
Meridian Fire Department, Idaho

2011-2016 Strategic Plan



Emergency Services Consulting
International

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Message from Chief Niemeyer and IAFF President Grant Hamilton

This Strategic Plan represents a collaborative effort between the Fire Department Administration, the IAFF Local 4627, other City departments, Elected Officials, and the public we serve. Together we recognize that our future is not dependent on individual motivations, but instead on the successful focus of a team effort.

This plan represents a roadmap for the future direction of our department. It identifies areas of strengths that can continue to be improved upon, and also identifies future challenges we will face as our community continues to grow and rely on an efficient and effective response from their Fire Department. As the third largest city in the State of Idaho, the Meridian community has come to expect superior service from their public safety agencies. Through the successful completion of this plan, we will meet that challenge.

The process used to develop this plan included facilitation from ESCI, a public input meeting, and a two day retreat with members of the department and other City officials. Follow-up meetings between the Administration and Local 4627 were held to finalize the plan. In the end, those efforts have produced 9 Strategic Initiatives that includes 32 separate objectives. In addition the department has developed a Mission Statement, a Vision Statement, and 5 guiding principles that represent who we are and what we continually strive to maintain.

The execution of this plan will be a collaborative effort with a Chief Officer, Local 4627 member, or other Administrative Support position assigned to oversee each objective. Much work will be needed by all department members if this plan is to be successful. We also understand this is a living document that will need to be reviewed and updated. As a labor-management team, we are committed to meeting annually to perform this task.

Lastly, we would like to thank all the members of the department and the public who generously gave their time in the development of this plan. In addition, we would like to thank our Mayor and City Council for their support and adoption of this plan. It is evident that together, we are all committed to the success of the Meridian Fire Department.

Sincerely,

Mark Niemeyer, Fire Chief

Grant Hamilton, IAFF Local 4627 President



Acknowledgements

Emergency Services Consulting International (ESCI) wishes to thank the individuals who gave their time and effort to help with the production of this strategic plan for the Meridian Fire Department (MFD or Department).

Citizen Stakeholders

Doug Beehler
Leann Carlson
Ron Carstensen
Luke Cavener
Mark Eriksen
Troy Hagen
Rep. Marv Hagedorn
Brian Keller
Spencer Martin
Doug Mason
Tom McKinstry
Darrel McRoberts
Thomas Sauer

A key project component is input provided by a cross-section of the community served by MFD. Citizen stakeholders who participated in the facilitated meeting provided an invaluable contribution which was used by the internal strategic planning team while creating this plan; it truly is a team effort. The citizens who participated in the facilitated session are acknowledged in the column to the left.

participants were committed to the project's success. As part of this process, the facilitators asked team members to participate on a no-rank or position basis. This facilitation strategy, coupled with the participants' commitment to working as "one team," facilitated an open and honest dialogue. A special thank you goes to Chief Mark Niemeyer and the leadership of Local 4627 of the International Association of Firefighters for their commitment to this process.

The Department's internal strategic planning team (core planning group) was assembled from a cross-section of the organization's members and all

Internal Strategic Planning Team

Chris Amenn
Kenny W. Bowers
Kristian Forbey
Bruce Freckleton
Judy Gerhart
Grant Hamilton
Bill Johnson
Tim Kelley
Jeff Lavey
Mark Niemeyer
Pam Orr
Perry Palmer
Rod Shaul
Joe Silva
Greg Wardein
Scott Warren



Planning Methodology

“If you fail to plan, plan to fail.”¹

In order for any organization, public or private, to reach its full potential, it must have a plan. An organization who knows where it is going, knows the environment in which it must operate, and identifies how to get there has the best chance to meet community needs and achieve its vision and initiatives. This planning process has served to refresh the organization’s commitment to professionalism and set the path toward future success.

The Customer Centered Strategic Planning process is more than the creation of a document. The process challenged the core planning team to look critically at paradigms, guiding principles, philosophies, beliefs, and desires, and it challenges individuals to work together in the Department’s best interest. Furthermore, the planning process provided Department members with the opportunity to participate in the development of their organization’s short-term² direction and focus.

It takes organizational and individual courage to enter into and participate in the planning process. The internal strategic planning group and citizen stakeholders are to be commended for participating and supporting this important process.

Public safety agencies and the fire service in particular, find itself in a very competitive cycle. Public expectations are increasing, while financial and other resources are decreasing. Impacts are being felt across the nation as the effectiveness of our public safety systems strains against the pressure. Our nation’s first responders are constantly being challenged to be more efficient, while maintaining their effectiveness.

¹ Author unknown, has been attributed to Benjamin Franklin.

² Strategic plans have a three to five year outlook.



With these issues in mind, planning teams need to have a clear understanding of their organization's direction. Public expectations and fewer resources make it difficult to accomplish traditional goals and objectives. In order to be more efficient with available resources, organizations must focus strategic initiatives based on constructive efforts.

This Customer Centered Strategic Planning (CCSP) process was used to develop the Meridian Fire Department strategic plan. The CCSP process is a product of Emergency Services Consulting International (ESCI) of Wilsonville, Oregon.

The CCSP Process

- Review organizational background
- Define services provided to the community
- Establish community service priorities
- Identify community expectations
- Identify community concerns
- Identify organizational aspects the community views positively
- Develop a vision for the future
- Develop a mission statement
- Establish the organization's guiding principles (values)
- Perform an environmental scan utilizing external (customer) and internal (staff) feedback
 - Assess organizational strengths and weaknesses
 - Identify external opportunities and potential threats to the organization
- Utilize the organization's strengths and opportunities to formulate strategic initiatives that overcome weaknesses and threats
- Create objectives that support the strategic initiatives
- Identify implementation (critical) tasks for each objective





Customer Input

Services Provided

Department personnel were asked to identify the most important functions and services it provides. It is important to identify these to ensure they are consistent with the customers' critical needs.

"The beginning is the most important part of the work."
Plato

MFD – Services

- Fire suppression
- Emergency medical services (EMS) – advanced life support (ALS) first response
- Technical rescue - rope rescue
- Public education
- School safety
- Juvenile fire setter program
- Car seat inspections
- Fire inspections
- Annual citizens academy

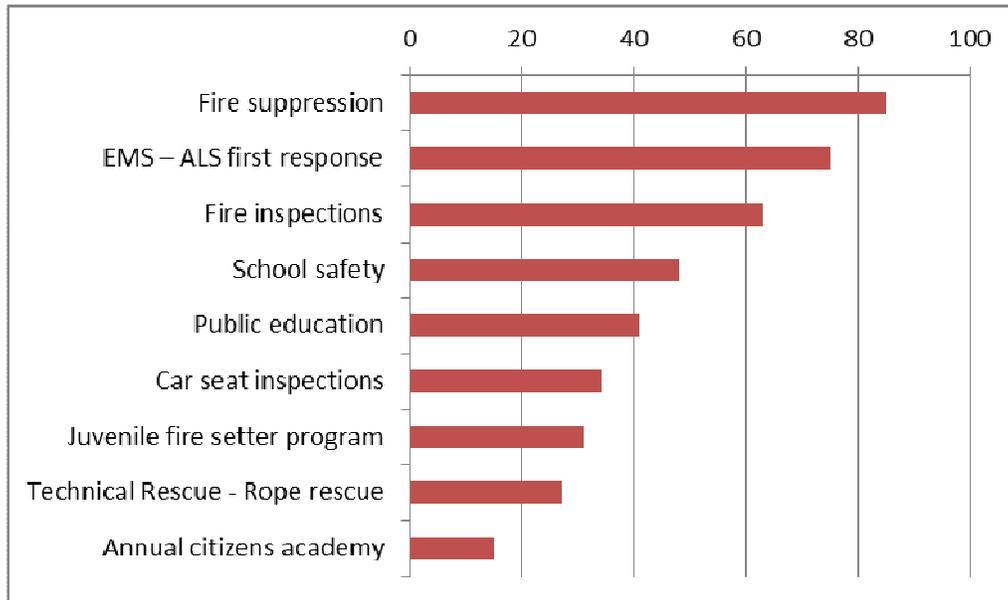
Customer Priorities

In order to dedicate time, energy, and resources on services most desired by its customers, the Department needs to understand what their customers consider to be priorities. The citizen stakeholder group was asked to prioritize MFD's services during the evening workshop.





