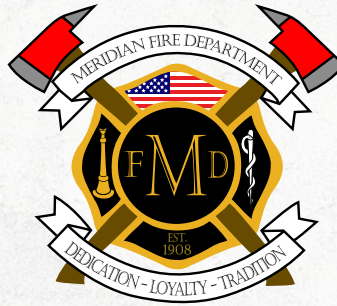


Meridian Fire Department



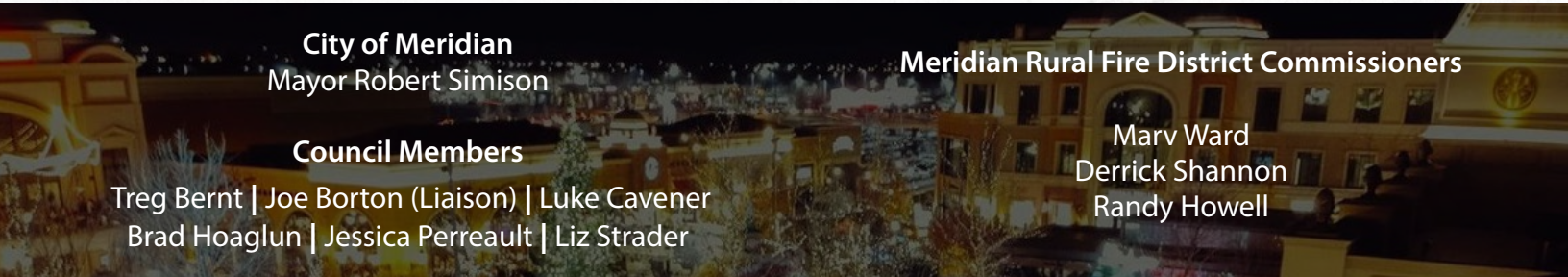
STRATEGIC PLAN 2022–2024



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ACKNOWLEDGMENTS



INTERNAL STRATEGIC PLANNING TEAM

- Kris Blume – Fire Chief
- Joe Bongiorno
Deputy Chief of Prevention
- Charlie Butterfield
Deputy Chief of Operations
- Judy Gerhart
Administrative Division Manager
- Pam Orr
Public Education Division Manager
- Kevin Fedrizzi
Division Chief of Training
- Justin Winkler
Division Chief of Logistics
- JD Hendrick – Division Chief of EMS
- Christie Boucher
Administrative Asst. II, Operations
- Brandon Medica – Captain of
Fire Inspection
- John Overton – Captain of
Fire Inspection
- Adam Johnston – Captain Medic
- Derek Nelson – Captain Medic
- Steve Hayes – Captain Medic
- Mike Zumwalt – Captain
- Ryan Wallace – Engineer Medic
- Garrett Bjerke – Engineer
- Bill Schuler – Engineer
- Dan Krenz – Engineer
- Ben Sletmoe – Firefighter/Medic
- Johnathan Hoffman – Firefighter

EXTERNAL STAKEHOLDERS

- Tracy Basterrechea – Chief of Police
- Jorene Batali
PSA/Citizen/Scentsy
- Nathan Bodily – Emergency
Responders Health Center
- Miranda Carson – Associate
Planner, City of Meridian
- Jason Finley – Disaster Kleenup
- Ted Hardy – Nampa Fire
- Bret Heller – West Ada School
District
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- Jaycee Holman
Bark Market/Bark Wash
- Randy Howell – Meridian Rural
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- Evi Keller
Silvercreek Realty Group
- Chris King – Nampa Fire
- Todd Lavoie – City of Meridian
Department Director
- Joe Lombardo – Ada County
Emergency Management
- Clay Long – Idaho Division of
Career Technical Education
- Frank Marcos
Mayor’s Senior Advisory Board
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Emergency Management
- Jeff Mutchie – Nampa Fire
- Laurelei McVey – City of Meridian
Department Director
- Dave Miles – City of Meridian
Mayor’s Chief of Staff
- Susan Moody
PSA/Citizen
- Tim Pusey – Valley Shepherd
Church of the Nazarene
- Crystal Ritchie – City of Meridian
Department Director
- Cherri Sabala
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- Steve Siddoway – City of Meridian
Department Director
- Toni Smith
D.L. Evans Bank/Kiwanis
- Randy Spiwak
IDHOA/PSA/Mayor Senior Grp
- Kurt Starman – Deputy City
Attorney, City of Meridian
- Marvin Ward – Meridian Rural
Fire Protection District
- Mike Wardle
Brighton Corporation

CHIEF’S MESSAGE

Chief Kris Blume



On behalf of the Meridian Fire Department, it is my privilege to present the 2022 through 2024 Strategic Plan.

Several months ago, we set out to complete a five-year strategic plan. However, the community and organization are moving faster than what would be effective with a five-year forecast. The accelerated growth of Meridian—the fourth fastest growing city in the United States and fastest in the state—requires focused attention and intentional change and change management that is reflected in an appropriate timeline. This three-year strategic plan is progressive, innovative and appropriate for the Meridian Fire Department.

The Meridian Fire Department has a deep and honored commitment of service to the Meridian community. This plan is our pledge to continue to provide high quality services for all our residents and guests. It will also guide our management decisions, organizational structure and efficient use of city resources.

This plan was created with community input through service delivery surveys, interviews and testimonials. A broad cross-section of community leaders, business and nonprofit representatives, partners from the hospital systems and area fire departments participated in expressing what was important to them in the delivery of 21st century fire and emergency medical services. Through this effort, we were able to identify community expectations, concerns and priorities.



Members of the Meridian Fire Department were also an essential part of this process. They came with open minds, recognizing that their conversations and ideas would help chart the course for our future. This dynamic group was made up of service professionals with a diverse group of generations, backgrounds and years of service. They did more than develop a strategic plan – they created a new normal for this organization.

It is the goal of the Meridian Fire Department to constantly seek input from both our external and internal partners to ensure a high level of effectiveness and efficiency in the delivery of emergency services. While this plan will provide a road map of where we want to take this organization in the next three years, we recognize that as our city, community and departmental needs evolve, we will have to make progressive modifications to stay competitive in the constantly changing fire and emergency services industry.

This strategic plan offers an inspiring glimpse into the potential successes of our department. We must always remember the foundation of our existence is the people in the communities we serve.

Let us never forget the service portion of being a part of the fire and emergency medical service. It is this important lifesaving work we do for others that will be the legacy we leave with our city.

Our Mission

To protect and enhance our community through professionalism and compassion.

Our Vision

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

Guiding Principles

COMPASSION

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.



Meridian Fire Department History



- 1908 – LeRoy Adams (1st Fire Chief)
- 1911 – Jacob Eames (2nd Fire Chief)
- 1924 – Amos Whiteley (3rd Fire Chief)
- 1936 – Ira Vorhees (4th Fire Chief)
- 1945 – Roger Welker (5th Fire Chief)
- 1983 – Kenny Bowers (6th Fire Chief)
- 2005 – Ron Anderson (7th Fire Chief)
- 2010 – Mark Niemeyer (8th Fire Chief)
- 2021 – Kris Blume (9th Fire Chief)



In 1908, the City of Meridian formed their first fire department when volunteers successfully tested a newly purchased Champion double cylinder chemical fire extinguisher. With LeRoy Adams as the first fire chief, the department started out small, serving only 600 residents. In 1911, Jacob Eames, a local blacksmith, followed as the second fire chief.

