Novi Fire Department Strategic Plan

September 2022

cityofnovi.org

STRATEGIC PLANNING STEERING COMMITTEE



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DIRECTOR OF PUBLIC SAFETY/ CHIEF OF POLICE

Erick W. Zinser

FIRE CHIEF

Jeffery R. Johnson

Message from the Director



On behalf of the Novi Fire Department, I am proud to present the Department's 2022-27 Strategic Plan. This plan and incorporated goals are the result of hours of input and planning by not only the Strategic Planning Team, but also the Fire Department team members.

This document established five Strategic Priorities: Equipment and Technology; Organizational Culture; Community Outreach; Training; and Partnerships. The Novi Public Safety Administrative Team continues to work closely with the Fire Department command team and all staff to further develop action items and goals to advance the Novi Fire Department.

Additional recent milestones include:

- Completed staffing coverage 24 hours/7 days per week at all fire stations on July 1, 2017.
- An enhanced new Emergency Medical Service contract with Superior Air-Ground Ambulance in January 2018 with increased performance measurements.
- Added Automatic Mutual Aid Agreements with Northville Township in 2016; City of Farmington Hills in 2018; and Salem Township in 2021 for a total of six, including the cities of Wixom, Northville, and Walled Lake.
- In 2019, the Novi Fire Department earned a Class 2 from Insurance Services Office (ISO).
- The 2020 National Citizen Survey completed for the City of Novi shows a 94% positive rating of excellent/good for the Fire Department.

During our 2021 planning process, we developed and renamed our five Strategic Priorities as follows: **Infrastructure; Wellness and Health; Community Risk Reduction; Training; and Response.**

We are proud of the many great accomplishments previously mentioned and of all our dedicated team members for their service and sacrifice to our community. The new 2022-27 Strategic Plan will guide us by providing the road map for the next five years. Our focus will remain on continuous improvement and making the Novi Fire Department better every day.

Erick W. Zinser
Director of Public Safety/Chief of Police

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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 is 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 one's actions, and providing respectful and professional conduct to 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.

History of the Novi Fire Department

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 he filled for nearly 25 years. The REO fire 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 less than 5,000. When a fire call came into 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

History of the Novi Fire Department

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. Chief Smith retired from the fire department in 2010.

In early 2010, the City of Novi created a Public Safety Administration team to provide the management accountability for Police and Fire functions. David E. Molloy was named Director of Public Safety/Chief of Police and Jeffery Johnson Director of EMS and Fire Operations.

In 2019, Director Johnson was named Fire Chief overseeing the Novi Fire Department.

In early 2022, David E. Molloy retired and Erick W. Zinser was named the Director of Public Safety



Background



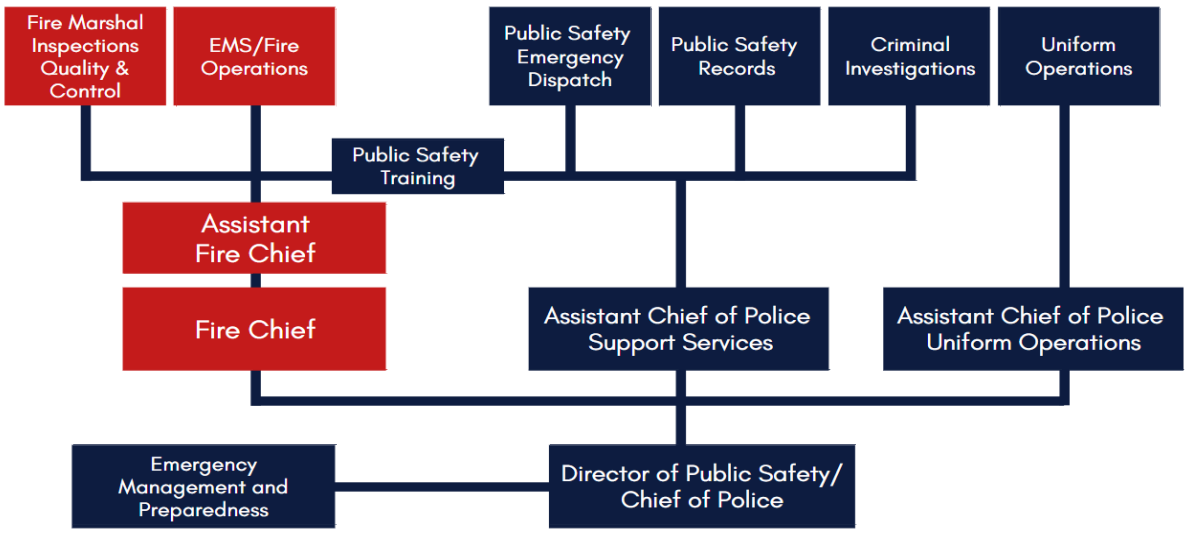
The Novi Fire Department is a combination fire department made up of 30 professional firefighters who work the weekday shifts and 62 professional firefighters who work the nighttime and weekend shifts.

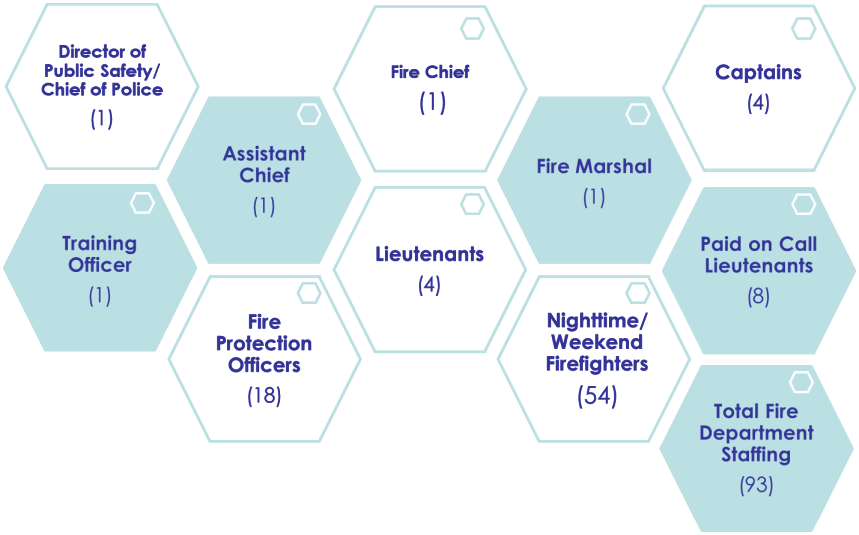
As a Combination Fire Department, we provide the City of Novi and our visitors with the most efficient and effective organization by delivering fire and emergency medical service response. All firefighters are professionally trained to the same state required fire and emergency medical services standards. Many Fire Protection Officers also complete the Fire Inspector training. All staff are held to the same performance directives, rules, and standards of conduct. We work together as teams to solve challenges and believe everyone exercises leadership, from the newest recruit to the most senior firefighter. All fire officers are selected through a professional process.

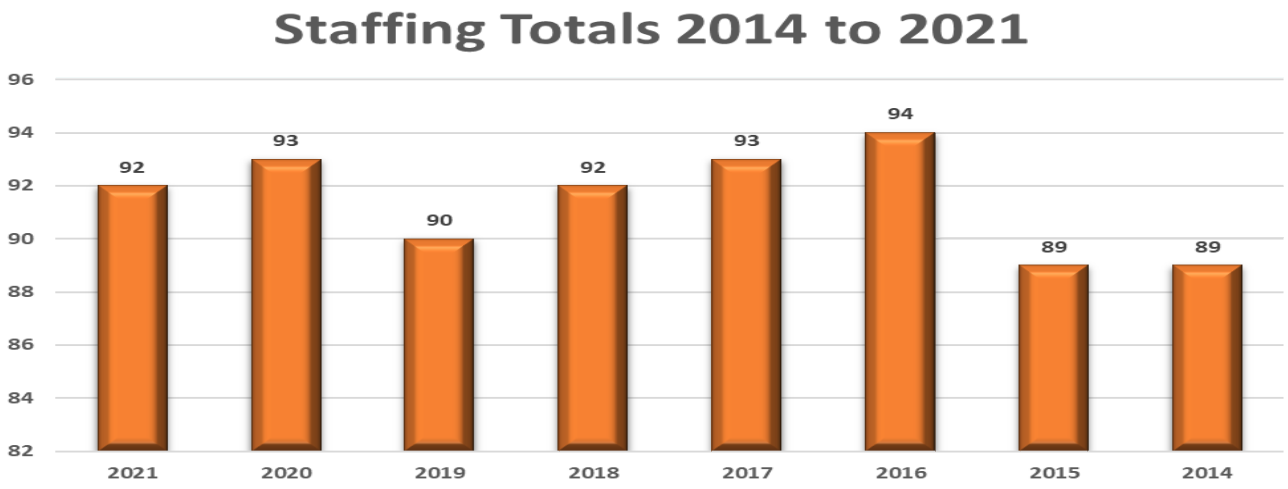
Effective February 1, 2019, the Novi Fire Department earned a Classification "2" rating from the Insurance Services Office (ISO), making us one of the highest-rated Fire Departments in the State of Michigan. ISO reviews specific areas of fire protection then assigns a Public Protection Classification (PPC). Class 1 represents a department that delivers the most exceptional fire protection, and a class 10 designation does not meet ISO's minimum criteria. The City of Novi's previous classification was a "5".

In 2018, the City of Novi entered into a 5-year contract agreement with Superior Air-Ground Ambulance Service for Advanced Life Support (ALS) and transportation. The contractual benchmark for priority calls is a 7-minute and 00 second response time on 90% of the priority calls with no responses exceeding 10 minutes, except for extenuating circumstances. The benchmark for non-priority calls is a 10-minute response on 90% of the calls with no responses exceeding 12 minutes, except for extenuating circumstances. Our Novi Public Safety Executive Team, in cooperation with our Fire Command Team are committed to assuring delivery of the highest degree of emergency medical treatment and transport to our community members and visitors. Superior Ambulance is an integral part of our service deployment model.

Background


Fire Marshal Inspections Quality & Control
EMS/Fire Operations
Public Safety Emergency Dispatch
Public Safety Records
Criminal Investigations
Uniform Operations
Public Safety Training
Assistant Fire Chief
Fire Chief
Assistant Chief of Police Support Services
Assistant Chief of Police Uniform Operations
Emergency Management and Preparedness
Director of Public Safety/ Chief of Police


Director of Public Safety/ Chief of Police (1)
Assistant Chief (1)
Fire Chief (1)
Fire Marshal (1)
Captains (4)
Training Officer (1)
Lieutenants (4)
Paid on Call Lieutenants (8)
Fire Protection Officers (18)
Nighttime/ Weekend Firefighters (54)
Total Fire Department Staffing (93)


Staffing Totals 2014 to 2021
96
94
92
90
88
86
84
82
92
93
90
92
93
94
89
89
2021
2020
2019
2018
2017
2016
2015
2014

Future Challenges/Trends

Aging Population

The Novi Fire Department provides a tiered first response to emergency medical services (EMS) in partnership with our private advanced life support provider, Superior Ambulance. The City of Novi currently services 12 Adult Group Homes, 3 Assisted Living Facilities, 4 Long-Term Care/ Rehabilitation Facilities, and 14 Multiple (Independent, Assisted Living, and Memory) Care Facilities. The Novi Fire Department and Superior Ambulance have closely monitored our calls for service including new senior facilities opened in the past two years.

From 2018 to 2021 a total of 12,437 patients sixty-five years and older received care by the Novi Fire Department. During the same time frame there were a total of 7,554 requests for EMS to Seniors residing at these care facilities. The only exception is during the 2020 COVID year when all our statistics slightly decreased. It is important for the Novi Fire Department and Superior Ambulance to continually examine the data and adjust as it impacts our EMS services.

The Novi Fire Department continues to experience an upward trend in total calls for service. Between 2020 to 2021, recovering from the pandemic we experienced a12.18% increase in calls. The rise in EMS patients went from 4,036 in 2020 to 5,108 in 2021 a 26.6% increase. This demonstrates that the trend of increasing calls for service is on track to pre-pandemic expectations, especially with our aging population.

New Energy Sources

Fire Departments are increasingly experiencing challenges with lithium-ion batteries, solar and wind turbine alternative energy sources as the world shifts away from fossil fuels. Electric vehicles and mobile devices are becoming more prevalent, yet have increase risks for potential fire and thermal runaway making them very difficult to control and extinguish.

Technology

Advances in technology will assist firefighters to respond to fire and emergency medical calls. Some of these improvements like firefighting turn-out gear, self-contained breathing apparatus and thermal imaging cameras have greatly enhanced firefighting. Additionally the use of new types of safe foam with encapsulating agents to address battery fires and drone technology to support aerial views for structure fires, missing persons and technical rescues.

Future Challenges/Trends

Recruitment/Retention

The Novi Fire Department and Human Resource teams are focused on city council's goal to develop and increase recruiting efforts, ensure highly qualified new hires into the system. This plan provides highlights from some of our ongoing efforts that are producing significant results.

- Recruitment banners have been installed at Fire Stations 1, 2, 3, 4, and the Civic Center. These banners have been extremely successful. When we ask candidates how they found out about the position, many have mentioned driving by and seeing the banners. Candidates also mention seeing the posting that Human Resources places on multiple job sites and directs them to Application Pro.
- Another way we are gaining interest is from Engage Magazine. In a previous edition, we highlighted five of our members. The article showcased these staff members and helped promote our recruitment efforts.
- 17,000 postcards/mailers featuring our members were sent to select zip codes in Novi. Specifically, we targeted 48374 and 48375. These cards are also handed out at community events like the City's "Meet Your City Superhero" at ITC Sports Park and Walled Lake Elementary in June 2021.

Pandemic: COVID-19

When we first learned of Coronavirus (COVID-19) in early March 2020, the City of Novi and the Novi Fire Department began taking immediate measures to change operational procedures and protocols to adhere with State and County Executive Orders.

Firefighter Health and Safety

Heart Attack, Cancer, Mental Health

Mandated Training

State EMS/Fire

Communications

Cloud-base technologies, First Net, Mobile Computers, and devices.

Mutual and Automatic Aid

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 (WWCFDMAA), the Novi Fire Department is one of 21 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 30 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 provides HIRT, USAR and Incident Management Teams for additional specialized support. We are also members of the Western Oakland Fire Department Mutual Aid Association (WOMAA) with neighboring department serving southwest Oakland County.

The Novi Fire Department is a member of the State of Michigan Mutual Aid Box Alarm System (MABAS) through WWCFDMAA (MABAS 3203) and OCMAA (MABAS 3201). 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 manmade or natural disasters. 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 can use MABAS 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 direction of the Incident Commander, will contact the Oakland County Sheriff’s Dispatch and request MABAS assistance.