MFD – Customer Priorities



Customer Expectations

When developing a long-range perspective, it is important to have a good understanding of what the community expects from the Department. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill customer needs.

The following expectations were identified by the citizen stakeholder group.

MFD – Customer Expectations

- Fire prevention – code enforcement, smoke alarms, education, inspections.
- Fire suppression; get to fire locations ASAP.
- Public education.
- EMS – medical first response; respond quickly to medical situations.
- EMS – although this could be handled by medical facilities.
- Better medical training, as first responders; location of station's to improve response times.
- Training; required equipment, knowledge of area and facilities.
- Annual fire department inspection; provide citizens, businesses, and schools with expert advice and inspections to prevent fires.
- Code R alarm / response; quick response 3 minutes or less.
- Respond quickly to fire situations & chemical spills.
- Training / top equipment, response, community involvement.
- Friendly, on-time, trained.
- Public should be educated as much as possible, depending on funds available.
- All firemen should be trained in EMS.



- Adequate funding – per population, per firefighter.
- Transparency – what are costs?
- Participate in fire drills – schools.
- Transportation access – how access freeway, handle situations.

How quickly should the fire department arrive on the scene of a:

Fire incident:

- Less than 4 minutes, less than 5 minutes, 2-3 minutes
- Less than 5 minutes on critical calls
- 10 minutes
- Depends on location
- As quickly as possible, that safety will allow

“Plans are nothing; planning is everything.” Dwight D. Eisenhower

Medical incident:

- 3 minutes, less than 5 minutes, 4 minutes, 8 minutes

Areas of Customer Concern

The planning process would be incomplete without giving the customer an opportunity to express their concerns, if any, about the organization. Some areas of concern may, in fact, be a weakness within the organization's service delivery system. However, they may also be customer perceptions based on limited knowledge.

MFD – Customer Concerns

- Professional and dedicated.
- Improving skills and maintaining physical fitness for the entire department.
- Not getting enough funding for proper staff/equipment. Do you have enough manpower?
- Keeping up with City growth; able to see growing community.
- Are they equipped with latest technology? Is proper training in place?
- In large campus/office complex – where to go in event of a Code R (fire) alarm.
- Over reliance on GPS.
- During one fire inspection, treated poorly by one team member.
- Does not need to provide everything; partnerships and regionalization can provide more effective and efficient services; fire inspections for building codes seems to be a moving target after plan review is complete and approved.
- Would like to know how to respond to catastrophic event, pandemic, flu, etc. – large event preparedness.
- Sometimes want additional modifications on buildings and equipment that have been approved in the past. Not always possible in budget constraints.
- Congestion over interstate, water pressure & availability, funding available for proper training, funding available to pay competitively.

Positive Customer Feedback

ESCI believes for a strategic plan to be valid, the customer's view of the Department's strengths



and image must be established. Needless efforts are often put into over-developing areas that are already successful. However, utilization and promotion of customer-identified strengths may often help the organization overcome or offset some of the identified weaknesses.

MFD – Positive Customer Comments

- They do a great job – community involvement is good – service clubs, etc., they seem to be well equipped and trained.
- From top to bottom, the fire dept. has responded to all needs, requirements of our organization. “FD does a fantastic job!” We appreciate their support and education!
- Very professional; great leadership from the top down.
- Has grown significantly in recent years and has done a good job managing growth. Since so much of what they do is medical, it was a wise decision to hire a paramedic with a strong EMS background as chief.
- Excellent communication; very willing to educate the public.
- Great department and group of guys to work with. Respond in great time to issues, and are always willing to help clean up after our issues. Thanks for the great work.
- During a couple of false alarms, very good response time and very good handling.
- The fire department has been extremely supportive to the school Department. They offer staff and time to help plan emergency procedures for schools.
- I’m south of the freeway and fire truck w/adequate staff were there in 41/2 minutes after phone call.

Additional Thoughts and Comments

The citizen stakeholder group was asked to share any additional comments they had about MFD and its services.

MFD – General External Stakeholder Comments

- Public safety academy – dedication and effort – very admirable; gives good setting to what police/fire go through – good perspective.
- Good training facility – leverage over greater area than just Meridian – provide training opportunities for outlying departments. Maybe do a more “Fire Ops 101” for area residents. It is a great facility and could be a revenue generator.
- Such a difference from Boise Fire Department – Meridian firefighters are friendly, helpful – it is nicer to live here.
- Thanks for involving us in the strategic planning process. It is very much appreciated.
- Most have excellent communications skills beyond their great EMS/firefighting skills. They have a unique ability to bring community together. (Pipes & Drums, Salmon BBQ, “Fill the Boot”). They play an important role in making Meridian unique and a place to be proud to live.
- Out of the 4-5 fire departments that the school department works with, MFD is the most supportive and provides the most services.
- Very good people!



Mission, Vision, and Guiding Principles

Mission

The organization's mission statement should clearly define the major services provided to the community. It focuses Department members on what is truly important to the organization. The mission statement should be understood by all Department members and posted prominently throughout the organization's facilities. Each member should commit the mission to memory. The internal planning team, through a consensus process, reviewed and changed its mission statement.

The MFD Mission

To Protect and Enhance our community through professionalism and compassion.

Vision

In addition to knowing their mission, all successful organizations need to define where they expect to be in the future. The Department's vision provides members with a future view that can be shared, a clear sense of direction, a mobilization of energy, and gives a sense of being engaged in something important. Vision statements provide a direction of how things can be and a sense of organizational pride and purpose.



MFD Vision Statement

A premier organization recognized for providing a safe community through professionalism, innovative actions, and community involvement.



Guiding Principles (Values)

Guiding principles, as they pertain to the fire service, define what the organization considers to be appropriate and inappropriate behaviors. An organization's fundamental guiding principles defines the organization's culture and belief system; thus providing a foundation in an environment that is always changing. The strategic planning team declared the following as the guiding principles for the Department.

The core planning group felt it was important to supplement the City of Meridian's values of Customer Service, Accountability, Respect, and Excellence, with the following Department guiding principles.

"Reduce your plan to writing. The moment you complete this, you will have definitely given concrete form to the intangible desire."
Napoleon Hill

MFD Guiding Principles

- Compassionate – We will provide friendly and compassionate service to each other and the public we serve.
- Professionalism – We will dedicate ourselves to be an educated workforce striving to meet the community's and our employees' changing needs.
- Honesty – We will conduct ourselves in an honest manner and be transparent in our interactions.
- Ownership – Ownership of our department will be expressed through tradition, loyalty, and dedication.
- Trust – We will earn and maintain trust through integrity, our actions, and holding to commitments.



With the completion of its mission, vision, and guiding principles, MFD has established the organization's foundation for strategic planning. ESCI strongly recommends that every member empower themselves with these elements; they are the basis for accomplishing the organization's strategic initiatives, objectives, and day-to-day tasks.



Environmental Scan

In order to properly formulate strategic initiatives, the internal planning group had to evaluate the external and internal organizational environment. Using the customer feedback identified earlier, the internal planning group combined the feedback with their collective knowledge of the organization and the internal and external factors that influence the outcome of the organization's services. Analyzing the organization's strengths, weaknesses, opportunities, and threats (SWOT) is the first step in identifying actionable strategies for the future.