In 1911, a new cast steel bell was purchased for \$52.50 and weighed 550 pounds. This bell was rung direct from the central telephone switchboard. The bell was eventually retired and found a new home ringing in touchdowns at Meridian High School football games. In 2010, the bell was found underneath the high school bleachers and returned to its original owners at Meridian Fire. The bell was restored and dedicated on September 11, 2011; the bell’s 100-year anniversary and the 10-year anniversary of the September 11th attacks.

In 1924, Amos Whiteley, a local blacksmith and skilled mechanic took the job of fire chief, followed by Ira Vorhees in 1936. As the city and department continued to grow, Roger Welker took over the fire chief position in 1945 and remained chief until 1983, dedicating 38 years to our department.

In the 1950’s, a partnership formed with the Rural Fire Protection District to better serve citizens in the city and rural areas. This partnership proved to be very beneficial to both entities and continues today. Rescue One, a volunteer response team, was organized in 1976 for medical emergencies and did so for 18 years before these calls were handled by the expanding fire department.

The first full-time Meridian Fire Department employee was hired in 1977 and served as the fire marshal. In late 1983, Kenny Bowers became Meridian Fire’s sixth fire chief. Chief Bowers hired the first full-time firefighter in 1992. Under Chief Bowers’ direction, Meridian Fire built three new fire stations and our Fire Safety Center.

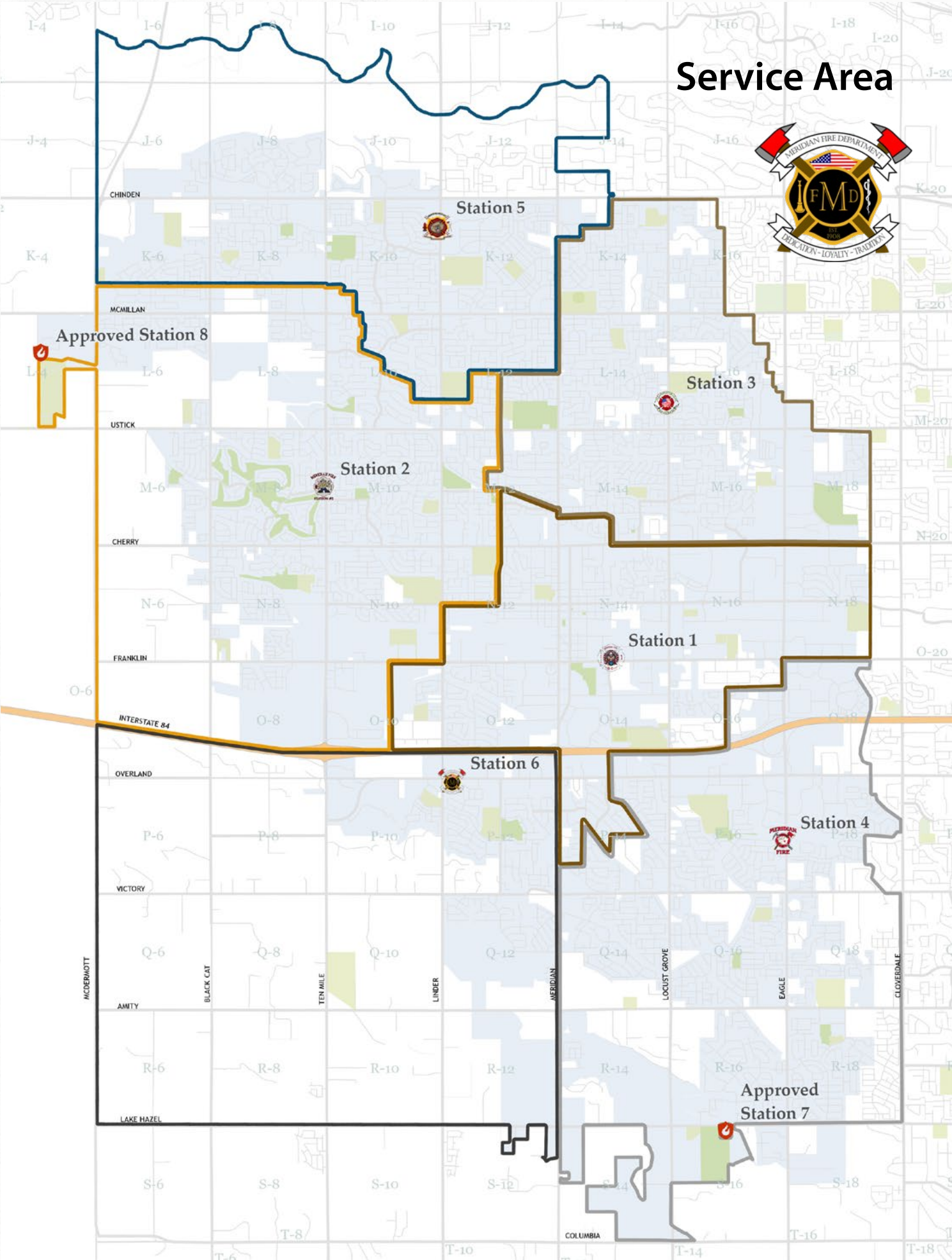
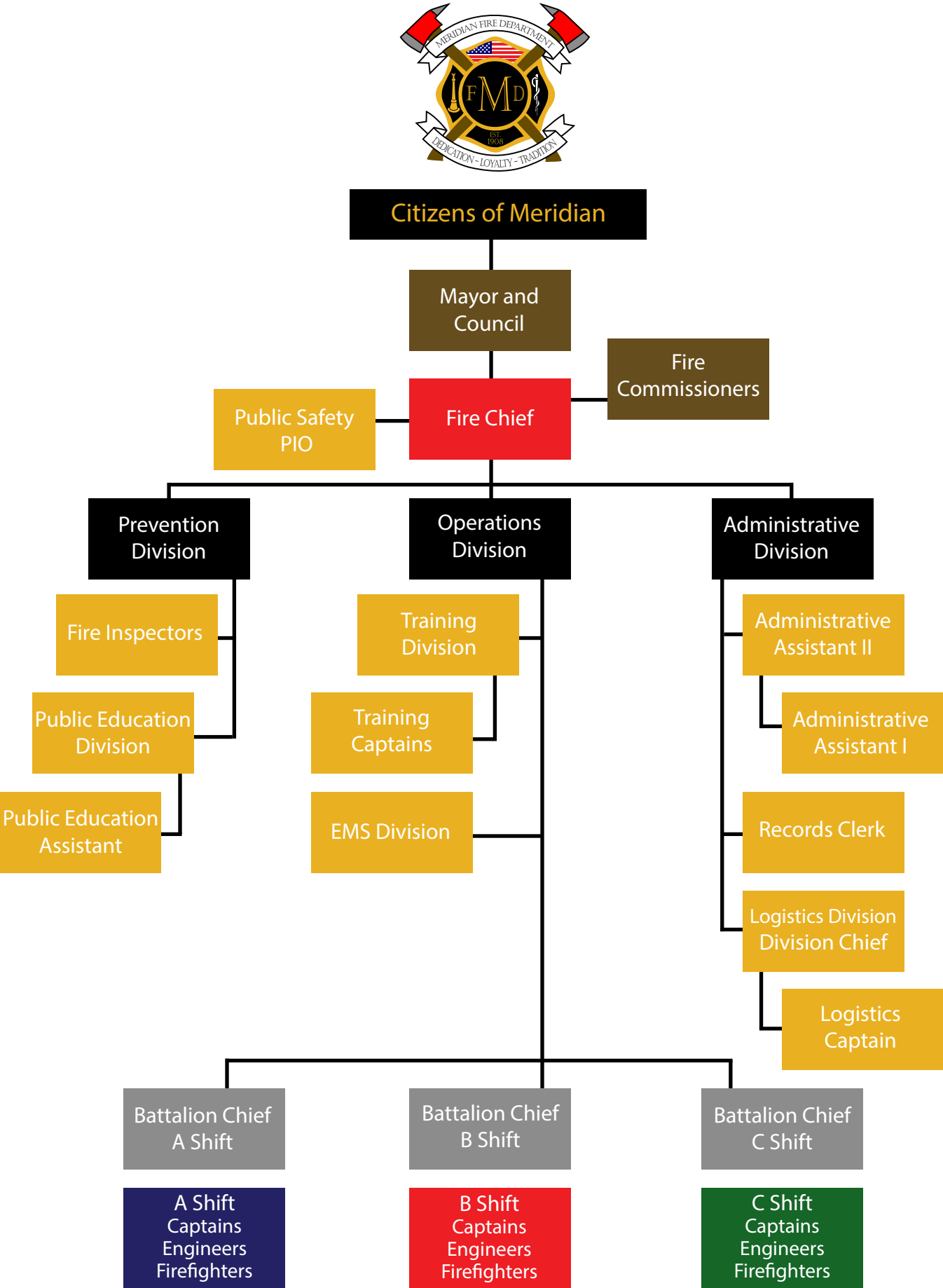
Ron Anderson accepted the position of fire chief in 2005. Under his direction, MFD was successful in adding a paramedic engine company program to the department. He oversaw the completion of two new fire stations and the Training Tower and purchased its first aerial ladder truck. Chief Anderson retired in April of 2010 and Deputy Chief Mark Niemeyer was promoted to fire chief. Chief Niemeyer left the department in November of 2020 after serving 10 years. Kris Blume was appointed fire chief in early 2021.

