

Category 3: Goals and Objectives

Agencies should establish general organizational goals designed to implement their assigned missions and short-range plans. Additionally, agencies should establish goals and objectives to direct the priorities of operational programs (to include at least those outlined in Category V) and support services. All goals and objectives should be developed consistent with the elements of the published Strategic and Capital Improvement Plans.

Objectives are specific statements designed to document the steps necessary to achieve the agency's goal statements within a specific time period. For purposes of accreditation, objectives should be consistent with the elements of the acronym "S.M.A.R.T."

Specific

Measurable

Attainable

Realistic

Time-bound

Criterion 3A: Strategic Planning

The mission, vision and values of the agency are incorporated into a strategic plan. Once a strategic plan is in place and resources are available, the strategic plan provides direction, determines initiatives, and guides the goals and objectives of the agency.

Summary:

In 2021 the Meridian Fire Department, led by Fire Chief Kris Blume and facilitated by Ironwood Consulting, formed a committee to create a 5-year strategic plan. The committee included members of administration, chiefs, community members, union representation, and line personnel representing all ranks and experience levels. The result was the *Meridian Fire Department Strategic Plan 2022-2024*. The 3-year timeline was chosen over the original 5-year to reflect the massive growth and change that both the department and city are experiencing, and provide an avenue for the department to reexamine and restate its plan more frequently.

The strategic plan outlines the progressive and innovative goals and objectives for the department that will address community expectations, concerns, and priorities. Goals were designed to address larger, more long-term initiatives while objectives were chosen to be timely and attainable, and provide direction for achieving goals. The strategic plan will act as a roadmap that will allow the department to evolve and modify as needed. In 2024, the department will begin work on the next iteration of the strategic plan for 2025 and beyond.

Performance Indicators:

CC 3A.1 The agency has a current and published strategic plan that has been submitted to the authority having jurisdiction.

Description

The department has a strategic plan covering a 3-year time period that was accepted by the Meridian City Council in late 2021. The *Meridian Fire Department Strategic Plan 2022-2024* is published on the city's website. The strategic plan is available for digital download or as a hard copy to employees and the public.

Appraisal

The *Meridian Fire Department Strategic Plan 2022-2024* was the first strategic plan that the department published in over five years. The department chose to make the plan a 3-year plan rather than a more traditional 5-year plan in recognition of the explosive growth the department was experiencing, as well as recognition that a new plan process may need to be evaluated sooner rather than later. The strategic plan team consisted of 21 internal employees from 20-year captains to probationary firefighters and department heads. An additional 32 external stakeholders, both in the city government and in partnering community agencies, were part of the team as well. The department used Ironwood Consulting to guide the initial strategic planning process and the plan was submitted to the Meridian City Council for review and adoption. The strategic plan was published and emailed to all employees in January 2022, as well as posted on both the public facing and internal city website. The department created a short video introduction of the strategic plan and included it as part of the document's distribution.

Plan

The department will meet regularly throughout the course of the strategic plan to update and assess goals, as well as to give and receive feedback from other internal and external stakeholders. The department will provide regular updates on the strategic plan to the city council, department personnel, and the public. The department will begin planning the next iteration of the strategic plan in the fourth quarter of 2024, and will request that the city formally adopt the strategic plan via resolution upon its completion.

References

- *Meridian Fire Department Strategic Plan 2022-2024*
- <https://www.youtube.com/watch?v=1ki0c7wIrFQ>
- Chief Blume Strategic Plan Publication Email
- Strategic Plan on City Website Screenshot
- Strategic Plan on Internal P Drive Screenshot

3A.2 The agency coordinates with the jurisdiction's planning component to ensure the strategic plan is consistent with the community master plan.

Description

The City of Meridian publishes the *City of Meridian's 2021-2025 Strategic Plan* and a community development-oriented *City of Meridian Comprehensive Plan (2019-present)*. The *Meridian Fire Department Strategic Plan 2022-2024* was created and published after the publication of the city's strategic plan. Members of the mayor's senior advisory board, city department heads, and comprehensive plan stakeholders are involved in the development and coordination of the fire department's plan. The department coordinates its strategic plan to reflect the goals and objectives of both the city's strategic plan and comprehensive plan. The city's strategic plan and comprehensive plan are managed through online portals where department heads (including fire) can update goals and objectives on a regular basis. The comprehensive plan adopts the department's strategic plan as part of its implementation.