Strengths, Weaknesses, Opportunities, and Threats

Strengths

The identification of organizational strengths is the first step in the environment scan. An organization's strengths identify its capability of providing the services requested by its customers. The organization needs to make certain that their strengths are consistent with the issues they face. Programs that do not match organizational strengths, or primary functions, should be reviewed to evaluate the rate of return on precious staff time. The internal planning team identified the following Department strengths:

- People
- Good budget in a poor economy
- Apparatus, equipment, and facilities
- Advanced EMS program
- Pride
- Effective communication methods
- Good support from city officials, community, and developers
- Good relationships with strategic partners and allied agencies
- Good community involvement through department activities
- Good labor/management relationship
- Sincere desire to be the best



Weaknesses

Organizational weaknesses, or lack of performance, are also an important environmental scan element. In order to move forward, the organization must honestly identify the issues that have created barriers to success in the past. Weakness areas needing improvement are not the



same as threats, which will be identified later, but rather those day-to-day issues and concerns that may slow or inhibit progress. Internal organizational issues, as identified by the planning team, are typically issues that are at the heart of an organization's problems:

- Lack of accountability
- Trying to do too much (i.e.: jack of all trades / master of none)
- Communication (internal - gossip chain) and (physical – radio system)
- Lack of mentorship
- Manpower per NFPA (National Fire Protection Association) standards
- Southern area response times
- Officer development
- Lack of field supervision / command
- Lack of succession planning
- Lack of performance measurement / data tools
- Investigation process (arson group)
- Standard operating guidelines – fire ground operations
- Lack of training for leadership skills – interpersonal / supervisory relationships
- Lack of sustainable trust within department
- Lack of organized training program; lack of company standards; no annual training plan
- Forgot to have fun!
- 10% of people do most of the work – overall lack of participation
- Inconsistency across shifts / stations

Opportunities

An organization's opportunities and threats are generally derived from the external environment. Opportunities are focused on existing services and on expanding and developing new possibilities inside and beyond the traditional service area. Many opportunities exist for the Department:

- Training – thirst for knowledge by our members
- Partnerships with surrounding departments
- Educational opportunities
- Training tower – educate public officials and community; revenue builder
- Fiscal responsibility of city allows us to keep moving forward during hard economic times
- Good labor / management relationship improves buy-in from members
- Business corridor (Eagle Road and Ten Mile)
- To be the state's mentor department
- Participation / attendance at National Fire Academy; state-level conferences / training
- Develop standards; learn from strengths and weaknesses
- A lot of opportunities for career advancement
- Develop culture for department



Threats

There are conditions in the external environment that are not under the organization's control. The identification of these conditions allows the organization to develop plans to mitigate or respond when a threat becomes reality. By recognizing possible threats, an organization can greatly reduce the potential for loss. The internal planning team identified the following threats:

"To map out a course of action and follow it to an end requires some of the same courage that a soldier needs."
Ralph Waldo Emerson

Internal

- Lack of buy-in department culture and initiatives
- Change of Meridian political leadership
- Membership aversion to change
- Complacency
- Change of department / union leadership – "lack of succession planning"
- Lack of preparation for natural / man-made disaster

External

- Budget
- Uneducated public perception
- Growth – lack of equals down budget; increase equals downward ability to meet needs without investment
- Local / national politics
- Push back from code enforcement; lack of public support



SWOT Matrix

The planning process, to this point, has dealt with establishing the organization's mission, vision, and guiding principles, and assessing the environment within which it is operating.

In this step, the core planning group used a planning tool³ to develop four types of strategies from the organization's identified strengths, weaknesses, opportunities, and threats. The strategies are developed directly from the internal and external factors that affect the organization's performance by comparing internal SWOT criteria against external criteria. Strengths and weaknesses are considered internal to the organization and opportunities and threats are external. Combined, they are:

- Strength/Opportunity (SO) strategies
- Weakness/Opportunity (WO) strategies
- Strength/Threat (ST) strategies
- Weakness/Threat (WT) strategies



SO strategies utilize the organization's internal strengths to take advantage of external opportunities, trends, or events. WO strategies

work toward improving internal weaknesses by taking advantage of external opportunities. ST strategies use the organization's strengths to avoid or reduce the impact of external threats. WT strategies are defensive tactics directed at reducing internal weaknesses and avoiding threats.

The matrix utilized by the MFD planning group is illustrated below:

	Strengths – List Strengths	Weaknesses – List Weaknesses
Opportunities – List Opportunities	SO Strategies – Use strengths to take advantage of opportunities	WO Strategies – Overcome weaknesses by taking advantage of opportunities
Threats – List Threats	ST Strategies – Use strengths to avoid threats	WT Strategies – Minimize weaknesses and avoid threats

³ Developed by Boston Consulting Group.



The following table describes the strategies were developed by the core planning group utilizing the SWOT matrix.

SO Strategies <ul style="list-style-type: none">• Create a sustainable officer development program. (premier program, utilized throughout northwest; incorporate w/current training bldg. with police department)• Institutionalize our guiding principles	WO Strategies <ol style="list-style-type: none">1. To enact a long-term personnel development program.2. To develop SOPs and SOGs.3. Provide field command personnel.
ST Strategies <ol style="list-style-type: none">1. Continue and enhance good labor/management relationship to harbor buy-in of department members.2. Develop community education opportunities (i.e.: videos, Fire Ops 101, citizen's academy).3. Instill core values from the beginning of each member's career.4. Develop ways to utilize current technology to increase communications between crews and administration.	WT Strategies <ol style="list-style-type: none">1. Develop policies, guidelines, and performance measurements to standardize the department.2. Identify long-term staffing needs to meet current and future standards and expectations.



Strategic initiatives and objectives fulfill the organization's mission and provide individual members with clear direction. Strategic initiatives are management tools that should be updated on an ongoing basis to identify accomplishments, and to note changes within the organization and the community.

Strategic initiatives and objectives, as well as performance measures, should become an important part of the organization's efforts. By following these initiatives and objectives carefully, the organization will be guided into the future and should benefit from reduced obstacles and distractions.



The initiatives developed (above) by the core planning team were prioritized. Prioritization helps to focus the organization on the initiatives and objectives that will improve organizational performance in the areas that require the most attention. However, all of the initiatives that were identified are important and organizational performance is dependent on the accomplishment of all objectives.





Prioritized Strategic Initiatives

1. Institutionalize our guiding principles.
2. Create a sustainable personnel development program.
3. Develop a comprehensive firefighting skills development and maintenance program.
3. Develop policies, guidelines, and performance measurements to standardize department functions and operations.
4. Continue and enhance good labor/management relationship to harbor buy-in of department members.
5. Identify long-term staffing needs to meet current and future standards and expectations.
5. Develop community education opportunities (i.e.: videos, Fire Ops 101, citizen's academy).
5. Develop a community risk reduction program that engages other City departments in the risk reduction process.
6. Develop ways to utilize current technology to increase communications between crews and admin.

Note: The prioritization exercise forced each member of the core planning group to choose their top four initiatives. Consequently, there were two initiatives tied for third and three initiatives tied for fifth.

Objectives

Once the organizational Strategic Initiatives were identified, the core planning team developed objectives that support and bring about accomplishment of the initiative.

Strategic Initiative 1 – Institutionalize our guiding principles.

- Objective A. Establish section of recruit academy to focus on vision, mission, & guiding principles
- Objective B. Communicate expectations of guiding principles department-wide
- Objective C. Create recognition program for those meeting or exceeding our guiding principles
- Objective D. Create a feedback mechanism, both internally & externally, to ensure guiding principles are being met

Strategic Initiative 2 – Create a sustainable personnel development program.

- Objective A. Institute leadership and personality assessment including 360 degree evaluation for existing and potential captains by May 2013
- Objective B. Institute personality and suitability testing for new hire candidates by May 2013
- Objective C. Assign promotional candidates to an identified mentor 6 months prior to testing by Dec. 1, 2012
- Objective D. Develop a career roadmap including educational and training requirements based on the National Professional Development Model by Jan 1, 2014
- Objective E. Identify strategic partners for joint training.....



Strategic Initiative 3 – Develop policies, guidelines, and performance measurements to standardize department functions and operations.

- Objective A. Develop and continue to monitor SOGs
- Objective B. Develop and continue to monitor SOPs
- Objective C. Identify and implement areas of performance measures of the department

Strategic Initiative 4 – Develop a comprehensive firefighting skills development and maintenance program.

