



MARION FIRE DEPARTMENT

2023-2028

STRATEGIC PLAN

MANAGEMENT AND IMPLEMENTATION GUIDE





2023-2025 STRATEGIC BUSINESS PLAN

VISION

Marion is an innovative city with vibrant neighborhoods and abundant opportunities for all.

BRAND PROMISE

Marion is the best place in Iowa to raise a family and grow a business. Here, we reach higher!

GUIDING PRINCIPLES

The City of Marion commits to the following:

- Acting with integrity
- Being accountable to the community and each other
- Fostering a collaborative work environment

EQUITY STATEMENT

Diversity, equity, and inclusion are principles that bind us together to create a community where everyone belongs. The City of Marion is fully dedicated to addressing systems of inequity while building an accessible community where people of all cultures and identities can thrive. The City expects that its employees embrace this vision of inclusion and will strongly encourage its residents and community partners to do the same. By fulfilling this commitment, the City of Marion envisions a community that is inclusive and preserves the dignity of all people.

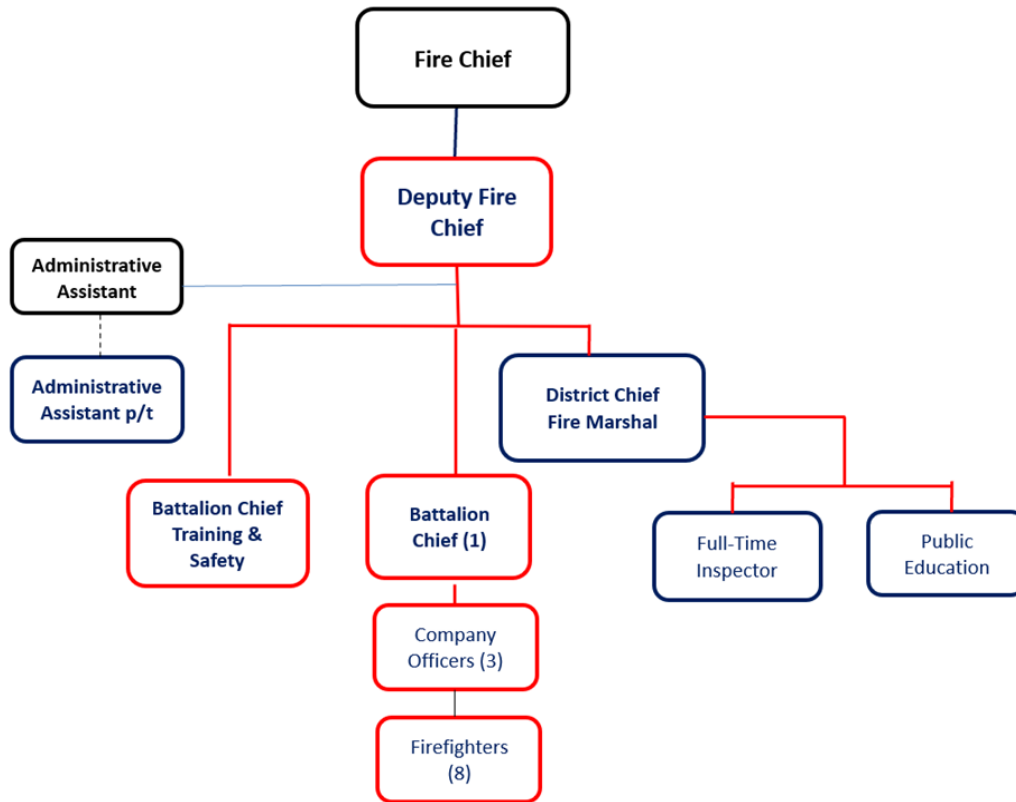
FOCUS AREAS

1. Vibrant Community | To have a community that is accessible, attractive and open to all members of the community and visitors, and that aligns with having a high quality of life in Marion.
2. Efficient & Effective Government | To have all-encompassing internal support functions and departments for alignment to the focus areas.
3. Community & Economic Development | To have a community that provides excellent job opportunities, attracts, and retains quality businesses, and engages in partnerships and services that allow for ongoing growth in Marion.
4. Sustainable Infrastructure & Services | To invest in roads, water, and sewer, and create a long-term approach to maintaining the physical infrastructure for residents and visitors.
5. Safe Community | To have a community where all residents, businesses, and visitors feel safe.
6. Team Marion | To implement a clearly defined people strategy that attracts, engages, develops, and retains employees to achieve the City's mission of Reaching Higher!

Foreword

As part of the community-driven strategic planning process, this management and implementation guide was developed to assist the Marion Fire Department (MFD) in managing its future success through institutionalization, implementation, monitoring of progress, and results feedback. The MFD must remember that a plan without managed implementation will never result in change and greater success. This is a living document that the agency should use throughout the duration of its community-driven strategic plan. It provides for further revision, accountability, ways to measure and celebrate success, and desired outcomes. Additionally, information is provided to ensure alignment with the strategic vision of the authority having jurisdiction or other sources as determined by the MFD.

Organizational Structure



Current Organizational Structure

The MFD has presented a 2023 Fire Department Workplan, including a new organizational structure, to City Council for consideration. That proposed organizational structure can be found in [Appendix A](#).