Today the department runs on a \$15.5 million dollar budget with six stations, a training tower, a Fire Safety Center, five first response engines and a ladder truck. The department has a total of 93 employees and responds to over 7,800 calls per year.

Milestones



Organizational Overview



Department Facts



TYPES OF INCIDENTS	2020	2021
Building Fire	67	95
False Alarm	570	650
Vegetative Grass Fire	59	130
Vehicle/Mobile Property Fire	37	49
Emergency Medical – including vehicle accidents	4706	5481
Unclassified Emergency Incidents (hazmat, technical rescue, gas leaks, electrical, etc.)	504	276
Service Calls (assist public with non-emergent situations)	891	1187
Rescue	31	20
Dispatched & canceled en route	1030	1260
TOTAL	7895	9148

Service Area
59 square miles

Residents Served
127,326

Staffing Total – 93
44 Firefighter/Emergency Medical Technicians
31 Firefighter/Paramedics
1 Firefighter/Advanced Emergency Medical Technician
3 Fire Inspectors
2 Training Captains
12 Administration Personnel

Revenue Sources
City Taxes 92%
Rural Taxes 8%

6 Fire Stations

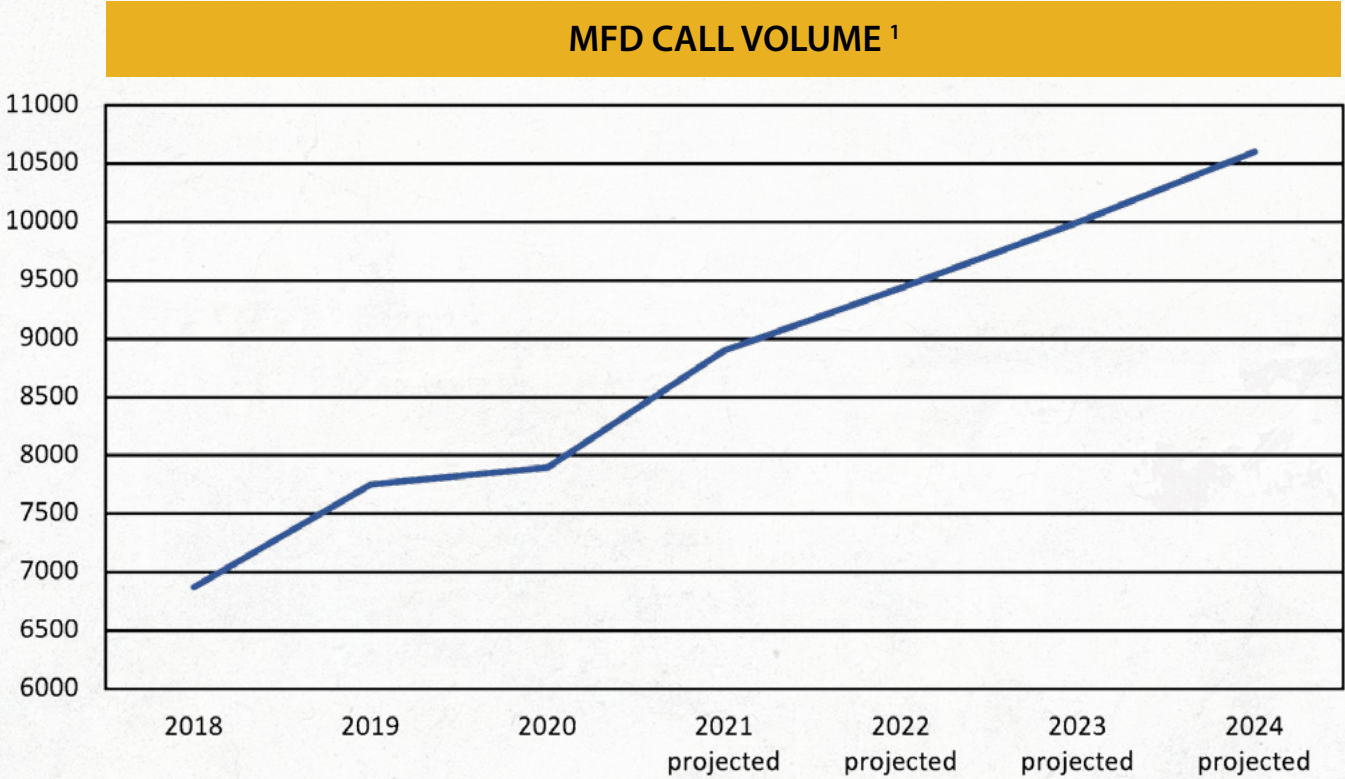
Apparatus
5 Front Line Engines
1 Ladder Truck*
1 Water Tender
2 Brush Rigs

*Second ladder truck due for delivery in March 2022

Planning for Growth

According to the U.S. Census Bureau 2020 Census, the City of Meridian is the fourth fastest growing city in the United States. Meridian grew from 75,092 in 2010 to 117,635 in 2020, a staggering 56% increase. Associated with the population growth is the projected increase in single family dwellings and multi-family dwellings by 21% and 32% respectively by the year 2030. MFD’s mission includes protecting all of these new additional lives and dwellings.

