analysis**

A SWOT Analysis is a tool utilized by organizations for auditing its environment; the first stage of planning and helps focus on key issues. The SWOT Analysis asks those surveyed to provide feedback on the organization’s:

- **Strengths** — Attributes helpful to achieving the objective(s)
- **Weaknesses** — Attributes harmful to achieving the objective(s)
- **Opportunities** — External conditions that are helpful to achieving the objective(s)
- **Threats** — External conditions which could do damage to the objective(s)

The SWOT data was gathered by asking all Fire Department personnel to participate in the survey. Forty-eight team members completed the SWOT Analysis. Out of this analysis, five Strategic Themes were developed:

- Community Outreach and Engagement
- Develop and Train our Team Members to function as a High Performance Organization
- Develop and Grow our Organizational Culture
- Manage our Equipment and Technology Resources
- Grow and Develop Strategic Partnerships
In fall 2010, feedback was solicited from more than 20 key community stakeholders through an electronic survey. Stakeholders included individuals from:

- Novi Community Schools
- Novi Chamber of Commerce
- Twelve Oaks Mall
- Baronette Renaissance
- Walled Lake Consolidated Schools
- City of Novi Department Heads
- Fox Run
- Homeowner Association Leaders
- Walsh College
- Suburban Collection Showplace
- ITC
- Singh
- Northern Equities
- Community EMS
- Providence Park Hospital

Participants were asked if they had had contact with the Novi Fire Department within the past 12 months; more than 83% said they had. Of those who had had contact with the Novi Fire Department, all rated their overall experience as “excellent” or “good.”
Participants were also asked to rank the five Strategic Themes identified through the SWOT Analysis with regard to their importance to the organization. The rankings are as follows:

#1 — Develop and Train our Team Members to function as a High Performance Organization

#2 (tie) — Develop and Grow our Organizational Culture

#2 (tie) — Manage our Equipment and Technology Resources

#4 (tie) — Community Outreach and Engagement

#4 (tie) — Grow and Develop Strategic Partnerships

Participants were also asked “what changes/improvements do you feel could be implemented to enhance the quality level of service the Novi Fire Department provides to ensure we are continuing to function as high performing organization?” The open-ended responses are below:

- Partner with the larger companies in the area to help sponsor events that benefit the community
- It would be nice to provide some training/overview of things the department likes to see during inspections, emergency runs, code compliance reviews, etc.
- Working with surrounding cities for shared resources and training.
- Overall quality of fire fighting and emergency response should remain top priority.
- Continued training, education and development of department.
Focus Group Assessment
All Fire Department team members were invited to a Strategic Planning Focus Group meeting at Walsh College. Twenty team members attended and took part in focus work groups aimed at developing goals and objectives to achieving the identified Strategic Themes. These themes and objectives were incorporated into this plan.
STRATEGIC THEME 1: COMMUNITY OUTREACH & ENGAGEMENT

Promote and market the value of the Novi Fire Department through education, prevention, outreach and engagement.

Action Item 1.1: Enhance community partnerships and education
Engaging our community members in safety and education is an effective means to deliver emergency services and prevent emergency situations. By partnering with citizens and businesses, the Novi Fire Department not only enhances relationships and has identified these key areas to strengthen public education:

1.1A Encourage senior community members to participate in the Fire and Fall Prevention Inspection for Older Adults
1.1B Enhance awareness of the importance of properly identifying home addresses with reflective number signage
1.1C Smoke Detector Installation Program
   ◦ Routine Battery checks on calls
   ◦ Encourage use of 10-year lithium batteries in all smoke detectors
1.1D Public awareness/education can be enhanced through seasonal fire messages
1.1E Community wide Open House
1.1F Child Seat Safety Inspection and Installation Program
1.1G Fire extinguisher Training
1.1H Consistent K-6 educational programs
1.1I Increase awareness and encourage use of File of Life program
1.1J Explore grant or funding opportunities to create a Senior Knox Box Entry Program

Action Item 1.2: Promote the Novi Fire Department
A primary goal of the Novi Fire Department is to be more visible throughout our community. We can approach this through a variety of proactive partnerships with all community members. The following marketing and engagement initiatives have been identified:

1.2A Assign Fire Station personnel to actively engage their respective district Homeowner Associations through one-on-one contact and meeting attendance
1.2B Enhance the Fire Department pages on the City of Novi’s website
1.2C Create and promote seasonal fire messages for Novi Television, cityofnovi.org, and flyers for distribution during citizen and business contacts
1.2D Continue producing Fire House No.VI for Novi Television and cityofnovi.org
1.2E Continue to participate in the annual Goodfellows initiative
1.2F Continue to partner with Providence Park Hospital and local Emergency Medical Services providers to host the Emergency Run to benefit local health and safety initiatives
MES &
ACTION ITEMS

Action Item 1.3: Increase outreach to other City Departments
To ensure we are meeting community and City needs, the Novi Fire Department will partner with other City Departments to enhance service delivery.
1.3A Continue to coordinate the annual City of Novi adopt-a-family initiative
1.3B Work with Community Relations to coordinate semi-annual (May and October) Blood Drives
1.3C Continue to provide CPR, first aid, AED, and Fire extinguisher training to City staff
1.3D Increase awareness/education of Fire Department personnel to become City “ambassadors”

Action Item 1.4: Survey our customers
In order to effectively meet the needs and expectations of our community, the Novi Fire Department will continue to seek internal and external feedback relative to our service delivery.
1.4A Utilize and compare the 2010 National Citizen Survey results with prior data
1.4B Informal surveys of customers following Fire Inspections, Senior Home Inspections, Child Safety Seat Inspection, Training Classes, etc.
1.4C Create and utilize internal surveys for Department team members.

STRATEGIC THEME 2: DEVELOP AND TRAIN OUR TEAM MEMBERS TO FUNCTION AS A HIGH PERFORMANCE ORGANIZATION
Continue the implementation of effective training which further enhances the professional growth and development of ALL personnel.

Action Item 2.1: Develop Career Tracking Program
In an effort to enhance the professional growth and development of all our employees, specific emphasis shall be placed on training our team members in the professional skills necessary for them to excel in their current positions and prepare them for future promotions. We have instituted the following steps:
2.1A Review and revise the Fire Department new employee mentoring/training program
2.1B Develop and institute professional development and career tracking program for ALL personnel
2.1C Explore minimum educational requirements for all entry-level employees
**Action Item 2.2: Institute Department Evaluations**
Semi-annual Department Evaluations will assist the Fire Department in maintaining consistent performance standards and accountability, while providing goals and objectives for team members to accomplish.

- **2.2A** Develop an implementation team comprised of members from ALL collective bargaining groups
- **2.2B** Develop criteria for semi-annual employee evaluations for ALL ranks
- **2.2C** Develop standard employee evaluation form & training

**Action Item 2.3: Develop Succession Planning**
The success of the Fire Department is incumbent upon developing a formalized succession plan to identify the leaders throughout the organization who may have the opportunity to work at a management or executive level.

- **2.3A** Anticipate position vacancies to ensure a current list of eligible candidates
- **2.3B** Identify individuals interested in advancing their professional career and encourage their professional development
- **2.3C** Provide interested individuals with the opportunity to experience advanced Department positions through a mirroring program

**Action Item 2.4: Enhance Communication Mechanisms**
Effective communication is essential to Fire Department operations. Communicating with ALL team members through a consistent venue is optimal to maintain clear expectations and ensure quality service delivery.

- **2.4A** Ensure proper use/training of the City of Novi’s email system
- **2.4B** Reinforce the City of Novi’s email policy
- **2.4C** Ensure ALL team members regularly visit and review the City of Novi eWeb
- **2.4D** Ensure managers and command officers communicate information from Staff Meetings to all personnel
- **2.4E** Familiarize all team members with the use of the shared drive system to review CompStat presentations, Department Directives, and SOPs
- **2.4F** Ensure Directives are reviewed, understood, and acknowledged
- **2.4G** Ensure ALL Department members are notified in a timely fashion when announcing special assignments and promotional opportunities
- **2.4H** Regularly review Department calendars through Outlook for training, meetings, and Department events
- **2.4I** Develop a monthly communication update to all Public Safety personnel
Action Item 2.5: Deliver consistent hands on training
The Novi Fire Department will continue to review and evaluate training programs to ensure all personnel meet or exceed minimum training requirements which lead to an enhanced service delivery model.