The Success of the Strategic Plan

The Marion Fire Department approached its desire for organizational change and continuous improvement by developing a community-driven strategic plan focused on input and participation from the community and agency stakeholders. The success of this community-driven strategic plan will be rooted in a quality implementation and institutionalization plan, and support from all who hold a stake in the MFD.

Without a true focus on implementing and institutionalizing this plan, the MFD may fall short of the change it desires. The Center for Public Safety Excellence® (CPSE®) recognizes the agency's commitment to its community and supports the continuous improvement identified in this community-driven strategic plan.

Communication

Developing communication processes to disseminate the strategic plan's goals, objectives, and tasking concepts will be key to the agency's success in institutionalizing strategic planning processes. Even the best strategic plans are undermined by the inability to effectively communicate plan goals and objectives that align member actions. This is a central reason agencies lose control during the implementation. Creating a comprehensive communication plan with clear accountability, ensuring the information needs of various stakeholders are met, and allowing relevant information to go to the right person at the right time to avoid information overload and confusion, will support implementation efforts.

There are various ways an agency may utilize its current communication systems to distribute the plan's elements and agency successes as implementation activities progress. Recognition of the importance of reporting progress to all levels of the agency and its stakeholders will assist in determining which of those systems should be included in disseminated information.

Institutionalization and Implementation

A contributing factor to the success of the community-driven strategic plan is the institutionalization of the plan across all levels of the organization. Without it, the plan will remain siloed, and implementation may be hindered. Institutionalization provides an excellent opportunity to communicate to all stakeholders about the intended changes, applicable outcomes, and the direction the department is heading.

Many avenues of institutionalization and implementation are used by agencies that sincerely understand the power of the community-driven strategic plan. Just as the plan's development included agency stakeholders representing a broad spectrum internally, the implementation phase must also ensure that the same representation model is utilized. All agency stakeholders who contributed to the plan's development should be empowered to ensure that members throughout the organization can be part of the implementation phase. This will further institutionalize the plan processes and add value toward implementation successes.

Whether or not they participated in the development of the community-driven strategic plan, all agency stakeholders must recognize that this plan is for the entire agency and is not just representative of the MFD's leadership. Perceived and actual ownership across the Marion Fire Department increases the probability of success and the realization of the desired outcomes.

For further information on implementation and institutionalization, the Marion Fire Department may distribute this article as provided by the CPSE: [Strategic Planning + Institutionalization = Implementation Success](#)

Tips for Institutionalization

1. **Communicate to all levels, even during onboarding.**
2. **Get all levels involved in the implementation and tap their creativity.**
3. **Empower all leaders and let them go.**
4. **Maintain accountability.**
5. **Report progress regularly for all to see.**

Performance Measurement

By incorporating performance measures into this community-driven strategic plan, the Marion Fire Department has ensured greater success through implementation and institutionalization. However, the agency must continue to measure its successes and challenges during plan execution to stay on course for positive change and delivery to its community. Greater focus should remain on the plan's intended outcomes, not just agency inputs and outputs. Outcomes are those results that genuinely deliver for all stakeholders.



GOALS, OBJECTIVES, TASKS



GOAL 1: Enhance external relationships through education, joint training, improved communication, the development of agreements and partnerships, and engagement to increase community safety and unified operations.

ALIGNMENT

City of Marion Strategic Goal: Safe City.

OBJECTIVE 1.1

Create educational partnerships to facilitate formal classes (EMT, Firefighter 1 and 2, CPR, Stop the Bleed, etc.) to increase recruitment and community engagement.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Identify educational partners and potential educational programs.	1 month	
<input type="checkbox"/> Create agreements with new educational partners.	2 weeks	
<input type="checkbox"/> Prioritize education classes.	1 month	
<input type="checkbox"/> Evaluate continuous education needs.	1 week	
<input type="checkbox"/> Create a schedule.	1 week	
<input type="checkbox"/> Identify the location, resources, and equipment needed for class.	2 weeks	
<input type="checkbox"/> Develop a plan to advertise to increase attendance.	1 week	
<input type="checkbox"/> Hold an educational event.	1 day	
<input type="checkbox"/> Evaluate events after completion.	1 day	
<input type="checkbox"/> Evaluate program effectiveness.	Annually	

MEASURED OUTCOMES

- [Replace this text with your list of outcomes.]

OBJECTIVE 1.2

Hold joint training to create shared tactics with neighboring agencies' emergent resources for consistency of delivery.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Identify MFD resources and standards of cover.	1 week	
<input type="checkbox"/> Identify neighboring agencies and available resources.	1 week	
<input type="checkbox"/> Obtain and share operating guidelines between agencies.	2 weeks	
<input type="checkbox"/> Create/schedule joint training events.	3 weeks	
<input type="checkbox"/> Hold events.	1 week	
<input type="checkbox"/> Evaluate operations strengths and weaknesses.	1 week	
<input type="checkbox"/> Meet with neighboring agencies and discuss potential changes.	2 weeks	
<input type="checkbox"/> Follow-up training event to implement/trial and make changes.	1 month	
<input type="checkbox"/> Repeat training events if needed.	2 months	
<input type="checkbox"/> Establish standard practices and create a standard operating guideline (SOG).	2 months	

MEASURED OUTCOMES

- [Replace this text with your list of outcomes.]