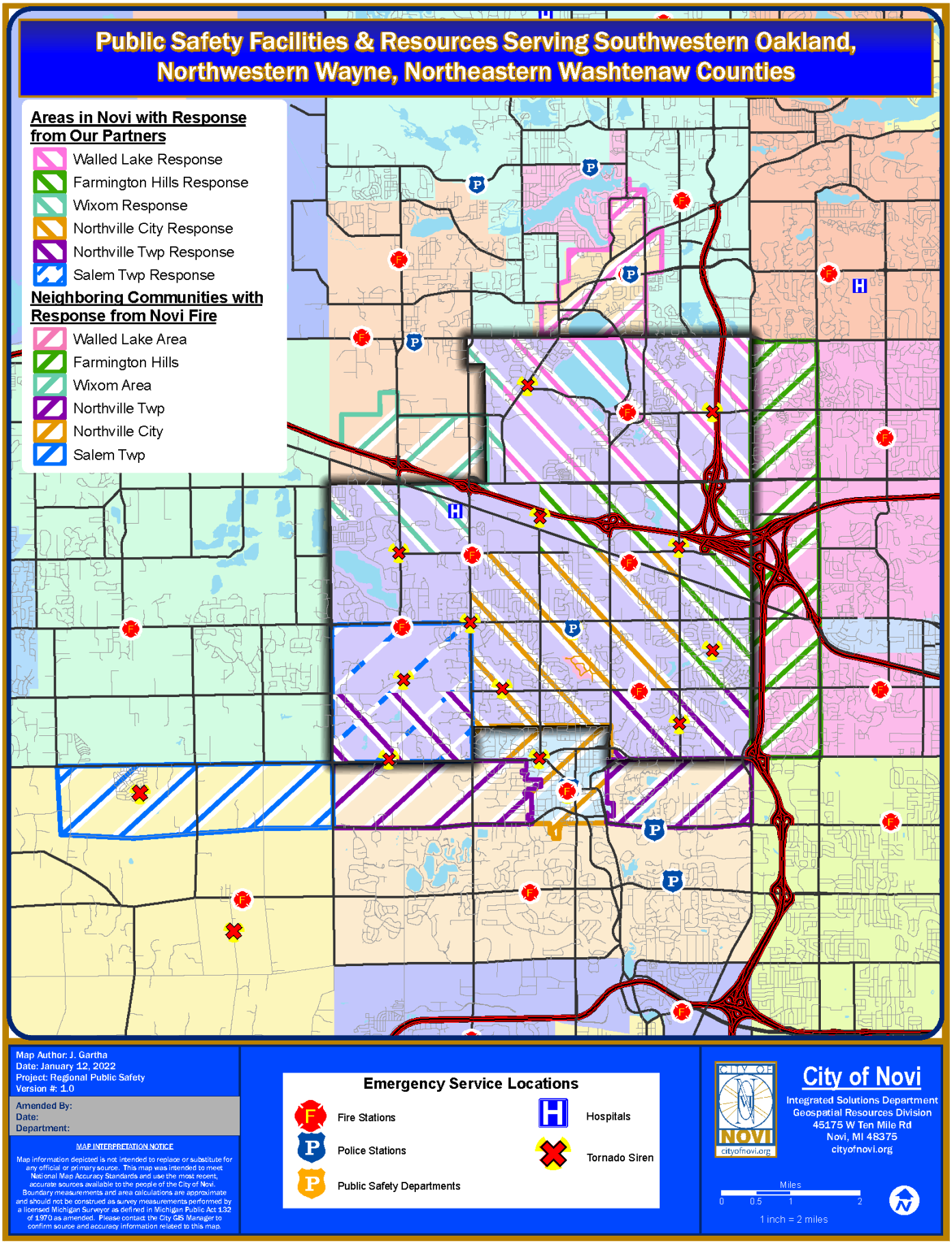
The City of Novi Fire Department has proactively established Automatic Mutual Aid Agreement (AMA) with the City of Wixom, City of Northville, Northville Township, City of Walled Lake, Farmington Hills and Salem Township fire departments that have all proven to be highly effective.

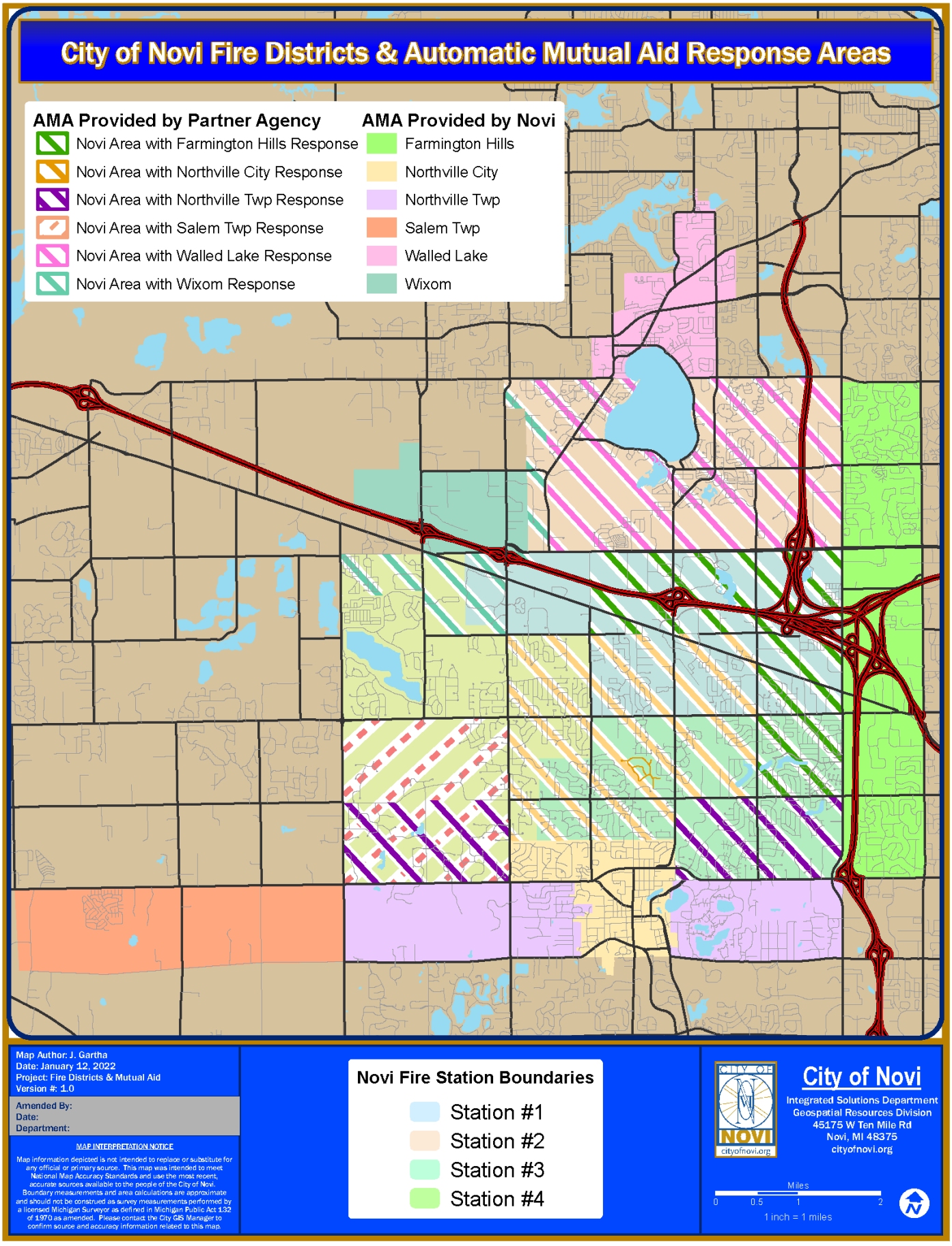
Mutual and Automatic Aid

With AMA, the resources are **automatically** provided at no cost. The AMA agreements provide an engine, ladder or tender, and send them automatically to any confirmed structure fire (e.g., multiple calls of smoke/flames visible) in designated areas of the city.

Reasons for AMA:

- Immediate response of a minimum 2-person firefighting crew with fire apparatus to structure fires.
- Can utilize crew for initial fire attack or rapid intervention team to back firefighting crews (two in-two out) and provides immediate resources without having to take extra steps to call and further delay the response.
- Safer operations by having the extra resource and personnel to back-up the initial fire attack will help both fire departments meet the National Fire Protection Association recommend standard for minimum staffing and crews to effectively operate at a working structure fire.
- The Insurance Service Office (ISO) rating schedule utilized by the insurance industry recognizes communities with AMA and count these additional resources in the overall rating schedule. This may help to reduce the City of Novi's fire rating.
- The locations of assets from a neighboring community are closer to respond and assist one another.


Public Safety Facilities & Resources Serving Southwestern Oakland, Northwestern Wayne, Northeastern Washtenaw Counties
Areas in Novi with Response from Our Partners
Walled Lake Response
Farmington Hills Response
Wixom Response
Northville City Response
Northville Twp Response
Salem Twp Response
Neighboring Communities with Response from Novi Fire
Walled Lake Area
Farmington Hills
Wixom Area
Northville Twp
Northville City
Salem Twp
Map Author: J. Gartha
Date: January 12, 2022
Project: Regional Public Safety
Version #: 1.0
Amended By:
Date:
Department:
MAP INTERPRETATION NOTICE
Map information depicted is not intended to replace or substitute for any official or primary source. This map was intended to meet National Map Accuracy Standards and use the most recent, accurate sources available to the people of the City of Novi. Boundary measurements and area calculations are approximate and should not be construed as survey measurements performed by a licensed Michigan Surveyor as defined in Michigan Public Act 132 of 1970 as amended. Please contact the City GIS Manager to confirm source and accuracy information related to this map.
Emergency Service Locations
Fire Stations
Police Stations
Public Safety Departments
Hospitals
Tornado Siren
CITY OF NOVI
cityofnovi.org
City of Novi
Integrated Solutions Department
Geospatial Resources Division
45175 W Ten Mile Rd
Novi, MI 48375
cityofnovi.org
Miles
0 0.5 1 2
1 inch = 2 miles


City of Novi Fire Districts & Automatic Mutual Aid Response Areas
AMA Provided by Partner Agency
Novi Area with Farmington Hills Response
Novi Area with Northville City Response
Novi Area with Northville Twp Response
Novi Area with Salem Twp Response
Novi Area with Walled Lake Response
Novi Area with Wixom Response
AMA Provided by Novi
Farmington Hills
Northville City
Northville Twp
Salem Twp
Walled Lake
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Novi Fire Station Boundaries
Station #1
Station #2
Station #3
Station #4
CITY OF NOVI
cityofnovi.org
City of Novi
Integrated Solutions Department
Geospatial Resources Division
45175 W Ten Mile Rd
Novi, MI 48375
cityofnovi.org
Miles
0 0.5 1 2
1 inch = 1 miles

Peer Communities

Commerce Township

The Commerce Township Fire Department is a combination fire department comprised of both full and part-time personnel. During their last audit by the Insurance Services Office (ISO) in 2018, they received a Public Protection Classification rating of 4. The Commerce Fire department has a total of four fire stations located throughout the township.

The fire department provides Basic Life Support (BLS) emergency medical non-transporting service. Star Ambulance is contracted to provide Advanced Life Support (ALS) capabilities and patient transport services. A similar arrangement as the City of Novi and Superior with no subsidy.

The total number of calls in 2020 was 3,542. Of this total, 3,477 were emergency medical calls.

Demographics:

28.2 Square Miles & 42,000 Residents

Staffing Levels:

There are a total of 34 full-time personnel (Fire Chief, Fire Marshal, 3 Captains, 3 Lieutenants, and 26 Firefighters). Currently, there are 12 part-time personnel all of which are Paid-on-Call members.

Budget:

The actual budget for the Commerce Fire Department in 2020 was $4,572,753. The adopted budget for 2021 is $5,823,284.

Macomb Township

The Macomb Township Fire Department is a combination fire department comprisal of both full and part-time (Paid-on-Call and Auxiliary) personnel. During their last audit with ISO in 2018 they received a PPC classification rating of 3. The Department has a total of four fire stations located throughout the township. The most recent was the remodel of Station No. 1 which is now a Public Safety Facility opened in early 2021. This houses a Macomb County Sheriff Office substation as part of the facility.

The fire department provides BLS emergency medical non-transporting service. Medstar Ambulance is contracted to provide ALS capabilities and patient transport. A similar arrangement as the City of Novi and Superior with no subsidy.

Peer Communities

The total number of calls in 2020 was 5,436. Of this total 4,651 were emergency medical calls.

Demographics:

36.1 Square Miles & 97,404 Residents

Staffing Levels:

There is a total of 29 full-time personnel (Fire Chief, Deputy Fire Chief, 6 Sergeants and 21 Firefighters). Currently there are 36 part-time personnel (4 Officers, 28 Paid-on-Call and 4 Auxiliary).

Budget:

The actual budget for the Macomb Township Fire Department in 2020 was $7,240,514. The adopted budget for 2021 is $7,435,614.

Portage

The Portage Public Safety Department Fire Division is a combination fire department. As a Public Safety Department, they maintain separate police and fire divisions. The fire division at one time was one of only three departments in the Michigan that held accreditation through the Commission on Fire Accreditation International (CFAI). Currently, they are one of 10 departments in Michigan that are listed as Registered Agencies with CFAI. This means they are in the process of entering back into accreditation with CFAI. The fire division is comprised of both full and part-time personnel. During their last audit by ISO in 2018 they received a PPC classification rating of 3. The Portage Fire Division has a total of three fire stations located throughout the municipality. In October 2020, they dedicated the new Station No. 2 to the community.

The Portage Fire Division provides Medical First Response (MFR) emergency medical non-transporting service. Pride Care Ambulance is contracted to provide ALS capabilities and patient transport services. A similar arrangement as the City of Novi and Superior with no subsidy.

The total number of calls in 2020 was 4,128. Of this total, 3,229 were emergency medical calls.

Demographics:

35.17 Square Miles & 49,500 Residents

Staffing Levels:

There is a total of 36 full-time personnel (Director, Deputy Fire Chief, Assistant Fire Chief, Division Chief of Training, Fire Marshal, Accreditation Manager, 3 Battalion Chiefs, 9 Captains, and

18 Firefighters). Currently there are 5 part-time Paid-on-Call personnel (Allocated for 34 total).

Budget:

The actual amended budget for the Portage Fire Division for 2020 was $5,662,945. The adopted budget for 2021 is $5,568,505.

City of Wyoming

The City of Wyoming Department of Public Safety Fire Bureau is a combination fire department. As a Public Safety Department, they maintain separate police and fire divisions. The fire bureau is comprised of both full and part-time personnel. The Wyoming DPS Fire Bureau is currently one of 10 fire departments in Michigan that are Registered Agencies with CFAI. This means that they are in the process of entering into accreditation with CFAI. During their last audit by ISO in 2019, they received a PPC classification rating of 4. The Wyoming PSD has a total of four fire stations located throughout the municipality. Two fire stations are staffed by Paid-on-Call and two by full-time personnel 24 hours a day/seven days a week.

The City of Wyoming DPS Fire Bureau provides Basic Life Support (BLS) emergency medical non-transporting service. AMR Ambulance and Life EMS are contracted to provide ALS capabilities and patient transport services. A similar arrangement as the City of Novi and Superior with no subsidy.

The total number of calls that the Wyoming DPS Fire Bureau responded to in 2020 was 6,474. Of this total 4,069 were emergency medical calls.

Demographics:

24.5 Square Miles & 75,820 Residents

Staffing Levels:

There is a total of 31 full-time personnel (Fire Chief/Deputy Director, Deputy Fire Chief, Fire Marshal, Fire Inspector, 3 Lieutenants, 3 Equipment Operators, and 21 Firefighters). Currently there are 16 part-time personnel (1 part-time, 1 Paid-on-Call Lieutenant, 6 Paid-on-Call Firefighters and 8 dual trained employees).