Appraisal

The *City of Meridian's 2021-2025 Strategic Plan* was published a year prior to the department's strategic plan and served as a guiding document during the strategic planning process. The city's public safety goals included the creation of the *Meridian Fire Department Community Risk Assessment/Standards of Cover*, improving response times, and achieving fire department accreditation, all of which were included in the fire department strategic plan. The department's strategic plan included the review and alignment of the city's strategic plan as part of its internal stakeholder process. The city's comprehensive plan is a long term, living document designed to guide community development over the next 25 years. The comprehensive plan adopted the city's strategic plan as part of its long-term implementation framework.

Plan

The department will develop future strategic plans with input from the city's strategic plan and comprehensive plan, as well as with city stakeholders including the mayor's office and other department heads. The fire chief will work with the city leadership team to evaluate the city's plan in 2025, as well as the department's strategic plan, to guide the

next iteration of goals and objectives for both the city and the department. The department will submit the next strategic plan for adoption by resolution to the City Council.

References

- *City of Meridian's 2021-2025 Strategic Plan*, pg. 13
- *Meridian Fire Department Strategic Plan 2022-2024*
- *City of Meridian Comprehensive Plan* (Section 4, pgs. 13-17)
- Meridian City Strategic Plan Online Portal screenshot
- City of Meridian Comprehensive Plan Stakeholder List

Criterion 3B: Goals and Objectives

The strategic plan defines the agency's general goals and S.M.A.R.T. objectives, directs its activities in a manner consistent with its mission and is appropriate for the community it serves.

Summary:

The *Meridian Fire Department Strategic Plan 2022-2024* used a Strengths, Weaknesses, Opportunities and Challenges (SWOC) analysis to develop seven focus areas for strategic issue identification. The SWOC analysis was a cumulative result of community surveys, external stakeholder input workshops, and internal meetings with department members. The department identified the following strategic focus areas as a result of that process: staffing, organizational and personal development, emergency services, training, technology and data, community risk reduction, and communication. Each strategic focus area reflects the needs of both the community and the membership and contains up to several general goals with multiple objectives for each goal. Objectives were designed to be S.M.A.R.T. and reflect the mission and values of the department, the city and the community.

Performance Indicators:

CC 3B.1 **The agency publishes current, general organizational goals and S.M.A.R.T. objectives, which use measurable elements of time, quantity and quality. These goals and objectives directly correlate to the agency’s mission, vision and values and are stated in the strategic plan.**

Description

The department publishes its organizational goals and objectives in the *Meridian Fire Department Strategic Plan 2022-2024* and performance- and response-specific goals in the *Meridian Fire Department Community Risk Assessment/Standards of Cover*. In the strategic plan, goals are organized by strategic focus areas and broken down into objectives that reflect S.M.A.R.T. measurements. The department uses the Lead, Think, Plan, Act (LTPA) rubric as its system for developing and implementing its strategic plan goals. The LTPA model reinforces the department’s mission and guiding principles.

Appraisal

One of the guiding principles of the 2022-24 strategic plan was that it would “align with the mission, vision and values of the department.” The department has tracked the progress of each goal by meeting regularly and updating the Strategic Plan Workplan. Through the tracking process, some goals were recognized as lacking S.M.A.R.T. qualities such as specificity and timeliness, and so have been marked for removal or revision in the next iteration of the strategic plan. The use of the workplan document has allowed all internal stakeholders to monitor the progress of the strategic plan, view next steps, and monitor time requirements. Performance and response specific goals in the CRA/SOC have been used to drive the building of two new fire stations, the hiring of 30 new firefighters, and the purchase of new technology and equipment such as updated Opticom technology and station pre-alerting software.

Plan

The department will update the Strategic Plan Workplan regularly and during each meeting of the strategic planning committee. Goals and objectives will be evaluated

during regular meetings to see if they continue to meet S.M.A.R.T. criteria. The Strategic Plan Workplan will be used as a guiding document when developing S.M.A.R.T. objectives for the next iteration of the strategic plan. The CRA/SOC will guide the future analysis of response data and the department will monitor the change in response times and performance objectives after the implementation of new stations, personnel, and technology.

