

MARION COUNTY FIRE RESCUE

5 YEAR OPERATIONAL PLAN CLOSE OUT



Empowering Marion for Success

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STRATEGIC PLANNING

DEFINING THE PROCESS

Empowering Marion for Success

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Defining the Process



- Conducted internal and external surveys.
- Revisited Vision, Mission and Values.
- Environmental scan - S.W.O.T analysis.
- Operational Plan
- Implementation Plan
- Method of tracking progress and completion.

Critical Issues



Critical Issues	Fire Chief's Perspective
First	Service Delivery (Current and Future Workload/Response Times/Concurrency)
Second	Consistent Leadership at all levels (Succession Planning/Upper Level Organization)
Third	Stable Funding

MCFR Future Situation Planning



- Population Changes
- Population Density
- Population Projections
- Service Demand Projections
- Future Growth and Development

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Interview Themes – Commissioners



- MCFR should operate as effectively/efficiently as possible.
- Confidence in the new fire chief.
- MCFR overall does a good job with very few complaints.
- Is MCFR positioned to handle current and expected growth?
- Lack of a succession plan (college educational pursuit).
- Response misalignment (emergency responses to non-emergent calls).
- Rural response capability and response time in general.
- Adequate funding (economic growth potential)?

Interview Themes – MCFR Personnel



- MCFR Fire Chief:
 - Service delivery (response times, concurrency).
 - Consistent leadership (succession planning).
 - Stable funding.
- MCFR Members:
 - County growth seen as a tipping point for MCFR.
 - Demand for service is excessive and not sustainable.
 - Workload too often pulls resources from districts while leaving no response capability for entire district.
 - Long inter-facility transports exacerbates demand shifting.
 - Recognition that "we didn't get here overnight; won't be solved overnight".



MISSION, VISION, VALUES

New MCFR Mission and Vision Statement



- We proudly protect life and property with honor, compassion and respect.
- Our vision is to be an organization designed to **SERVE**:
 - **S**trengthen our community.
 - **E**xcel in customer service.
 - **R**apidly respond with appropriate resources.
 - **V**alue employees as our greatest asset.
 - **E**mploy, develop and empower dedicated professionals.

MCFR Core Values



- H-umbleness
- I-ntegrity
- C-ommitment
- A-ccountability
- R-espect
- D-iscipline

SWOT/C ANALYSIS/ KEY INITIATIVES

MARION COUNTY FIRE RESCUE

Key Initiatives

- Culture and Communications
- Recruitment and Retention
- Staffing and Capacity Needs
- Prevention, Public Education, and Operations
- Professional Development
- Financial Sustainability

Culture and Communication



- Developed department wide communication programs that address current questions from line personnel and provides the fire chief opportunity to a give state of the department.
 - Town Hall Meetings
 - "Ask the Chief" Questions and Answers
 - All Hands Officer Meetings
- Implemented digital information screens at every station with rotation up to information points to all personnel daily.
 - First Arriving Software

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Culture and Communication



- Improved overall culture of Marion County Fire Rescue decreasing complacency and instilling the HICARD values throughout the department.
 - Developed and adopted a department wide statement of mission, vision, and values.
 - Developed effective mentorship programs at each level of the department to include career development.
 - Ensured existing officers at all levels were brought to an equal level of understanding of job expectations and accountability as it pertains to the mission, vision, and values.

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Recruitment and Retention



- Increased number of qualified applicants by utilizing a recruitment team.
- Developed a component of the mentorship program to lead into volunteer programs which could then potentially lead to full-time employment.
 - Provided incentives leading into sponsorships.
 - Completed volunteer training programs.
 - Continued outreach programs to replenish and expand.
- Increased retention through competitive salary/benefits and promotional opportunities.
 - Evaluated compression to ensure pay grades are competitive internally and externally.
 - Created an EMS lieutenant and EMS Captain position.

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Staffing and Capacity Needs



- Annually evaluate, identify and recommend staffing in all divisions.
- Implemented PRN staffing
- Increased capacity for current workload demand through a data-driven approach based on greatest demand/need.
 - Developed workload capacity committee.
 - Implemented recommendations from the Workload Committee.
 - Largest positive impact was interfacility transports.
 - Developed specific metrics which will trigger additional resource needs.
 - Implemented additional single-certified ambulances.
 - Researched concept to implement quick response EMS units to help with call concurrency on non-transport units.
 - Reevaluated impacts of additional capacity on quarterly basis.

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Staffing and Capacity Needs



- Ensured adequate facilities, equipment and apparatus to meet the needs of each division—to include future growth.
 - Identified/Evaluated existing capacity and completed a capital improvement plan.
 - 20 year plan for expansion.
 - Station Location Study/ Identified land for development.
 - Identified funding mechanism for capital improvement.
 - Sales Tax Initiative
- Ensured span of control within the department meets national standards and recommendations.
 - Reviewed and recommended an organizational chart to align with industry standards.

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Prevention, Public Education, and Operations



- Increased Fire Prevention programs to meet the needs of the community.
 - Increased funding to staff additional fire inspector, plans review and fire investigator positions.
 - Created fire investigation branch beneath the fire prevention division.
- Established a public information division with a public information branch and a public education branch.
 - Increased media footprint through all mediums.
 - Increased funding to appropriately staff additional fire and EMS public education programs—to include scheduling, organization and delivery.
 - Increased station participation in community level public education (clubs, library, schools, etc.).

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Professional Development



- Enhanced the opportunity for professional development of our personnel through continuing education for current positions and preparing for future promotions. This program is geared towards training, encouraging and empowering every level/rank of employee to lead themselves and others in alignment with mission, vision, and values.
 - Implemented FTO program.
 - Implemented a next step program that is held prior to the deadline for submission of letter of intent for all promotional opportunities.
 - Increased number of sponsored courses held within the department for all divisions.
 - Implemented task books for all positions within the department where such task book does not already exist.
 - Implemented programs to allow personnel to ride up in one position higher than their current rank upon completion of a task book rather than being required to be on a promotional list.
 - Started the "How the Fire Department Runs" training program.

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Financial Sustainability



- Identified capital facility needs.
- Identified apparatus needs and adopt capital improvement plan.
 - Established apparatus committee.
 - Adopted vehicle life cycle by type.
 - Developed and adopted replacement plan.
 - Developed and adopted standardized apparatus specifications.

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Financial Sustainability



- Ensuring stable funding for current needs and future growth.
 - Researched the need to implement impact fees commensurate with growth.
 - Monitored financial stability of fire MSBU/MSTU and project ability to meet the five-year projected funding.
 - Increased billing staff to enable increased reimbursement rates.
 - Completed process to participate in the Public Emergency Medical Transportation reimbursement program.
 - Educated staff at all levels of budget process from development to actual purchase.

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Major Financial Operational Enhancements



- Rebuilding 3 fire stations- Station 28, Station 11 and Station 2**
- Added 1 additional fire station- Station 23**
- Rebuilt 1 EMS station- EMS Central**
- Added 1 additional EMS station- EMS East**
- Apparatus Replacement Plan-**
- Apparatus for Additional Capacity- Engine 21, Medic 80, 81, 90, 91**
- Enhancements to current facilities- Kitchens, Floors, Paint, Driveways**
- Future Facility Needs- Purchased Property for several Fire Stations and a Training Site**
- Addressed department Span of Control Deficiencies**

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QUESTIONS?