OBJECTIVE 1.3

Develop common terminology with mutual aid partners to improve communication, safety, and continuity of operations.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Identify mutual aid partners, including dispatch centers.	1 week	
<input type="checkbox"/> Identify best practice terminology.	2 weeks	
<input type="checkbox"/> Set meetings to discuss terminology.	2 months	
<input type="checkbox"/> Create internal and joint external training.	6 months	
<input type="checkbox"/> Evaluate effectiveness.	Annually	

MEASURED OUTCOMES

- [Replace this text with your list of outcomes.]

OBJECTIVE 1.4

Develop or enhance mutual aid agreements to define response expectations.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Identify MFD effective response force needs based on event types.	2 months	
<input type="checkbox"/> Identify mutual aid agencies.	1 week	
<input type="checkbox"/> Meet to discuss mutual needs and resources.	3 months	
<input type="checkbox"/> Establish agreements with mutual aid based on mutual aid needs.	3 months	
<input type="checkbox"/> Send to city attorney for review of agreements.	1 month	
<input type="checkbox"/> Approve agreements by the city council.	2 weeks	
<input type="checkbox"/> Annual evaluation of agreements.	Annually	

MEASURED OUTCOMES

- [Replace this text with your list of outcomes.]

OBJECTIVE 1.5

Develop a box alarm system, shared special resources, and regional teams to maximize resources and improve response capabilities.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Identify MFD effective response force needs based on event types.	2 months	
<input type="checkbox"/> Identify available mutual aid agencies.	1 week	
<input type="checkbox"/> Create box alarms for call types with identified resource needs.	2 months	
<input type="checkbox"/> Submit box alarms to necessary dispatch agencies for implementation.	2 months	
<input type="checkbox"/> Review and evaluate the effectiveness of responses.	Annually	

MEASURED OUTCOMES

- [Replace this text with your list of outcomes.]

OBJECTIVE 1.6

Create a public information officer (PIO) liaison to improve community awareness and increase community programs through social media and overall communications.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Determine the scope of practice for the position.	1 month	
<input type="checkbox"/> Create a job description.	3 months	
<input type="checkbox"/> Advertise for the position.	2 months	
<input type="checkbox"/> Complete the onboarding process.	1 month	
<input type="checkbox"/> Evaluate community outreach opportunities.	6 months	
<input type="checkbox"/> Create messaging, branding, outreach, and public education.	12 months	
<input type="checkbox"/> Evaluate messaging, branding, outreach, and public education.	Annually	
<input type="checkbox"/> Execute a performance evaluation for the position.	Annually	

MEASURED OUTCOMES

- [Replace this text with your list of outcomes.]



GOAL 2: Identify and formalize the scope and level of services provided by the department to meet community expectations and support organizational planning.

ALIGNMENT

City of Marion Strategic Goal: Safe City.

OBJECTIVE 2.1

Develop a report on current services provided, including staffing level and performance goals relative to quality practice standards.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Identify core programs provided by the department.	1 day	
<input type="checkbox"/> Gather information on core departmental programs, including current performance goals/standards, quality practice standards, and the levels of services provided by the department.	1 month	
<input type="checkbox"/> Publish the report.	1 day	

MEASURED OUTCOMES

- [Replace this text with your list of outcomes.]

OBJECTIVE 2.2

Present a report through management channels to solicit feedback for developing a community presentation for departmental direction.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Schedule a time to present the report to city management.	1 day	
<input type="checkbox"/> Present the report to city management and gather feedback for departmental direction.	1 day	
<input type="checkbox"/> Organize feedback and develop recommendations for a future community presentation.	1 week	

MEASURED OUTCOMES

- [Replace this text with your list of outcomes.]

OBJECTIVE 2.3

Develop and provide a presentation to community representatives, including the current scope of services, along with departmental recommendations for feedback and direction.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Develop a presentation for city representatives based on program information, strategic planning stakeholder information, city management feedback, and departmental recommendations.	1 month	
<input type="checkbox"/> Schedule a time to make the presentation.	2 weeks	
<input type="checkbox"/> Perform the presentation.	1 day	
<input type="checkbox"/> Receive feedback and departmental direction.	1 day	

MEASURED OUTCOMES

- [Replace this text with your list of outcomes.]

OBJECTIVE 2.4

Incorporate direction into organizational planning for implementation.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Organize and prioritize departmental direction into an implementation plan.	Annually	
<input type="checkbox"/> Implement priorities into capital and operating budget proposals if needed.	Annually	

MEASURED OUTCOMES

- [Replace this text with your list of outcomes.]

OBJECTIVE 2.5

Implement organizational changes based on new scope and levels of service.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Update departmental policies and procedures if needed based on the scope of service and level of service changes.	Annually	
<input type="checkbox"/> Develop and train all department members on any changes in scope or levels of service provided to the community.	Annually	
<input type="checkbox"/> Establish and schedule a go-live date for implementation.	Annually	
<input type="checkbox"/> Implement changes in scope and level of service.	Annually	

MEASURED OUTCOMES

- [Replace this text with your list of outcomes.]