The impact of Meridian’s exceptional growth now and in the next three years is clearly MFD’s largest challenge. During the period of 2018–2020, MFD’s call volume increased 15%, just under the population growth (18%) rate of the city during this same time period. The lower percentage of call volume in 2020 vs. the population growth percentage likely can be attributed to COVID-19, when most fire departments experienced a decrease in call volume.











Assuming COVID has less of an impact on call volume in 2022–2024 and a continued increase in volume that is roughly parallel to the estimated six percent per year population growth, MFD can expect a 19% increase in call volume during the three-year period of this strategic plan. This will result in significant challenges in maintaining the current level of emergency services performance levels, not including the already identified need to improve current service levels. These challenges are addressed in the developed focus areas and associated goals/objectives of the this plan.

¹ City of Meridian Finance Department. December, 2021

Planning Approach

Strategic planning is a systematic, formal process that is used to set priorities and focus energy and resources to ensure that all organizational members are working toward common goals. It establishes agreement around intended outcomes/results. It also assesses and adjusts the organization’s direction in response to a changing environment and the community’s needs.

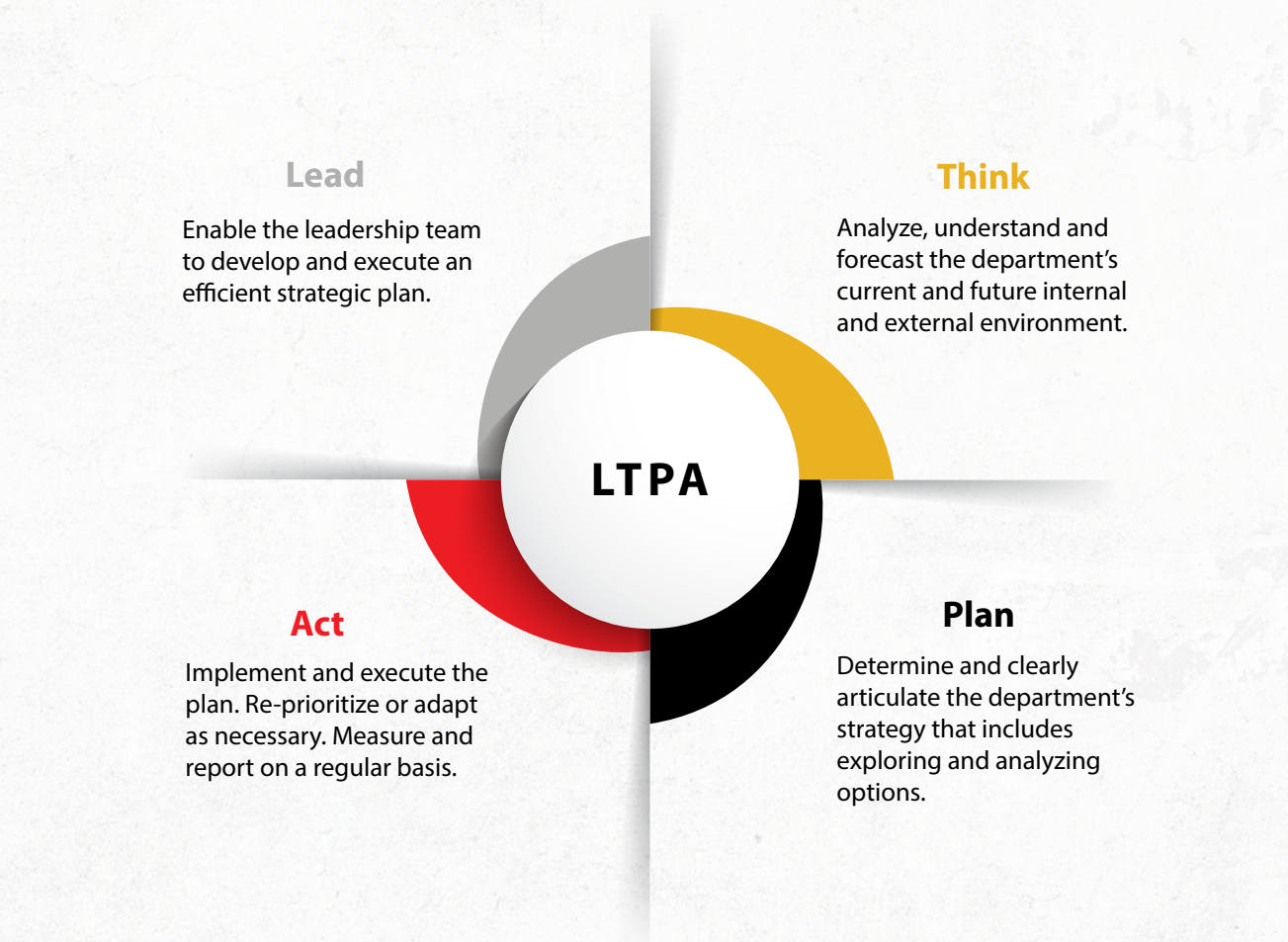
WHEN DONE EFFECTIVELY, STRATEGIC PLANNING:

	Provides direction for where the department is going and how it will get there.
	Facilitates a process that results in the best allocation of resources that provides the most benefit for the community.
	Provides an opportunity to question the status quo.
	Identifies the department’s potential through identification of its strengths and weaknesses.
	Develops a coherent and defensible basis for decision making resulting in a shared vision that is mission and values based.
	Creates a participatory process in which all department members take on shared ownership of the plan.
	Ensures accountability to the community and is based on credible data.
	Provides direction and prioritization for annual budget development and short-range operational plans.

Lead, Think, Plan, Act

Meridian Fire Department has chosen to take a systems approach when developing its strategic plan. This systems approach incorporates strategic thinking, leading and leadership development, people, technology, processes, change management, effective communication, inclusion and transparency, internal and external stakeholder input and organization culture.