- Objective A. Refine and condense task books to mission critical, and high risk / low frequency tasks by Jan 1 2012
- Objective B. Introduce refined task book to operational personal Jan 1 2012
- Objective C. Require first completion by Dec. 31 2012
- Objective D. Conduct annual company specific task evaluation w/competency requirement of 90% or better, starting Jan 1 2013

Strategic Initiative 5 – Continue and enhance good labor/management relationship to harbor buy-in of department members.

- Objective A. Research, identify, and implement areas of the relationship by objectives (RBO) program
- Objective B. Establish an annual labor / management retreat
- Objective C. Establish annual department team building events (Fun for the crews!)

Strategic Initiative 6 – Identify long-term staffing needs to meet current and future standards and expectations.

- Objective A. Research, evaluate, and hire shift commanders (BCs)
- Objective B. Research, evaluate, and hire a joint public information office (PIO)
- Objective C. Identify city areas requiring improved response / service
- Objective D. Research, evaluate, and hire additional fire prevention staff
- Objective E. Define future role of part-time / on-call program
- Objective F. Establish a new “true” volunteer program

Strategic Initiative 7 – Develop community education opportunities (i.e.: videos, Fire Ops 101, citizen’s academy). (Objectives B through D were added after the planning workshop)

- Objective A. Identify and work with community partners who currently provide services or care to demographic groups w/in the community
- Objective B. Establish and maintain a joint Elected Officials Public Safety Academy with Meridian PD
- Objective C. Establish spouses Fire Ops 101 program
- Objective D. Establish Fire Ops 101 course to be held every 3 years

Strategic Initiative 8 – Develop a community risk reduction program that engages other City departments in the risk reduction process.

- Objective A. Create daily prioritized department activities – operationally & administratively
- Objective B. Fire Inspections

Strategic Initiative 9 – Develop ways to utilize current technology to increase communications between crews and admin.

- Objective A. Establish phone/video conference between shift commander and company officers once per rotation



Strategic Business Plan

Strategic Initiative 1 – Institutionalize our guiding principles		
<i>Guiding Principles Supported:</i> ✓ Professionalism ✓ Honesty ✓ Ownership ✓ Trust		
Objectives	A. Include mission, vision, and guiding principles training in future recruit academies.	
	Completion Criteria: Recruit training and evaluation materials inserted in training curriculum	
	Priority	2
	Timeline	March 2012
	Lead	Chief Amenn, Training Division Chief, EMS Division Chief
	Critical Tasks: 1) Assign task to Chief Amenn 2) Determine where/when to insert mission, vision, & guiding principles in recruit training curriculum 3) Develop recruit training and evaluation materials and submit to senior leadership for approval 4) Insert in training curriculum 5) Implement and evaluate effectiveness (see Objective D below)	
	B. Communicate guiding principle expectations throughout the department	
	Completion Criteria: Communication Plan Implemented	
	Priority	1
	Timeline	July 2012
	Lead	Chief Niemeyer
	Critical Tasks: 1) Appoint guiding principles taskforce 2) Develop communication methodologies 3) Determine financial impact and budget schedule 4) Develop delivery plan and schedule and submit to senior leadership for approval 5) Implement schedule 6) Adjust communication plan and schedule based on feedback described in Initiative 1, Objective D	
C. Create recognition program for those meeting or exceeding our guiding principles		
Completion Criteria: Recognition program SOG implemented		
Priority	4	
Timeline	March 2013	
Lead	Judy Gerhart	
Critical Tasks: 1) Appoint guiding principles taskforce 2) Determine measurement criteria for personnel meeting or exceeding guiding principles 3) Develop measurement tools 4) Develop recognition criteria 5) Determine financial impact (if any) and budget schedule 6) Develop an SOG that outlines the guiding principle measurement and recognition process and submit to senior leadership for approval 7) Implement program and provide training for all personnel 8) Coordinate recognition program with Initiative 1, Objective D		



Strategic Initiative 1 (Cont.) – Institutionalize our guiding principles			
Objectives	D. Create a feedback mechanism, both internally & externally, to ensure guiding principles are being met		
	Completion Criteria: Feedback mechanism placed in Recognition program SOG and implemented		Critical Tasks: 1) Appoint guiding principles taskforce 2) Conduct research to determine the best method(s) for obtaining feedback and select appropriate method(s) 3) Develop criteria for determining if principles are being met (review criteria developed in the previous objectives) 4) Determine financial impact (if any) and budget schedule 5) Develop a plan for obtaining feedback and submit to senior leadership for approval 6) Include feedback plan in SOG developed in Initiative 1, Objective C, Task 6 7) Obtain feedback and adjust programs as needed
	Priority	3	
	Timeline	September 2013	
	Lead	Local 4627 Eboard	

I have always thought that one man of tolerable abilities may work great changes, and accomplish great affairs among mankind, if he first forms a good plan, and, cutting off all amusements or other employments that would divert his attention, make the execution of that same plan his sole study and business." Benjamin Franklin



Strategic Initiative 2 – Create a sustainable personnel development program			
<p><i>Guiding Principles Supported:</i></p> <ul style="list-style-type: none"> ✓ Professionalism ✓ Honesty ✓ Ownership ✓ Trust 			
Objectives	A. Develop and institute a leadership and personality assessment and 360 degree evaluation for existing and potential captains		
	Completion Criteria: 360 degree evaluation SOG or policy implemented		Critical Tasks: 1) Appoint a personnel development taskforce 2) Research and select a 360 evaluation program (evaluate the City-wide program being implemented) 3) Develop follow-up methodology for personal development following the evaluation 4) Determine financial impact and budget schedule 5) Develop implementation plan and present to senior leadership 6) Develop an SOG or policy to codify the plan 7) Follow-up to determine efficacy of plan and adjust as needed
	Priority	2	
	Timeline	May 2013	
	Lead	Chief Niemeyer, Human Resources	
	B. Institute personality and suitability testing for new hire candidates		
	Completion Criteria: Personality and suitability testing SOG or policy implemented		Critical Tasks: 1) Appoint personnel development taskforce 2) Research and select an appropriate personality and suitability program 3) Determine financial impact and budget schedule 4) Develop implementation plan and present to senior leadership 5) Develop an SOG or policy to codify the plan 6) Measure the success rate (probation) of new hires
	Priority	4	
	Timeline	May 2013	
	Lead	Chief Amenn	
	C. Develop a pre-promotional mentor program for promotional candidates six (6) months prior to testing		
	Completion Criteria: Mentoring program SOG or policy implemented		Critical Tasks: 1) Appoint a personnel development taskforce 2) Research and select a mentoring methodology 3) Determine how to identify prospective promotional candidates 4) Determine how to identify potential mentors and develop a tool for evaluating mentors 5) Determine financial impact and budget schedule 6) Develop implementation plan and present to senior leadership 7) Develop an SOG or policy to codify the plan 8) Conduct a post-promotion survey to determine efficacy of plan and adjust as needed
Priority	3		
Timeline	Dec 2013		
Lead	EMS Division Chief/Training Division Chief		



Strategic Initiative 2 (Cont.) – Create a sustainable personnel development program				
Objectives	D. Develop a career roadmap that includes educational and training requirements based on the National Professional Development Model			
	Completion Criteria: Career roadmap SOG or policy is implemented		Critical Tasks: 1) Appoint a personnel development taskforce 2) Obtain a copy of the National Professional Development Model and determine its applicability (conduct additional research if not applicable) 3) Develop a career roadmap framework based on research conducted and local and national educational opportunities 4) Determine financial impact and budget schedule 6) Develop implementation plan and present to senior leadership 7) Develop an SOG or policy to codify the plan 8) Follow-up with personnel that follow the roadmap to determine efficacy of plan and adjust as needed	
	Priority	1		
	Timeline	Jan 2014		
	Lead	QA/QI Division Chief		
	E. Identify strategic partners for joint training and professional development			
	Completion Criteria: Strategic partner SOG or policy is implemented		Critical Tasks: 1) Appoint a personnel development taskforce 2) Utilizing educational and training criteria developed in Initiative 2, Objective D, develop a list of potential partners for joint training 3) Determine how the potential partners and MFD can benefit from a strategic partnership 4) Query the potential partners to determine level of interest and develop list of strategic partners (identify which partners will require a written agreement) 5) Create an inventory of training and educational opportunities 6) Determine financial impact and budget schedule 7) Develop implementation plan and present to senior leadership 8) Develop an SOG or policy to codify the plan 9) Execute agreements with partners where required (legal review required) 10) Follow-up with personnel to determine the level of utilization and adjust as needed	
	Priority	5		
	Timeline	Jan 2013		
	Lead	Training Division Chief		



