Marion County Fire Rescue

Florida

5 YEAR STRATEGIC OPERATIONAL PLAN

2020-2024

Table of Contents

Acknowledgements **2**
Letter from Local 3169 4
Letter from the Fire Chief 5
Letter from the Board 6
Executive Summary **7**
Planning Methodology **11**
Marion County Fire Rescue's Current Situation **12**
Marion County Fire Rescue's Future Situation **14**
Current Population Information 14
Service Demand Projection 18
Community Perception of MCFR Services **26**
Community Forum Results 26
Pulse Opinion Poll Results 29
Vision, Mission and Values **31**
Vision 31
Mission 31
Values 32
Environmental Scan **34**
Strengths 34
Weaknesses 34
Opportunities 35
Threats 35
Definition of Terms **36**
Strategic Plan **37**
Initiative 1 – Culture and Communication 37
Initiative 2 – Recruitment and Retention 41
Initiative 3 – Staffing and Capacity Needs 45
Initiative 4 – Prevention, Education 48
Initiative 5 – Professional Development 50
Initiative 6 – Financial Sustainability 52
Financial Projections for Major Operational Enhancements **55**

Implementation Methodology 58

Appendix A – Table of Figures 61

Appendix B – Internal SWOT Feedback 62

Appendix C – Timeline 66

Appendix D – Status & Accountability 70

Appendix E – Task Worksheet 79

ACKNOWLEDGEMENTS

Marion County Fire Rescue (MCFR) senior staff has facilitated and constructed this strategic plan. A strategic plan is short term (typically five years), and is often referred to as an organizational work plan. It will address contemporary issues facing the organization, focusing the agency and its members on the essential activities which must occur in sequence to be achieved efficiently.

Two key components of a strategic plan are included within an environmental scan; citizen feedback and internal stakeholder assessment (each discussed in detail within this report). The scan is intended to identify structural, cultural or other potential obstacles that may impede progress on the work plan. In short, combined the two elements provide context by which the department operates. An environmental scan was thorough and broadly assessed.

Following the environmental scan, an internal planning team was assembled to review the findings, identify and prioritize work, and develop the actual strategic plan portion of this report. The strategic planning process divides the work into smaller components for accountability and to ease implementation. Once a strategic plan is created and adopted, the elements are divided among smaller task teams created from members of the organization, which results in additional buy-in. In fact, strategic planning helps an organization focus efforts and avoid distractions outside of the goals, objectives, and priorities identified through the planning process. Budgeting should also align as much as possible with implementation of the strategic plan.

MCFR thanks the members of our organization for their dedication and commitment to the strategic planning process. The citizens, administration, support staff and line personnel were all pleasant, eager to engage in the process, and committed to enhancing the future of the fire department and the safety of their community.

The follow page lists the internal planning team members. The internal planning team met at the Church of the Springs Venue for two days in a workshop format to review the internal and external feedback and to develop the strategic plan.

INTERNAL PLANNING TEAM

- James Lucas
- Pam Doherty
- Brent Murray
- Eva Aquino
- Rachel Wapinsky
- Brian Lilly
- Daniel Jodoin
- Robert Johnson
- Heather Schanding
- Keith Kimball
- Thomas Cunningham
- Jonathan Ness
- Nikki Hampton
- Cindy Marihugh
- Joe Rinaudo
- James Cussins
- Alex Caban
- Bart Walker
- Tina Shahid
- Chaplain Joe Lacognata
- Lonnie Blackburn
- Timothy Moody
- Travis Blackburn
- Drew Roger
- Robert Kruger
- Josh Alvarez
- Rodney Mascho
- Bethany Smith
- Jay Boardman
- Brian Fugate
- Craig Damien
- Scott Gragen
- Todd Hime
- Frank York
- Ken McCann
- James Banta

MCFR thanks both the members of the community and the members of the department listed above for their investment of time and energy to the betterment of the community and the department.

The following pages are letters from the Professional Firefighters of Marion County, Local 3169, who represent the firefighters, company and district officers of the department; the fire chief; and the Board of County Commissioners. These letters reflect their commitment to the process, the results, and the work ahead to implement this strategic plan.

Letter from Local 3169

September 16, 2019

Citizens of Marion County and their Board of County Commissioners,

On behalf of the employees of Marion County Fire Rescue, the Professional Firefighters of Marion County, L3169 acknowledge and commend the leadership of Fire Chief Banta for undertaking the development of this Strategic Plan under the stewardship of the Marion County Board of County Commissioners. This Strategic Plan represents the nexus between labor and management whose purpose is to effectively and efficiently improve emergency services to the citizens of Marion County.

To that aim, the employees of Marion County are stakeholders within our organization intent on providing premier and professional service to our community. Since 2000, Marion County's population has grown by over 33% and with roughly 360,000 citizens, the needs of our community have also increased. This population boom, along with subtle changes to our infrastructure and demographics, has required changes and adaptations to the services we provide to meet the demand of our citizenry. This Strategic Plan provides a road map through the ever-changing needs of our county, engaging the stakeholders, and leading to a more successful relationship with our community and partnering agencies.

The Professional Firefighters of Marion County excitedly look forward to taking the steps of this Strategic Plan in adaptation of and to continually meet the ever changing challenges of our com-munity both today and beyond.

Sincerely,

Daniel D. Garcia, President

Professional Firefighters of Marion County, Local 3169

Letter from the Fire Chief

September 16, 2019

Citizens and Employees of Marion County Fire Rescue:

I am pleased to present the Marion County Fire Rescue (MCFR) 2020-2024 Strategic Plan. This plan will serve as a road map for MCFR as we deliver excellent fire suppression, rescue, emergency medical, and fire prevention services now and into the future. We will continue to be good stewards of taxpayer dollars and always provide the best possible service within existing fiscal and personnel constraints.

Change is not easy and a healthy debate about programs and strategies is an important exercise. Successful organizational planning and strategies are not made in isolation, and I thank all the members of MCFR who shared their thoughts and ideas through meetings, surveys, and daily interaction as we did the heavy lifting of creating this plan. My desire was to listen to understand and once an issue was identified, create a plan for action. I hope you sense that we have heard you.