Feedback loops are incorporated to promote continuous improvement and learning. A periodic cycle (annually) is established to refresh the system. This approach can be demonstrated using the Lead-Think-Plan-Act (LTPA) rubric.¹



- The LTPA approach model:
- Promotes a strategic culture that results in continuous improvement
 - Reinforces the department’s mission
 - Promotes communication throughout the department
 - Integrates risk management throughout the process

¹Guide to the Strategic Planning and Strategic Management Body of Knowledge, Second Edition. Association of Strategic Planning. 2015.



Key to the community-based approach is understanding the priorities and expectations of the community; the external stakeholders. To accomplish this, in August of 2021 Meridian Fire Department facilitated an external stakeholder workshop that included attendees representing a cross section of the community. A full list of the participants is included in the Acknowledgments section at the beginning of this document. An information overview was presented to the attendees that included:

- Review of emergency and non-emergency services provided
- Funding sources for MFD
- Call type, volume and response time information
- Expected growth in MFD population and call volume in the next three years
- Question and answer session

Following the information overview presentation, attendees were surveyed to gain their input regarding expectations of their fire department and to measure their priorities of services currently provided. They were asked to score expectations and programs on a scale of one to four, with four being most important. The scores were averaged and are shown in the tables below.

Rank	Expectation	Score	Value
1	Ensuring maximum safety of firefighters.	3.85	Essential
2*	Adequate staffing, apparatus and equipment for emergency response.	3.56	Essential
2*	Ensuring a high level of competency/ training of personnel.	3.56	Essential
3	Expedient response times to emergencies.	3.44	Very Important
4	Ensuring MFD provides the most effective, evidence-based emergency medical services.	3.37	Very Important
5	Ensuring that firefighters are adequately compensated to maintain retention/ experience.	3.30	Very Important
6	Professionalism of MFD personnel.	3.15	Very Important
7	Providing a comprehensive community risk reduction program that includes enforcing fire codes and providing public education/ community involved prevention programs.	3.11	Very Important
8	Community involvement and presence at schools, community events, neighborhood activities, etc.	2.59	Very Important

Rank	Program	Score	Value
1	Fire Suppression	3.76	Essential
2	Emergency Medical Services	3.67	Essential
3	Fire Investigation	3.41	Very Important
4	Special Operations – Hazardous Materials Emergencies and Technical Rescue	3.31	Very Important
5	Domestic Preparedness and Planning – Large-scale natural and man-made disasters	3.19	Very Important
6*	Public Education – CPR and in-school fire prevention classes	3.07	Very Important
6*	Wildland Fire Prevention and Mitigation	3.07	Very Important
6*	Community Involvement – Presence at community events, neighborhood activities, etc.	3.07	Very Important

*Indicates tie



Just as important as gaining input from the community is gathering input from those responsible for supporting and delivering the services the community wants and expects. To accomplish this, a strategic planning team was formed that represented all divisions of MFD. Members of the team are listed in the Acknowledgments section. The team met six times – August through October 2021 to help develop the direction of the department over the next three years. Team members were responsible for collecting input from their coworkers and subordinates, and sharing the ideas and suggestions during strategic plan meetings.

The team reviewed the City of Meridian’s strategic plan to ensure that MFD’s strategic plan would align. One of the focus areas of the City of Meridian’s strategic plan is Public Health and Safety. A goal included in this focus area is addressed in MFD’s strategic plan.

Invest in needed fire facilities while implementing strategies to reduce loss of life and property, improve outcomes of response, enhance public education and risk reduction efforts to improve resident safety and meet service level expectations. (City of Meridian 2021–2025 Strategic Plan)

During the early stages of the strategic plan process, the team identified a set of guiding principles to be referred to throughout the development process.

STRATEGIC PLAN GUIDING PRINCIPLES

ALIGN WITH THE MISSION, VISION AND VALUES.

MEMBER HEALTH AND SAFETY IS ALWAYS A PRIORITY.

KEEP THE PLAN AT A STRATEGIC LEVEL VS. OPERATIONAL LEVEL.

THE PLAN WILL FOCUS ON COMMUNITY EXPECTATIONS.

BUILD ON CONSENSUS OF THE STRATEGIC PLANNING TEAM.

THE PLAN WILL INFORM, INSPIRE AND ENGAGE MEMBERS OF MFD.

As part of the plan development process, the strategic plan team conducted a SWOC (strengths, weaknesses, opportunities and challenges) analysis. The strengths and weaknesses were considered from an internal aspect; the opportunities and challenges were considered from an external aspect.



S

Strengths

- Values-based culture
- The size of the department allows for it to pivot and be nimble to the changing needs of the community
- Quality facilities, apparatus and equipment
- Solid community support
- Strong customer service (culture is customer service oriented)
- Strong governing body support/solid funding
- Positive public perception
- New fire chief’s commitment and passion for MFD
- Ongoing development of a mentorship program
- Competitive wages
- Well trained on basics/core services
- Workforce is diverse in experience and education/training
- Paramedic staffing and experience
- Health and safety provisions and programs for firefighters
- Adequate time allowance for training
- Community Risk Reduction Program

W

Weaknesses

- Inadequate staffing at all levels, apparatus, equipment to keep pace with future city growth
- Promotions/succession planning – inexperienced members, but very mobile (move up quickly)
- Inconsistency of incident operations among shifts
- Out of date standards of procedures and the need for new ones
- Experience level has diminished due to rapid growth and increasing retirements
- Lack of department history documentation and dissemination to members
- Reliance on others for technical response specialties such as hazmat and technical rescue
- Data extraction – how?
- Online presence and public information dissemination
- Lack of videography resources for community risk reduction and training needs
- Lateral hires from other departments bringing potentially conflicting culture values to the department

O

Opportunities

- Enhanced community relations and partnerships
- Growth that could provide new promotional opportunities, as well as training, community risk reduction and emergency service enhancements
- Build upon the department image and public education efforts based on a formal external communication plan
- Development of an effective and efficient department organizational structure
- Development of technical specialties (hazmat, technical rescue) for members
- Utilizing the new strategic plan to provide a unified voice/direction and as an opportunity for buy-in by elected officials for the department’s future goals and objectives
- Lead the state as a fire/EMS provider and be known as the fire/EMS department paving the way in innovative and outcome-based emergency services
- Enhance community risk reduction efforts
- Developing a volunteer pool for non-emergency services and administrative assistance.
- Maximizing media and social media opportunities
- Re-establishment of chaplain position

C

Challenges

- Maintaining and improving service delivery as a result of strong growth in the community
- Documentation associated with data collection (capturing the right data)
- Maintaining an adequate budget
- Trends in community demographics that will increase service demand
- Some agency relations in need of improvement
- Data analytics including training
- Alignment of line and admin personnel
- New program development challenges such as new resource needs, implementation, management, etc.
- Dynamic political climate/election cycle
- Lack of city resources such as fire apparatus specific fleet facility
- City transportation/traffic challenges and impact on response times
- Impact of the increasing cost of living in the Meridian area as it affects recruitment and retainment
- Aligning staff diversity with community diversity
- Challenges of providing members with timely, consistent, concise and effective communication



STRATEGIC FOCUS AREAS



The Meridian Fire Department strategic planning team developed seven focus areas during the SWOC analysis and strategic issue identification process.