References

- Meridian Fire Department Community Risk Assessment/Standards of Cover pg. 121-140
- *Meridian Fire Department Strategic Plan 2022-2024*
- Strategic Plan 2022-2024 Workplan
- Strategic Plan Committee Agenda - Handout

3B.2 The agency conducts an environmental scan when establishing its goals and objectives.

Description

The department conducts a Strengths, Weaknesses, Opportunities, and Challenges (SWOC) analysis as part of its strategic planning process to establish its goals and objectives. Strengths and weaknesses are considered from an internal aspect while opportunities and challenges are considered from an external aspect. In order to conduct a thorough analysis of the department and city's environment, the department engages both internal and external stakeholders in the SWOC and strategic planning process.

Appraisal

The SWOC analysis conducted as part of the *Meridian Fire Department Strategic Plan 2022-2024* proved insightful into many aspects of the department, both from within and without. A full list of the SWOC analysis was included in the strategic plan. Strengths identified from internal stakeholders such as line personnel included a value based-culture and a progressive training program, while weaknesses included difficulty keeping up with growth and the struggles of being a younger department. External stakeholders identified opportunities such as enhancing community risk reduction efforts and challenges such as a lack of a department-operated fleet maintenance facility. The SWOC analysis was used to develop the seven strategic focus areas that served as the guide for the goals and objectives of the strategic plan.

Plan

The department will conduct future SWOC analyses as part of the strategic planning process. The department will identify future stakeholders to involve in SWOC analysis, including participants of the last strategic planning committee as well as new members and community partners. The department will encourage all divisions to conduct an internal SWOC analysis as part of their annual appraisal process.

References

- *Meridian Fire Department Strategic Plan 2022-2024*, pg. 18-19

CC 3B.3 The agency solicits feedback and direct participation from internal and external stakeholders in the development, implementation and evaluation of the agency’s goals and objectives.

Description

The department involves both internal and external stakeholders in the creation of the department’s strategic plan. External stakeholders are invited to join the committee based on their position in other community organizations. In addition, the department seeks out specific stakeholders such as other city department heads, hospital and school representatives, and business partners for involvement in the department’s planning process. Internal stakeholders are chosen from division heads, administration, and from applications from line personnel. The department holds stakeholder workshops to identify the priorities and expectations of the community. These outcomes are evaluated by internal stakeholders to drive the creation of goals and objectives.

Appraisal

The department had 21 internal and 32 external stakeholders involved in the creation of the *Meridian Fire Department Strategic Plan 2022-2024*. Internal stakeholders included probationary firefighters, drivers, tenured captains, division chiefs, administrators, and union representatives. External stakeholders included business leaders, hospital representatives, educators, other city department heads, and county emergency service leaders. The diverse group of participants were able to give insight into all areas of the fire department, all the way from a day-to-day operations level to long term community expectations. The internal and external stakeholders made up the strategic planning committee, which met regularly over several months to develop goals and objectives that serve all levels of the community. To maintain a community-based approach, external stakeholders were asked to score department expectations and programs on a scale of one to four, with four being the most important. The results of that survey were used to develop the strategic focus areas, goals, and objectives.

Plan

The department will meet regularly with internal and external stakeholders who were involved in the creation of the department’s strategic plan to evaluate and update the goals

and objectives created during the planning process. The department will encourage committee members from the first strategic plan to be a part of the planning committee for the second edition in 2025. The department and committee members will also identify potential new stakeholders, both from new department personnel and new community members, to join the strategic planning committee.

References

- *Meridian Fire Department Strategic Plan 2022-2024*
- Strategic Plan Committee Internal Members
- Strategic Plan Meeting Schedule
- Strategic Plan Committee Agenda-Handout

3B.4 The agency uses internal input to implement and evaluate its goals and objectives and to measure progress in achieving the strategic plan.