Strategic Initiative 3 – Develop policies, guidelines, and performance measurements to standardize department functions and operations			
<i>Guiding Principles Supported:</i>			
<ul style="list-style-type: none"> ✓ Professionalism ✓ Honesty ✓ Ownership ✓ Trust 			
Objectives	A. Develop and monitor standard operating guidelines (SOGs)		
	Completion Criteria: A complete manual of SOGs is approved by the senior leadership		Critical Tasks:
	Priority	1	1) Appoint a SOG taskforce
	Timeline	March 2013	2) Evaluate current SOGs against current practice
	Lead	Chief Amenn	3) Acquire partner SOGs - data gathering
			4) Evaluate acquired SOGs against best practice and legal requirements
			5) Establish development and review criteria
			6) Determine the contents of the SOG manual
			7) Develop and present SOGs to senior leadership for approval
			8) Publish SOGs and establish a training plan
		9) Implement and review on a regular basis	
B. Develop and implement organizational performance measures			
Completion Criteria: Acceptance of organizational performance measures by Mayor and City Council and Rural District Commissioners		Critical Tasks:	
Priority	2	1) Appoint a performance measures taskforce	
Timeline	Jan 2014	2) Acquire performance measures from other fire agencies and city departments	
Lead	Chief Niemeyer	3) Determine what needs to be measured and how and what data will be captured	
		4) Develop measurement criteria	
		5) Develop and present SOPs/ SOGs to senior leadership for approval	
		6) Publish performance measures in annual report	
		7) Review and monitor on an annual basis	





Strategic Initiative 4 – Develop a comprehensive skills development & maintenance program			
<i>Guiding Principles Supported:</i>			
<ul style="list-style-type: none"> ✓ Professionalism ✓ Honesty ✓ Ownership ✓ Trust 			
Objectives	A. Refine and condense training task books to mission critical, and high risk / low frequency tasks		
	Completion Criteria: 1) Task books approved by senior leadership 2) Task books introduced by April 2012 3) First task book required completion by Dec 2012		Critical Tasks: 1) Appoint a training taskforce 2) Develop task review criteria based on high risk / low frequency tasks 3) Review and prioritize all tasks within the training task book 4) Develop new task books and create training calendar 5) Present new task books to senior leadership for review and approval 6) Introduce refined task book to operational personal
	Priority	1	
	Timeline	(See above)	
	Lead	Chief Amenn	
	B. Conduct annual company task evaluation with competency requirement of 95 percent or better		
	Completion Criteria: Task evaluation SOG approved by senior leadership		Critical Tasks: 1) Appoint a training taskforce 2) Research company evaluation programs in other fire agencies 3) Develop individual and company task lists 4) Develop scoring criteria 5) Determine the impact on individuals and/or companies of not meeting the 95 percent requirement 6) Develop an annual company and individual task evaluation SOG 7) Present SOG to senior leadership for review and approval 8) Coordinate annual task evaluations with the comprehensive annual training plan (See Initiative 4, Objective E.)
	Priority	3	
	Timeline	Jan 2013	
	Lead	Training Division Chief, QA/QI Division Chief	
C. Develop a comprehensive annual training plan			
Completion Criteria: Annual training calendar approved by senior leadership		Critical Tasks: 1) Appoint a training taskforce 2) Develop list of training required by Federal regulation 3) Develop list of training required to maintain certifications 4) Develop list of training required to maintain specific skills 5) Review training requirements for other departments 6) Determine financial impact and budget schedule 7) Create a one year schedule of training events 8) Present annual training plan to senior leadership for review and approval 9) Implement	
Priority	2		
Timeline	April 2012		
Lead	EMS Division Chief, Training Division Chief		



Strategic Initiative 5 – Continue to enhance good labor / management relationships			
Guiding Principles Supported: ✓ <i>Professionalism</i> ✓ <i>Honesty</i> ✓ <i>Ownership</i> ✓ <i>Trust</i>			
Objectives	A. Implement applicable portions of the Relationship by Objectives (RBO) program		
	Completion Criteria: RBO program implemented		Critical Tasks: 1) Determine composition of labor / management committee 2) Acquire and distribute RBO program materials to committee members 3) Review and prioritize applicable sections of the RBO program 4) Select applicable sections of the RBO program 5) Determine financial impact and budget schedule 6) Develop an implementation plan and schedule 7) Develop evaluation criteria and schedule 8) Communicate the benefits and implementation to all department members 9) Create an agreement for implementation (if necessary) 10) Implement and evaluate effectiveness
	Priority	1	
	Timeline	Sept 2013	
	Lead	Chief Niemeyer, Local 4627 President	
	B. Establish an annual labor / management retreat		
	Completion Criteria: First annual labor / management retreat is held and a schedule is set for future retreats		Critical Tasks: 1) Determine composition of labor / management committee 2) Review annual calendars to determine the most advantageous time to conduct an annual retreat 3) Determine who is to participate 4) Determine where the retreat is to be held 5) Develop a draft agenda to determine how long the retreat should be 6) Determine financial impact 7) Set schedule and location 8) Create confidential evaluation tool to determine effectiveness of the retreat 9) If retreat is effective, set timeline for scheduling the following years retreat
	Priority	3	
	Timeline	Nov 2013	
	Lead	Local 4627 Eboard	
	C. Establish annual department team building events (fun for the crews)		
	Completion Criteria: A calendar of events is approved by labor and management		Critical Tasks: 1) Determine composition of labor / management committee 2) Determine what kind of event(s) will be held and where 3) Determine who is to participate 4) Develop a draft schedule to determine how long the team building event should be 5) Determine financial impact 6) Set schedule and location 7) Create confidential evaluation tool to determine effectiveness of the event 8) If the event is effective, set timeline for scheduling future event(s)
Priority	2		
Timeline	Sept 2012		
Lead	Chief Shaul		



Strategic Initiative 6 – Identify long-term staffing needs to meet current and future standards and expectations			
<i>Guiding Principles Supported:</i> ✓ Professionalism ✓ Ownership ✓ Honesty			
Objectives	A. Create a more effective and efficient supervisory environment by establishing shift commander positions		
	Completion Criteria: Report accepted for action by senior leadership		Critical Tasks: 1) Appoint a staffing taskforce 2) Obtain job descriptions for similar positions in other fire departments 3) Seek input from senior leadership and shift personnel regarding expectations of the position 4) Develop a job description 5) Examine current supervisory environment and workload and determine if additional resources are required to meet demand. 6) Develop justification criteria for the position 7) Determine financial impact and budget schedule 8) Deliver report with combined information from above to senior leadership
	Priority	1	
	Timeline	Jan 2012	
	Lead	Chief Niemeyer	
	B. Create a more effective public information environment by establishing a joint public safety Public Information Officer (PIO) position		
	Completion Criteria: Report accepted for action by senior leadership		Critical Tasks: 1) Appoint a staffing taskforce 2) Obtain job descriptions for similar positions in other fire and police departments 3) Seek input from fire and police senior leadership regarding expectations of the position 4) Develop a job description 5) Examine current workload and determine if additional resources are required to meet demand. 6) Develop justification criteria for the position 7) Determine financial impact and budget schedule 8) Deliver report with combined information from above to fire and police department senior leadership
	Priority	5	
	Timeline	Sept 2016	
	Lead	Communications Division Chief	