Staffing

The selection, training and retention of high-quality, value-centered personnel is essential to achieving MFD's mission. This will be especially important as the community's service delivery demands grow – prompting the need for additional staffing.



Organizational and Personal Development



A key strategic focus area for MFD is effective personal development contributing to organizational development that results in continuous improvement service delivery to the community. This includes organizational development that aligns with the anticipated growth of the community as well the enhancement of current personal development aspects that include providing a positive value-centered culture with clear career advancement paths.

Emergency Services

Emergency services, both fire and non-fire are essential to the mission of MFD. Understanding the scope of our community's risk, analyzing our performance and ensuring we have adequate resources to respond to emergencies are key elements to ensuring our operational readiness.



Training



Training provides the foundation of any fire department. It benefits all – including the department's uniformed and non-uniformed personnel enabling them to perform their job tasks at optimal levels for the community. To be most effective, training must be relevant, progressive, challenging and engaging.

Technology and Data

Now, and in the future, technology and data will play an increasingly vital role in the way MFD operates, not only in services provided to the community but also internal support services. As the department moves toward a more data-driven decision approach to the mission, reliable and accessible data will be essential to providing the best possible service.



Community Risk Reduction



Effective, targeted community risk reduction is foundational for any progressive fire department. Besides saving lives and property, an effective community risk reduction program helps reduce emergency service call volume. This in turn allows for units to have increased availability for calls in their first due area.

Communication

Frequent, concise and relevant internal and external communication creates trust with department members as well as the city's constituents. A strategic, targeted approach to communication is an effective way to ensure this is accomplished. This includes measurement of the effectiveness of the department's communication plan to ensure it is successful.



The selection, training and retention of high-quality, value-centered personnel is essential to achieving MFD’s mission. This will be especially important as the community’s service delivery demands grow – prompting the need for additional staffing.

Goal 1A – Ensure adequate staffing to continue to meet the mission throughout the period of the strategic plan.			Leader: Chief Blume
	Objective	Projected Start	Projected Completion
1A.1	Assess and identify required operations staffing to meet department performance goals.	2nd quarter 2022	Revisit each year of the plan
1A.2	Assess and identify required training staff to meet the training needs of all employees.	1st quarter 2022	Revisit each year of the plan
1A.3	Assess and identify required prevention staff to meet the increasing demand for plan/inspection services, public education, and to implement and maintain the community risk reduction plan (Goal 6A).	3rd quarter 2022	Revisit each year of the plan
1A.4	Determine administrative and support services staff needs to meet the needs of increased operation, logistics, training and community risk reduction staffing levels.	2nd quarter 2022	Revisit each year of the plan



A key strategic focus area for MFD is effective personal development contributing to organizational development that results in continuous improvement service delivery to the community. This includes organizational development that aligns with the anticipated growth of the community as well the enhancement of current personal development aspects that include providing a positive value-centered culture with clear career advancement paths.

Goal 2A – Develop an organizational structure that meets the department’s needs through the period of the strategic plan.			Leader: Judy Gerhart
Objective		Projected Start	Projected Completion
2A.1	Based on completion of Objectives 1A.1-1A.4, develop an organizational chart for the department and each division for the period of the strategic plan.	2nd quarter 2022	Updated each year

Goal 2B – Achieve Commission on Fire Accreditation International accreditation.			Leader: Chief Blume
Objective		Projected Start	Projected Completion
2B.1	Provide an accreditation overview program to all members.	1st quarter 2022	1st quarter 2022
2B.2	Select an accreditation manager – ensure he/she receives the appropriate accreditation education and training.	3rd quarter 2022	3rd quarter 2022
2B.3	Develop a standing accreditation team that includes category/criterion managers.	3rd quarter 2022	3rd quarter 2022
2B.4	Complete the self-assessment manual and apply for applicant status.	3rd quarter 2022	1st quarter 2023
2B.5	Apply for candidate status.	2nd quarter 2023	2nd quarter 2023
2B.6	Achieve accreditation status.	4th quarter 2023	4th quarter 2023

Goal 2C – Foster/maintain a culture that is progressive, professional, community focused and value driven.			Leader: Garrett Bjerke
Objective		Projected Start	Projected Completion
2C.1	During the hiring process – ensure there is an element to determine if a candidate is a “good fit” for MFD’s organizational culture.	1st quarter 2022	3rd quarter 2022
2C.2	Develop and implement a mentor program for new members.	1st quarter 2022	4th quarter 2022
2C.3	Formally identify and maintain culture-based traditions.	1st quarter 2022	4th quarter 2022
2C.4	Maintain and encourage open lines of communication throughout the department.	1st quarter 2022	Ongoing
2C.5	Develop a system by which all members can bring forward and become involved with innovative ideas that enhance the mission.	2nd quarter 2022	4th quarter 2022

Goal 2D – Ensure professional and personal development programs are in place to meet organizational and member needs.			Leader: Training Division
Objective		Projected Start	Projected Completion
2D.1	Analyze and assess other fire department succession plans.	1st quarter 2022	3rd quarter 2022
2D.2	Create a career development guide document and/or task books.	1st quarter 2022	4th quarter 2022
2D.3	Identify and encourage employee participation in relevant associations and organizations.	1st quarter 2023	3rd quarter 2023
2D.4	Evaluate adopting an officer credentialing program.	1st quarter 2023	3rd quarter 2023



Emergency services, both fire and non-fire are essential to the mission of MFD. Understanding the scope of our community’s risk, analyzing our performance and ensuring we have adequate resources to respond to emergencies are key elements to ensuring our operational readiness.

Goal 3A – Optimize partnership agreements that result in achieving the highest level of response capability for the MFD community.			Leader: JD Hendricks
Objective		Projected Start	Projected Completion
3A.1	Review and evaluate current mutual and auto aid agreements for effectiveness.	1st quarter 2022	2nd quarter 2023
3A.2	Develop strong interpersonal relationships with partner agencies.	2nd quarter 2022	4th quarter 2024
3A.3	Identify opportunities for enhancement of partnerships.	2nd quarter 2023	3rd quarter 2024
3A.4	As identified in 3A.3, implement identified enhancements to partnership agreements.	3rd quarter 2023	4th quarter 2023
3A.5	Ensure there is adequate management staff time dedicated to maintain current mutual aid/auto aid agreements.	1st quarter 2022	Ongoing

Goal 3B – Develop a community risk assessment/standards of cover (CRA-SOC) document that will align the fire and non-fire risks with deployment models.			Leader: Chief Blume
Objective		Projected Start	Projected Completion
3B.1	Inform members what a CRA-SOC is and how it maximizes the department’s ability to meet the community’s expectations.	1st quarter 2022	1st quarter 2022
3B.2	Establish a CRA-SOC standing committee and associated task groups to perform a risk assessment for each of the emergency services programs.	1st quarter 2022	1st quarter 2022
3B.3	Perform the risk assessments and establish critical tasks and effective response forces for each service category and risk classification.	1st quarter 2022	1st quarter 2022
3B.4	Based on performance objectives, develop total response times for single company and effective response forces.	2nd quarter 2022	2nd quarter 2022
3B.5	Final review process by CRA-SOC standing committee – publish/distribute the document.	2nd quarter 2022	2nd quarter 2022