I want to acknowledge our senior staff members who led us through the planning process. Their facilitation experience and expertise kept us on course and was critical in the creation of this plan.

Most importantly, I want to thank the citizens, elected officials, and other key community partners who were interviewed and surveyed as part of our planning process. Their feedback helped guide us and is critical to the future success of this plan.

The true test of a strategic plan is not in its development, but in its implementation. Because of this we have created an implementation plan that assures accountability and communication are constant for the life of this planning cycle. The men and women of MCFR are up to the challenge of turning the initiatives, goals, and objectives within our strategic plan into reality that benefits our citizens and employees in the years to come. I am extremely proud of your efforts and ask everyone to give the benefit of the doubt and make this your strategic plan.

Sincerely,

James Banta, Fire Chief
MCFR

Letter from the Board

September 16, 2019

Community members—

On behalf of the Board of Commissioners, I am pleased to present to you our strategic plan for MCFR. This plan establishes the department's goals and strategies for the next five years, and will guide our future efforts as we continually strive to provide the best service possible to the citizens of our department.

We developed this plan in cooperation with our citizens, firefighters, community partners, and staff. Public safety has always been my top priority as an elected official, and I know that you share my commitment to providing exceptional fire and medical aid services to our citizens.

Our firefighters take their responsibility to protect and serve our residents very seriously, and they are always mindful of the trust that has been placed in them. Our goal is to be good stewards of that trust and of the resources that we've been given, and to continually seek to do our jobs as efficiently and effectively as we can.

With that in mind, the fire department began the strategic process in the first quarter of 2019. This plan incorporates input from the community, including business owners and partnering agencies. My hope is that this strategic plan will be the start of an ongoing dialogue with our community partners as we make progress toward the goals outlined in this document.

Chief Banta and I appreciate your thoughts, suggestions and feedback to the strategic plan.

Thank you for your continuing support of MCFR.

Sincerely,

Chairman/Board of County Commissioners

EXECUTIVE SUMMARY

In May of 2018, Marion County Fire Rescue (MCFR) contracted an outside consulting firm to conduct and create a Master Plan for the agency. The firm, Emergency Service Consulting International (ESCI) spent several months gathering internal and external data to create an extensive review of MCFR's operation, design, and more importantly service delivery and performance measures. MCFR senior staff has spent the last several months using this report along with an in-depth internal planning process to create an operational strategic plan to achieve goals identified in the Master Plan as well as critical issues identified by the Fire Chief. This document is the culmination of those processes.

The internal planning team thanks the members of department for their outstanding cooperation in the preparation of this report. All involved were candid in their comments and provided a tremendous amount of essential information. The ability of the MCFR team to receive this valuable input and information was key to the development of this plan.

Evaluation of Current Situation

MCFR began its organizational roots as a pure voluntary fire department and has grown to become a premier career fire rescue agency in the state of Florida. With a staff now consisting of 720 dedicated individuals to carrying out the department's mission for the citizens each day MCFR is not without its challenges. The adoption of a Ten-Year Master Plan in 2001 has come and gone leaving current staff working to reproduce the tremendous success of that former plan. Through the detailed workings of internal staff and external professional subject matter experts MCFR has identified current successes and challenges for the future. A detailed Five-Year Master Plan has established the new target and this strategic plan will be the arrow to strike the "Bull's Eye" of that target. Anything less will underserve the citizens of Marion County.

Twenty-four fire stations and four EMS stations provide the backbone of service for Marion County citizens daily. Various apparatus and deployment models are used to answer citizens' calls for service. Service delivery and performance analysis provide necessary information to ensure data-based decisions are used to guide the service provided. The Fire Chief has identified these major critical issues and has worked tirelessly with Commission support to begin addressing these issues.

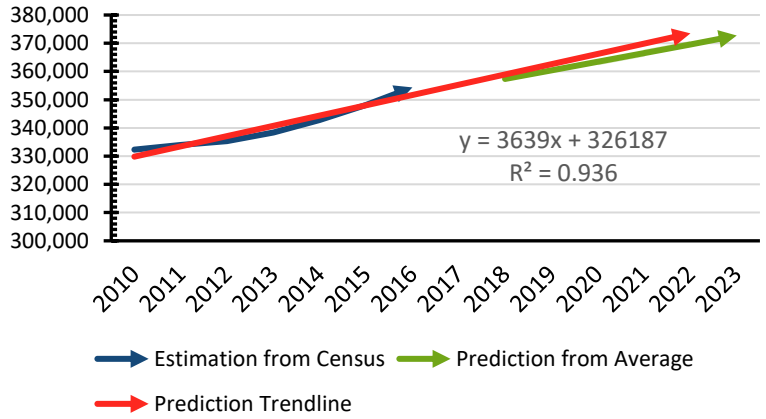
Critical Issues	Fire Chief's Perspective
First	Service Delivery (Current and Future Workload/Response Times/Concurrency)
Second	Consistent Leadership at all levels (Succession Planning/Upper Level Organization)
Third	Stable Funding

The first of which has begun to stabilize from immediate attention by the Marion County Board of County Commissioners in the form of increased salaries, wages, staffing relief factors and increased capacity units.

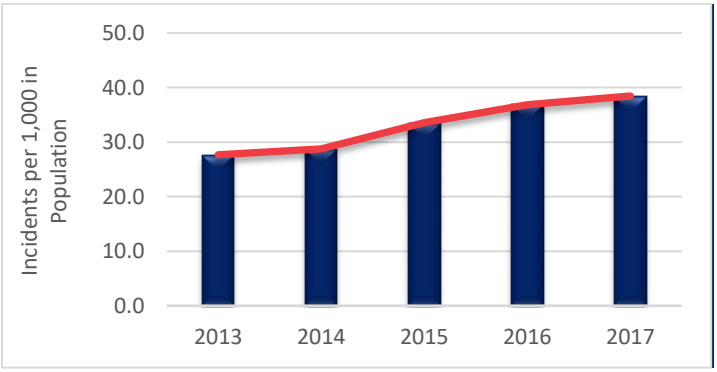
Evaluation of Future Situation

As the department works to continue the addressing of critical issues identified by the Fire Chief, focus must be placed on the infrastructure and capital purchasing plans to provide needed resources required by the department's deployment models to address citizen emergency service calls. These manifest in the need for additional fire stations, rebuilding of current fire stations, additional capacity apparatus, replacement apparatus, and upgrades for other vital equipment and technology changes. Industry standards and practices help guide these decisions along with data gathered during frequent service delivery and performance analysis.