Strategic Initiative 6 (Cont.) – Identify long-term staffing needs to meet current and future standards and expectations			
Objectives	C. Conduct a resource distribution and concentration analysis to identify areas requiring improved response / service (standard of cover)		
	Completion Criteria: Report accepted for action by senior leadership		Critical Tasks: 1) Appoint a standard of cover taskforce 2) Develop a work plan for completion of a standard of cover study 3) Obtain assistance from the City GIS personnel 4) Conduct a retrospective analysis of past response performance compared to MFD response objectives to identify areas of deficient response coverage 5) Determine if response times should be adjusted for urban, suburban, rural, or industrial areas 6) Determine the response concentration by unit and incident type 7) Conduct a prospective analysis of future growth to identify areas of potential future response deficiencies when compared to MFD response objectives 8) Utilize GIS to illustrate current and future response requirements 9) Develop a report that describes the MFD standard of cover, response efficiencies, deficiencies, and future requirements 10) Submit report to senior leadership for utilization in the budget process
	Priority	2	
	Timeline	Sept 2015	
	Lead	Chief Amenn	
	D. Support community risk reduction by determining the need for additional fire prevention staff		
	Completion Criteria: Report accepted for action by senior leadership		Critical Tasks: 1) Appoint a staffing taskforce 2) Obtain job descriptions for similar positions in other fire departments 3) Seek input from senior leadership regarding expectations of the position 4) Develop a job description 5) Examine current workload and determine if additional resources are required to meet demand. 6) Develop justification criteria for the position(s) 7) Determine financial impact and budget schedule 8) Deliver report with combined information from above to senior leadership
	Priority	3	
	Timeline	Sept 2014	
	Lead	Chief Palmer	
	E. Define future role of part-time / on-call program		
	Completion Criteria: Report accepted for action by senior leadership		Critical Tasks: 1) Appoint a staffing taskforce 2) Seek input from senior leadership regarding expectations of the program 3) Seek input from shift personnel regarding expectations of the program 4) Develop options 5) Develop a recommended option 6) Determine financial impact 7) Deliver report with combined information from above to senior leadership
Priority	4		
Timeline	Sept 2013		
Lead	Health/Safety Division Chief		



Strategic Initiative 6 (Cont.)– Identify long-term staffing needs to meet current and future standards and expectations			
Objectives	F. Establish a new “true” volunteer program		
	Completion Criteria: Report accepted for action by senior leadership		Critical Tasks: 1) Appoint a staffing taskforce 2) Seek input from senior leadership regarding expectations of a volunteer program 3) Seek input from shift personnel regarding expectations of the program 4) Develop options 5) Develop a recommended option 6) Determine financial impact 7) Deliver report with combined information from above to senior leadership
	Priority	5	
	Timeline	Sept 2013	
Lead	Pam Orr		

“Whatever failures I have known, whatever errors I have committed, whatever follies I have witnessed in private and public life have been the consequence of action without thought.” Bernard M. Baruch



Strategic Initiative 7 - Develop community education opportunities (i.e., Videos, Fire Ops 101, Citizen's Academy)			
<i>Guiding Principles Supported:</i>			
<ul style="list-style-type: none"> ✓ <i>Compassionate</i> ✓ <i>Professionalism</i> ✓ <i>Ownership</i> ✓ <i>Trust</i> 			
Objectives	A. Seek partnerships with community organizations that work with at-risk groups within the community for the delivery of public safety information		
	Completion Criteria: At-risk outreach plan approved by senior leadership		Critical Tasks: 1) Appoint a community education taskforce 2) Conduct research to determine what is being done in other communities with at-risk demographic groups 3) Conduct research to identify risks or emerging trends w/ demographic groups within our service area 4) Identify organizations that work with at-risk groups in Meridian 5) Create relationships with identified organizations for the purpose of delivering information to at-risk groups 6) Customize the information to be delivered to meet the needs of various at-risk groups 7) Create a plan for sustaining the delivery of information and tracking the impact. 8) Determine financial impact and budget schedule 9) Seek approval of plan by senior leadership and implement
	Priority	3	
	Timeline	September 2015	
	Lead	Pam Orr	
	B. Establish and maintain a joint Elected Officials Public Safety Academy with Meridian PD.		
	Completion Criteria: Plan approved by senior FD and PD leadership		Critical Tasks: 1) Coordinate with the Meridian Police Chief 2) Determine each organizations role in the academy 3) Determine what activities will be conducted and time requirements 4) Determine budget impact 5) Develop feedback instrument regarding academy effectiveness 6) Query elected officials regarding time requirements and when the academy will be held 7) Establish date and invite elected officials 8) Conduct academy 9) Evaluate effectiveness and adjust curriculum for future academies
	Priority	1	
	Timeline	April 2013	
	Lead	Health/Safety Division Chief	
	C. Establish spouses Fire Ops 101 program		
	Completion Criteria: Plan approved by senior leadership		Critical Tasks: 1) Appoint a Fire Ops 101 taskforce 2) Conduct research to identify the content of similar programs 3) Determine program content and feedback instrument for determining effectiveness 4) Determine budget impact 5) Establish program calendar 6) Conduct program and acquire feedback from participants
Priority	2		
Timeline	Oct 2011		
Lead	Judy Gerhart		



Strategic Initiative 7 (Cont.) – Develop community education opportunities (i.e., Videos, Fire Ops 101, Citizen’s Academy)		
Objectives	D. Establish Fire Ops 101 course to be held every 3 years	
	Completion Criteria: Plan approved by senior leadership and voted on by the body of Local 4627	
	Priority	4
	Timeline	Sept 2014
Lead	Local 4627 E-board	Critical Tasks: 1) Appoint a Fire Ops 101 taskforce 2) Conduct research to identify the content of similar programs 3) Determine program content and feedback instrument 4) Determine budget impact 5) Establish program calendar 6) Conduct program and acquire feedback from participants





Strategic Initiative 8 – Develop a community risk reduction program			
<p><i>Guiding Principles Supported:</i></p> <ul style="list-style-type: none"> ✓ <i>Compassionate</i> ✓ <i>Professionalism</i> ✓ <i>Honesty</i> ✓ <i>Ownership</i> ✓ <i>Trust</i> 			
Objectives	A. Establish data management practices for analysis of community risk reduction programs		
	1) Completion Criteria: Data management program/practices established		<p>Critical Tasks:</p> <ol style="list-style-type: none"> 1) Appoint a data/records management taskforce that includes front and back-end users from MFD and city IT department 2) Determine what data elements need to be collected 3) Review current data systems to determine if they can collect the required data 4) If 3 (above) is not practical, investigate new software for data collection 5) Assess the work effort required for records management and determine if a data analyst position is required 6) Determine financial impact and budget schedule 7) Develop SOPs/SOGs regarding data entry and a QA/QI program 8) Produce a written implementation plan and present to senior leadership for approval and implementation 9) Review the effectiveness of the data/records management system on an annual basis
	Priority	1	
	Timeline	March 2012	
	Lead	Chief Niemeyer / Information Technology	
	B. Gain institutional buy-in regarding the need and benefit of Community Risk Reduction programs.		
	Completion Criteria: Instruction delivered to all personnel		<p>Critical Tasks:</p> <ol style="list-style-type: none"> 1) Appoint a taskforce 2) Develop a list of community risk reduction activities conducted by MFD <ol style="list-style-type: none"> a) Differentiate between risk reduction/public education and public promotion 3) Develop a list of pros and cons regarding MFD community risk reduction activities 4) Provide instruction to the membership regarding the activities and pros and cons, including the benefits of conducting said activities 5) Follow up annually to determine the level of buy-in during other organizational input activities
	Priority	5	
	Timeline	March 2013	
	Lead	Chief Palmer	