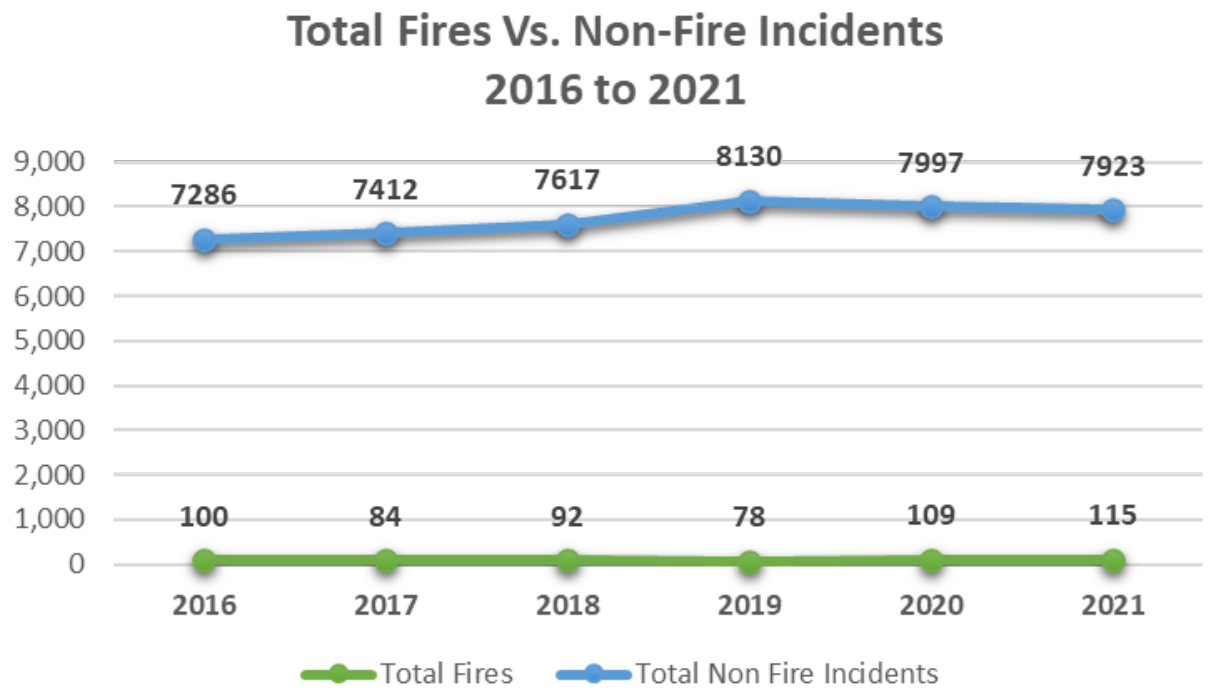
Budget:

The actual amended budget for the City of Wyoming DPS Fire Bureau for 2020 was $5,554,451. The adopted budget for 2021 is $6,280,907.

Incident Breakdown Report

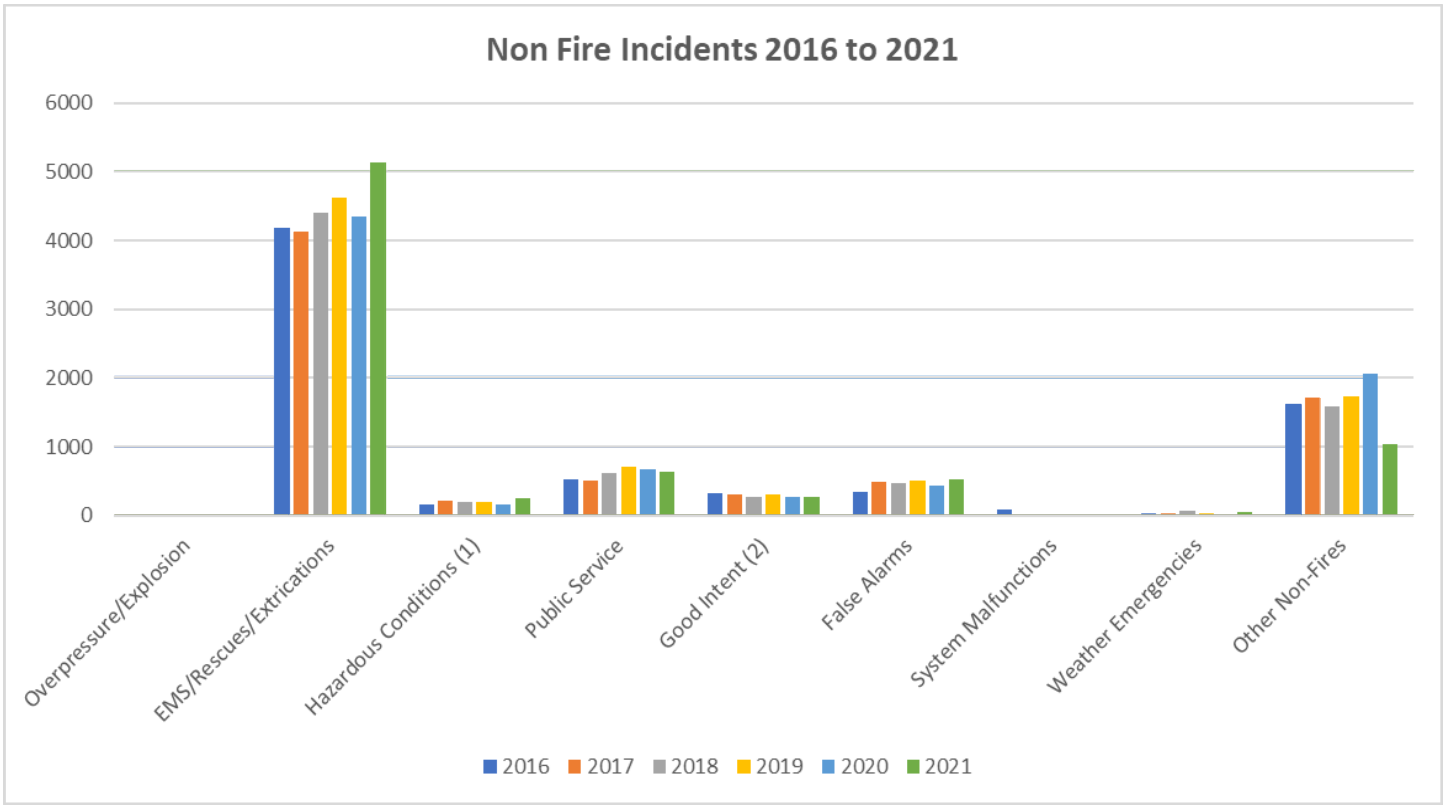
Novi Fire Department						
INCIDENT BREAKDOWN REPORT 2016-2021						
	2016	**2017**	**2018**	**2019**	**2020**	**2021**
Fire Incidents						
Structure Fires	46	27	42	39	39	39
Outside Structure Fires	0	1	1	0	3	3
Vehicles	26	23	25	19	29	24
Grass	15	21	16	7	22	23
Refuse	8	8	5	4	9	9
Other Fires	5	4	3	9	7	17
Total Fire Incidents	100	84	92	78	109	115
Non Fire Incidents						
	2016	**2017**	**2018**	**2019**	**2020**	**2021**
Overpressure/Explosion	0	0	0	3	0	0
EMS/Rescues/Extrications	4,189	4121	4396	4617	4354	5129
Hazardous Conditions (1)	163	208	204	198	169	244
Public Service	530	516	610	717	674	644
Good Intent (2)	322	302	278	301	270	263
False Alarms	346	496	467	506	435	533
System Malfunctions	82	22	15	24	11	17
Weather Emergencies	28	34	67	38	19	49
Other Non-Fires	1,626	1713	1580	1726	2065	1044
Total Non Fire Incidents	7286	7412	7617	8130	7997	7923
	2016	**2017**	**2018**	**2019**	**2020**	**2021**
Total Fires	100	84	92	78	109	115
Total Non Fire Incidents	7286	7412	7617	8130	7997	7923
Total Alarms	7,386	7496	7709	8208	8106	8038
Where Fires are Occurring						
	2016	**2017**	**2018**	**2019**	**2020**	**2021**
Public Assembly	1	1	6	4	1	3
Educational	0	0	0	0	0	1
Institutional	0	0	1	1	2	0
Single Family Dwelling	19	14	14	12	20	14
Apartments	12	4	15	11	6	15
Motel/Hotel	6	2	2	3	1	2
Stores/Sales	3	4	2	0	1	0
Office	1	1	0	0	0	0
Industrial	2	0	0	1	2	2

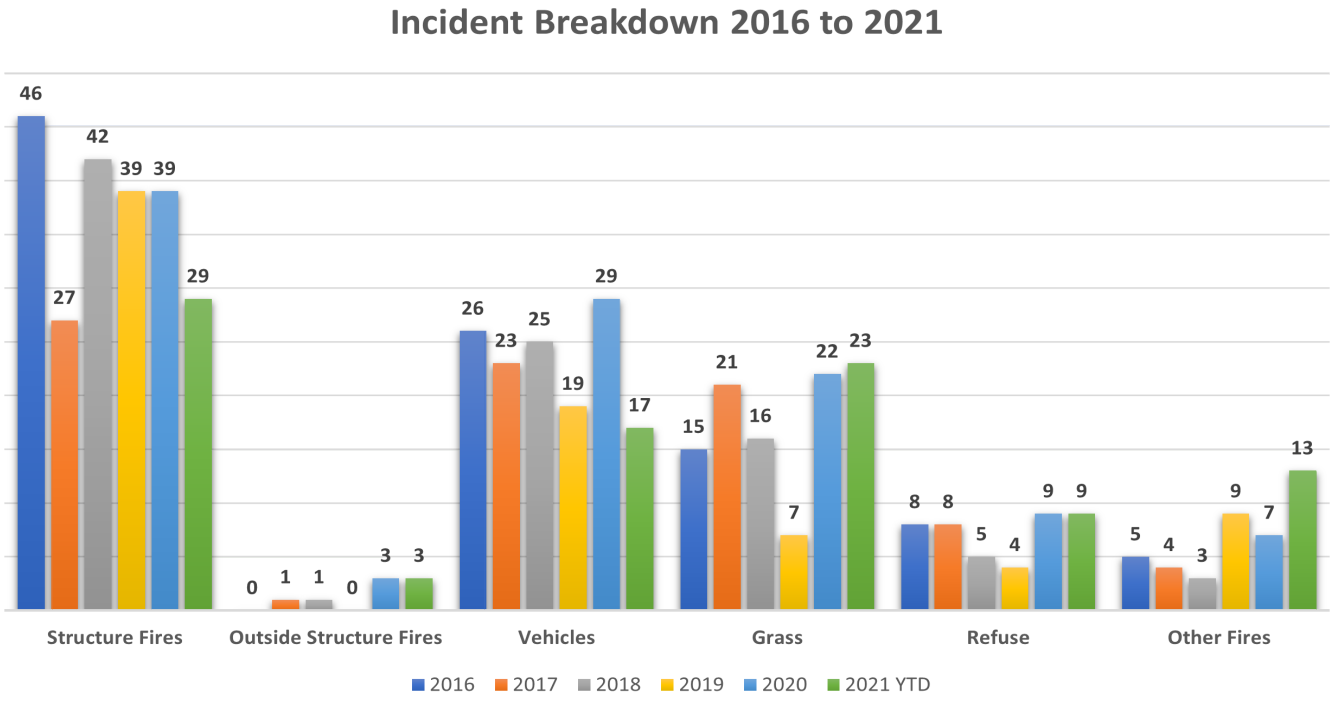
Incident Breakdown Report





Incident Breakdown Report





Personnel List

Director of Public Safety/Chief of Police
Erick Zinser

Fire Chief
Jeffrey R. Johnson

Assistant Fire Chief
John B. Martin

Barratt, Dennis R.
Behan, Steven S.
Blamy, Matthew J.
Boggs, Mitchell S.
Bostwick, Paul E.
Breuhan, Peter G.
Brogan, Nathan L.
Calhoun, Alex M.
Cannon, Ryan P.
Copeland, Andrew J.
Correia, Joshua M.
Cox, Victor A.
Discher, Scott D.
Duczyminski, Philip C.
Dudley, Craig S.
Farahani, Amir
Ferman, Raymond S.
Fitzgerald, Dane F.
Franklin, Jeffery B.
Freier, Logan M.
Gearns-Hazlett, Jonathan
Gengle, Adorian F.
Giovannini, Kimberly A.
Gonwicha, William D.
Jackson, Noah A.
Johnson, Conner G.
Kassab, Zahi A.
Kellerman, Joeseph R.
Kesselly, Molubah M.
Koons, Michelle L.
Kouda, Mark S.
Krabach, Sean L.
Lawson, Eric W.
Leung, Eric W.
Lis, Greg M.
Luke, Brian J.
Marken, Mathew W.
Moss, Jason P.
O' Neill, Andrew W.
Olando, Michael A.
Oliverio, Remo M.
Osborne, Matthew H.
Paterni, George M.
Pehrson, Mark A.
Petersen, Daniel J.
Pierce, Kevin S.
Porter, Timothy S.
Prokes, Mark R.
Racicot, Troy D.
Ruccolo, Anthony J.
Ryan, Nathan A.
Rydzewski, Brandon J.
Schira, Vincent J.
Schulkey, Daniel J.
Schultz, Daniel S.
Schwartz, Adam M.
Sentz, Trevor J.
Seog, Todd D.
Skalski, Eric R.
Takla, Bechara A.
Tejero, Tabitha I.
Theisen, Mark
Tunnard, Matthew B.
Villanueva, Jose L.
Welter, Niklaus P.
Zemla, Frank B.

Strategic Planning Session

The Novi Fire Department held a Staff Visioning Session at the Novi Public Library on August 31, 2021. All members from the Novi Fire Department (internal stakeholders) were invited and encouraged to participate. A total of 29 staff were in attendance, including the Strategic Planning Team members.



To help participants prepare for the retreat, numerous documents (Mission, Vision and Values) and videos “Meaningful Vision” (2020) and “Strategic Thinking” (2012) by Simon Sinek and “Developing Strategic Plan Goals and Objectives” by Center for Public Safety Excellence University (2021) were sent to all department members. Included were the proposed five strategic themes: Infrastructure, Health and Wellness, Community Risk Reduction, Training, and Response with a definition for each.

By sending this information ahead of the session, it challenged members to critically examine the values, beliefs, philosophies, desires, and drives of the Novi Fire Department. The aim was to ensure that they align with not just what we say, but what we do and where we are going.

The agenda and presentation were designed to promote positive team dynamics, while meeting a specific set of desired outcomes. The retreat was intended to foster open communication, drive collaboration, and discuss critical changes necessary for improving the future of the Novi Fire Department. To share and gather information from our internal stakeholders in an open forum. The Strategic Planning Team early in the process followed two reference books as guidelines including Applied Strategic Planning by Goodstein (2008) and Fire Department Strategic Planning, 2nd edition by Wallace (2006).

Each participant was given a packet that included: the Strategic Planning Staff Visioning Session Agenda, S.M.A.R.T. Goals Definitions (Pullein, 2021) and Worksheet (Rintablee Daily Printable Graphics, 2013), Strategic Themes/Initiatives Defined, with several SWOT Analysis Templates including Online S3 (2016) and Template Business (2021). All participants were randomly placed in one of three work groups for the duration of the session.

The program began with an introduction by the Director of Public Safety who encouraged participants to focus on the best interest of the community. Professor Stacey Stover, lead facilitator, helped set the atmosphere of what the attendees were about to embark on by showing a brief inspirational video called “Make an Impact” (Scott, 2020).