Description

The internal stakeholder members of the strategic planning committee are the fire chief, all deputy and division chiefs, lead administrators, union representatives, and line personnel representing all ranks and shifts. Members of the committee meet regularly to update the Strategic Plan Workplan, which includes annual updates, timeline changes, and next steps. The department publishes a strategic plan addendum after each annual update to provide internally to its membership.

Appraisal

The diverse group of internal stakeholders has represented all personnel on the department either by rank, shift, or duty-type. During the strategic planning process in 2021 for the 2022-2024 plan, regular email and video communications were sent out to department personnel apprising them of the strategic plan process and progress made. The department provided an annual update on the strategic plan in 2023 with an option to provide feedback or ask questions regarding current progress.

Plan

The department will schedule regular meetings with the internal stakeholders to update the Strategic Plan Workplan and maintain momentum moving forward. The department will provide annual updates on the strategic plan to its members and will utilize strategic plan ambassadors to gather feedback from the line. The department will include a more defined meeting, update, and feedback schedule in the next strategic plan due in 2025.

References

- Strategic Plan All-members Update
- Strategic Plan 2022-2024 Workplan
- Strategic Plan Committee Internal Members
- Strategic Plan Update Email 2023

3B.5 The governing body reviews the agency's goals and objectives and considers all budgetary and operational proposals in order to ensure success.

Description

The *Meridian Fire Department Strategic Plan 2022-2024* is directly tied to the City of Meridian's Comprehensive Financial Plan (CFP). The CFP is a 10-year outlook on the city's capital and personnel needs and is updated quarterly. The fire chief participates in the regular review and update of the CFP as the department's representative. The CFP drives the goals and objectives of the agency so that the strategic plan aligns with both the city's budget and the city's strategic plan.

Appraisal

The city's budgetary process has driven the department's goals and objectives. The city reviewed the department's goals and objectives during the presentation of the strategic plan and found them to be in line with the *City of Meridian's 2021-2025 Strategic Plan*. The department's strategic plan identified the need for increased line personnel to achieve staffing goals, and the city recognized this goal and budgeted for the hiring of 30 new firefighters in FY 2023.

Plan

The department will continue to participate in CFP updates on a regular basis, and will provide updates on how strategic plan goals and objectives are being met as part of that update process. The department will use the strategic plan and annual program appraisals to demonstrate budgetary needs and effectiveness, and collect data throughout the life of the department's strategic plan to prepare for the creation of the next edition. The department will include more specific budget data in the next iteration of the strategic plan.

References

- Comprehensive Financial Plan, pg. 11-16
- *Meridian Fire Department Strategic Plan 2022-2024*, pg. 22
- *City of Meridian's 2021-2025 Strategic Plan*, pg. 13

3B.6 When developing organizational values, the agency seeks input from its members and is in alignment with its community.

Description

The department involves internal stakeholders in the development of its mission statement, values statement, and guiding principles. The strategic planning committee, comprising both line personnel and community members, operates using a set of guiding principles, the first of which is to always “align with the mission, vision and values” of the department. In this way, all strategic plan sessions reinforce the department’s mission and align its goals and objectives with the departments guiding principles. The department also publishes the *Meridian Fire Department Ethos Manual* which outlines its dedication to being a values- and mission-driven culture. All new members of the department receive an ethos manual as part of their academy.

Appraisal

The current department mission and vision statement were reassessed and rewritten during the planning process for the 2017-2019 Meridian Fire Department Tactical Plan. The department’s guiding principals were adopted during the 2011 strategic plan development process. Both the 2011 and 2017-2019 plans involved input from line personnel and community members. The *Meridian Fire Department Ethos Manual* was first published in 2022. A joint project between the fire chief and line personnel, the ethos manual was designed with the department’s rapid growth in mind, as a way to help preserve its culture.

Plan

To ensure that the mission, vision, and guiding principals of the department remain current and relevant to both the line personnel and the community it serves, the department will conduct a review of its organizational values during the strategic planning committee meetings prior to the publication of each new strategic plan, on at least a 3- to 5- year basis. The department will continue to provide ethos manuals to all new hires and recruits.

References

- *Meridian Fire Department Ethos Manual*

- *Meridian Fire Department Strategic Plan 2022-2024*, pg. 17
- Meridian Fire Department Mission, Vision, Principles

Criterion 3C: Implementation of Goals and Objectives

The agency uses a management process to implement its goals and objectives.