Strategic Initiative 8 (Cont.) – Develop a community risk reduction program

Objectives	C. Identify the risks within our community and develop risk reduction programs based on identified risks		
	Completion Criteria: Plan for community risk reduction approved and implemented		Critical Tasks: 1) Appoint a community risk reduction taskforce 2) Identify the criteria for determining what constitutes levels of risk within the community 3) Survey all divisions to determine what community risk reduction activities are being conducted and by whom 4) Develop a list of community risk reduction activities that should be occurring 5) Prioritize the list of community risk reduction activities 6) Seek input from all divisions regarding which activities each should be doing 7) Identify strategic partners within the City and community 8) Identify work effort requirements and personnel required (volunteer versus full-time) 9) Determine financial impact and budget schedule 10) Develop a plan for the distribution of the highest priority community risk reduction activities 11) Request input on the plan by all divisions 12) Adjust the plan as needed and present to senior leadership for approval and implementation 13) Implement plan and review effectiveness annually
	Priority	3	
	Timeline	August 2012	
	Lead	Chief Palmer / Capt. Bongiorno	
	D. Develop a layered fire and life safety inspection program		
	Completion Criteria: Fire inspection plan implemented		Critical Tasks: 1) Assign taskforce 2) Identify MFD and/or City personnel that are or should be engaged in an inspection program 3) Determine how inspections should be distributed based on occupancy type or hazard presented 4) Seek input from impacted personnel 5) Develop a plan for layering inspections 6) Determine financial impact and budget schedule 7) Submit plan to senior leadership for review and approval 8) Implement plan and review effectiveness annually
	Priority	2	
	Timeline	March 2012	
	Lead	Chief Palmer	
	E. Identify staffing requirements for implementation of risk reduction programs		
	Completion Criteria: Community risk reduction staffing plan submitted to senior leadership for approval and implementation		Critical Tasks: 1) Assign community risk reduction staffing taskforce 2) Utilizing the information developed in Objective 8-C, determine the work effort required to achieve the objectives identified in this Strategic Initiative 3) Compare the required work effort to current staffing and determine staffing requirement a) Determine the need for additional part-time staff 4) Develop a staffing plan 5) Determine financial impact and budget schedule 6) Submit plan to senior leadership for review and approval 7) Adjust plan as needed and implement 8) Review effectiveness annually
Priority	4		
Timeline	March 2013		
Lead	Chief Niemeyer		



Strategic Initiative 8 – Develop a community risk reduction program			
<p><i>Guiding Principles Supported:</i></p> <ul style="list-style-type: none"> ✓ <i>Compassionate</i> ✓ <i>Professionalism</i> ✓ <i>Honesty</i> ✓ <i>Ownership</i> ✓ <i>Trust</i> 			
Objectives	F. Work with Operations to prioritize daily activities to ensure that community risk reduction activities are completed in a timely manner		
	Completion Criteria: Divisional community risk reduction activity plan approved by senior leadership		Critical Tasks: 1) Appoint a community risk reduction taskforce 2) Survey all divisions to determine what community risk reduction activities are being conducted and by whom 3) Develop a list of community risk reduction activities that should be occurring 4) Prioritize the list of community risk reduction activities 5) Seek input from all divisions regarding which activities each should be doing 6) Develop a plan for the distribution of the highest priority community risk reduction activities 7) Request input on the plan by all divisions 8) Adjust the plan as needed and present to senior leadership for approval and implementation
	Priority	4	
	Timeline	Sept 2012	
	Lead	Chief Palmer/Chief Amenn	
	G. Develop pre-fire plans for all target hazards		
	Completion Criteria: Pre-plan SOG reviewed and approved by senior leadership		Critical Tasks: 1) Appoint a pre-plan taskforce 2) Conduct research on development of pre-plans 3) Develop a definition for "Target Hazard" 4) Develop a list of target hazards occupancies that will be pre-planned 5) Seek input from shift personnel regarding format and usability 6) Develop a pre-plan format and determine which computer pre-planning software is appropriate 7) Determine financial impact and budget schedule 8) Prioritize pre-plans to be conducted by hazard 9) Seek input and determine who is to create preplans 10) Develop a preplan SOG and submit to senior leadership for review and approval
	Priority	2	
	Timeline	June 2014	
	Lead	QA/QI Division Chief	



Strategic Initiative 8 (Cont.) – Develop a community risk reduction program			
H. Enhance collaboration & communication between Prevention Division and other City departments			
Completion Criteria: Interdepartmental communication plan reviewed and approved by senior leadership		Critical Tasks: 1) Assign objective 2) Identify the City departments that have the greatest impact on community risk reduction 3) Identify specifically how the identified City departments impact community risk reduction 4) Be a participant in the implementation of the Accella tracking system 5) Seek input from the identified City departments on how they can impact community risk reduction 6) Develop a plan to proactively engage with the identified City departments to address and remedy fire & life safety issues during the design phase of new construction 7) Submit plan to senior leadership for review and approval	
Priority	5		
Timeline	Sept 2013		
Lead	Chief Palmer, Chief Niemeyer		
I. Enhance collaboration & communication with Ada County			
Completion Criteria: Communication plan with Ada County reviewed and approved by senior leadership		Critical Tasks: 1) Assign objective 2) Identify the Ada County departments that have the greatest impact on Meridian community risk reduction 3) Identify specifically how the identified County departments impact community risk reduction 4) Seek input from the identified County departments on how they can impact community risk reduction 5) Develop a plan to proactively engage with the identified County departments to address and remedy fire & life safety issues during the design phase of new construction 6) Submit plan to senior leadership for review and approval	
Priority	6		
Timeline	Sept 2013		
Lead	Chief Niemeyer		



Strategic Initiative 9 – Develop ways to utilize current technology to increase communication			
<i>Guiding Principles Supported:</i>			
<ul style="list-style-type: none"> ✓ <i>Compassionate</i> ✓ <i>Professionalism</i> ✓ <i>Honesty</i> ✓ <i>Trust</i> 			
Objectives	A. Establish phone/video conferencing capabilities		
	Completion Criteria: Shift communication plan reviewed and approved by senior leadership		Critical Tasks: 1) Appoint a communications taskforce 2) Research types of communication systems utilized by other fire departments 3) Seek input from shift personnel regarding the preferred communication methodology 4) Determine financial impact and budget schedule 5) Submit plan to senior leadership for review and approval
	Priority	1	
	Timeline	June 2012	
	Lead	Communications Division Chief	
	B. Develop a department-wide communication plan		
	Completion Criteria: Approval of plan by senior leadership		Critical Tasks: 1) Appoint a communications taskforce (see A. above) 2) Research organizational communication methods utilized by other fire departments 3) Seek input from shift personnel regarding the preferred communication methodology 4) Develop an organizational communication plan 5) Determine financial impact and budget schedule 6) Submit plan to senior leadership for review and approval
	Priority	2	
	Timeline	June 2012	
	Lead	Communications Division Chief	