Population growth and service demand changes provide insight as to the direction MCFR should be preparing and adjusting to. Marion County is one of 67 counties in the State of Florida. These counties have a population range of 2,751,796 in Miami-Dade to 8,242 in Liberty County. Marion County covers 1,663 square miles and has a population of 331,298, based on April 1, 2010 U.S. Census Bureau data. The estimated population in 2017 according the census is 354,353, which is a 7 percent increase from 2010. This estimated population of makes Marion County the seventeenth most populated county in the state. These population numbers include the entire County and represent the EMS service area.



Demand for emergency services is growing, with roughly a 47 percent increase in the five years between 2013 and 2017. This demand for service increase is depicted below in incidents per 1,000 population.



Stakeholder Input

MCFR completed stakeholder input in three ways. These were a community citizen forum in conjunction with the Master Plan, an external poll of 555 citizens, and an internal planning session with a cross disciplinary employee group. Furthermore, staff conducted interviews in an effort to gain the feedback and input of all persons involved in providing services the citizens of Marion County.

In all cases the respondents overwhelmingly strongly agreed or found our services very important. These citizen priorities ensure that MCFR has an engaged close connection with the community we serve ensuring we succeed in exceeding their expectations.

Vision, Mission and Values

As a department who has experienced extreme turnover and change in the past 10 years it was imperative to ensure the department's vision, mission, and values were in line with citizen, administrative, and internal stakeholder expectations. Each was evaluated by the internal planning team and through a method of consensus the group revamped all three to establish new guiding principles.

With the development of its vision, mission, and core values, MCFR has established the organization's foundation for strategic planning. MCFR strongly recommends that every member empower themselves with these elements; they are the basis for accomplishing the organization's strategic initiatives, goals, objectives, and day-to-day tasks.

Environmental Scan

The internal stakeholders were asked to participate in a facilitated exercise to complete a strengths, weaknesses, opportunities, and threats (SWOT) analysis. From these six strategic planning initiatives were developed. These initiatives provide the structure and guidance to achieve success for Marion County.

Vision Statement

*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.*

Mission Statement

We proudly protect life and property with honor, compassion and respect.

Core Values

H.I.C.A.R.D

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

Strategic Planning Initiatives

The MCFR internal planning team identified six key policy initiatives. These initiatives are listed below.

Initiative 1 – Culture and Communication

This initiative is first for a clear reason. The culture of the Department internally has been determined to be in significant need of improvement by the internal stakeholders.

Initiative 2 – Recruitment and Retention

This initiative aims to address MCFR's efforts to recruit and retain employees.

Initiative 3 – Staffing and Capacity Needs

This initiative seeks to address current department weakness revolving around staffing and capacity needs.

Initiative 4 – Prevention, Education

This initiative seeks to develop and implement community risk reduction strategies; gain influence in community development decisions that may impact the Department's ability to protect it; plan and prepare for the growth and development that will eventually come to the Department; and educate citizens in the community about self-help strategies that prevent injury or fire.

Initiative 5 – Professional Development

This initiative focuses on succession planning at all levels of the Department; developing clear and concise position descriptions that describe the key knowledge, skills, and abilities (KSAs), credentials, and certifications necessary to be successful in each leadership position in the Department

Initiative 6 – Financial Sustainability

This initiative addresses the revenues of the Department; enhancing revenues and/or reducing or controlling expenses, investing in capital facilities and equipment to achieve the Department's mission.

PLANNING METHODOLOGY

"Our goals can only be reached through a vehicle of a plan, in which we must fervently believe, and upon which we must vigorously act. There is no other route to success." — Pablo Picasso

As the quote suggests, having a plan—even with goals, objectives, timelines, and assignments—in and of itself accomplishes nothing. The plan represents the intention to achieve something, even a commitment to achieve it. But the plan requires follow-through to actually effect change.

MCFR members have committed time, effort, energy, and frank honesty to develop this plan. Its success depends entirely on the follow-through by all members of the organization to actually achieve the stated outcomes listed herein and live up to the vision, mission, and values.

An organization that knows where it is going, the environment in which it must operate, and identifies how to get there has the best chance to meet the needs of its community and achieve its own vision. This planning process has served to refresh the organization's continuing commitment to professionalism and set the path toward future success.

The approach taken in this planning process includes a series of interviews with allied agencies surrounding MCFR or work in partnership with them and an in-depth environmental scan from the perspectives of the internal line staff, the elected officials, and administration. The criteria are referred to as a SWOT Analysis (strengths, weaknesses, opportunities, and threats). The feedback from these four areas is summarized later in this report.

In addition, citizen feedback was gathered at two citizen forums during the Master Plan development. The attendees were given an orientation of the department which equipped them with a basic understanding of the contemporary issues facing their fire service delivery system. The results of the citizen forums were combined and was presented to internal staff to inform them of the planning and service priorities the citizens had, as well as their attitudes and opinions about the staffing, response, and cost components of the department. The following figures illustrate the attendees' responses and should serve to guide the department as it develops its strategic plan for the next three to five years. Furthermore, a citizen poll of 555 people was conducted to rate the services provided by MCFR. Overwhelmingly the citizens approve of MCFR efforts to provide effective and efficient services.