OBJECTIVE 2.6

Identify and develop an evaluation process and provide regular community reporting to drive further organizational planning.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Identify a management tool to evaluate program performance relative to service level targets.	Annually	
<input type="checkbox"/> Perform annual program evaluations and organize information into a community report.	Annually	
<input type="checkbox"/> Schedule a time to present to the community on program performance.	Annually	
<input type="checkbox"/> Present to the community annually on program performance.	Annually	
<input type="checkbox"/> Receive feedback, review, and revise as needed.	Annually	

MEASURED OUTCOMES

- [Replace this text with your list of outcomes.]



GOAL 3: Develop a staffing model that recruits and retains appropriate personnel and creates a pathway for professional member growth that aligns with the community and department needs.

ALIGNMENT

City of Marion Strategic Goal: Team Marion.

OBJECTIVE 3.1

Determine the needs of the community and the department to improve staff and professional growth.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Create a process to complete a community needs assessment.	3 months	
<input type="checkbox"/> Complete a needs assessment of the community and the department.	3 months	
<input type="checkbox"/> Evaluate the results of the needs assessment.	2 months	
<input type="checkbox"/> Develop a cost analysis resulting from the needs assessment results.	6 months	
<input type="checkbox"/> Complete the site and construction of a department training facility.	18 months	

MEASURED OUTCOMES

- [Replace this text with your list of outcomes.]

OBJECTIVE 3.2

Develop a staffing model and organizational structure to align with the needs of the community and department.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Evaluate the completed needs assessment to develop a staffing model.	3 months	
<input type="checkbox"/> Evaluate agreements with partnering agencies.	3 months	
<input type="checkbox"/> Create organizational structure based on the results of the assessment.	1 month	
<input type="checkbox"/> Obtain and review current job descriptions, duties and or productivity outcomes.	3 months	
<input type="checkbox"/> Initiate the recruitment process.	2 months	
<input type="checkbox"/> Complete the application process and testing of positions.	6 months	
<input type="checkbox"/> Complete onboarding of new hires.	12 months	
<input type="checkbox"/> Perform an overall evaluation of the process.	Annually	

MEASURED OUTCOMES

- [Replace this text with your list of outcomes.]

OBJECTIVE 3.3

Develop a plan to recruit personnel to align with the goals of the community and department.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Establish recruitment goals and align with community and department expectations.	1 month	
<input type="checkbox"/> Identify outside recruitment/media agencies and candidate pools.	1 month	
<input type="checkbox"/> Work with outside agencies to promote department activities.	2 months	
<input type="checkbox"/> Promote department activities. (ongoing) <ul style="list-style-type: none"> ○ Increase social media presence. ○ Created Lateral Transfer Program ○ Promote city-wide initiatives on DEI (diversity, equity, and inclusion). 	1 month-ongoing	
<input type="checkbox"/> Evaluate the application process.	1 month	
<input type="checkbox"/> Pre-test orientation.	1 month	
<input type="checkbox"/> Evaluate qualifications/requirements to apply.	Annually	

MEASURED OUTCOMES

- [Replace this text with your list of outcomes.]

OBJECTIVE 3.4

Develop a plan to retain high-quality personnel through the entirety of their career.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Evaluate competitive salary and benefits.	3 months	
<input type="checkbox"/> Execute and analyze exit interviews of personnel leaving the department.	2 months-ongoing	
<input type="checkbox"/> Survey current employees regarding job satisfaction, culture, and changes to improve job satisfaction.	12 months	
<input type="checkbox"/> Evaluate survey feedback and create implementations to increase satisfaction.	3 months	
<input type="checkbox"/> Develop programs to support staff, including health and wellness, and peer support.	6 months	
<input type="checkbox"/> Provide high-quality training around retention.	6 months	

MEASURED OUTCOMES

- [Replace this text with your list of outcomes.]

OBJECTIVE 3.5

Create pathways to allow for professional growth and development to decrease turnover.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Evaluate current training programs.	4 months	
<input type="checkbox"/> Develop tools for employees to choose their career path.	6 months	
<input type="checkbox"/> Construct training facilities.	18 months	
<input type="checkbox"/> Seek out grants to help facilitate training and education opportunities.	6 months	

MEASURED OUTCOMES

- [Replace this text with your list of outcomes.]

OBJECTIVE 3.6

Evaluate and provide cost analysis for staffing recruitment, retention, and professional development.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Prioritize results vs. department needs.	3 months	
<input type="checkbox"/> Implement changes based on results.	6 months	
<input type="checkbox"/> Evaluate annually the developed and delivered models, programs, and tools against developed goals.	1 month-ongoing	
<input type="checkbox"/> Analyze and evaluate influences on department and community needs from the findings.		

MEASURED OUTCOMES

- [Replace this text with your list of outcomes.]



GOAL 4: Develop a Community Risk Reduction program that identifies and creates partnerships, analyzes data, educates the public, and enforces the fire codes to improve overall community safety.

ALIGNMENT

City of Marion Strategic Goal: Safe City.