Meridian Fire Department
2011-2016 Strategic Plan

Year	Initiative	Objective	Timeline	Lead
2011				
	7-C	Establish spouses Fire Ops 101 program	October	Judy Gerhart
2012				
	6-A	Create a more effective and efficient supervisory environment by establishing shift commander positions	January	Chief Niemeyer
	1-A	Include Mission, vision, and guiding principles training in future recruit academies.	March	Chris Amenn, Training Division Chief, EMS Division Chief
	8-A	Establish data management practices for analysis of community risk reduction programs	March	Chief Niemeyer/Information Technology
	8-D	Develop a layered fire and life safety inspection program	March	Chief Palmer
	4-A	Refine and condense training task books to mission critical, and high risk/low frequency tasks - Task books introduced	April	Chief Amenn
	4-C	Develop a comprehensive annual training plan	April	EMS Division Chief/ Training Division Chief
	9-A	Establish phone/video conferencing capabilities	June	Communications Division Chief
	9-B	Develop a department-wide communication plan	June	Communications Division Chief
	1-B	Communicate guiding principle expectations throughout the department	July	Chief Niemeyer
	8-C	Identify risk within our community and develop risk reduction programs based on identified risks	August	Chief Palmer/Capt. Bongiorno
	5-C	Establish annual department team building events (fun for crews)	September	Chief Shaul
	8-F	Work with Operations to prioritize daily activities to ensure that community risk reduction activities are completed in a timely manner.	September	Chief Palmer/Chief Amenn
	4-A	Refine and condense training task books to mission critical, and high risk/low frequency tasks- First task book required completion	December	Chief Amenn
2013				
	2-E	Identify strategic partners for joint training and professional development	January	Training Division Chief
	3-B	Conduct annual company task evaluation with competency requirement of 95 percent or better	January	Training Division Chief, QA/QI Division Chief
	1-C	Create recognition program for those meeting or exceeding our guiding principles	March	Judy Gerhart
	3-A	Develop and monitor standard operating guidelines (SOGs)	March	Chief Amenn
	8-B	Gain institutional buy-in regarding the need and benefit of Community Risk Reduction Programs	March	Chief Palmer
	8-E	Identify staffing requirements for implementation of risk reduction programs	March	Chief Niemeyer
	7-B	Establish and maintain a joint Elected Officials Public Safety Academy with Meridian PD	April	Health/Safety Division Chief
	2-A	Develop and institute a leadership and personality assessment and 360 degree evaluation for existing and potential captains	May	Chief Niemeyer, Human Resources
	2-B	Institute personality and suitability testing for new hire candidates	May	Chief Amenn
	1-D	Create feedback mechanism, both internally & externally, to ensure guiding principles are being met	September	Local 4627 Eboard
	5-A	Implement applicable portions of the Relationship by Objectives (RBO) program	September	Chief Niemeyer, Local 4627 President
	6-E	Define future roles of Part-Time/On-Call Program	September	Health/Safety Division Chief
	6-F	Establish a "true" volunteer program	September	Pam Orr
	8-H	Enhance collaboration & communication between Prevention Division and other City departments	September	Chief Palmer, Chief Niemeyer
	8-I	Enhance collaboration & communication with Ada County	September	Chief Niemeyer
	5-B	Establish an annual labor/management retreat	November	Local 4627 Eboard
	2-C	Develop a pre-promotional mentor program candidates six (6) months prior to testing	December	EMS Division Chief/Training Division Chief
2014				
	2-D	Develop a career roadmap that includes educational and training requirements based on the National Professional Development Model	January	QA/QI Division Chief
	3-B	Develop and implement organizational performance measures	January	Chief Niemeyer
	6-D	Support community risk reduction by determining the need for additional fire prevention staff	September	Chief Palmer
	7-D	Establish Fire Ops 101 course to be held every 3 years	September	Local 4627 Eboard
	8-G	Develop pre-fire plans for all target hazards	June	QA/QI Division Chief
2015				
	6-C	Conduct a resource distribution and concentration analysis to identify areas requiring improved response/service (standard of cover)	September	Chief Amenn
	7-A	Seek partnerships with community organizations that work with at-risk groups within the community for the delivery of public safety information	September	Pam Orr
2016				
	6-B	Create a more effective public information environment by establishing a joint public safety Public Information Officer (PIO) position	September	Communications Division Chief



Organizational Performance Measures

Performance measures assist the organization in measuring their progress toward their organizational vision. Performance measurement is an ongoing process. The initial performance measurements will most likely require modifications as data is collected and the organization becomes more focused on measuring achievement and outcomes.

Vision Statement & Performance Measurement

In order to measure an organization's progress, the vision statement must be linked to measurable features of organizational performance. The MFD vision statement says the department will be "*A premier organization recognized for providing a safe community through professionalism, innovative actions, and community involvement.*" The key measurable features of that statement are:

- Safe community
- Professionalism
- Innovative actions
- Community involvement

The next list identifies strategic initiatives or objectives (in abbreviated form) which support measurable performance areas for the key features listed above:

- Safe community
 - ✓ Emergency service delivery
 - ✓ Community risk reduction
- Professionalism
 - ✓ Emergency service delivery
 - ✓ Institutionalization of MFD guiding principles
 - ✓ Personnel development
 - ✓ Customer satisfaction (internal)
- Innovative actions
 - ✓ Emergency service delivery
 - ✓ Personnel development
 - ✓ Communication (internal)
- Community involvement
 - ✓ Customer satisfaction (external)
 - ✓ Communication (external)
 - ✓ Community risk reduction



The consolidated list of topics to be measured is:

- A. Emergency service delivery
- B. Community risk reduction
- C. Institutionalization of MFD guiding principles
- D. Personnel development
- E. Customer satisfaction (internal and external)
- F. Communication (internal and external)

Performance Measures

Topic	Performance Measure	Current	Target
A	Provide for the arrival of adequate resources to initiate basic and/or advanced emergency medical services at the scene of any medical emergency in the City limits, within 5 minutes ⁴ following dispatch 80% of the time.		5 minutes 80% fractile
A	Provide for the arrival of first arriving engine to initiate interior fire suppression operations at the scene of any fire in the City limits, within 5 minutes following dispatch 80% of the time.		5 minutes 80% fractile
A	Provide for the arrival of a full alarm response to initiate interior fire suppression operations at the scene of any fire ⁵ in the City limits, within 9 minutes following dispatch 80% of the time.		9 minutes 80% fractile
A	Provide for the arrival of adequate resources to initiate basic and/or advanced emergency medical services at the scene of any medical emergency in the Rural Fire District limits, within 7 minutes following dispatch 80% of the time.		7 minutes 80% fractile
A	Provide for the arrival of first arriving engine to initiate interior fire suppression operations at the scene of any fire in the Rural Fire District limits, within 7 minutes following dispatch 80% of the time.		7 minutes 80% fractile
A	Provide for the arrival of a full alarm response to initiate interior fire suppression operations at the scene of any fire in the Rural Fire District limits, within 11 minutes following dispatch 80% of the time.		11 minutes 80% fractile
B	The number of residential structure fires should not exceed 4 per 1000 structures.		4
B	The total dollar loss vs. value in a residential structure fire should not exceed 40%		40%
B	The number of fires in commercial and industrial occupancies should not exceed 2 per 1000 structures.		2
B	The total dollar loss vs. value in a commercial or industrial fire should not exceed 5%.		5%
A, B	Property loss due to fire in commercial and industrial occupancies shall not exceed \$50 per \$1,000 involved		\$50 (5%)
A, B	Property loss due to out of control vegetation fires shall not exceed 10% of the total value at risk		10%



C	Personnel recognized for meeting or exceeding the MFD guiding principles shall be 80% or greater.		80%
D	Personnel engaged in an employee career roadmap shall be 80% or greater		80%
D	Ensure all firefighters receive annual physicals and perform physical agility testing 100% of the time	21%	100%
D	Number of personnel completing the training task book shall be 95% or greater within the next 5 years		95%
D	Suppression personnel fire and EMS training shall be 12 hours or more per month 90% of the time		90%
D	Non-suppression personnel training shall be 2 hours or more per month 90% of the time		90%
E, F	Percentage of employees surveyed annually rating the Department's performance satisfactory or better shall be 90% or greater	95%	90%
E, F	Percentage of citizens surveyed annually rating the Department's performance satisfactory or better shall be 90% or greater	98%	90%

⁴**NFPA 1710:**

4.1.2.1 The fire department shall establish the following objectives:

- (1) Alarm handling time to be completed in accordance with 4.1.2.3.
- (2) 80 seconds for turnout time for fire and special operations response and 60 seconds turnout time for EMS response
- (3)*240 seconds or less travel time for the arrival of the first arriving engine company at a fire suppression incident and 480 seconds or less travel time for the deployment of an initial full alarm assignment at a fire suppression incident
- (4) 240 seconds or less travel time for the arrival of a unit with first responder with automatic external defibrillator (AED) or higher level capability at an emergency medical incident
- (5) 480 seconds or less travel time for the arrival of an advanced life support (ALS) unit at an emergency medical incident, where this service is provided by the fire department provided a first responder with AED or basic life support (BLS) unit arrived in 240 seconds or less travel time

"One can never consent to creep when one feels an impulse to soar."
 Helen Keller