MARION COUNTY FIRE RESCUE'S CURRENT SITUATION

Marion County Fire Rescue is a relatively new organization, forming in 1979. It is an agency far improved from its past when the County's fire and rescue response consisted of 20-plus independent volunteer fire departments with assistance from Ocala Fire Rescue and the Florida Division of Forestry. MCFR is now well into its evolution as a modern, professional agency with appropriate equipment and services. Amassing a staff of now 720 FTEs. However, there are elements of its legacy that need to be addressed, with many facilities that are in need of upgrade or replacement, and units that are far busier than most comparable agencies. The structure of the department is excessively lean, and the department is hard-pressed to be more than reactionary given the demand for services and the resources deployed to provide those services.

Last year on May 15, 2018, Emergency Services Consulting International (ESCI) was engaged by Marion County Fire Rescue (MCFR) to conduct an emergency service master plan for the agency. The plan provided the needed imformation and data to begin addressing various critical issues identified by the Fire Chief. These critical issues are outlined in the following figure.

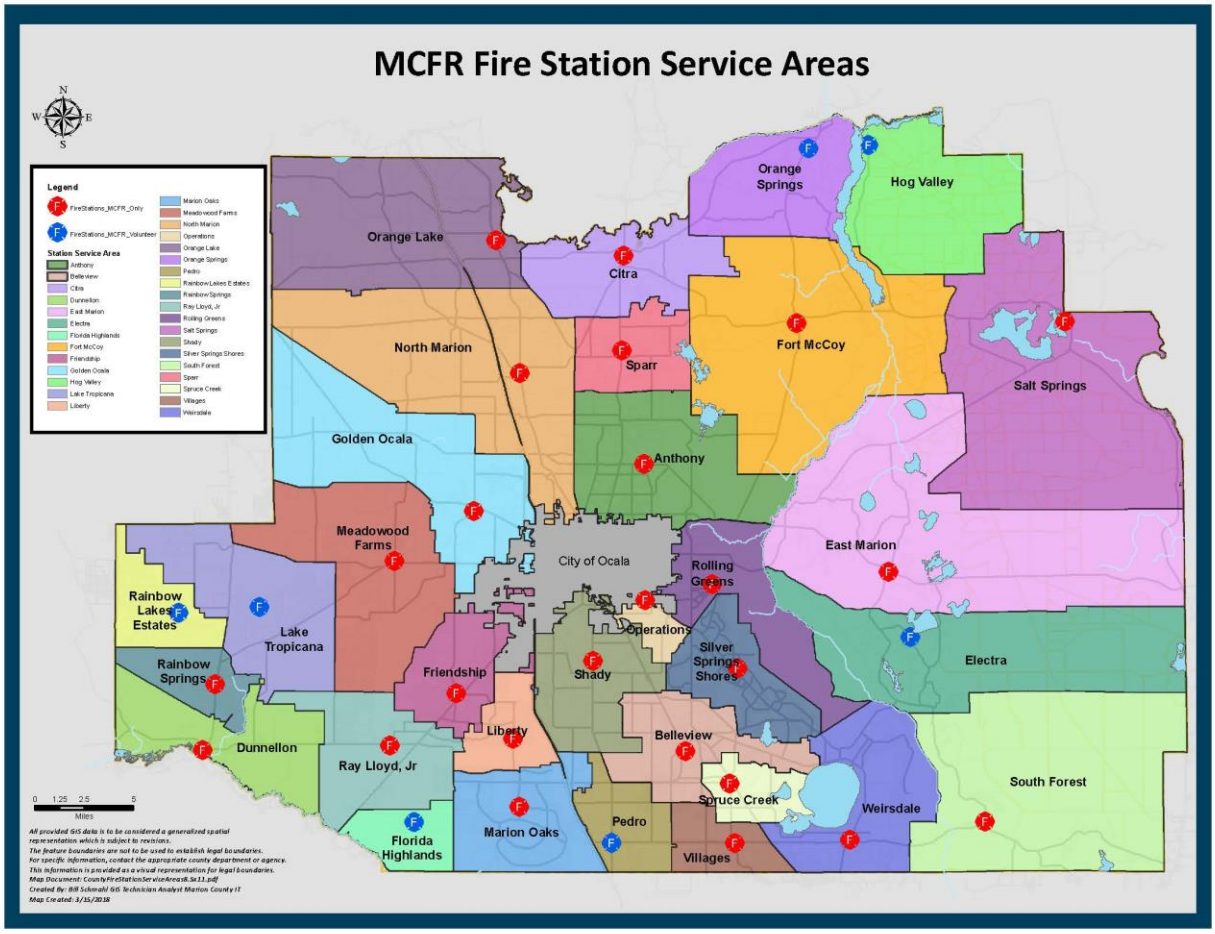
Figure 1: Critical Issues

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

The Marion County Board of County Commissioners has taken great strides to support and continue the work needed to ensure the department's success amongst multiple community competeing priorities. The dedication to the organization was showcased in a 5-0 commission vote to support initiatives presented in the FY2019-2020 budget. These initiatives addressed the Fire Chief's first critical issue of service delivery. Most importantly, additonal capacity in the form of four rescues and sixty additional positions for staffing relief factors to wisely reduce incurred overtime. This bold move came after the previous years dedication to address staff compensation issues that plagued the department in the form of employee turnover and poor morale. These have almost ceased to exist. This is evidenced in the recent hiring process fullfilling almost all of the open FTE positons. These decisions and the support of the commisison have set in motion a course of postive change to ensure the community continues to recieve the very best emergency services. Throughout this plan, staff has incorporated elements of the Master Plan as the two are designed to work in concert.

The following figure illustrates the service area and deployment of current fire stations throughout Marion County.

Figure 2: Marion County Fire Rescue Service Area



MARION COUNTY FIRE RESCUE'S FUTURE SITUATION

Demand for emergency services is growing, with greater than a 47 percent increase in the five years between 2013 and 2017. There is no significant shift in emergency response demand by day of week or month of year in Marion County. Analysis of temporal variation by hour of day, however, does result in a typical pattern of emergency response demand. Emergency demand follows a pattern of human activity. The Fire Chief's assessment of service delivery as his first critical issue is very relevant. As MCFR continues to address the needs of the community a focus must be placed on continuing to address capacity and infrastructure needs.