OBJECTIVE 4.1

Identify and create partnerships to assist with data collection and analyze data to determine community vulnerability.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Identify and create internal partners to assist with data collection.	3 weeks	
<input type="checkbox"/> Identify and create external partners to assist with data collection.	3 weeks	
<input type="checkbox"/> Collect data to analyze trends, target hazards, demographics, and geographical areas of risk.	6 months	
<input type="checkbox"/> Analyze collected data and identify trends and highest demands for service.	3 months	
<input type="checkbox"/> Analyze collected data to identify target hazards.	3 months	
<input type="checkbox"/> Analyze collected data to identify demographics of areas of need.	3 months	
<input type="checkbox"/> Analyze collected data to identify geographical areas of risk.	3 months	
<input type="checkbox"/> Review collected data to complete a community vulnerability report.	6 months	
<input type="checkbox"/> Prioritize and recommend program elements for future development with cost analysis.	6 months	

MEASURED OUTCOMES

- [Replace this text with your list of outcomes.]

OBJECTIVE 4.2

Utilizing the results of collected data, develop programs and delivery methods.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Identify and create internal partners to assist with program delivery.	3 weeks	
<input type="checkbox"/> Identify and create external partners to assist with program delivery.	3 weeks	
<input type="checkbox"/> Assess all needed programs for feasibility with the agency and in the community.	6 weeks	
<input type="checkbox"/> Evaluate and enhance public education programs to address community vulnerabilities.	3 months	
<input type="checkbox"/> Perform a cost analysis.	2 months	

MEASURED OUTCOMES

- [Replace this text with your list of outcomes.]

OBJECTIVE 4.3

Re-evaluate the current code enforcement program for effectiveness and proper service delivery to the community.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Continue to review and amend the newest editions of the International Fire Code.	6 months	
<input type="checkbox"/> Recommend to council adoption of newest versions and amendments of International Fire Code.	3 weeks	
<input type="checkbox"/> Develop a plan and provide training for company inspections.	3 months	
<input type="checkbox"/> Evaluate the inspection plan fee schedule and frequency of inspections.	2 weeks	
<input type="checkbox"/> Explore ways to mitigate or enhance the efficiency of plan submittal processes.	2 months	
<input type="checkbox"/> Explore alternative staffing models.	6 months	
<input type="checkbox"/> Perform a cost analysis.	2 months	

MEASURED OUTCOMES

- [Replace this text with your list of outcomes.]

OBJECTIVE 4.4

Perform an overall cost analysis to evaluate the community risk reduction program for the department budget.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Compile all costs previously determined and used.	2 months	
<input type="checkbox"/> Based on the current budget process, create a report with prioritized results.	1 month	
<input type="checkbox"/> Submit a budget proposal to the fire chief for presentation to the city manager.	1 week	
<input type="checkbox"/> Make changes based on feedback from the budget process.	1 month	
<input type="checkbox"/> Based on appropriations approved by the council, fund appropriate programs.	1 month	

MEASURED OUTCOMES

- [Replace this text with your list of outcomes.]

OBJECTIVE 4.5

Re-evaluate the community risk reduction program for effectiveness and value to the community.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Collect data on the current effectiveness of programs.	3 months	
<input type="checkbox"/> Establish success parameters for the evaluation of programs and effectiveness.	3 months	
<input type="checkbox"/> Re-evaluate program costs and success for the feasibility of continuation.	3 months	

MEASURED OUTCOMES

- [Replace this text with your list of outcomes.]



GOAL 5: Enhance firefighter health and wellness by continuing and implementing new wellness initiatives resulting in a physically and mentally prepared workforce.

ALIGNMENT

City of Marion Strategic Goal: Safe City.

OBJECTIVE 5.1

Evaluate our current health and wellness programs to better understand the current level of fitness of our firefighters and potential areas of opportunity.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Create a department health and wellness committee	2 weeks	
<input type="checkbox"/> Evaluate current policies, operational guidelines, and retirement program.	1 month	
<input type="checkbox"/> Survey each shift’s current health and wellness program.	1 week	
<input type="checkbox"/> Survey each member’s current physical fitness routine.	1 week	
<input type="checkbox"/> Survey other fire/EMS departments’ health and wellness programs.	1 month	
<input type="checkbox"/> Evaluate current physical fitness equipment.	1 week	
<input type="checkbox"/> Process data from surveys and evaluations conducted.	1 month	
<input type="checkbox"/> Report the analysis findings to the whole department	1 week	

MEASURED OUTCOMES

- [Replace this text with your list of outcomes.]

OBJECTIVE 5.2

Evaluate our schedule and tasks to incorporate time into our daily physical and mental wellness routine to emphasize the importance of firefighter health and wellness.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Compare each shift’s daily tasks.	1 week	
<input type="checkbox"/> Evaluate current policies and operational guidelines on daily duties.	1 week	
<input type="checkbox"/> Research other fire/EMS departments’ daily tasks.	1 month	
<input type="checkbox"/> Process data and generate a report.	1 month	
<input type="checkbox"/> Report analysis findings to the whole department.	1 week	

MEASURED OUTCOMES

- [Replace this text with your list of outcomes.]