Strategic Planning Session

To ensure community needs are incorporated into the departments strategic plan, Nathan Mueller, Community Relations Manager for the City of Novi, shared the results from the August 2021 SurveyMonkey (Addendum A). The focus of the survey was to determine what is important (goals, objectives, and services) to our external stakeholders and where we can improve based on the Citizen/Business Survey feedback.



Two other facilitators, Novi Middle School Principal Rob Baker and former City of Novi Emergency Management Coordinator Marshall Johnson, steered their team's discussion and captured the results/ideas through each phase. First, they conducted a SWOT Analysis defining our Strength, Weakness, Opportunities and Threats. Results were captured and shared among all three groups. Each group briefly reported out on their SWOT Analysis results to all in attendance. These results were added to our Strategic Plan in the final SWOT Analysis.

The final group activity of the evening took place to develop our Goal and Objectives for each of the five Strategic Themes: Infrastructure, Health and Wellness, Community Risk Reduction, Training, and Response. Professor Stover had previous shared the "Brainstorm Rules" (DESIGN KIT, n.d.) and the results were captured by the facilitators then shared with everyone. Each group briefly reported out on their goals and objectives to all in attendance.



All members were given the opportunity to weigh in on the priority of each goal, using stickers to determine the internal stakeholder's personal importance of the objectives.

The results for the Goals and Objectives were then incorporated into the Strategic Plan. They are listed under each Strategic Theme with an estimated timeline for completion and assignment to key team members.

SWOT Analysis

Strengths

Tax base - Cost-effective model - Education - Training
Community feedback - Pay scale - Progressive
Equipment - Professionalism - Experience level - Resources
Budget - Apparatus maintenance - Progressive leadership
Diverse workforce - Response times - Committed personnel
Call volume - Empathetic leadership - New /latest technology
EMS training - Community partnerships - Apparatus replacement - Health & fitness equipment/programs

Weaknesses

Facilities - Officer development - Staffing
Recruiting and retention - Combined training with shifts
Standardization between shifts - Public perception
Social media presence - Fragmented department - Training
Communication - Leadership - Department Marketing
Post event debriefings - Splintering from department mission
Live burn training facility

Source: AHA! (2021)

SWOT Analysis

Opportunities

Standardization of shifts - Community Risk Reduction - File of Life program - Senior blood pressure checks
Partnering with schools - Building inspections - Customer service - Birthday drive-by details - Staff health and wellness
Social media - More diversity - Joint training (full/part-time and ambulance company)
More community outreach - Accreditation - Support people in need - Department marketing - Develop leaders - Mutual Aid packs - Adequate staffing - Fire prevention programs

Threats

Mental health - Community growth - Ego's - Aging population
Social issues - Light weight building construction - High risk low frequency calls - Pandemics - Remaining status quo
Reduction in fires - Lack of Paid-on-Call
Fragmentation of Department - Political interference
Not keeping up with changing times
Shortage of resources - Social media - EMS transports Community make-up - Education or knowledge
New technology

Source: AHA! (2021)

Goal 1: Infrastructure

Ensure the fire department has the appropriate facilities to meet the evolving needs of our department and community, now and in the future.

Objective 1A

Evaluate the current conditions of the existing four fire stations and develop a plan to meet the needs of the department now and into the future.

Timeline: 2023

Assignment

Architect/Consultant

Objective 1B

Conduct a long-term needs analysis for all four fire stations.

Timeline: 2023

Assignment

Architect/Consultant

Objective 1C

Evaluate and establish a Capital Improvement Plan for all four City of Novi Fire Stations.

Timeline: 2026

Assignment

Fire Chief
Assistant Fire Chief

Strategic Goals

Goal 2: Infrastructure

Create a sustainable system of internal communication that facilitates the receiving and sharing of information in a manner that is timely, relevant, and accurate.

Objective 2A

Identify the current methods of internal communication used by the fire department and determine how effective they are by surveying department members assessing for timeliness, accuracy, and clarity.

Timeline: 2022

Assignment

Captain
Lieutenant

Objective 2B

Analyze technology deficiencies used in communications based on results from Objective 2A and develop an improvement plan.

Timeline: 2022

Assignment

Captain

Goal 3: Infrastructure

Ensure that effective recruitment, selection, retention, and promotional programs meet the long-term needs of the fire department.

Objective 3A

Analyze and evaluate current recruitment and retention efforts for all fire department positions.

Timeline: 2022

Assignment

Lieutenant
Human Resources Department

Objective 3B

From the information obtained in Objective 3A, develop and begin implementing recruitment and retention initiatives from successful fire departments nationwide.

Timeline: 2022

Assignment

Captain
Lieutenant
Human Resources Department

Objective 3C

Develop a plan to research/implement the best practices for integrating all fire department staffing.

Timeline: 2024

Assignment

Assistant Fire Chief
Training Officer
Lieutenant
Human Resources Department

Strategic Goals

Goal 4: Infrastructure

Evaluate the necessary performance objectives to achieve department accreditation through the Commission on Fire Accreditation International.

Objective 4A

Prepare and develop a community-driven, five-year strategic plan for the Fire Department.

Timeline: 2022

Assignment
Fire Chief
Assistant Fire Chief

Objective 4B

Conduct a comprehensive community hazard and risk assessment. Develop and publish a Community Risk and Standards of Cover document for the department.

Timeline: 2024

Assignment
Fire Chief
Assistant Fire Chief

Objective 4C

Develop a self-assessment appraisal document of the fire department utilizing the Center for Public Safety Excellence/Commission on Fire Accreditation International Fire and Emergency Services Self Assessment Manual criteria.

Timeline: 2025

Assignment
Fire Chief
Assistant Fire Chief
Emergency Management Coordinator/
Fire Accreditation Manager

Objective 4D

Achieve agency accreditation for by the Commission on Fire Accreditation International.

Timeline: 2026

Assignment
Fire Chief
Assistant Fire Chief
Emergency Management Coordinator/
Fire Accreditation Manager

Goal 5: Health & Wellness

Prioritize and enhance a wellness culture to improve the mental and physical readiness of the individual and organization.

Objective 5A

Review, create, and maintain initiatives that promote and sustain staff health and wellness.

Timeline: 2022

Assignment

Training Officer
Lieutenant
Human Resources Department

Objective 5B

Evaluate the current fitness equipment currently supplied by the department and its use for physical health by fire department members.

Timeline: 2023

Assignment

Captain
Lieutenant

Objective 5C

Research best practices for cancer identification, reduction, and prevention for fire personnel.

Timeline: 2023

Assignment

Captain
Lieutenant

Objective 5D

Identify and implement beneficial mental health policies, training, and services for all department personnel.

Timeline: 2022

Assignment

Training Officer
Lieutenant

Strategic Goals

Goal 6: Community Risk Reduction

Develop comprehensive outreach programs to ensure community education which fosters civic engagement and increases active participation.

Objective 6A

Compile and evaluate historical data of Community Risk Reduction initiatives the fire department performed over the last 10 years.



Assignment

Fire Marshal
Captain
Lieutenant

Objective 6B

Develop a committee to identify community needs and establish new initiatives to deliver quality Community Risk Reduction programs to the public.



Assignment

Fire Marshal

Objective 6C

Develop and implement a strategy to market Community Risk Reduction programs identified in Objective 6B with the use of social media platforms.



Assignment

Fire Marshal
Captain
Lieutenant

Goal 7: Training

Enhance the department's training program that supports all fire department employees in their professional development.

Objective 7A

Evaluate all training, EMS, and fire to ensure program requirements comply with Federal, State, Michigan Occupational Safety and Health Administration, and department standards.

Timeline: 2022

Assignment

Assistant Fire Chief
Training Officer
Human Resources Department

Objective 7B

Evaluate the strengths and weaknesses of the current department training plan and delivery methods. Develop recommendations for changes based upon the evaluation and implement.

Timeline: 2023

Assignment

Training Officer
Lieutenant

Objective 7C

Evaluate the use of technology to increase training retention and proficiency.

Timeline: 2022

Assignment

Captain
Lieutenant

Goal 7: Training

Enhance the fire department training program that supports all employees in their professional development.

Objective 7D

Develop and provide training with our Automatic Mutual Aid, Mutual Aid Box Alarm and neighboring fire departments.



Assignment

Training Officer
Lieutenant

Objective 7E

Develop a structured succession plan for all employees to increase opportunities for advancement within the department.



Assignment

Fire Chief
Assistant Fire Chief

Goal 8: Response

Provide timely and efficient service delivery to a growing and dynamic population, ensuring safety to our community.

Objective 8A

Evaluate if the current procedure for priority medical dispatching by the outside ambulance company is efficient to reduce response times.



Assignment

Assistant Fire Chief
Dispatch Manager
Superior Leadership

Objective 8B

Evaluate the current deployment model of department apparatus to determine if staging of resources at peak times in strategic areas reduces response times.

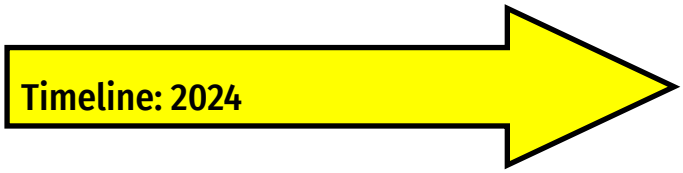


Assignment

Captain
Lieutenant

Objective 8C

Evaluate service delivery, policies, and programs to develop a list of improvements.



Assignment

Assistant Fire Chief
Captain

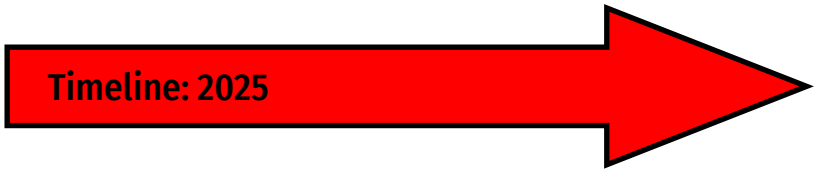
Strategic Goals

Goal 8: Response

Provide timely and efficient service delivery to a growing and dynamic population, ensuring safety to our community.

Objective 8D

Compile historical data, analyze and modify response model to meet current and future service delivery requirements.

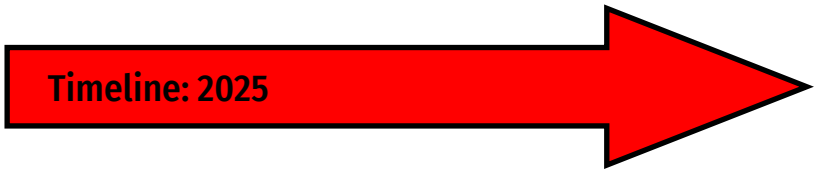


Assignment

Captain
Lieutenant

Objective 8E

Create and implement a schedule that balances the expectations and abilities of all fire department staffing with the anticipated call volumes.



Assignment

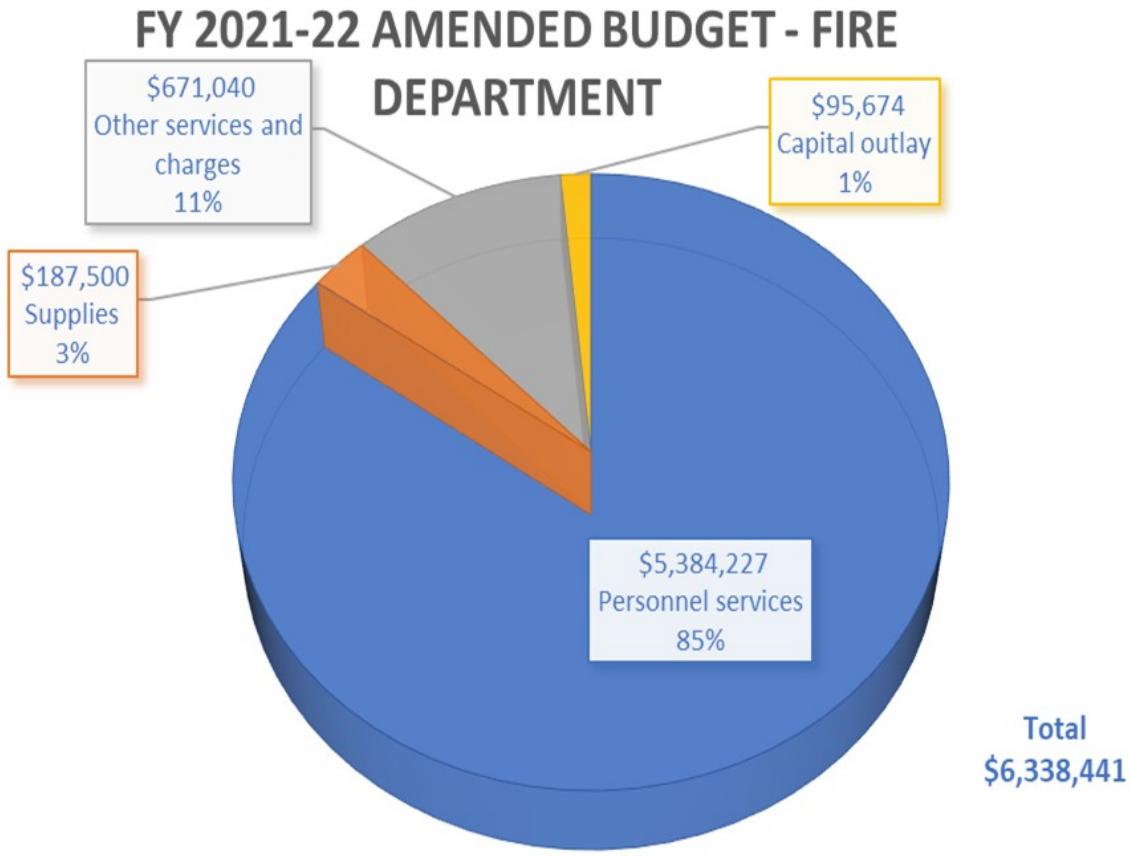
Fire Chief
Captain
Lieutenant

Funding

The Novi Public Safety Department is funded by a dedicated police and fire charter millage that was authorized to supplement the operations of the police and fire departments, including payment for personnel-related expenditures and for the purchase of fire trucks, apparatus, and equipment. Voters approved the dedicated millage in November 1987 (1.8 mills.)

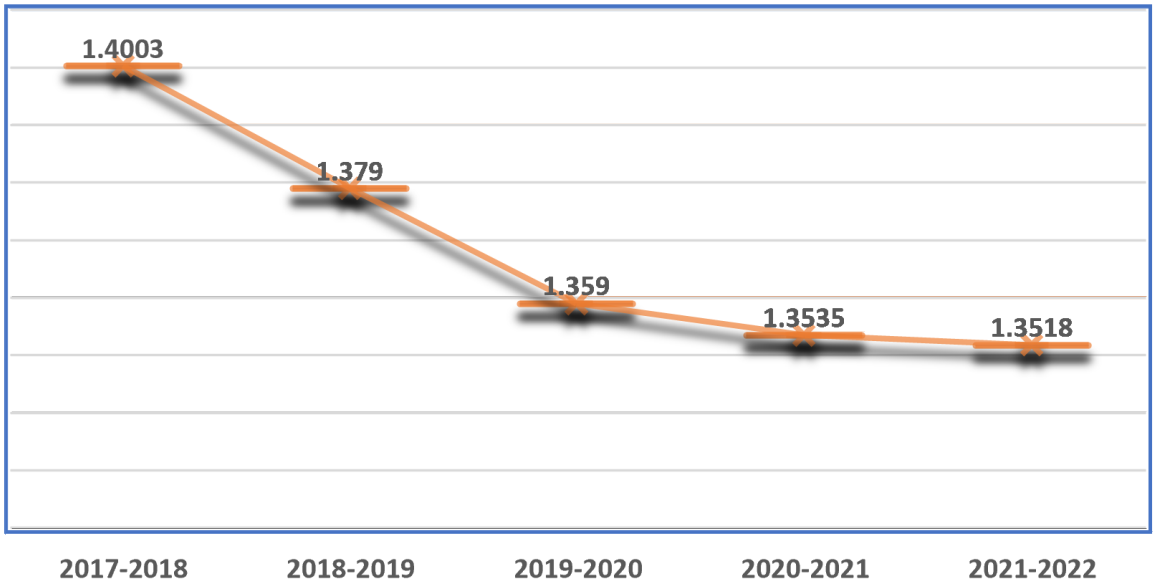
The Police and Fire Departments' annual operating budget includes salaries & fringe benefits, supplies, other services and charges, and capital expenditures. The Fire Department's FY 2021-22 amended budget is **$6,338,441.**

As a regular practice, both the Police and Fire Departments actively seek out federal and local grand funding opportunities for personnel costs and capital equipment purchases that might otherwise not occur.