Current Population Information

Marion County is one of 67 counties in the State of Florida. These counties have a population range of 2,751,796 in Miami-Dade to 8,242 in Liberty County. Marion County covers 1,663 square miles and has a population of 331,298, based on April 1, 2010 U.S. Census Bureau data. The estimated population in 2017 according the census is 354,353, which is a 7 percent increase from 2010. This estimated population of makes Marion County the seventeenth most populated county in the state. These population numbers include the entire County and represent the EMS service area.

The City of Ocala operates its own fire department, the population of the service area for fire response is therefore less. Based on the 2017 U.S. Census Bureau, the estimated population of the City of Ocala is 59,110. This is a 4.8 percent increase from the population recorded in the 2010 census of 56,426. The service area population for MCFR for fire protection is 295,243.

Age and sex demographics are provided in the following figure. The figure provides a percentage comparison between Marion County, the City of Ocala, and the State of Florida.

Figure 3: Age and Sex Percentage Comparisons[1]

Age/Sex	Marion County	City of Ocala	State of Florida
Persons under 5 years	5.0%	7.0%	5.4%
Persons under 18 years	18.8%	23.5%	20.0%
Persons 65 years and over	28.6%	18.4%	20.1%
Female persons	52.0%	51.1%	51.1%

[1] U.S. Census Bureau

Based on the preceding figure, 28.6 percent of the population is 65 years of age or older, and five percent of the population is under five years of age. This places a total of 33.5 percent of the County's population within age groups that are at highest risk in residential fire incidents and account for some of the highest use of emergency medical services. Senior citizens can have difficulty escaping from fire due to physical limitations. Seniors also tend to use emergency medical services more frequently than younger persons. As the population ages, this will create an increase in service demand for emergency medical services.

The very young also represent a vulnerable population, both regarding their ability to escape a structure fire as well as their susceptibility to serious medical ailments such as asthma, traumatic events, choking, or injury from vehicular accidents.

Figure 4: Other Demographic Comparisons[1]

Subject	Marion County	City of Ocala	State of Florida
Persons without health insurance, under age 65 years	15.9%	18.9%	15.9%
Person with a disability, under age 65 years	12.1%	10.1%	8.6%
Owner Occupied Housing Rate, 2012–2016	74.8%	50.9%	64.8
Median household income (in 2016 dollars), 2012–2016	$40,295	$37,792	$48,900
Persons in Poverty	17.4%	21.5%	14.0%

[1] U.S. Census Bureau

The demographics displayed in the previous figure are factors which indicate a population that is more likely to use fire department services than other populations. Individuals with no health insurance are more likely to use local EMS resources compared to individuals with health insurance and a personal physician. The percentage of people without health insurance is equal to that found statewide. The percentage of owner-occupied houses is higher in Marion County then found statewide. A high percentage of owner-occupied homes may indicate a more stable community and residents willing to invest in their community and community services.

Population Density

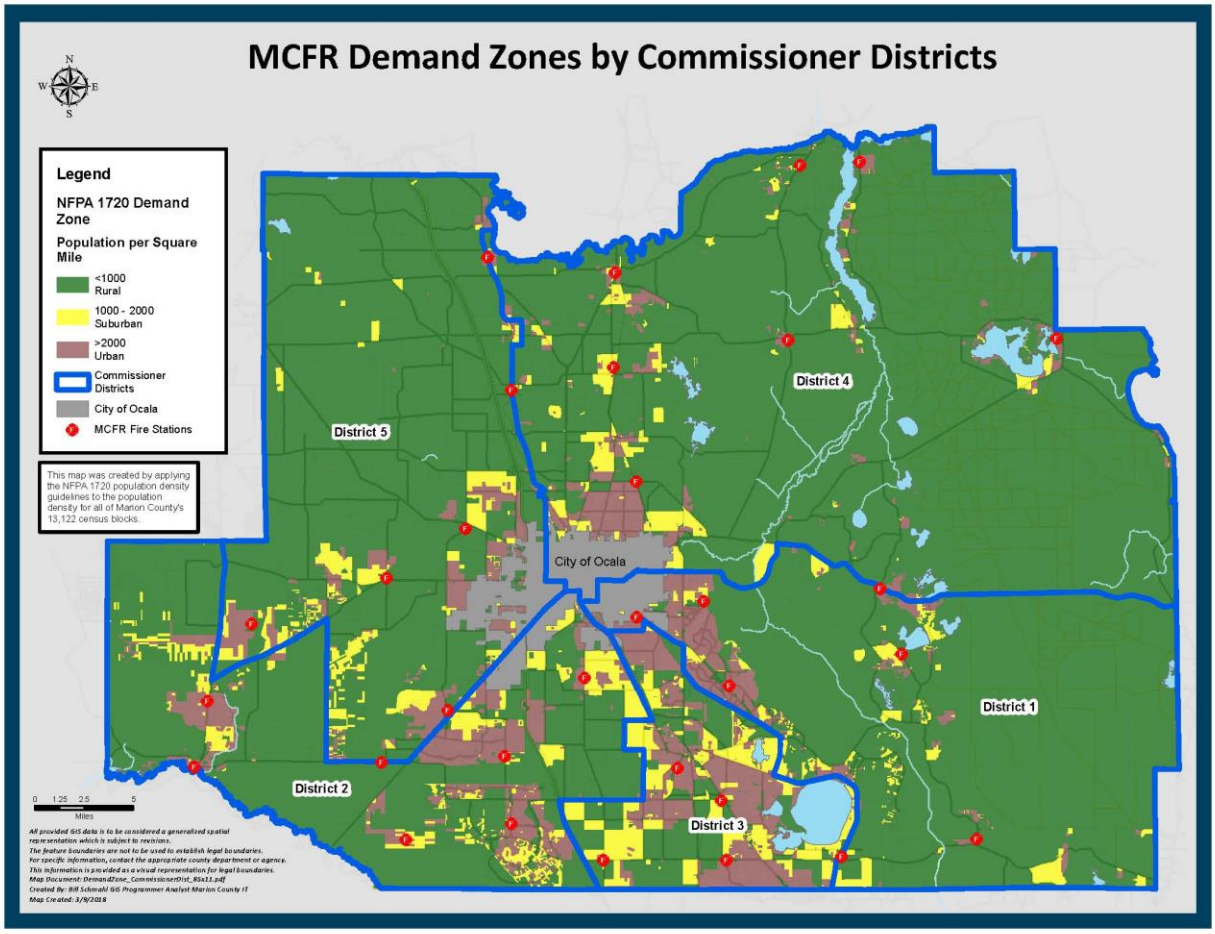
Most communities contain areas with different population densities and property risk allowing the community's policy makers to specify different response performance objectives by geographic area. The classifications that are identified by Marion County and the percentage of the County in the classification is provided in the following figure.