Summary:

The department implements its goals and objectives through the strategic planning committee, regular updates of the *Meridian Fire Department Community Risk Assessment/Standards of Cover (CRA/SOC)*, and through the budgeting process and Comprehensive Financial Plan. Each goal and/or objective has a department “leader” assigned to it. Goal leaders include fire chiefs, captains, administrators, and firefighters. Leaders, regardless of rank or title, have ownership of their section of the strategic plan and are responsible for providing regular progress updates. The fire chief is ultimately in charge of ensuring that the strategic plan is in line with the city’s budget and long-term financial plan, as well as the city’s strategic plan. The strategic planning committee uses a Strategic Plan Workplan to manage goal implementation and meets regularly to update the workplan.

Performance Indicators:

CC 3C.1 The agency identifies personnel to manage its goals and objectives and uses a defined organizational management process to track progress and results.

Description

All goals and objectives listed in the *Meridian Fire Department Strategic Plan 2022-2024* have an identified person responsible for the management of that goal. Some of the goals and objectives are assigned to a specific individual while others are assigned to a position. The strategic planning committee meets biannually to update the team on progress, and updates are sent out to all department personnel following these meetings. The department uses a Strategic Plan Workplan document to track progress year by year and update goals and objectives as needed.

Appraisal

Goal leader assignments were made during the strategic planning process based on both the relevance of the goal to that individual's position, as well as based on interest and ownership of team members. The majority of the goals and objectives have remained in the custody of the person or position they were originally assigned to and have been within the knowledge, skills, and abilities of that person. A few goals and objectives were either removed because they did not meet the SMART criteria that was originally intended, or were reassigned due to new personnel being hired or positions changing. For example, goals 6A and 6C were originally assigned to the Deputy Chief of Prevention, however after the hiring of a Community Risk Reduction Specialist in late 2022, the goals were reassigned to that position. The workplan excel document has proved adequate to track progress during regular meetings. The strategic planning committee did not meet as often as it could have during the first year of the plan, nor was the workplan accessible other than at those meetings.

Plan

The department will continue to assign goals and objectives to identified personnel, with a future emphasis on position over a specific person, due to the rapid growth of the

department. The strategic planning committee will continue to meet regularly with the goal of meeting at least biannually moving forward for the life of the strategic plan. The workplan will be made available to all strategic planning committee members through a shared document so that it can be updated outside of regular planning meetings.

References

- *Meridian Fire Department Strategic Plan 2022-2024*
- Strategic Plan 2022-2024 Workplan
- Strategic Plan Update email 2023
- Community Risk Reduction Specialist Job Description

CC 3C.2 The agency's personnel receive information explaining its goals and objectives.

Description

The department's personnel are involved in the strategic planning process at all stages. A copy of the *Meridian Fire Department Strategic Plan 2022-2024* is available at each station and in City Hall. A digital version is also available on the intranet for all personnel, and was emailed to all members after its creation. Line personnel receive an update after each regular meeting of the strategic planning committee when they update progress on the goals and objectives. Personnel on the strategic planning committee are also identified and may be contacted by any member of the department with questions. The fire chief provides regular strategic plan updates to administrative staff during Senior Leadership and Executive Team meetings, and receives any feedback on goals and objectives at that time.

Appraisal

Line personnel have received regular communications from the strategic planning committee explaining and updating its goals and objectives. Personnel have had access to the strategic plan both in paper and digital format, and have received updates annually after strategic planning committee meetings. All newly hired personnel have also been briefed on the strategic plan during academy.

Plan

The department will continue to ensure that all personnel receive updates on the strategic plan's goals and objectives through regular email updates from the strategic planning committee after regular meetings. The department will also aim to make the Strategic Plan Workplan document available in a digital format to personnel who are not part of the planning committee in the next year, as well as to provide at least one video "Briefing Room" chief's update annually on progress.