2.5A Institute Train-the-Trainer programs
2.5B Implement Computer based training utilizing Articulate software
2.5C Continue to plan and perform emergency drills – mass casualty, water rescue, etc.
2.5D Implement a walk through training program at all critical infrastructure and Fire Fighter Right to Know (FFRTK) locations
2.5E Evaluate potential training requirements which could drive a change to our current schedule/routine for training times/events
2.5F Utilize external instructors/training/industry experts to deliver training in an effective and cost-efficient fashion
2.5G Establish a sub-committee to develop a Department Standard which recognizes the experience, abilities, and training of ALL team members regardless of their seniority or Department status

STRATEGIC THEME 3: DEVELOP AND GROW OUR ORGANIZATIONAL CULTURE
To become a model combination department and an organization which embodies mutual respect, consistent communication, and an effective departmental structure.

Action Item 3.1: Institute Leadership at all Levels
The Novi Fire Department is focused on becoming a High Performance Organization. In doing so, we must recognize the talents, knowledge and skills of ALL team members. The primary focus shall be developing and embracing a consultative and participative style of leadership which grows and develops ALL members.
3.1A Institute Likert’s System 3 and System 4 Leadership Philosophies
3.1B Develop parallel organizations
3.1C Establish the leadership philosophy by engaging teams and staff at all levels
3.1D Develop and define a culture dedicated to continual process improvement – replace the industrial model with a networked talent model.

Action Item 3.2: Create an environment focused on providing professional customer service and personal accountability internally and externally
Team members will embrace the mission, vision, and values of the Novi Fire Department.
3.2A Utilize National Citizen Survey data (current and historical) as primary performance measurement for the Novi Fire Department
3.2B Provide current and sustained customer service training to ALL members of the Department
3.2C Adopt recognized and professional performance measurement standards for weekly CompStat reporting/measuring
Action Item 3.3: Create an environment which embraces a combined/integrated work team
All members will embrace the “Golden Rule” and will treat one another, internally and externally, with dignity, honor, and respect at all times.

3.3A Implement a standard work shift for all department team members
3.3B Communicate goals and objectives consistently to all staff
3.3C Eliminate stigma of “Unit I/Unit II” designation

Action Item 3.4: Promote and encourage physical fitness and leading a healthy/active lifestyle
As role models for our community, all members should lead by example and encourage an active and healthy lifestyle.

3.4A Promote the existing City of Novi Wellness Program
3.4B Create opportunities for all team members to voluntarily participate in an annual physical fitness challenge
3.4C Continue to embrace healthy partnerships with community members (ie. Emergency Run)

STRATEGIC THEME 4: MANAGE OUR EQUIPMENT AND TECHNOLOGY RESOURCES
To enhance the operational efficiencies of the FD through the use/deployment of modern EMS/Fire equipment, technology and current Standard Operating Procedures (SOPs).

Action Item 4.1: Continue to utilize and explore state-of-art technology which enhances service delivery and maximizes personnel efficiencies
The Novi Fire Department prides itself on delivering quality service through the use of state-of-the-art equipment.

4.1A Establish a task team to research and recommend new equipment for capital consideration.
4.1B Work with manufacturers to provide demonstrations and test equipment for operational enhancements and efficiencies

Action Item 4.2: Review SOP
All Fire Department policies, procedures, rules, and regulations are contained in the SOP. To ensure consistency, relevance, and compliance, the following will be accomplished:

4.2A Continue to utilize a task team to annually review and update SOPs
4.2B Communicate and distribute updates to all team members
4.2C Provide formal training for all team members on new documents
4.2D Ensure all personnel regularly review and understand the policies via distance learning.
Action Item 4.3: Maintain equipment and vehicles
In order to effectively meet our service delivery needs, we will continue to review, analyze and update our preventative maintenance schedule/program to ensure our equipment and vehicles are functioning at optimal levels of proficiency.
4.3A Empower a command officer to develop and coordinate a preventative maintenance schedule for all fire apparatus
4.3B Work in collaboration with our City Fleet Asset Manager in utilizing our light duty fleet preventative maintenance contractor
4.3C Continue to provide resources and training to our self-contained breathing apparatus (SCBA) technicians to ensure these life safety tools are functioning to the highest standard
4.3D Continue to explore cost-effective utilization of private partners to service specialty equipment and assets

Action Item 4.4: Visioning and planning for future needs and proven trends
The City of Novi will continue to grow and change with varying demographics which will necessitate potential changes in our service delivery model. As an organization, we are committed to analyzing trends and data to ensure we are prepared to meet these changing needs.
4.4A Continue to implement operational uniformity in training, equipment, and vehicles/apparatus
4.4B Review our Capital needs and make appropriate recommendations for the annual Fiscal Year Budget
4.4C Continue to participate in regional and countywide planning teams and Public Safety executive associations

STRATEGIC THEME 5: GROW AND DEVELOP STRATEGIC PARTNERSHIPS
The Novi Fire Department understands the value of internal and external relationships. We will continue to strengthen existing partnerships and explore new opportunities which enhance service delivery.

Action Item 5.1: Continue to develop and implement internal, collaborative projects, training, emergency and non-emergency exercises with ALL City departments.
5.1A Create training efficiencies by partnering with Community Emergency Medical Service and Police staff.
5.1B Fully train DPS staff on confined space rescue.
5.1C Work toward training part-time staff in inspections.
5.1D Conduct with internal departments a citywide disaster preparedness exercise.
Action Item 5.2: Continue to grow opportunities with external partners and improve upon existing relationships, including:

5.2A Community Emergency Medical Services (CEMS);
5.2B Mutual aid groups – Western Wayne County and Oakland County;
5.2C Training consortium- Regional Alliance for Fire Fighter Training (RAFT);
5.2D Community Colleges- Oakland Community College and Schoolcraft;
5.2E Providence Park Hospital;
5.2F and area schools – Novi Community Schools, Walled Lake Consolidated Schools, Northville Schools, and Catholic Central.

This will be accomplished by, but not limited to:

• Continuing to improve training and EMS Service Delivery;
• Exploring implementation of auto-aid for rapid intervention teams;
• Completing the mutual aid box alarm system (MABAS); and
• Building upon the video teleconferencing program through RAFT.

Action Item 5.3: Seek innovative opportunities for grants and funding

Recognizing our limited resources and budgetary constraints, the Novi Fire Department will explore innovative and cost effective opportunities for alternative funding mechanisms.

5.3A Investigate the possibility of establishing a false alarm ordinance/fee to reduce repeat calls for service
5.3B Investigate an increase of plan review and permit fees for Fire Marshal reviews
5.3C Update current cost recovery ordinance
5.3D Continue to utilize and explore further consortium purchasing with other agencies
5.3E Grow and develop training and equipment partnerships with CEMS, Providence Park Hospital, and other private entities
MOVING FORWARD...

Over the next three years, the men and women of the Novi Fire Department will work together to achieve the Action Items put forth in this document to enhance the identified Strategic Themes. This will be accomplished with the values of the Novi Fire Department — Accountability, Excellence, Integrity, Safety, Valor, Dedication, and Unity — embodied in all tasks.

By doing so, the Novi Fire Department will demonstrate the quality high performing organization it is and become a model organization for Departments throughout the country.

Coming together is a beginning. Keeping together is progress. Working together is success.