Figure 5: Marion County Population Classifications

Classification	Criterion	Area
Urban	>2,000 people/square mile	42.5%
Suburban	1,000–1,999 people/square mile	20.5%
Rural	<1,000 people/square mile	37.0%

The next figure illustrates population density. Higher densities are found closer to the city limits of Ocala and the southern end of the County in the Villages.

Figure 6: Population Demand Zones by Commission District

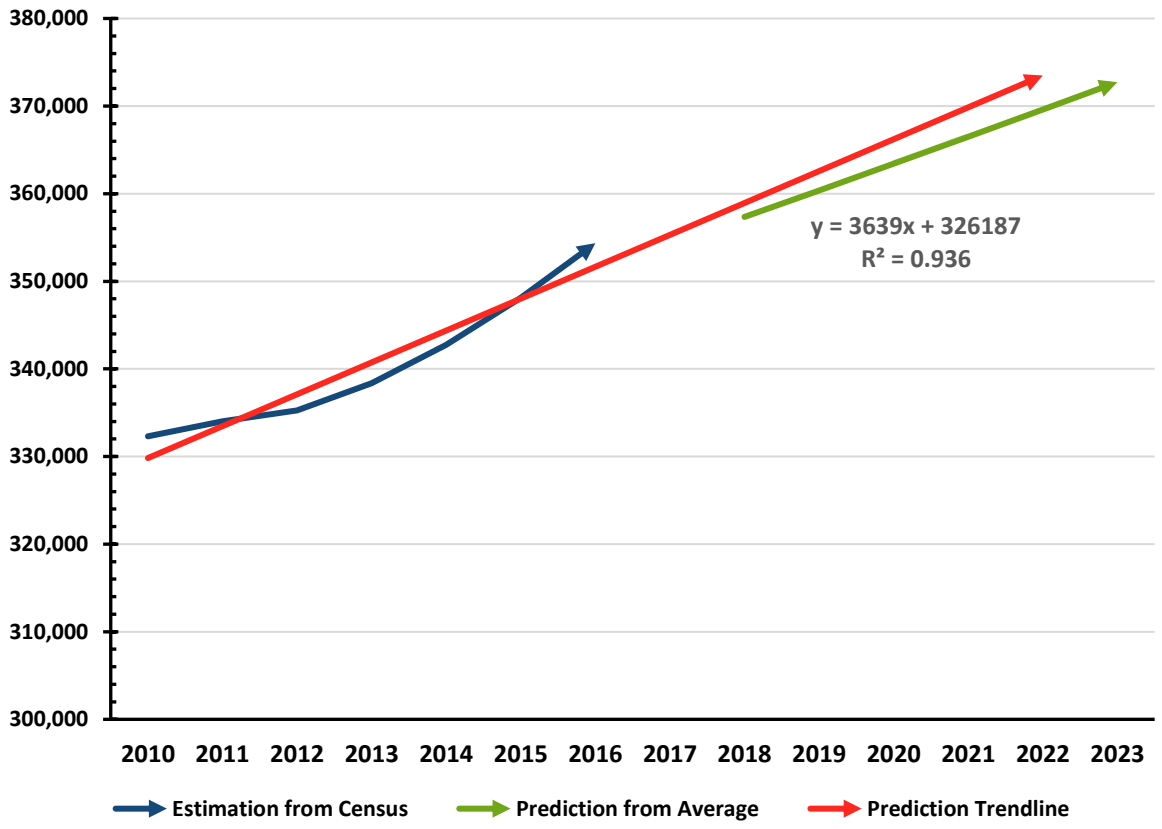


Population Projection

Marion County's population growth was slow in the early 2010s with a 0.29 percent of growth in 2011, however, the growth rate increased to 1.78 percent in 2017, as estimated by the U.S. Census Bureau. The average growth rate from 2010 to 2017 was 0.85 percent. The following figure illustrates the estimated population from the 2010 base year to 2017 as estimated by the U.S. Census Bureau.[1] The figure also shows population projections for the next five years—one using a linear trend line—and the second an average based on the known values.

[1] Annual Estimates of the Resident Population: April 1, 2010 to July 1, 2017.
Source: U.S. Census Bureau, Population Division, March 2018.

Figure 7: Marion County Population Growth Projections



Using the linear projection formula, a population of 377,133 persons is predicted. Using the average growth formula, a population of 372,729 is predicted.

With population growth there comes increases in service demand. More people means not only more incidents generated, it also means a need for expanded geographical coverage. Resource additions will need to be planned to provide service delivery and performance at acceptable levels.