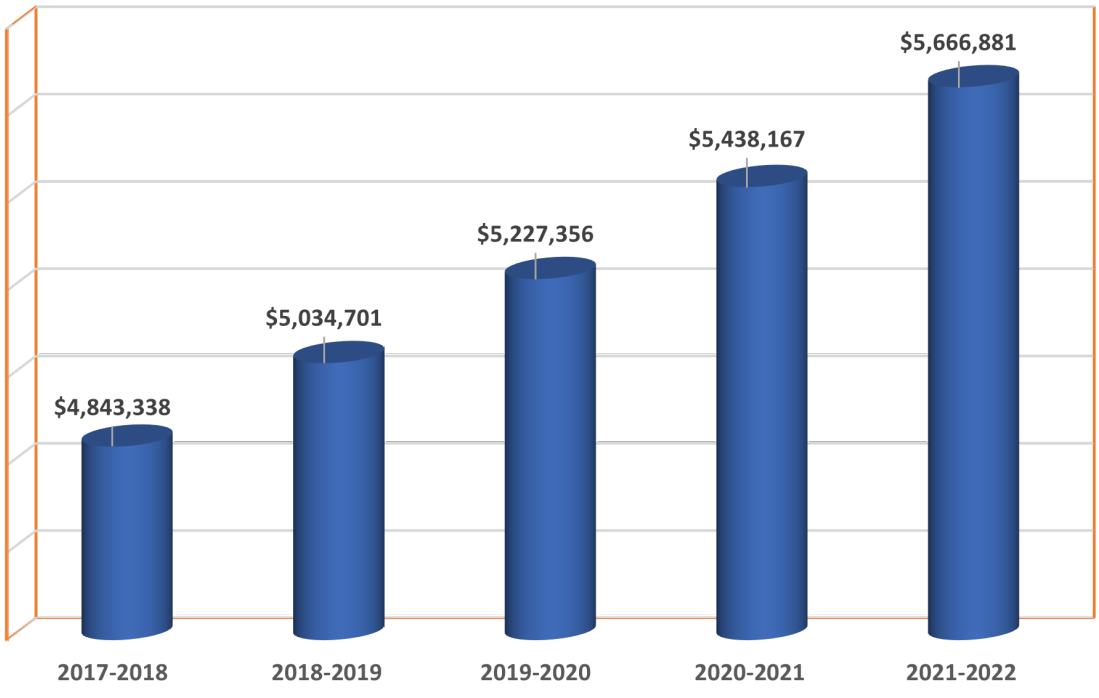


Funding

Police & Fire Millage Rate



5 Year Revenue History



Facilities

Public Safety Administration Building

In February 2010, the City of Novi created a Public Safety Administration Team to provide management and accountability for Police and Fire functions, the City's most critical services. Fire Administration, Public Safety Records, and Public Safety 911 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, including three apparatus bays, support spaces, and administrative offices. In 1988, 2,295 square feet were added 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 firefighting operations/seven days per week. A Fire Captain is also assigned to this station.



Fire Station 2

Fire Station 2 was built in 1981 as a 4,123 square foot facility to serve northwestern Novi. In 2009, 900 square-feet were added to accommodate future needs of the department. The station is located in a residential district on the north side of 13 Mile Road, west of Novi Road. This station includes two bay areas and is staffed with 24-hour firefighting operations and Superior Ambulance crews seven days per week. A Fire Lieutenant is currently assigned to this station. Firefighters at this station also respond to water rescues at nearby Walled Lake.



Facilities

Fire Station 3

Fire Station 3 was built in 1978 to serve southeast Novi. The building consists of 3,880 square feet and is located in an industrial district south of Nine Mile Road, between Novi and Meadowbrook Roads. This station includes two bay areas and is staffed with 24-hour firefighting operations and Superior Ambulance crews seven days per week.



Fire Station 4

In 2003, Fire Station 4 was built to service southwest 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 three bay areas, a Training Center and three-and-a-half story Fire Training Tower. This facility serves as the City's back-up Emergency Operations Center and is staffed with 24-hour firefighting operations/seven days per week.



Fire Station 5 — Superior Air-Ground Ambulance

Station 5 was built in 1984 and served as Fire Station 4 for the western sections of Novi until 2003 when a new Fire Station 4 and Training Center was built. The building is a two-bay station with a one-story area adjacent to the apparatus bay for housing support spaces, an office and living quarters. The building is 2,480 square feet in size plus a mezzanine of 415 square feet. The station is located at the intersection of Beck and Eleven Mile Roads. Station 5 is currently being leased by Superior Air-Ground Ambulance and staffed with at least 2 Superior employees. A total of 3 Advanced Life Support Ambulances are dedicated 24 hours a day exclusively to the City of Novi under the current agreement.

SUPERIOR AMBULANCE SERVICE



Facilities Relocation Study

The City of Novi Planning Department was asked to assist the Fire Department with identifying possible alternate locations for Fire Stations #1 and #3. This builds on and updates information that was provided over the course of a few years, following the detailed Long-Term Needs Assessment prepared by the Sidock Group in 2014.

The standards identified for the possible relocation sites include the following:

- Within an approximately ¼ mile radius of the intersection of Grand River Avenue and Novi Road due to the benefits the new Fire Station #1 being close to that intersection, and for easy access to I-96; and within ¼ mile radius of existing Fire Station #3.
- Minimum site area of approximately 2 acres.
- Either privately owned, or already owned by the City.
- Property may be vacant or may have improvements.
- Access or proximity to a major thoroughfare with a traffic signal is preferred.
- Avoid known highly contaminated sites

Other aspects noted in the Sidock report that are not being evaluated in this memo are Runtime (the time required to respond to a call for service from location to arrival on scene), where the site is located within the Fire District Map, and any other critical Fire Department standards that the Planning Department is not aware of at this time.

Fire Station #1



Fire Station #1 is located at the southwest corner of Grand River Avenue and Main Street. The site fronts on and has direct access to Grand River Avenue, a major thoroughfare. The site is approximately 2.4 acres (and shares parking with the adjacent commercial development). The total building area is approximately 10,000 square feet per the Sidock study. The attached spreadsheet and maps offer several alternate locations that the Fire Department may want to consider for additional study.

Option D as shown on the first attached chart is the Country Building Supply property that was recently acquired by the City to assist in the construction of Bond Street on the south side of Grand River Avenue. The remainder of Option D property meets most of the criteria noted above, including proximity to the intersection of Grand River and Novi Road, access to and frontage on a

major thoroughfare with the benefit of access on two streets (once Bond Street is completed), and location at a planned traffic signal. The site is less than the minimum size that is determined by the Fire Department (~1.46 acres vs. 2.0 acres minimum is desirable), however, there are three residential lots immediately to the west that could expand the usable area, if those lots were acquired and the homes demolished.

Fire Station #3

Fire Station #3 is located at the southwest corner of Nine Mile Road and Roethel Drive. The site fronts on and has direct access to Roethel Drive. The site is approximately 0.84 acres, and the total building area is approximately 4000 square feet. The attached spreadsheet and map offer several alternate locations in the immediate area that the Fire Department may want to consider for additional study.



Since the previous alternative location report was prepared for this Fire Station, one additional parcel has been acquired by the City, referred to as Option C1 and located on Venture Drive. This parcel is 1.76 acres. Since it is on the west side of Venture Drive, it does not abut a residential district but instead backs up to the railroad tracks. The property is currently vacant land, and does not appear to contain any regulated woodlands or wetlands, so it may be simpler to develop than some other options.

Fire Station #1 Potential Relocation Sites

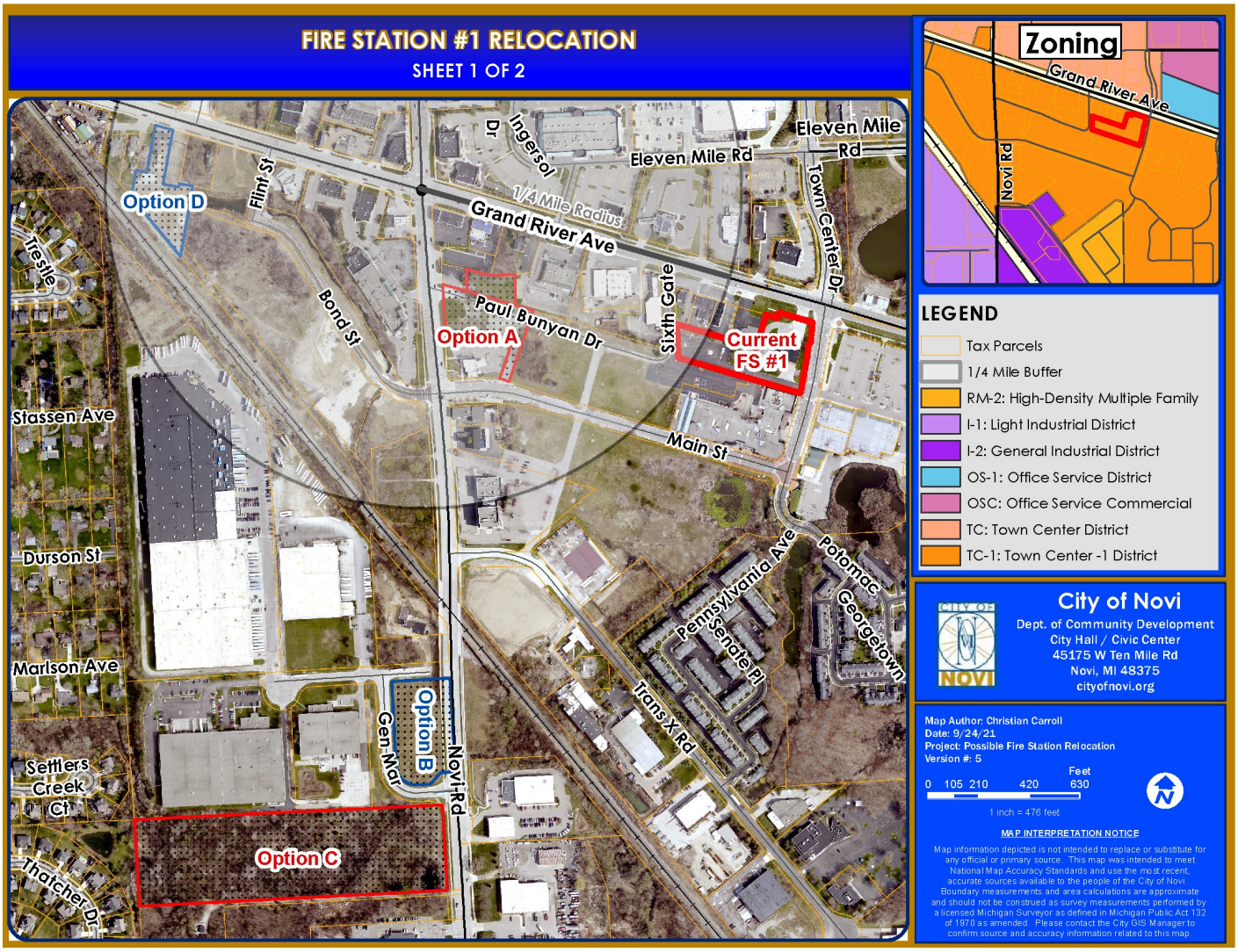
FOR CONSIDERATION												
Option	**Parcel #s**	**Location**	**Acres**	**Total Site Acreage**	**Access to Major Throughfare?**	**Access to Two Streets?**	**Within 1/4 mile of Existing Fire Station?**	**Zoning**	**Assessed Value**	**Owner**	**Occupant**	**Comments**
Option A	**22-23-176-034**	**43277 Main St**	1.61	2.08	Yes	Yes	Yes	**TC-1**	**$291,000.00**	Cassis, Victor R. Trust	Vacant Land	Former site of Novi Fire Station, will be near residential in the future
	22-23-102-013	**East of Novi Rd**	0.47					**TC-1**	**$81,850.00**	Cassis, Victor R. Trust	Vacant Land	
Option B	**22-22-276-017**	**West of Novi Road**	2.31	2.31	No	No	Yes	**I-1**	**$0.00**	Road Commission for Oakland County	Vacant Land	Access to Gen Mar Drive only due to elevation
Option C	**22-22-400-027**	**West of Novi Road**	10.51	10.51	Yes	No	No	**OS-1**	**$0.00**	City of Novi	Vacant Land	Large presence of wetlands and woodlands
Option D	**22-15-477-005**	**43755 Grand River Ave**	1.46	1.46	Yes	Yes	No	**TC-1**	**$0.00**	City of Novi	Country Bldg. Supply	Will have access to Bond Street in the future. Ability to expand with 3 residential lots nearby.
Option E	**22-14-451-002**	**26300 Lee BeGole Dr (Southwest Corner)**	3.54	3.54	Yes	Yes	No	**I-1**	**$0.00**	City of Novi	DPW	DPW Site, focusing on the southwest corner; next to residential in the future
Option F	**22-23-226-021**	**South of Eleven Mile**	1.75	3.5	Yes	No	No	**I-1**	**$85,250.00**	Stoychoff, Richard & Eleanor	Vacant Land	Wetland on a small portion of the site, near residential to the east
	22-23-226-022	**South of Eleven Mile**	1.75					**I-1**	**$91,100.00**	Roberts, Michael	Vacant Land	