– Henry Ford
Novi Fire Department Personnel
February 2011

Brandon K. Ajlouny
Eric J. Aldstadt
Ramon I. Alvarez
Joseph D. Aninos
Blake M. Ashley
Bradley A. Bachor
Dennis R. Barratt
Christopher S. Belyk
Matthew J. Blamy
Ronald A. Blumer
Joshua A. Bunse
Eric A. Buoy
AJ C. Burkett
Ryan M. Byrne
Donald F. Christensen
Andrew J. Copeland
Matthew L. Cyr
Patrick A. Deneau
Michael V. Dimitrievski
Michael A. Dougherty
Philip C. Duczyminski
Michael W. Evans
Wassim Z. Farah
Shawn A. Fletcher
Jeffery B. Franklin
Paul M. Gabriel
Matthew M. Gabrielson
Jonathan W. Garens-Hazlett
Chad M. Godfrey
Thomas W. Greenwald
Michael P. Hansknecht
Eric S. Hansor
Kyle T. Holod
Jerry W. Holtzman
Brent M. Horn
Chad M. Hudson
Brian M. Jacobs
Justin L. Jacobs
Michael E. Jacobs
Scott C. Jenkins
Christopher T. Jodoin
Jeffery R. Johnson
Thomas C. Johnson
Zahi A. Kassab
Michelle L. Koons
Carlton R. Korzeniowski
Jeffrey C. Lachman
Nicholas A. Larson
Eric W. Leung
Todd A. Lewis
Gregory Lis
Alexander J. Manor
John B. Martin
Derek T. McClelland
Matthew W. McDonnell
Bradley E. McFaul
William K. McGary
David A. McLeod
Ann Marie R. Mikolajczak
Michael L. Moisan
David E. Molloy
James A. Morris
Raymond Moruzzi
Paul G. Mullett
J. Eric Nyberg
Remo Oliverio
Tabitha I. Olszewski
Jeremy W. Oxford
George M. Paterni
Ian Patterson
Mark A. Pehrson
Scott K. Perry
Michael A. Peters
Kevin S. Pierce
George J. Pierson
Gordon A. Poyhonen
Troy D. Racicot
Christopher C. Reibitz
Lawrence A. Reisner
Maria S. Reisner
Bradley S. Rennells
Joseph D. Rhome
Charles P. Roberts
Anthony J. Ruccolo
Nathan A. Ryan
Vincent J. Schira
Edith F. Schmedding
Daniel S. Schultz
Richard P. Schulz
Todd D. Seog
Ryan P. Sharrow
Brian E. Shea
Joseph T. Shelton
Michael T. Smith
Lowell T. Steiner
Robert P. Stonik
Bechara Takla
Daniel J. Taylor
Mark Theisen
Matthew B. Tunnard
Gilbert E. VanSickle
Jose L. Villanueva
Jeffrey A. Young
### Fire Department Strategic Plan Implementation Matrix

<table>
<thead>
<tr>
<th>1. Community Outreach &amp; Engagement</th>
<th>Start Date</th>
<th>Completion Date</th>
<th>Chair(s)</th>
<th>Team Members</th>
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<tbody>
<tr>
<td>1.1 Enhance community partnerships and education</td>
<td>4/4/2011</td>
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<td>Evans/McFaul</td>
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<td>1.2 Promote the Novi fire Department</td>
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<td>1.3 Increase outreach to other City Departments</td>
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<td>1.4 Survey our customers</td>
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<td>McFaul/Alvarez</td>
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<td>1.5 Deliver consistent hands-on training</td>
<td>4/4/2011</td>
<td></td>
<td>Training Officer/ Warren</td>
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<tr>
<th>2. Develop and Train our Team Members to function as a High Performance Organization</th>
<th>Start Date</th>
<th>Completion Date</th>
<th>Chair(s)</th>
<th>Team Members</th>
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<tr>
<td>2.1 Develop Career Tracking Program</td>
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<td>2.2 Institute Department Evaluation</td>
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<td></td>
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<td>2.3 Develop Succession Planning</td>
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<td>McIvor/Evans</td>
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<tr>
<td>2.5 Deliver consistent hands on training</td>
<td>4/4/2011</td>
<td></td>
<td>Training Officer/ Warren</td>
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<thead>
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<th>3. Develop and Grow our Organizational Culture</th>
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<th>Completion Date</th>
<th>Chair(s)</th>
<th>Team Members</th>
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<tr>
<td>3.1 Institute Leadership at all Levels</td>
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<td>3.2 Create an environment focused on providing professional customer service and personal accountability internally and externally</td>
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<td>Martin/Evans</td>
<td>Ann Marie Mikolajczak</td>
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<td>3.3 Create an environment which embraces a combined/integrated work team</td>
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<td>J. Johnson</td>
<td>Ann Marie Mikolajczak</td>
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<td>3.4 Promote and encourage physical fitness and leading a healthy/active lifestyle</td>
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### 4. Manage our Equipment and Technology Resources