References

- Strategic Plan 2022-2024 Workplan
- *Meridian Fire Department Strategic Plan 2022-2024*

- Strategic Plan Update Email 2023
- Strategic Plan Committee Internal Members
- Executive Team Meeting Minutes 03.15.23
- MFD Full Academy Schedule, pg. 1
- Senior Leadership Agenda 07.26.23

3C.3 The agency, when necessary, identifies and engages appropriate external resources to help accomplish its goals and objectives.

Description

The Meridian Fire Department is a member of the Ada County/City Emergency Services System (ACCESS) and has many partner agencies that it works with to accomplish its goals and objectives. The department maintains a close relationship with Ada County Paramedics, the primary emergency medical transport agency in the county, to provide high quality medical care to its citizens through regular training and common medical practices. The department works closely with Ada County Sheriff's Office 911 Emergency Dispatch (dispatch) to analyze response time data and determine causes and solutions for improving response time performance. The department has an exhaustive list of vendors that it works with to provide the necessary equipment and facilities to ensure operational readiness. Goal 3A of the *Meridian Fire Department Strategic Plan 2022-2024* is to optimize partnerships to ensure the highest level of response capability for the MFD community.

Appraisal

The department was a founding member of the Joint Powers Agreement which created ACCESS, and has been an active participant in the ACCESS standing written orders and training committees. The department regularly hosts medical block training at the Public Safety Training Center for its members to interact with other agencies. The department has participated in regular Emergency Communications Planning Committee (ECPC) Emergency Services (ES) Users meetings with area agencies and dispatch partners, and as a result of those meetings has invested in new Opticom and station alerting equipment to improve response times. The department has not made its strategic plan available to its ACCESS partners, outside of its normal publication on the public city website. Through its partnerships, the department was able to build two new stations with space to co-house ambulances and Ada County Paramedic personnel to increase ALS ambulance service in Meridian.

Plan

The department will maintain its current relationships with ACCESS partners through JPA and ES Users committees and meetings. The department will communicate its strategic plan, with emphasis on its goals and objectives, to external partners, including ACCESS agencies and dispatch. The department will identify a formal list of external resources and partnerships for inclusion in the 2025 strategic plan.

References

- *Meridian Fire Department Strategic Plan 2022-2024*, pg. 26
- ACCESS SWO committee Agenda June 2023
- ACCESS Joint Powers Agreement
- ES Users Meeting Minutes, May 2023

Criterion 3D: Measurement of Organizational Progress

Processes are in place to measure and evaluate progress toward completion of goals and objectives and overall plan performance. The goals and objectives are re-examined and modified periodically.

Summary:

The department uses a Strategic Plan Workplan to measure and evaluate the progress of goals and objectives. During regular annual meetings of the strategic planning committee, goals and objectives are updated, but may also be modified or removed. As the committee provided updates, certain goals were deemed to be overly broad, or no longer relevant due to the rapid growth of the department. The *Meridian Fire Department Community Risk Assessment/Standards of Cover* provides data that the department evaluates as a measure of progress for improving department operations. The CRA/SOC data also directly affects steps taken to complete goals and objectives, such as response times data driving continuous improvement through increased station coverage and staffing, as well as new technology investments. The fire chief participates in regular budget meetings and updates to the 10-year Comprehensive Financial Plan to ensure that the city's financial plan supports the goals and objectives of the fire department, and accurately reflects the current needs of the department and the community.

Performance Indicators:

CC 3D.1 **The agency reviews its goals and objectives at least annually and modifies as needed to ensure they are relevant and contemporary.**

Description

The department has regularly reviewed and updated the *Meridian Fire Department Strategic Plan 2022-2024* since its publication. The strategic planning committee meets at least annually to review goals and objectives, update progress, and edit or remove goals as necessary. Progress and updates are logged on the Strategic Plan Workplan document. Strategic plan updates also occur in regular Senior Leadership and Executive Team meetings. The fire chief participates in quarterly updates of the Comprehensive Financial Plan (CFP) and ensures that strategic plan goals are relevant to the current budget and long-term financial plan of the city.