Facilities
Relocation Study

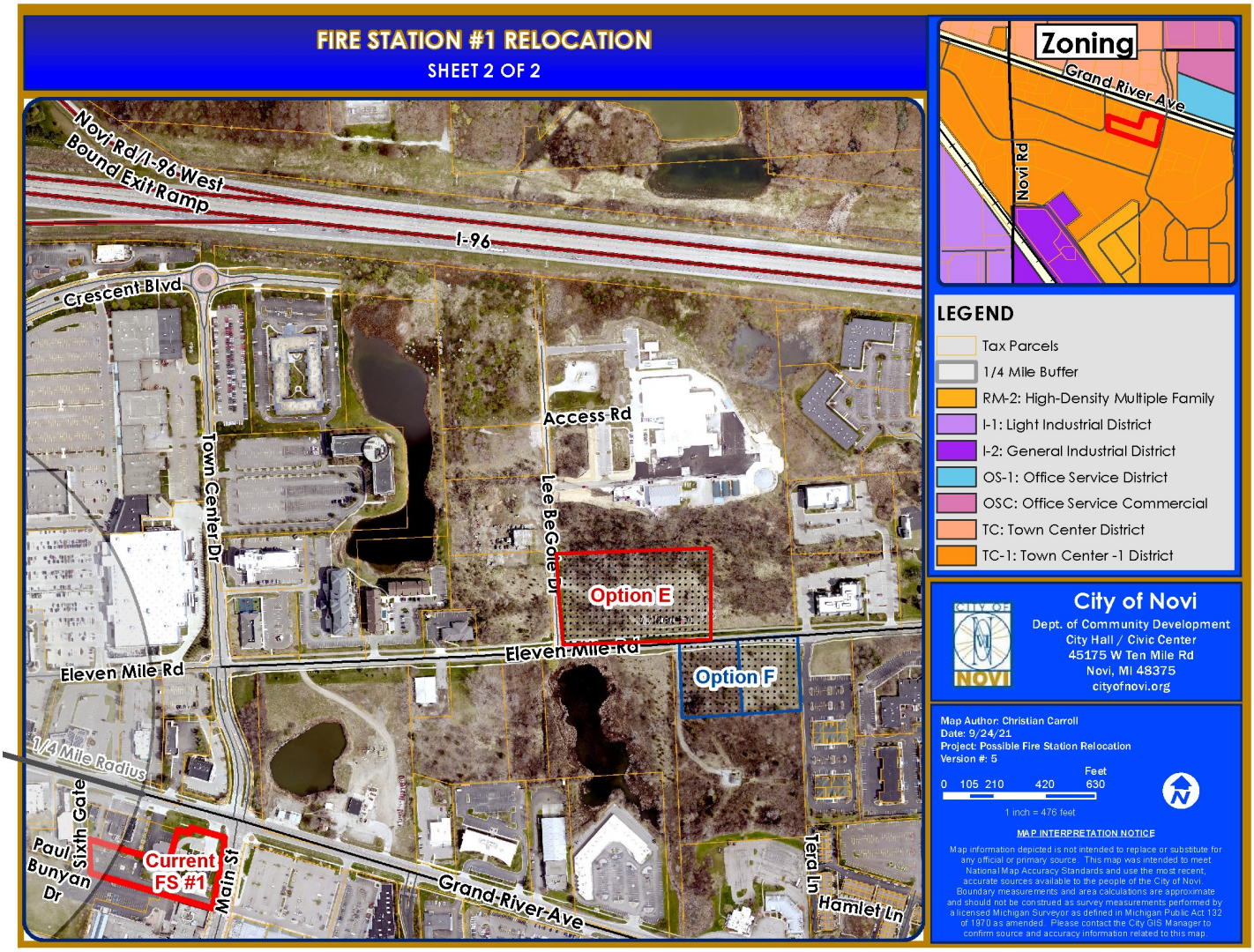
Fire Station #3 Potential Relocation Sites

FOR CONSIDERATION												
Option	Parcel #s	Location	Acres	Total Site Acreage	Access to Major Throughfare?	Access to Two Streets?	Within 1/4 mile of Existing Fire Station?	Zoning	Assessed Value	Owner	Occupant	Comments
Option A	22-26-401-023	22650 Venture Dr	1.25	2.45	No	No	Yes	I-1	$69,550.00	KEL Investments	Vacant land	Residential use to the east
	22-26-401-022	22700 Venture Dr	1.2					I-1	$67,000.00	KEL Investments	Vacant land	Residential use to the east
Option B	22-26-401-021	22750 Venture Dr	1.2	2.82	No	No	Yes	I-1	$67,000.00	KEL Investments	Vacant land	Residential use to the east
	22-26-401-033	22850 Venture Dr	1.62					I-1	$90,250.00	Dougmore, LLC	Vacant land	Residential use to the east
Option C1	22-26-401-041	West of Venture Dr	1.76	3.38	No	No	No	I-1	$97,550.00	City of Novi	Vacant land	Recently acquired by the City of Novi
Option C2	22-26-401-043	22705 Venture Dr	1.62		No	No	Yes	I-1	$78,600.00	Boll Filter Corp	Vacant land	Directly south of City-Owned Property
Option D	22-26-377-025	East side Heslip Dr	8.88	8.88	No	No	Yes	I-1	$1,192,650.00	Arkin LLC	Arkin Ind. Park & Vacant land	Vacant land still available on the south portion of the parcel. The parcels were combined.

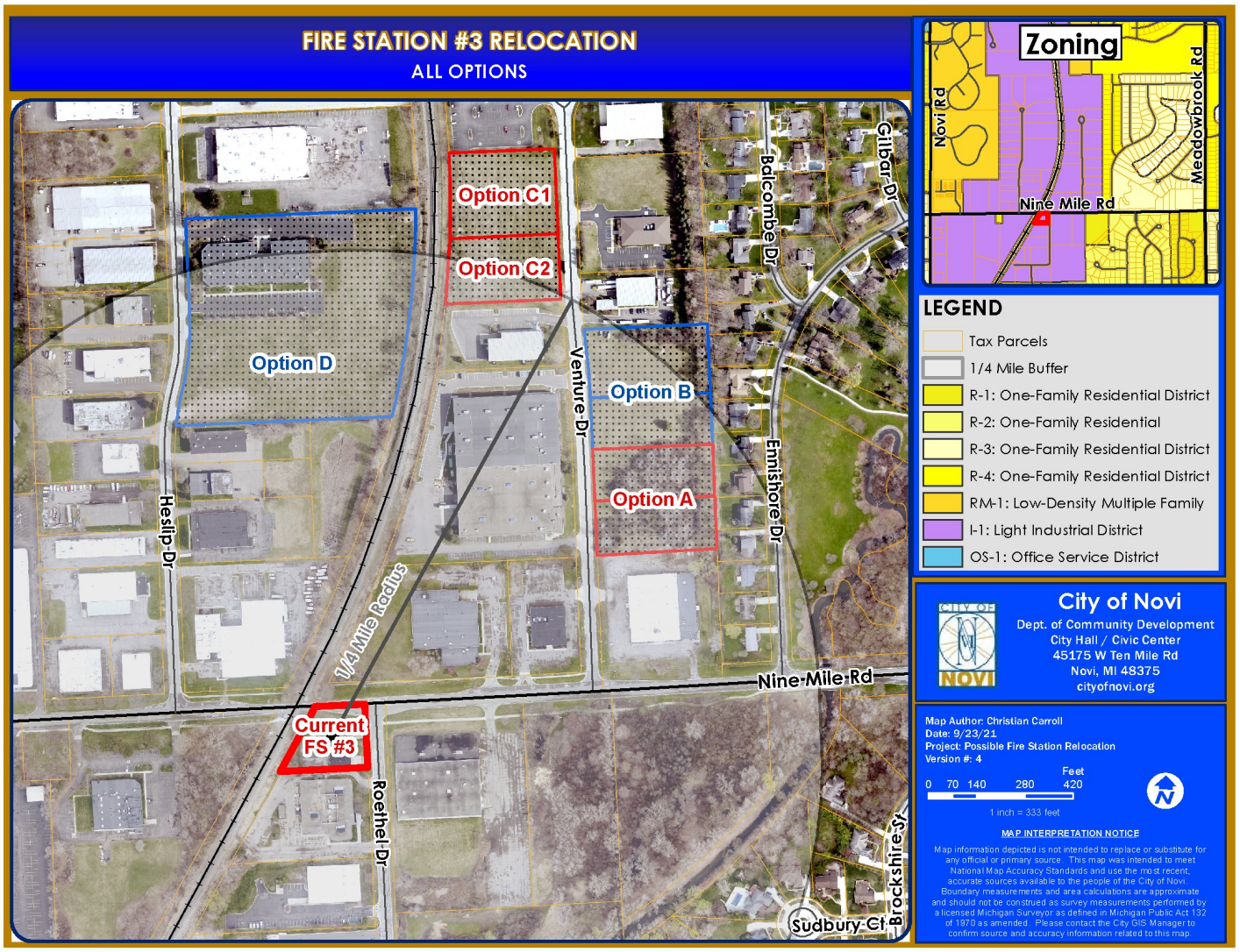
Facilities Relocation Study



Facilities Relocation Study



Facilities Relocation Study



Facilities

Station 1 & 3 Response Heat Maps

Station No. 1's response heat map was developed using the 9,727 total priority calls that Station 1's resources responded to from January 1, 2017 to January 1, 2022. This map shows the actual response times from the current location of Fire Station 1 to the call location.

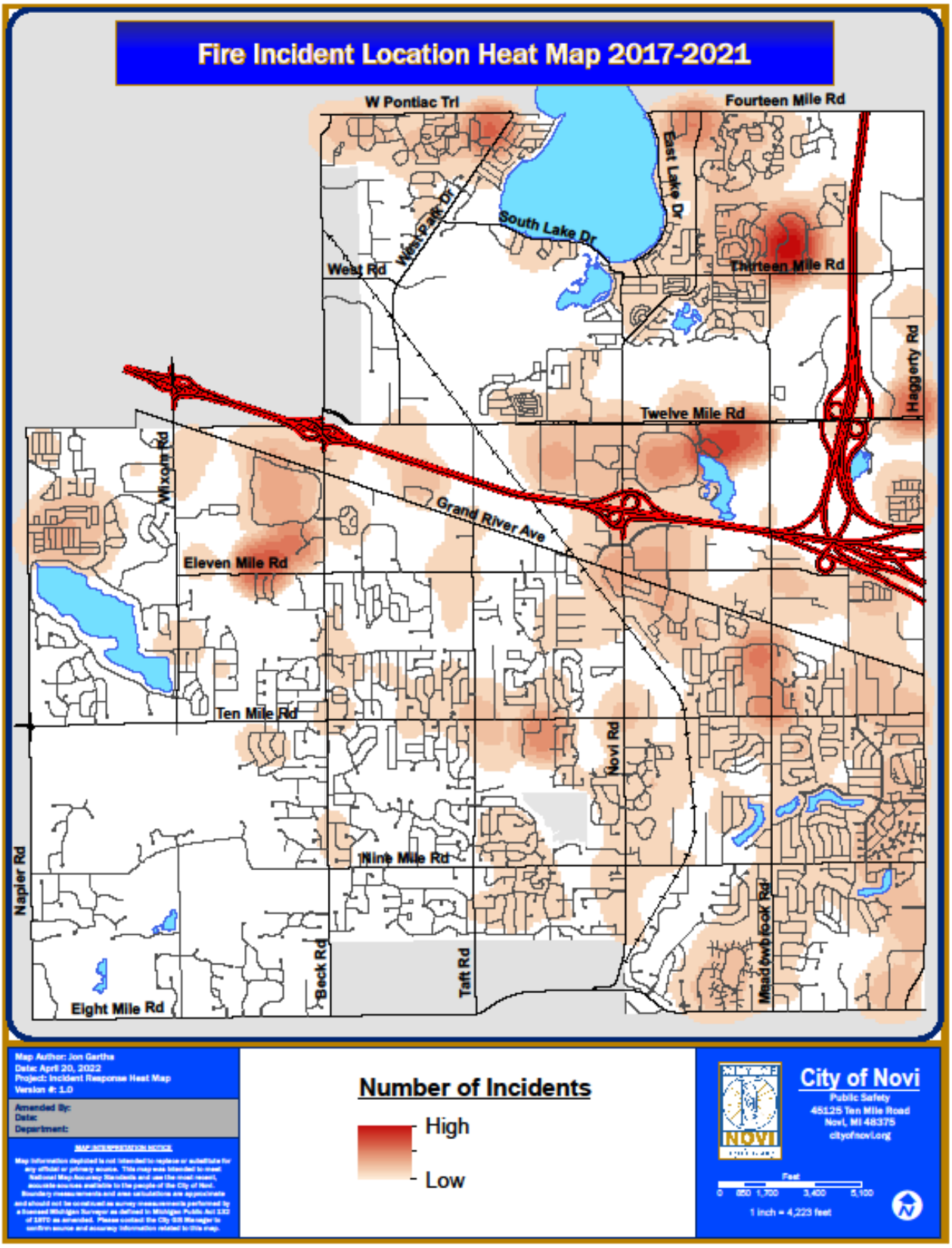
The map developed for the proposed location of Station 1 was based on the distance that a vehicle can travel in a specific amount of time while driving at posted speed limits. This map shows the theoretical travel time to areas surrounding proposed Fire Station 1.

Station No. 3's response map was developed by taking the 3,097 total priority calls that Station 3's resources responded to from January 1, 2017 to January 1, 2022. This map shows the actual response times from the current location of Fire Station 3 to the call location.

The map developed for the proposed location of Station 3 was based on the distance that a vehicle can travel in a specific amount of time while driving at posted speed limits. This map shows the theoretical travel time to areas surrounding proposed Fire Station 3.