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<tr>
<th>4.1 Continue to utilize and explore state-of-art technology which enhances service delivery and maximizes personnel efficiencies</th>
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<th>T. Johnson</th>
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<tr>
<td>4.2 Review SOP</td>
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<td>Stonik/Shelton</td>
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<td>4.3 Maintain equipment and vehicles</td>
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<td>T. Johnson/Alvarez</td>
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<tr>
<td>4.4 Visioning and planning for future needs and proven trends</td>
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<td>Molloy/J. Johnson</td>
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### 5. Grow and Develop Strategic Partnerships

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<tr>
<th>5.1 Continue to develop and implement internal, collaborative projects, training, emergency and non-emergency exercises with ALL City departments</th>
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<th>J. Johnson/Training Officer</th>
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<tr>
<td>5.2 Continue to grow opportunities with external partners and improve upon existing relationships</td>
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<td>Molloy/J. Johnson</td>
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<td>5.3 Seek innovative opportunities for grants and funding</td>
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### Fire Incidents

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<thead>
<tr>
<th>Category</th>
<th>2010</th>
<th>2009</th>
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<tr>
<td>Structure Fires</td>
<td>49</td>
<td>49</td>
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<tr>
<td>Outside Structure Fires</td>
<td>4</td>
<td>4</td>
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<tr>
<td>Vehicle Fires</td>
<td>37</td>
<td>22</td>
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<tr>
<td>Grass Fires</td>
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<td>8</td>
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<tr>
<td>Refuse</td>
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<td>16</td>
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<tr>
<td>Other Fires</td>
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<td><strong>Total Fire Incidents</strong></td>
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<td><strong>111</strong></td>
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### Non-Fire Incidents

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<td>Overpressure/Explosion</td>
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</tr>
<tr>
<td>EMS/Rescue</td>
<td>3140</td>
<td>2841</td>
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<tr>
<td>Hazardous Conditions</td>
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<td>144</td>
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<tr>
<td>Service Calls</td>
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<td>469</td>
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<td>Good Intent</td>
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<td>275</td>
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<td>False Alarms</td>
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<td>331</td>
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<td>System Malfunctions</td>
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<td>Weather Emergencies</td>
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<td>Other Non-Fires</td>
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<td>387</td>
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<td><strong>Total Non-Fire Incidents</strong></td>
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### Total Incidents

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<tbody>
<tr>
<td><strong>Total Fires</strong></td>
<td><strong>126</strong></td>
<td><strong>111</strong></td>
</tr>
<tr>
<td><strong>Total Non-Fire Incidents</strong></td>
<td><strong>5473</strong></td>
<td><strong>4568</strong></td>
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<tr>
<td><strong>Total Incidents</strong></td>
<td><strong>5599</strong></td>
<td><strong>4679</strong></td>
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### Where Fires are Occurring

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<thead>
<tr>
<th>Category</th>
<th>2010</th>
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<tbody>
<tr>
<td>Public Assembly</td>
<td>1</td>
<td>4</td>
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<tr>
<td>Educational</td>
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<td>Institutional</td>
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<tr>
<td>Single Family Dwelling</td>
<td>21</td>
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<tr>
<td>Apartments</td>
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<td>15</td>
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<td>Motel/Hotel</td>
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<td>Stores/Mercantile</td>
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<td>Office</td>
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<td>Industrial</td>
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<tr>
<td>Storage</td>
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<td>Other</td>
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# Public Safety - Fire Department
## FY 2010/2011
### Budget