Appraisal

The department has reviewed its goals and objectives outlined in the strategic plan at annual meetings of the strategic planning committee, as well as during CFP meetings, Senior Leadership meetings, and Executive Team meetings. Goals and objectives have been updated and modified as needed following these meetings. In a few cases, certain goals and objectives were removed entirely as they were found to be overly broad and not within the intended S.M.A.R.T. framework. In other cases, goals were reassigned to different positions or personnel. Goals and objectives have remained current to the department through the use of annual updates and through feedback from goal leaders.

Plan

The strategic planning committee will meet biannually throughout the lifetime of the strategic plan, update and document any changes or progress on goals and objectives, and communicate those updates with the membership. Goals and objectives that are deemed irrelevant or outdated will be marked as such in the Strategic Plan Workplan and considered for revision in the next strategic plan cycle.

References

- *Meridian Fire Department Strategic Plan 2022-2024*

- Strategic Plan 2022-2024 Workplan
- Executive Team Meeting Minutes 03.15.23
- Senior Leadership Meeting Agenda 07.26.23
- Strategic Plan Review Agenda 05.10.23

CC 3D.2 The agency reviews, at least annually, its overall system performance and identifies areas in need of improvement, which should be considered for inclusion in the organizational goals and objectives.

Description

The department reviews overall performance regularly through a variety of different mediums. Annual updates to the *Meridian Fire Department Community Risk Assessment/Standards of Cover (CRA/SOC)* provide new data on response times, risk analysis, and station coverage. The strategic planning committee annually updates and provides “next steps” for specific goals and objectives identified in the *Meridian Fire Department Strategic Plan 2022-2024*. Annual program appraisals evaluate program performance and set goals for each program based on the strategic plan, budgetary requirements, and community need. Every year the department publishes an annual report that analyzes department performance and incorporates data, goals, and updates from all of the above-mentioned areas.

Appraisal

The department has used many individual programs to evaluate system performance, all of which examine department goals and objectives from different lenses. All of these methods, such as the update of the CRA/SOC, help the department to evaluate its goals and objectives, determine if new or different action is needed, and provide progress updates. The annual report has incorporated data, goals, and financial analysis from the CRA/SOC, strategic plan, and program appraisals into a comprehensive analysis of the department that was published both internally and externally.

Plan

The department will continue to regularly update the CRA/SOC, hold annual update meetings on the strategic plan, and complete annual program appraisals. The department will work to schedule these three methods to work in a timeframe that builds up to the creation and publication of the annual report, and then use those updates to guide the annual report process. The annual report will incorporate elements of the strategic plan and CRA/SOC more specifically, with individual sections of the report dedicated to those documents and updates therein.

References

- Meridian Fire Department Community Risk Assessment/Standards of Cover, pg. 107-117
- *Meridian Fire Department Strategic Plan 2022-2024*
- ASOG – Program Appraisals
- Meridian Fire 2022 Annual Report
- Strategic Plan 2022-2024 Workplan

3D.3 The agency provides progress updates, at least annually, on its goals and objectives to the AHJ, its members and the community it serves.

Description

The department provides annual progress updates on the goals and objectives of the *Meridian Fire Department Strategic Plan 2022-2024* and Meridian Fire Department Community Risk Assessment/Standards of Cover (CRA/SOC) to the City of Meridian during City Council Meetings. Members of the department receive more frequent updates through email, fire chief “Briefing Room” video updates, and weekly operational updates. External stakeholders, who were community members who participated in the strategic planning process, receive emailed progress updates from administration.

Appraisal

The department has continuously provided progress updates to its internal members on the strategic plan’s goals and objectives through regular email communication and through weekly operational updates. The department gave the Meridian City Council an annual update on the progress of the strategic plan following the Annual Strategic Plan committee meeting. The department has provided updates to external stakeholders involved in the strategic planning process but has not updated the community as a whole on a regular basis.

Plan

The department will continue to regularly update the membership through emails, Briefing Room videos, and weekly operational updates. The strategic planning committee will determine a more consistent time of year to meet to provide its annual update, and coordinate that time to provide a regular annual update to the City Council. The department will create an annual update document to post online for the public to view progress on the strategic plan, and will provide at least one update to the public in this manner by end of year 2023, and once during 2024.

References

- Operational Update Email
- Briefing Room Email with Video

- Strategic Plan Review Agenda 05.10.23
- Strategic Plan Update Email 2021