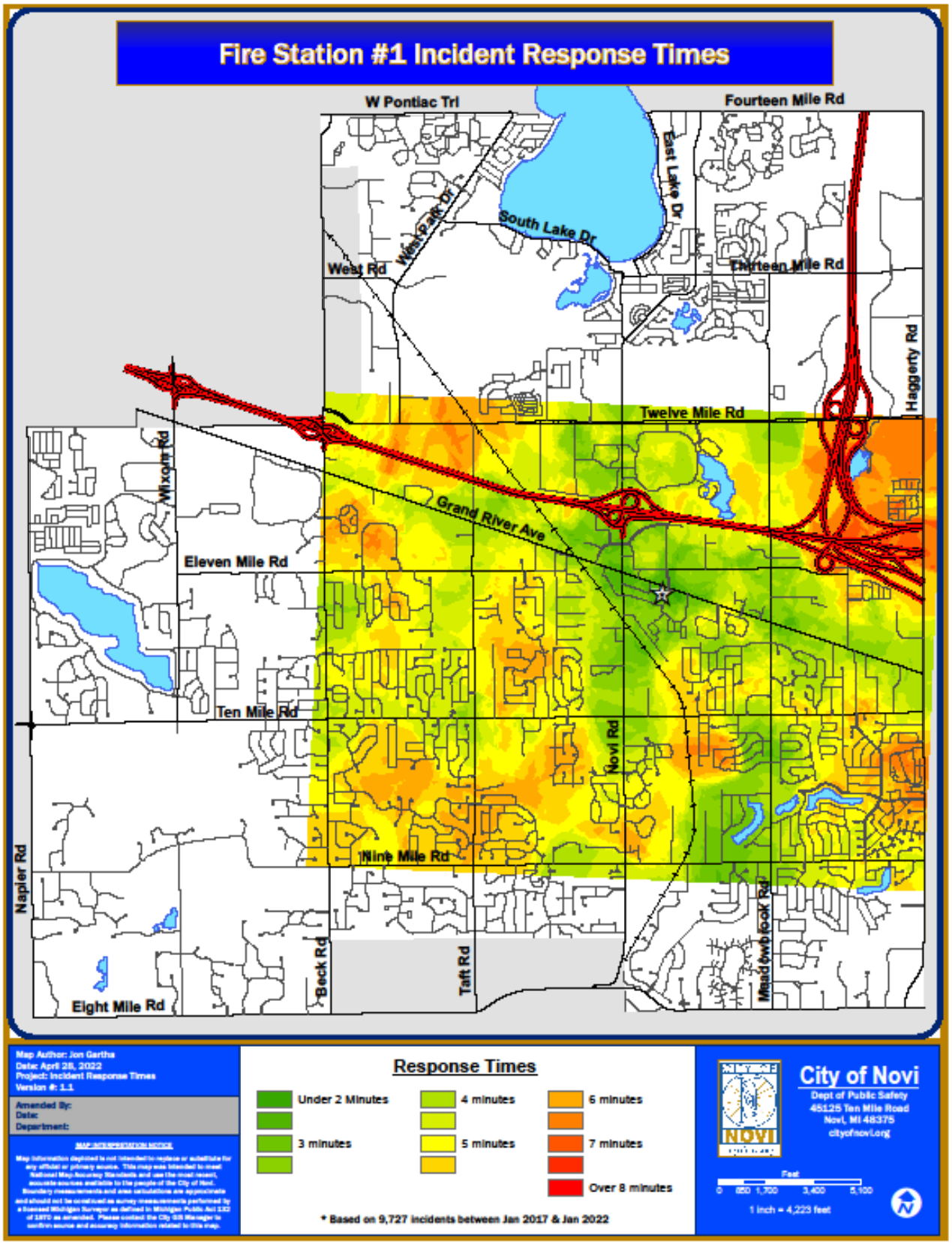
Facilities

Station 1 & 3 Response Heat Maps



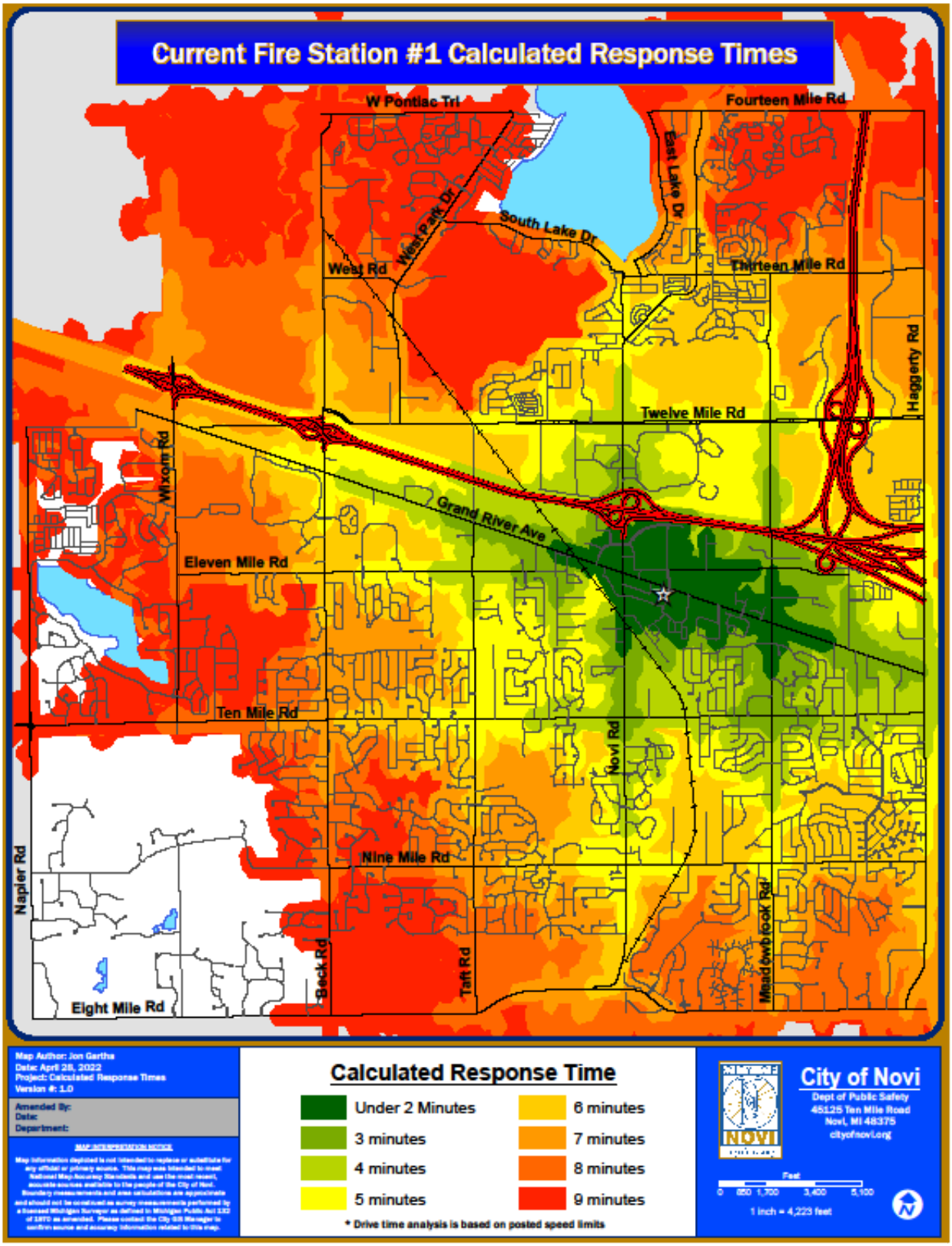
Facilities

Station 1 & 3 Response Heat Maps



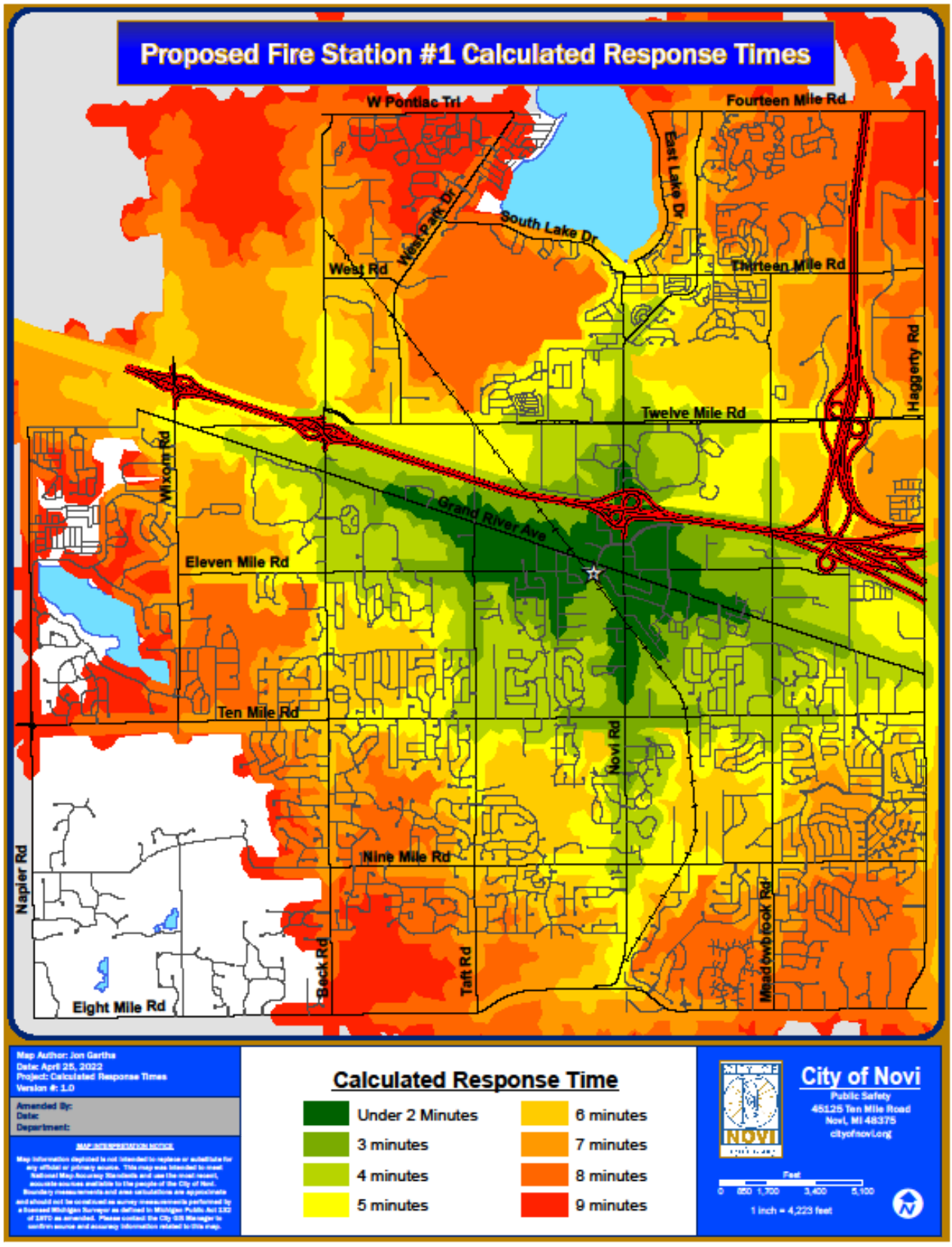
Facilities

Station 1 & 3 Response Heat Maps



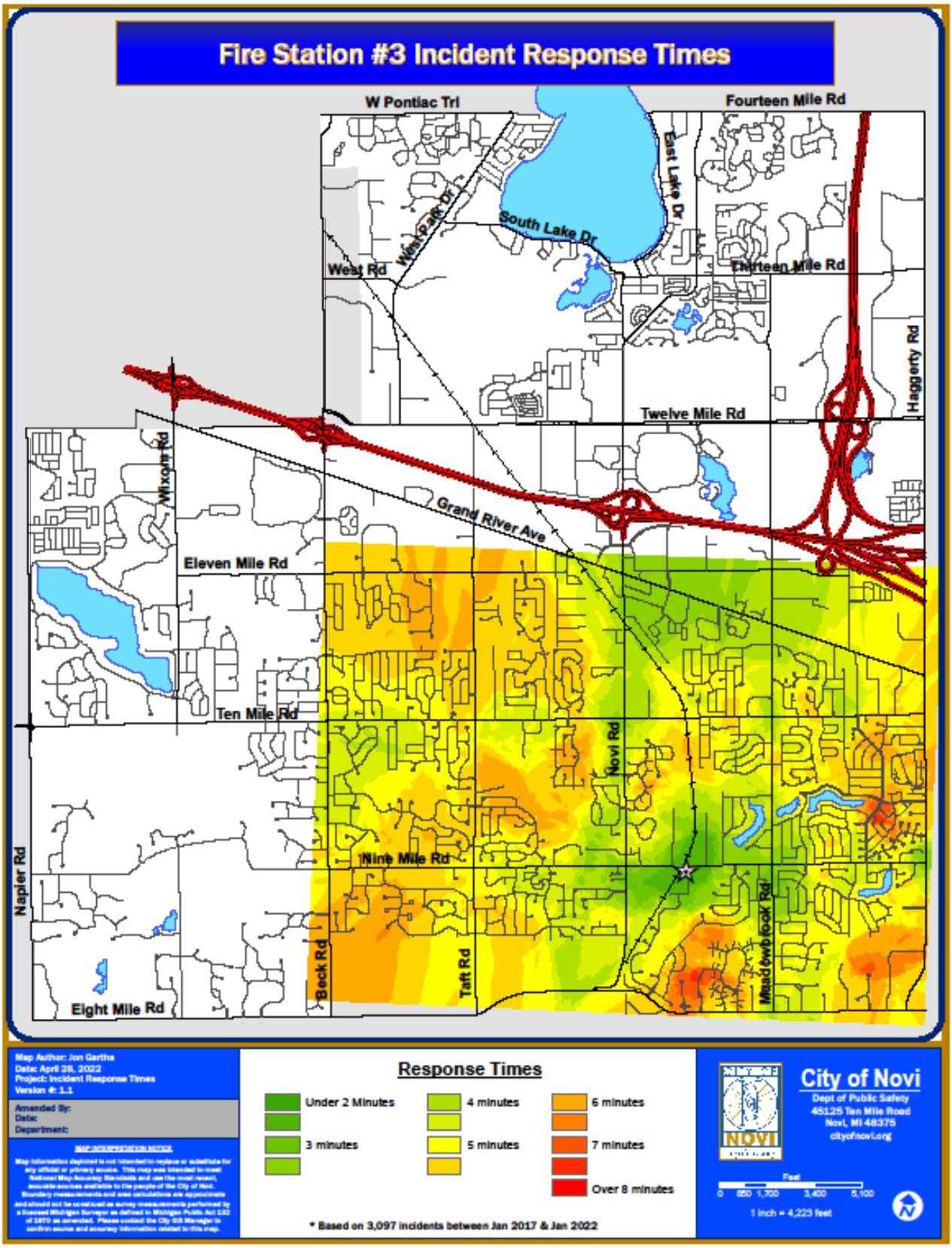
Facilities

Station 1 & 3 Response Heat Maps



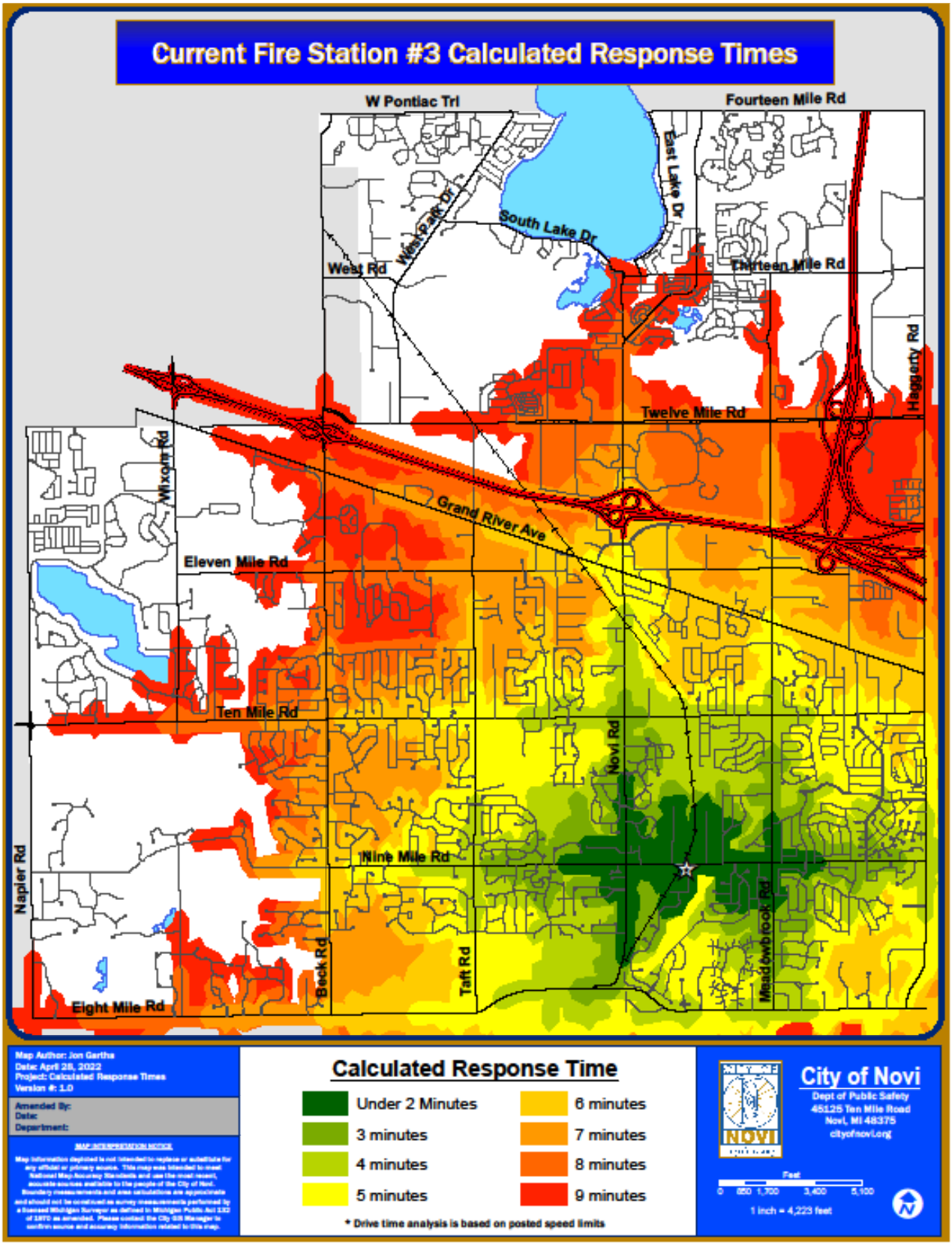
Facilities

Station 1 & 3 Response Heat Maps



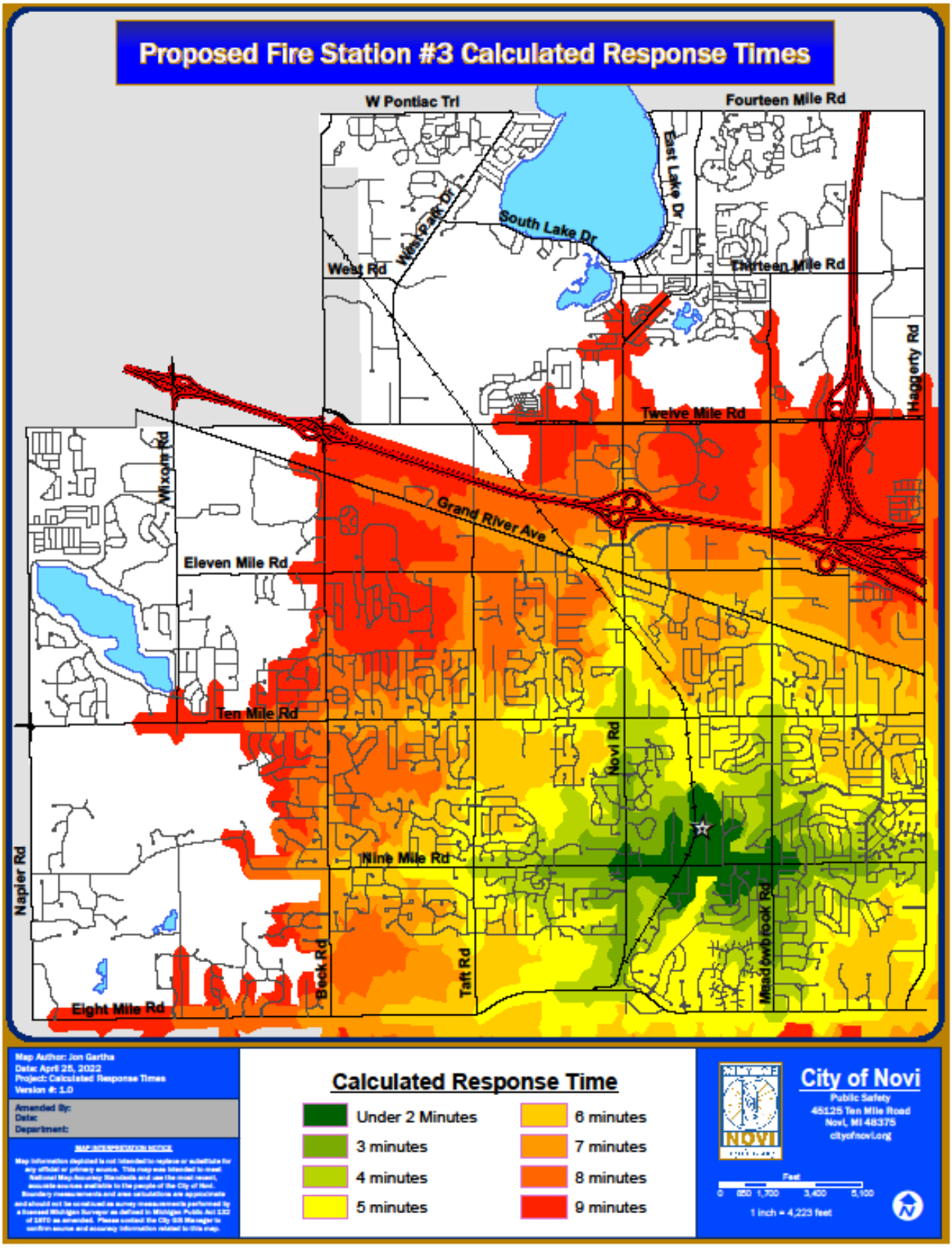
Facilities

Station 1 & 3 Response Heat Maps



Facilities

Station 1 & 3 Response Heat Maps



Commitment Statement/Implementation

The Novi Fire Department is committed to implementing the goals suggested in this Strategic Plan over the next five years. The Strategic Planning team, along with Department leadership teams, will review the goals on an annual basis to ensure we are keeping track with the benchmarks established. We understand some objectives may require adjustments or adaptations, and changes will be made as necessary to meet the overall goals of the organization.

Ultimately, we will continuously strive to improve the Novi Fire Department's delivery and services to all residents, businesses, and guests of the City of Novi.

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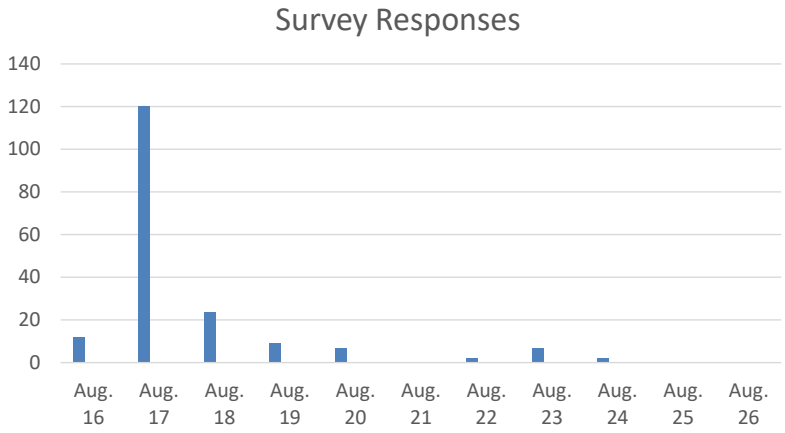
Addendum
Citizens/Business Survey Results

Strategic Plan Survey Results

SurveyMonkey

How we shared the survey:

- Facebook & Nextdoor (8/16)
- Homepage of cityofnovi.org
- Two e-mails (8/17)
  - NBC – 2,365 sent, 713 opens, 109 clicks
  - The 6 – 9,513 sent, 2,806 opens, 471 clicks



Addendum
Citizens/Business Survey Results

Strategic Plan Survey Results

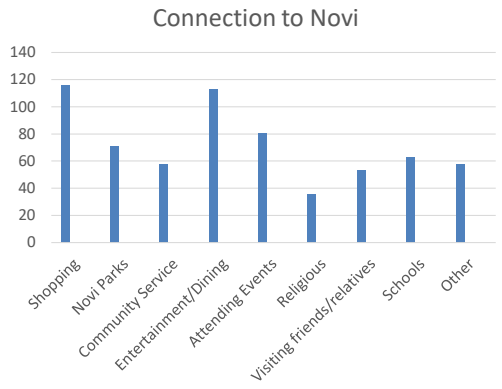
Who were our responders and how are they connected to Novi?

185
Total Responses

174	11
Novi Residents	Non-Residents
64	119
Work in Novi	Don't work in Novi

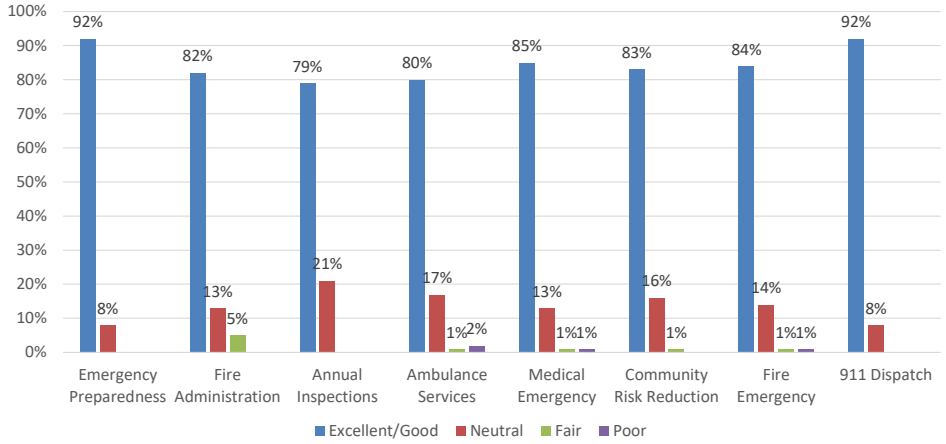
General Overall Impression

130	43
Excellent	Good
9	1
Neutral	Fair



Strategic Plan Survey Results

How would you rate your interaction with the Novi FD?



Addendum
Citizens/Business Survey Results

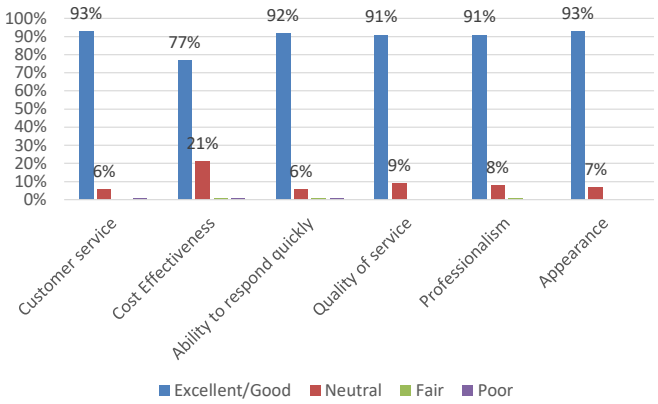
Strategic Plan Survey Results

Services not listed that are important to you:

- CERT Training
- Child seat installation
- Community Risk Reduction
- Community Outreach (5)