Goal 3C – Initiate an annual appraisal process for each emergency service program.			Leader: Ryan Wallace
Objective		Projected Start	Projected Completion
3C.1	Develop an annual appraisal template applicable to all emergency service programs.	1st quarter 2022	1st quarter 2022
3C.2	Implement the annual appraisal process.	2nd quarter 2022	3rd quarter 2022
3C.3	Consider incorporating the annual appraisal process into the annual budget development process.	2nd quarter 2022	2nd quarter 2022



Training provides the foundation of any fire department. It benefits all – including the department’s uniformed and non-uniformed personnel enabling them to perform their job tasks at optimal levels for the community. To be most effective, training must be relevant, progressive, challenging and engaging.

Goal 4A – Create an operational doctrine for MFD that includes the collection and evaluation of all current operations documents and associated training programs.			Leader: Mike Zumwalt
	Objective	Projected Start	Projected Completion
4A.1	Locate and identify all operational documents currently in place including but not limited to SOP’s, task books, operational directives, etc.	2nd quarter 2022	4th quarter 2022
4A.2	Review, confirm relevancy and update all operational documents and identify needed new ones.	3rd quarter 2022	Ongoing
4A.3	Prioritize and develop new operational documents as identified in objective 4A.2 – to be based on best practice and evidence-based research.	1st quarter 2023	Ongoing
4A.4	Based on results of above objectives, deliver training on the new operational doctrine.	3rd quarter 2023	Training delivered as new ops documents developed
4A.5	Based on the new operational doctrine, adjust and implement an updated academy curriculum.	3rd quarter 2023	4th quarter 2023
4A.6	Create a manual of operations that includes all operational documents and a regular review schedule of the documents.	3rd quarter 2023	Ongoing as new ops documents developed
4A.7	Create an app for the operations manual.	2nd quarter 2023	1st quarter 2024
4A.8	Create a system for the collection of specific data for emergency scene benchmarks and PAR.	2nd quarter 2023	2nd quarter 2024
4A.9	Identify and put in place performance standards at individual and company levels.	3rd quarter 2023	1st quarter 2024



Now, and in the future, technology and data will play an increasingly vital role in the way MFD operates, not only in services provided to the community but also internal support services. As the department moves toward a more data-driven decision approach to the mission, reliable and accessible data will be essential to providing the best possible service.

Goal 5A – Ensure that effective and efficient digital systems are in place that meet the needs of the internal and external customer.			Leader: Joe Bongiorno
	Objective	Projected Start	Projected Completion
5A.1	Improve connectivity with mobile data terminals and cardiac monitors.	1st quarter 2022	2nd quarter 2023
5A.2	Implement the National Fire Operations Reporting System (NFORS).	3rd quarter 2022	4th quarter 2022
5A.3	Evaluate current learning management systems (LMS) for effectiveness.	1st quarter 2022	Ongoing
5A.4	Evaluate current software in use for effectiveness.	1st quarter 2022	Ongoing
5A.5	Develop or purchase in-home inspection software	2nd quarter 2022	3rd quarter 2022

Goal 5B – Develop a five-year information technology plan that includes forecasting needs for the acquisition of new and replacement hardware, software, associated IT management requirements and system security.			Leader: Joe Bongiorno
	Objective	Projected Start	Projected Completion
5B.1	Develop the plan.	TBD	TBD
5B.2	Adopt and begin implementation of the plan.	TBD	TBD

Goal 5C – Use data to help enhance a culture of continuous improvement which emphasizes performance and the customer.			Leader: Charlie Butterfield
	Objective	Projected Start	Projected Completion
5C.1	Develop and deliver a fire reporting course to end users.	1st quarter 2022	3rd quarter 2022
5C.2	Develop a quality assurance/quality improvement program for fire reporting.	2nd quarter 2022	4th quarter 2022
5C.3	Develop a monthly summary report of relevant data for crews (dependent on completion of Objective 5A.2).	3rd quarter 2022	4th quarter 2022
5C.4	Evaluate the current records management system (RMS) to identify opportunities for improvement.	2nd quarter 2022	1st quarter 2023



Effective, targeted community risk reduction is foundational for any progressive fire department. Besides saving lives and property, an effective community risk reduction program helps reduce emergency service call volume. This in turn allows for units to have increased availability for calls in their first due area.

Goal 6A – Create and implement a sustainable and effective community risk reduction (CRR) plan that is reviewed and measured on a regular basis.			Leader: Joe Bongiorno
Objective		Projected Start	Projected Completion
6A.1	Update the current community risk assessment in alignment with the Community Risk Assessment/Standards of Cover (Goal 3B), NFPA 1300, Standard on Community Risk Assessment, and the Vision 20/20 initiative.	3rd quarter 2022	4th quarter 2022
6A.2	Following the updating of the community risk assessment, develop a CRR plan based on the completion of Objective 6A.1.	4th quarter 2022	4th quarter 2023
6A.3	Communicate the CRR plan to the relevant MFD members.	4th quarter 2023	4th quarter 2023
6A.4	Implement the plan and develop an annual appraisal procedure to measure performance.	1st quarter 2024	2nd quarter 2024

Goal 6B – Utilize data to develop focused outreach programs.			Leader: Joe Bongiorno
Objective		Projected Start	Projected Completion
6B.1	Identify types of data required and its current access/availability.	2nd quarter 2023	3rd quarter 2023
6B.2	If a gap exists in required data gathering system, explore opportunities to close the gap.	4th quarter 2023	2nd quarter 2024
6B.3	Incorporate applicable data into the development of focus outreach programs.	3rd quarter 2024	4th quarter 2024

Goal 6C – Maximize opportunities to leverage public and private partnerships to expand community risk reduction opportunities.			Leader: Joe Bongiorno
Objective		Projected Start	Projected Completion
6C.1	Identify all current CRR partnerships and explore opportunities for enhancement.	3rd quarter 2022	3rd quarter 2022
6C.2	Identify potential new partnerships and prioritize for development.	3rd quarter 2022	4th quarter 2022



Frequent, concise and relevant internal and external communication creates trust with department members as well as the city’s constituents. A strategic, targeted approach to communication is an effective way to ensure this is accomplished. This includes measurement of the effectiveness of the department’s communication plan to ensure it is successful.