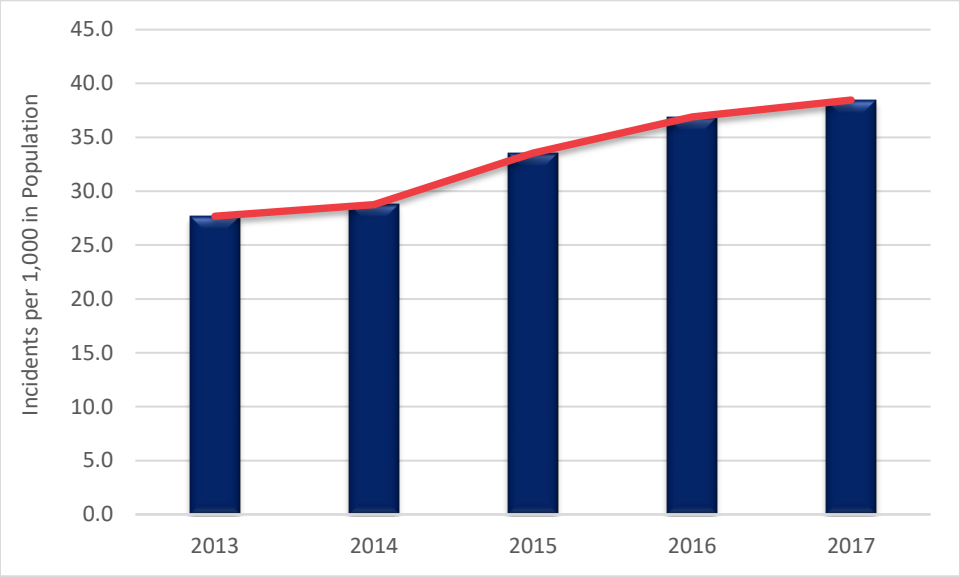
In addition to estimated population growth, effected service demand growth in attractions and places that people visit also effect demand. The planned World Equestrian Center in the northwest portion of the County is such a site. This center will attract a transient population of 20,000 to 30,000 thousand people and is expected to include large structures, including a County Convention Center. Expansion of facilities like this impact not only delivery of fire rescue service, but also other fire department functions such as code enforcement and community risk reduction. The department must maintain awareness and be involved early in the planning of these type projects.

A further examination of the increase in demand will be presented with the development of response standards and the recommended strategy sections of this report.

Service Demand Projection

In many jurisdictions, the demand for service is often a function of the population and its demographics. As discussed earlier in this section, when compared to the State of Florida, Marion County has a higher percentage of individuals age 65 or older. Additionally, approximately one-third of its population fall within the defined high-risk categories for structure fires and dependence upon emergency medical services. This finding suggests that MCFR should account for both increases to its total population, as well as the demographic makeup, to develop more accurate predictions for future demand. In the following figure, the number of incidents per 1,000 in population are displayed.

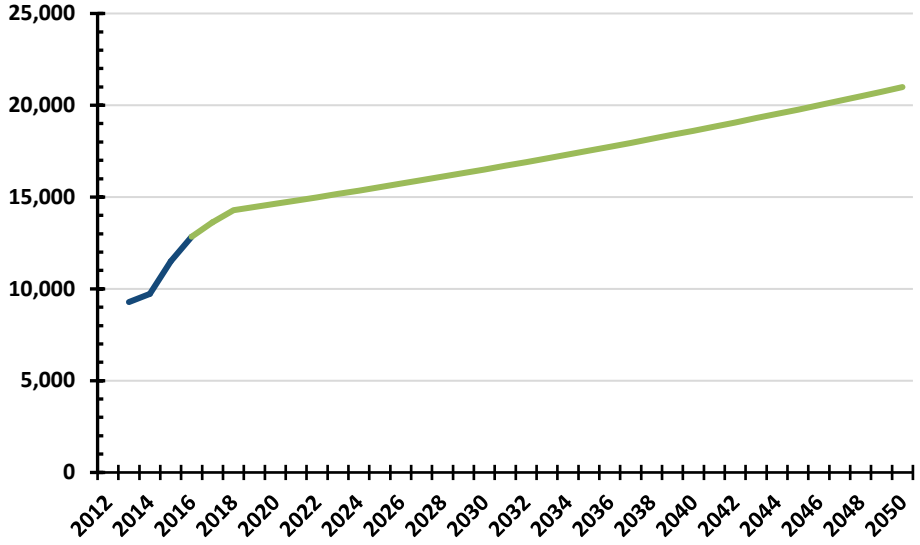
Figure 8: Number of Incidents per 1,000 in Population, 2013–2017



As illustrated in the previous figure, when the number of incidents per thousand in population are compared year to year, service demand increased annually. This may suggest that changes to the demographic composition of the County will affect the demand for services in addition to a growing population. From 2013 through 2017, MCFR experienced a 47 percent increase in service demand with a consistent increase in annual demand.

To develop a model for projecting future service demand, the annual population estimates previously described at a 1.21 percent annual increase were used in conjunction with a constant annual service demand increase of 4 percent. The results of the projected future service demand analysis are displayed in the following figure.

Figure 9: Future Service Demand Projections Per 1000 Population



In this figure, actual service demand is displayed in blue while future projections are shown in green. As seen in this figure, the 4 percent annual increase is conservative when compared to the increase to service demand that occurred between 2013 through 2017; however, it does provide some estimation for what MCFR may experience in the future. Based on this model, which accounts for a constant rate of service demand per total population, MCFR will continue to require improvements to the system to maintain current and future service demand capabilities. Should the additional factor of demographics also impact the system by adding additional demand, those system improvements should be considered earlier.

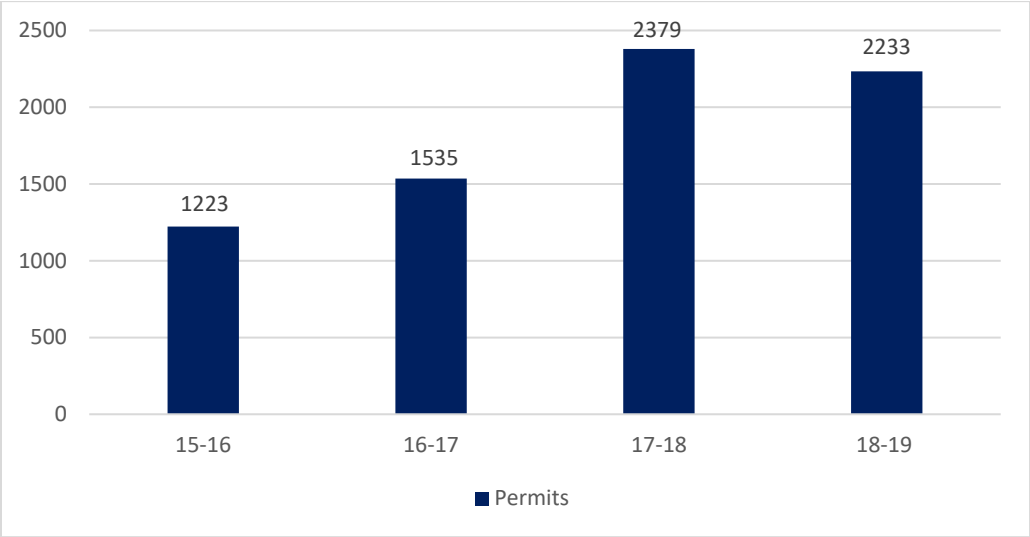
Future Growth and Development

Marion County Fire Rescue must continue to adjust and grow with the needs of the community. Adjusting the department's operations and preparing for the future can be done through direct analysis of the population and service demand trends. Further analysis into actual expansion and growth of physical buildings in the service area will also provide influence for future needs.