<table>
<thead>
<tr>
<th>ACCOUNT NUMBER</th>
<th>DESCRIPTION</th>
<th>2008-2009</th>
<th>2009-2010</th>
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<tr>
<td></td>
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<td>Actual</td>
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<td>Estimated</td>
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<tr>
<td>101-337.00-704.000</td>
<td>Permanent Salaries</td>
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<td>$1,832,795</td>
<td>$1,972,395</td>
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<tr>
<td>101-337.00-705.000</td>
<td>Temporary Salaries</td>
<td>25,309</td>
<td>29,130</td>
<td>10,791</td>
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<td>101-337.00-706.000</td>
<td>Overtime</td>
<td>136,571</td>
<td>148,500</td>
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<tr>
<td>101-337.00-706.303</td>
<td>Overtime-Community Response Team</td>
<td>1,588</td>
<td>1,500</td>
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<td>101-337.00-708.000</td>
<td>Holiday Pay</td>
<td>109,527</td>
<td>100,250</td>
<td>107,670</td>
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<td>101-337.00-709.000</td>
<td>Wellness Plan</td>
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<tr>
<td>101-337.00-710.000</td>
<td>Longevity</td>
<td>66,271</td>
<td>66,965</td>
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<td>101-337.00-715.000</td>
<td>Social Security</td>
<td>258,593</td>
<td>239,325</td>
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<td>101-337.00-716.000</td>
<td>Insurance</td>
<td>396,874</td>
<td>422,795</td>
<td>375,606</td>
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<td>101-337.00-718.000</td>
<td>Pension</td>
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<td>215,210</td>
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<td>101-337.00-718.500</td>
<td>Retiree Health Care Benefits</td>
<td>194,000</td>
<td>195,175</td>
<td>194,725</td>
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<td>101-337.00-719.000</td>
<td>Unemployment Insurance</td>
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<td>3,500</td>
<td>7,395</td>
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<td>101-337.00-720.000</td>
<td>Workers Compensation</td>
<td>82,855</td>
<td>79,145</td>
<td>89,113</td>
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<tr>
<td>101-337.00-721.000</td>
<td>Part-Time Firefighter Wages</td>
<td>764,810</td>
<td>887,630</td>
<td>785,000</td>
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<td>101-337.00-721.100</td>
<td>POC firefighters-pretraining</td>
<td>22,349</td>
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<td>101-337.00-721.500</td>
<td>Auxiliary Firefighters wages</td>
<td>76,113</td>
<td>71,800</td>
<td>70,000</td>
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<td>101-337.00-721.708</td>
<td>POC-Holidays/Stand-By Program</td>
<td>6,920</td>
<td>-</td>
<td>23,832</td>
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<td>$4,413,707</td>
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<table>
<thead>
<tr>
<th>SUPPLIES</th>
<th>2008-2009</th>
<th>2009-2010</th>
<th>2010-2011</th>
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<tbody>
<tr>
<td>101-337.00-727.000</td>
<td>Office Supplies</td>
<td>$9,535</td>
<td>$8,600</td>
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<td>101-337.00-732.000</td>
<td>Magazines and Periodicals</td>
<td>976</td>
<td>1,300</td>
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<td>101-337.00-740.000</td>
<td>Operating Supplies</td>
<td>73,114</td>
<td>47,625</td>
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<td>101-337.00-740.200</td>
<td>Desk, Chairs and Filing Cabinets</td>
<td>968</td>
<td>2,100</td>
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<tr>
<td>101-337.00-741.000</td>
<td>Uniforms</td>
<td>33,568</td>
<td>80,800</td>
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<td>$110,161</td>
<td>$140,425</td>
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<tr>
<td>Item #</td>
<td>Summary</td>
<td>Administrative/Budget/Council Policy/ Negotiation Issue</td>
<td>Individual Accountable for Completion</td>
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<tr>
<td>--------</td>