OBJECTIVE 5.3

Improve fitness through a balanced routine to ensure long-term viability and improved physical health.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Research and price needed equipment.	1 month	
<input type="checkbox"/> Budget for fees, replacement, and maintenance of equipment.	12 months	
<input type="checkbox"/> Revise and implement health and wellness policies and operational guidelines.	1 month	
<input type="checkbox"/> Gather preliminary feedback to ensure that a balanced routine is being met.	1 month	
<input type="checkbox"/> Implement fitness into daily tasks.	1 week	

MEASURED OUTCOMES

- [Replace this text with your list of outcomes.]

OBJECTIVE 5.4

Improve mental health through a balanced routine to ensure long-term viability and improved mental health.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Revise and implementation of Policies and Operational Guidelines.	1 month	
<input type="checkbox"/> Implementation of mental break into daily tasks.	1 week	
<input type="checkbox"/> Plan and develop a proactive annual mental health check-in.	3-6 months	

MEASURED OUTCOMES

- [Replace this text with your list of outcomes.]

OBJECTIVE 5.5

Conduct education regarding mental and physical wellbeing to promote overall firefighter wellness.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Review current mental and physical health education.	1 month	
<input type="checkbox"/> Schedule outside vendors to facilitate mental and physical health education.	1 month	
<input type="checkbox"/> Create an information library on the use of fitness equipment and mental health resources.	3-6 months	

MEASURED OUTCOMES

- [Replace this text with your list of outcomes.]

OBJECTIVE 5.6

Create an evaluation process to determine personnel satisfaction and identify improvements to health and wellness initiatives for future use.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> The health and wellness committee will collect and process data annually to determine areas of success and opportunity.	12 months	
<input type="checkbox"/> The health and wellness committee will review and revise all health and wellness policies as needed.	3 months	
<input type="checkbox"/> The health and wellness committee will continue to gather feedback from the department in addition to the annual review.	Annually	

MEASURED OUTCOMES

- [Replace this text with your list of outcomes.]



GOAL 6: Prepare for, pursue, achieve, and maintain international accreditation to better serve our community and embrace excellence through continuous improvement management.

ALIGNMENT

City of Marion Strategic Goal: Safe City.

OBJECTIVE 6.1

Form team or committee structures with management components as needed to conduct agency self-assessment, then pursue and maintain Commission on Fire Accreditation International® (CFAI®) accreditation.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Identify the needed team or committee structure(s) for the various components of the self-assessment process.	3 days	
<input type="checkbox"/> Create management oversight positions to lead the team’s or committee’s work in the overall assessment process.	1 hour	
<input type="checkbox"/> Establish team or committee member criteria.	1 hour	
<input type="checkbox"/> Solicit participation to meet the composition needs of the teams or committees.	1 week	
<input type="checkbox"/> Develop and complete the workgroup selection process.	1 day	
<input type="checkbox"/> Provide the needed educational components available through the CFAI to ensure the team/committee members have the needed training.	1 week	
<input type="checkbox"/> Guide the established team/committee in constructing a work plan and associated procedures to manage the assessment and accreditation processes.	1 day	

MEASURED OUTCOMES

- Documented policies and procedures for committee work.
- A completed assignment list for the committee.
- Constructed and disseminated work plan for the self-assessment elements.

OBJECTIVE 6.2

Develop a CFAI-model compliant strategic planning process focusing on comprehensive stakeholder participation, producing measurable outcome-based goals and associated SMART objectives intended to improve the organization’s service delivery.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Hold a community stakeholder meeting where community members provide feedback on program priorities, service expectations, concerns, and strengths perceived about the agency.	2 hours	
<input type="checkbox"/> Provide agency stakeholder work sessions to evaluate (and update if necessary) the mission, vision, and values. <input type="checkbox"/> Complete agency-specific environmental scan that produces baseline information.	3 days	
<input type="checkbox"/> Identify opportunities, challenges, and service gaps, then determine strategic initiatives from those findings.	1 day	
<input type="checkbox"/> Develop result-oriented goals, SMART objectives (each with measured outcomes), tasks, and timeframes.	2 days	
<input type="checkbox"/> Assemble a draft strategic plan that includes the results of stakeholder meetings and work sessions.	1 week	

MEASURED OUTCOMES

- Report of findings from analysis of received stakeholder reflection data.
- Documented strategic initiatives and causal effects from the completed data-sifting process.
- Printed draft strategic and management/integration guide for review.

OBJECTIVE 6.3

Build a management process with the elements of institutionalization, execution, monitoring, and feedback that includes the dissemination of information to stakeholders.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Create a strategic planning subcommittee to review the draft strategic plan.	1 day	
<input type="checkbox"/> Provide agency stakeholder work sessions to review and update, if necessary, the plan. Ensure goals, objectives, tasks, and outcomes are fully defined for clarity.	1 week	
<input type="checkbox"/> Determine a work plan to accomplish each goal and implement the plan.	2 days	
<input type="checkbox"/> Publish and distribute the strategic plan to stakeholders, including the authority having jurisdiction as determined by the organization.	1 week	
<input type="checkbox"/> Continuously evaluate and revise objectives and tasking as implementation occurs within the plan.	Monthly	
<input type="checkbox"/> Report annual plan progress to community and agency stakeholders.	Once annually	

MEASURED OUTCOMES

- List of assigned subcommittee members.
- Published updated strategic plan from review recommendations.
- Documented plan progress reports.