- Construction Inspections
- CPR Training
- Fire Safety Seminars
- Home Fire Protection
- Individual Store Inspections
- Response to calls for odors, fire alarms & chair lift after surgery
- Special needs outreach
- **Staffing (1), Full-time staffing (2) with paramedic services (1)**

Strategic Plan Survey Results

Rate the Novi Fire Department in the following areas:



Why fair or poor ratings?

- Inspectors have come into my business with no smiles, no greetings, acting like self-important dictators.
- Only complaint is with the volunteer fire department.
- We need 24-hour, full-time coverage. Not part-time, paid-on-call.

Addendum
Citizens/Business Survey Results

Strategic Plan Survey Results

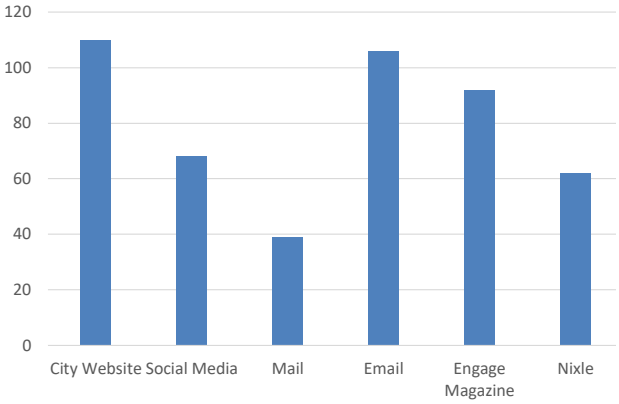
Are you satisfied with the communication from the Novi FD?

168 Yes 5 No

Where would you like additional outreach?

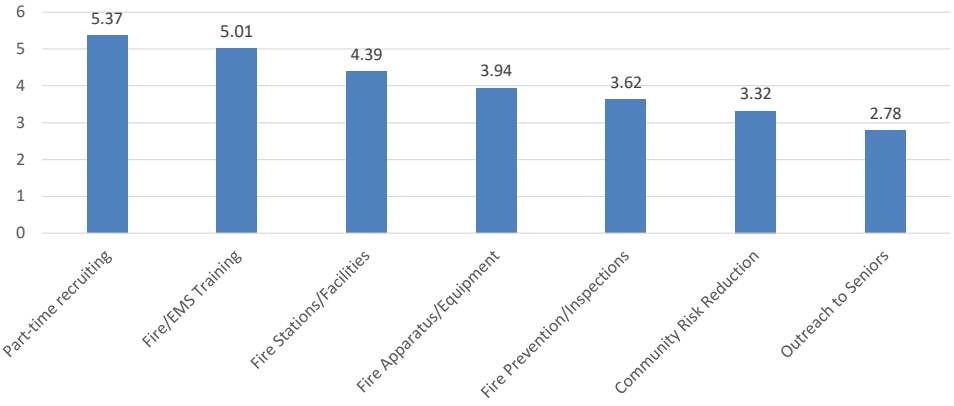


How would you like the Novi Fire Department to communicate with you:



Strategic Plan Survey Results

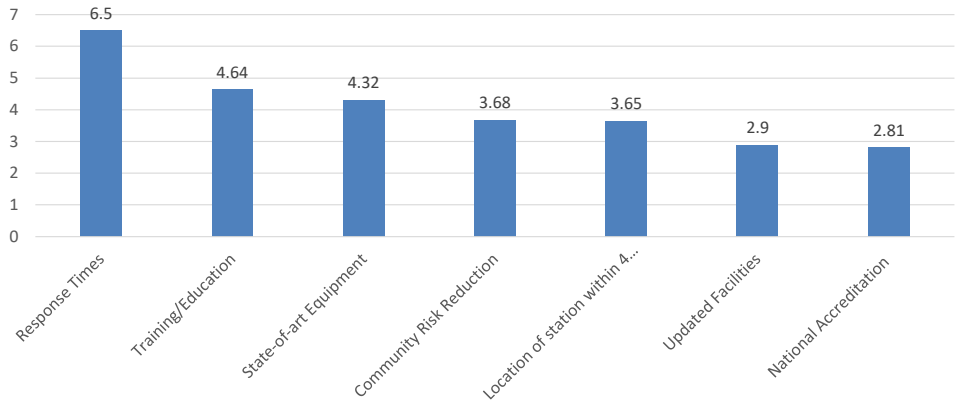
Rank challenges Novi FD will face in next five years (1 most important, 7 least):



Addendum
Citizens/Business Survey Results

Strategic Plan Survey Results

Rank your priorities for Novi FD services
(1 most important, 7 least):



Strategic Plan Survey Results

Additional Comments:

- **Access when you need it most will always be No. 1. Training and talent will always be second.**
- **All the contacts I have had with Novi Fire have been very informative and positive. With our growth, must make sure staffing meets demands.**
- **Chief Johnson and AC Martin are excellent leaders for our Novi. Proud of them and their dedication.**
- **EMS needs to be looked at. Your department should provide ALS.**
- **I think everything but national accreditation is vital for our department.**
- **If the City continues training, updating equipment, etc. they will remain a top FD. To be nationally accredited is a lot of paperwork, money, and sometimes a waste of time.**
- **Public safety is my number one priority in the community.**
- **Response times trump all others. Minutes count.**
- **With the turnover Novi FD has, training is the hardest to maintain quality and experience.**
- **Would like to see Novi with more full-time and less volunteers. Novi is too big of a community for volunteers.**