<td>------------------------------------------------------------------------</td>
<td>----------------------------------------------------------</td>
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<tr>
<td>Fire</td>
<td>City administration have periodic meetings with NFD Admin to follow-up on recommendations.</td>
<td>Administrative</td>
<td>David Molloy</td>
</tr>
<tr>
<td>1</td>
<td>Develop Strategic Planning with broad participation</td>
<td>Administrative/Budget/Council</td>
<td>Jeff Johnson, Brad McFaul</td>
</tr>
<tr>
<td>2</td>
<td>Marketing enhancements, tie to strategic plan</td>
<td>Administrative/Budget/Council</td>
<td>David Molloy, Sheryl Walsh</td>
</tr>
<tr>
<td>3</td>
<td>Adopt Outcomes versus Outputs approach with measurements</td>
<td>Administrative</td>
<td>Jeff Johnson</td>
</tr>
<tr>
<td>4</td>
<td>Performance measures should be established and reviewed weekly</td>
<td>Administrative</td>
<td>Jeff Johnson</td>
</tr>
<tr>
<td>5</td>
<td>Explore implementing COMPSTAT</td>
<td>Administrative</td>
<td>Brad McFaul, Mike Evans, John Martin</td>
</tr>
<tr>
<td>6</td>
<td>Review use of SUV-type vehicles to respond to medical calls</td>
<td>Budget</td>
<td>Tom Johnson</td>
</tr>
<tr>
<td>7</td>
<td>Update Administrative Policies, Rules, &amp; Regulations and Directives</td>
<td>Administrative</td>
<td>Rob Stonik</td>
</tr>
<tr>
<td>8</td>
<td>Expand 12-hour schedule and provide some level of career employees on all shifts, complemented with POC; Evaluate staff utilization and deployment of Fire and CEMS personnel at Station 3 for better coverage and efficiencies</td>
<td>Administrative/Council Negotiation Issue</td>
<td>Jeff Johnson, Tia Grolund-Fox,</td>
</tr>
<tr>
<td></td>
<td>Task Description</td>
<td>Department</td>
<td>Contact Person(S)</td>
</tr>
<tr>
<td>---</td>
<td>----------------------------------------------------------------------------------</td>
<td>-----------------------------</td>
<td>-------------------</td>
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<tr>
<td>10</td>
<td>Develop plan for proactive fire personnel involvement when incidents for natural disaster</td>
<td>Administrative/Budget</td>
<td>Jeff Johnson</td>
</tr>
<tr>
<td>11</td>
<td>Update hiring and recruiting package to reimburse education requirements for POC firefighters</td>
<td>Administrative/Budget</td>
<td>Jeff Johnson, Tia Grollment-Fox, Kathy Smith-Roy</td>
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<tr>
<td>12</td>
<td>Develop technology task force; particularly for communications equipment</td>
<td>Administrative/Budget</td>
<td>Jeff Johnson, Rick Mitchell</td>
</tr>
<tr>
<td>13</td>
<td>Review Fees for Service</td>
<td>Administrative/Budget/Council</td>
<td>Jeff Johnson</td>
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<tr>
<td>14</td>
<td>Develop 12-hour schedule with integrated coverage by Purple, Orange, Green and Blue Shifts</td>
<td>Administrative/Council/Negotiation Issue</td>
<td>Jeff Johnson, Tia Grollment-Fox, Kathy Smith-Roy</td>
</tr>
<tr>
<td>15</td>
<td>Adopt Standard of Response Coverage concept for future fire station locations</td>
<td>Administrative/Budget/Council</td>
<td>Jeff Johnson</td>
</tr>
<tr>
<td>16</td>
<td>Restructure to create quality control position</td>
<td>Administrative/Council/Negotiation Issue</td>
<td>Jeff Johnson, Tia Grollment-Fox, Kathy Smith-Roy</td>
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<tr>
<td>17</td>
<td>Development of inventory of AED locations</td>
<td>Administrative</td>
<td>Mike Evans</td>
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**Police/Fire Combined**

<table>
<thead>
<tr>
<th></th>
<th>Task Description</th>
<th>Department</th>
<th>Contact Person(S)</th>
<th>Notes</th>
<th>Status</th>
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<tbody>
<tr>
<td>1</td>
<td>Establishment of Public Safety Technology Committee (PSTC)</td>
<td>Administrative</td>
<td>Rob Petty</td>
<td>Yes</td>
<td>Completed</td>
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<tr>
<td>2</td>
<td>Research new methods for effective communication of crime and fire prevention information</td>
<td>Administrative</td>
<td>David Molloy, Jeff Johnson</td>
<td>Yes</td>
<td>Completed</td>
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</table>