OBJECTIVE 6.4

Conduct a comprehensive community hazards and risk assessment that documents findings to identify risk considerations utilized in a scoring methodology that assigns levels of risk.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Gather and consider geophysical characteristics data of the jurisdictional responsibilities.	1 week	
<input type="checkbox"/> Gather and evaluate population, population demographics, area economics, and socioeconomic data of the jurisdiction.	1 week	
<input type="checkbox"/> Gather and consider physical asset development, service, and transportation infrastructure types in the jurisdiction.	1 week	
<input type="checkbox"/> Describe the agency’s programs, services, core deliverables, and human and physical resources to establish baseline information.	1 week	
<input type="checkbox"/> Determine an appropriate methodology for dividing the area of responsibility into geographical planning zones.	2 weeks	
<input type="checkbox"/> Build a methodology that identifies, assesses, classifies, and categorizes risk in the jurisdiction’s response areas.	1 month	
<input type="checkbox"/> Document the information collected and the results of the applied methodologies in the risk assessment process.	1 week	

MEASURED OUTCOMES

- Study documents detailing community characteristics and agency programs and services.
- Detailed results from a documented and adopted risk assessment methodology.
- Published tasking and deployment policies derived from scoring methodology.

OBJECTIVE 6.5

Based on findings in the completed community risk assessment (CRA), develop standards of cover (SOC) for the deployment of resources based on identified classes and categories of risk.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Evaluate historical jurisdictional emergency response performance and coverage to produce baseline data.	1 month	
<input type="checkbox"/> Establish benchmark and baseline emergency response service level and performance objectives.	1 week	
<input type="checkbox"/> Develop methodologies and policies for qualifying and validating data sets.	1 week	
<input type="checkbox"/> Conduct a gap analysis of performance across classes and categories of risk in each of the established planning zones to illuminate opportunities for improvement.	1 week	
<input type="checkbox"/> Build a compliance methodology for monitoring, evaluating, and reporting delivery performance.	2 weeks	
<input type="checkbox"/> Utilize the overall system performance data to create short- and long-term plans for maintaining and improving the system's response capabilities.	2 weeks	
<input type="checkbox"/> Combine and publish the community risk assessment and standards of cover study information, performance data, established objectives, and gap analysis results.	1 month	
<input type="checkbox"/> Maintain and annually update the community risk assessment/standards of cover document.	Yearly	
<input type="checkbox"/> Present the CRA/SOC study results as updated annually to the authority having jurisdiction to provide transparency, build consensus, and align expectations.	Yearly	

MEASURED OUTCOMES

- Populate and disseminate annual and aggregated response time performance tables.
- Results of a completed response time gap analysis.
- Published findings from the annual review of the CRA/SOC
- Published meeting minutes from review meetings with the authority having jurisdiction (AHJ).

OBJECTIVE 6.6

Complete a comprehensive agency-wide self-assessment of all agency systems, processes, and programs associated with all performance indicators included in the current iteration of the Commission on Fire Accreditation International (CFAI) model to achieve accreditation designation.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Apply for “Candidate Agency” status with the CFAI.	1 week	
<input type="checkbox"/> Prepare for the CFAI peer assessment team visit.	1 month	
<input type="checkbox"/> Upload strategic plan, community risk assessment/standards of cover, and self-assessment documentation for review and comment by the CFAI peer assessment team.	2 days	
<input type="checkbox"/> Host the CFAI peer assessment team site visit for accreditation review.	1 week	
<input type="checkbox"/> Receive the CFAI peer assessment team recommendation to CFAI for Accredited status.	1 day	
<input type="checkbox"/> Review the peer assessment team’s recommendations to determine applicability to agency processes or systems to determine the scope of the annual compliance report process.	2 days	
<input type="checkbox"/> Receive a vote during the CFAI hearings in favor of accredited status.	1 day	

MEASURED OUTCOMES

- Assignment of CFAI peer assessment team.
- Published observations report from the CFAI peer assessment team.
- Acceptance of plaque for accredited designation from the CFAI.

OBJECTIVE 6.7

Maintain the accreditation designation that ensures the agency’s continuous improvement through performance evaluations and annual compliance reporting to the Commission on Fire Accreditation International (CFAI).