Goal 7A – Develop a formal philosophy and strategy for effectively communicating with our community.			Leader: Kelsey Johnston
Objective		Projected Start	Projected Completion
7A.1	Identify the key touchpoints community members share with MFD (i.e. building inspections, new residents, safety messages, recruitments, etc.)	2nd quarter 2022	2nd quarter 2022
7A.2	Determine messaging and communication channels/tools to be used as touchpoints identified in 7A.1	3rd quarter 2022	3rd quarter 2022
7A.3	Identify resources (team, email program, customer relationship management software, video production, etc.) and communications tools (social media, web pages, updates and reports, collateral, etc.) required to fulfill the needs of 7A.2	4th quarter 2022	1st quarter 2023
7A.4	Finalize audience, touchpoints, messaging and tools along with resources needed, frequency of contact, metrics to be monitored, and expected costs into a communications plan recommendation for leadership approval.	2nd quarter 2023	2nd quarter 2023
7A.5	Implement approved external communication plan.	3rd quarter 2023	2nd quarter 2024
7A.6	Regularly review metrics and solicit feedback from community members to fine tune and adjust forward-looking communication plans.	3rd quarter 2024	Ongoing



Goal 7B – Improve internal communications for relevant and timely dissemination throughout the department.			Leader: Chief Blume
Objective		Projected Start	Projected Completion
7B.1	Survey employees to determine perspectives on current internal communications and forward-looking needs.	1st quarter 2022	1st quarter 2022
7B.2	Identify crucial internal communications/messaging/tools currently in use at MFD.	2nd quarter 2022	2nd quarter 2022
7B.3	Identify internal communications gaps with proposals of how to bridge the gaps (resources, tools, etc.)	3rd quarter 2022	4th quarter 2024
7B.4	Develop revised internal communications plan to include tools, resources, frequency of contact, metrics to be monitored and expected costs.	1st quarter 2023	2nd quarter 2023
7B.5	Implement internal communication plan.	3rd quarter 2023	4th quarter 2024
7B.6	Regularly review metrics and solicit feedback from employees to fine tune and adjust forward-looking communication plans.	4th quarter 2024	Ongoing



Plan Implementation and Performance Measurement

This strategic plan is the result of many hours of work by members of Meridian Fire Department. Key to the success of this effort is having an implementation and performance measurement system in place that ensures the plan remains contemporary and exercised.

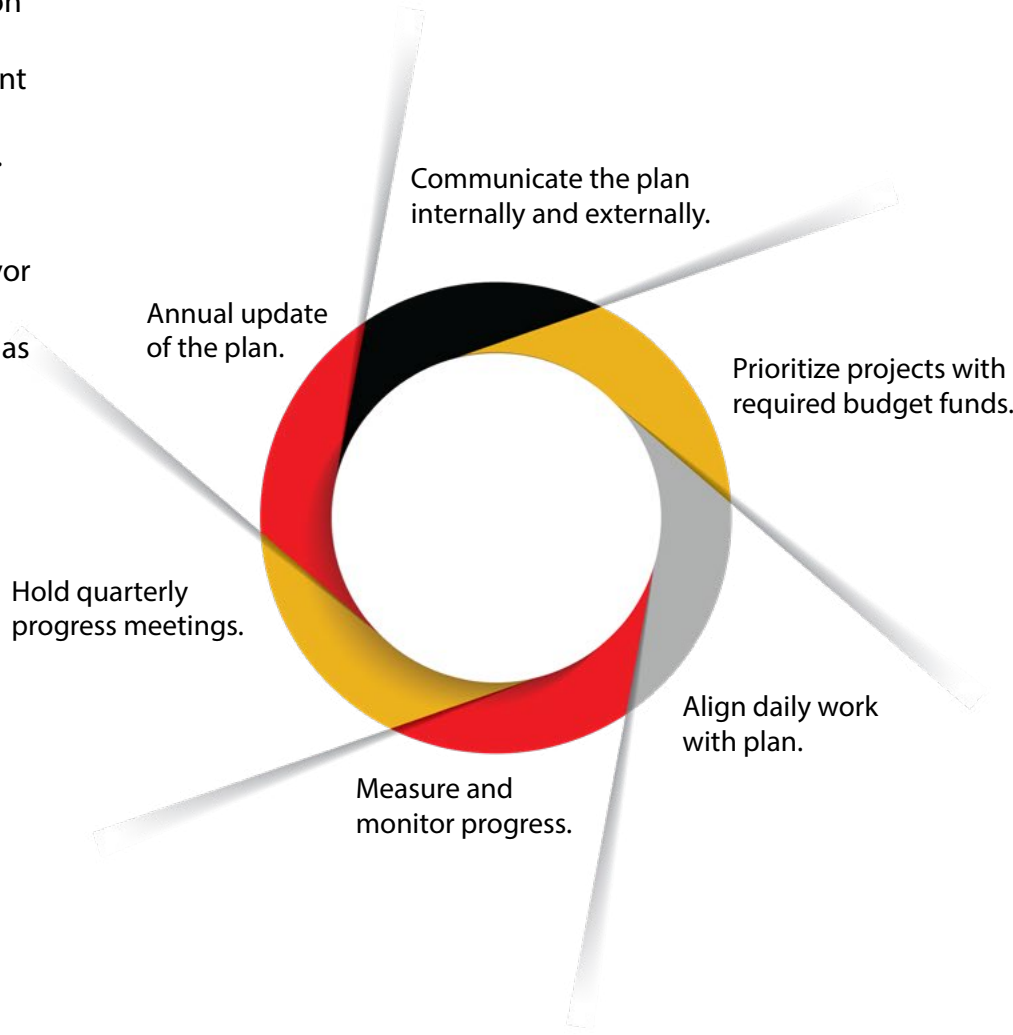
The overall management of the strategic plan is the fire chief’s responsibility. The fire chief has identified goal leaders for each of the strategic plan’s goals, whose responsibility will be to ensure that all objectives for their goals are achieved. Goal leaders in turn may develop their own teams to accomplish the associated objectives. The goal leaders will work together to balance human, physical and financial resources as the department moves forward with the plan.

Progress and performance measurement of the plan will be reviewed by the strategic plan team at quarterly meetings. These meetings will cover each of the goals and provide a forum to recognize progress and determine if timelines for any objectives need to be adjusted.

The strategic plan team will perform an annual formal review of the plan and develop an annual report for the previous year that will be submitted to the mayor and council. The review will include a progress assessment of the goals that may result in re-prioritization if necessary due to budget concerns and other significant factors that may require an adjustment to the plan. The review and report will be a tool for the fire chief in creating an annual operational plan that follows the strategic plan priorities.

This process ensures the strategic plan will be used as the foundation for annual operating budget development, capital improvement plan (CIP) development, and equipment and staffing planning.

The ultimate success of the plan will require support from the mayor and council, all members of the organization and the community as a whole.



MERIDIAN FIRE,

TO LEAD IS TO SERVE. TO SERVE IS TO SACRIFICE. TO SACRIFICE REQUIRES SELFLESSNESS.

SELFLESSNESS REQUIRES HUMILITY AND HUMILITY LEADS TO GRATITUDE.

I AM HUMBLLED FOR THE OPPORTUNITY TO LEAD AND GRATEFUL TO THOSE WHO TRUST ME TO GET IT RIGHT.

—CHIEF BLUME



<https://meridiancity.org/fire/>