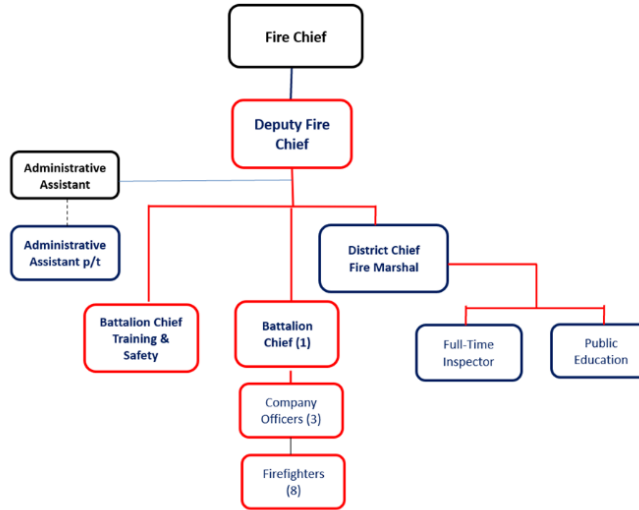
TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Continue to collect and evaluate all relevant data to determine continuous improvement opportunities.	Ongoing	
<input type="checkbox"/> Submit annual compliance reports as required by the CFAI.	Annually	
<input type="checkbox"/> Participate in as many offerings from the Center for Public Safety Excellence (CPSE) as possible for continued education.	As opportunities present	
<input type="checkbox"/> Participate in the accreditation process by providing agency representatives as peer assessors.	As opportunities present	
<input type="checkbox"/> Participate in the annual CPSE Excellence Conference for continued education and networking with other accreditation teams and accredited agencies.	1 week, annually	
<input type="checkbox"/> Establish succession development of the internal accreditation team in preparation for the next accreditation cycle.	1 month	

MEASURED OUTCOMES

- Report of findings from the program appraisals.
- Completed annual compliance reports (ACRs) and notification of receipt from the CFAI.
- Documented attendance record from the CPSE Excellence Conference.

Appendix A: MFD Reorganized Structure

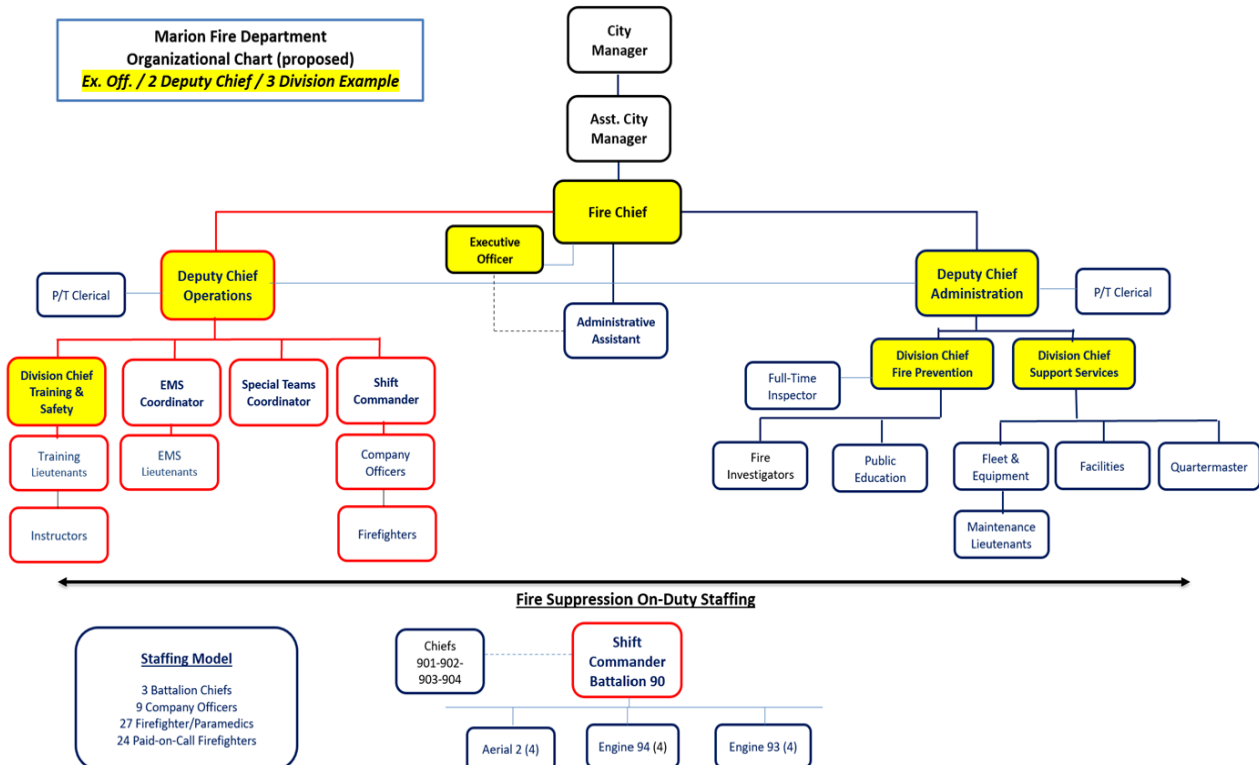
Current Organizational Structure



Work is not designed in an efficient and effective manner. The Deputy Chief must manage both operations and administrative tasks. Work volume and design have only increased and made this more evident. The fire chief is not able to effectively delegate or create a forward-thinking organization or manage growth, as most work is reactive focused on day-to-day actions.

2023 Fire Department Workplan as Presented to City Council

MFD Reorganized Structure: Admin. and ops. branches, divisions, and an executive officer.





**2023-2028 STRATEGIC PLAN
MANAGEMENT AND IMPLEMENTATION GUIDE**