New Residential Home Construction

Marion County has experienced an increase in the construction of single-family residential homes (SFR). Many people are moving to Marion County and the demand for housing continues to increase. During fiscal year 2015/2016, 1,223 permit requests for construction were initiated in that year. Permit requests increased by nearly 25% in fiscal year 2016/2017 and increased substantially in fiscal year 2017/2018. Marion County processed 2,379 permits for new residential construction in 2017/2018. This represents over a 50% increase in permits from the previous year. The current year data continues to show a steady increase with 1,578 permits issued through June 30, 2019. The added homes to the community continue show signs of growth in the residential side of construction as more people make Marion County their home. Additionally, an increase in apartments and the need for affordable housing is increasing in demand. One contractor currently has almost 50 multi-unit residential buildings under construction in the Silver Springs Shores area.

Figure 10: Single Family Residence Permits Issued



Source: *Statistics from Marion County Building Permit Applications*

During an in-depth review of residential construction in Marion County, the number of permits pulled per year by fire station is examined below. This information displays the top four stations with the highest permits pulled per fiscal year.

Figure 11: Top Four SFR Permits by Fire Station

FY 15-16	Permits	FY 16-17	Permits	FY 17-18	Permits	FY 17-18[2]	Permits
Station 21	436	Station 21	455	Station 21	582	Station 21	392
Station 10	246	Station 10	238	Station 10	338	Station 10	238
Station 32	110	Station 32	132	Station 32	253	Station 32	238
Station 20	81	Station 20	116	Station 20	235	Station 20	152

[2] Calculated from 10/1/2018 to 06/30/2019

Marion County Fire Rescue divides response areas into districts based on geographic locations. These districts contain several stations and a District Captain is the supervisor over the area. District 01 is located in the north section of Marion County containing many of the large tracts of rural land and horse farms. District 02 is located east of the Ocklawaha River and contains a large amount of protected State and Federal forest lands. District 03 is in the southeast section contains large population areas such as Belleview, Villages, Stone Crest, Spruce Creek South, Orange Blossom Hills, and Spruce Creek Golf and Country Club. In the southwest section of Marion County several of the retirement communities are located in this area. Communities such as On Top of the World, Stone Creek, Palm Cay, Oak Run, Pine Run, and several communities along the 103rd Street Road area. Also, the Dunnellon Airport, city of Dunnellon, and Rainbow Springs are located in the west side of the district. Finally, District 05 are stations that are along the outside borders of the City of Ocala and are experiencing and increase in population and commercial development. The areas of Silver Springs Shores, Rolling Greens, Golden Ocala, and the Shady Road area are all located in the district.

Based on the review of single-family resident home permits the following information can be provided from the data. Districts 01 and 02 experience the least amount of growth due to land use and restrictions. On the other hand, Districts 3, 4, and 5 are experiencing residential as well as commercial growth in these areas. The following charts provide historical data of the percentage of permits for each district. Growth predictions and potential future resource needs can be derived from the data.

Figure 12: Percentage of SFR by Fire District

FY 15-16	Percentage	FY 16-17	Percentage	FY 17-18	Percentage	FY 17-18[3]	Percentage
District 1/2	7%	District 1/2	6%	District 1/2	6%	District 1/2	6%
District 3	26%	District 3	13%	District 3	19%	District 3	12%
District 4	52%	District 4	53%	District 4	47%	District 4	55%
District 5	15%	District 5	28%	District 5	28%	District 5	27%

Future Residential Development (Short Term)

Future residential development continues to increase with the several planned projects underway in the Development Review process and many are in the construction stage. Recently, Marion County has begun the road construction of SW 49th Ave extension. The extension of this road has already had increased interest and several new communities have been approved along SW 95th Street and SW 49th Ave. These communities anticipate moving very quickly and plan to begin construction while the road project is underway.

A list of approved communities by name, fire district, and approximate number of homes is listed in the following figure.

[3] Calculated from 10/1/2018 to 06/30/2019

Figure 13: Approved Future Community Home Sites

Fire District	Community Name	Home Sites
District 4	On Top of the World (Several Projects)	3103
District 4	Stone Creek	225
District 4	Oaks at Ocala	115
District 4	Cherrywood	180
District 3	Sunkissed RV Resort	220
District 5	Trilogy (Multiple Phases)	250
District 4	Greystone	248
District 4	Armstrong	120
District 4	Freedom Crossings	170
District 3	Autumn Glen	108
District 3	Baseline 150	128
District 5	Golden Ocala World Equestrian Center	150
District 4	Marion 60th	200
District 4	Stone Brook Commons	250
	Total	5467

Commercial Development

Commercial development in Marion County continues to increase with the improved and sustained economy. Marion County has seen a tremendous amount of construction with grocery stores, retail centers, physician offices, and assembly occupancies. Fire Prevention has experienced almost a 75% increase in the amount of plans review from Fiscal Year 2015/2016 to Fiscal Year 2017/2018.

Based on the Fiscal Year 2015/2016 Florida Benchmark Data, Marion County added nearly 500,000 square feet of commercial construction. Below is a small sample of the large projects that are included in the 2015/2016 Fiscal Year.

Figure 14: FY 2015-2016 Large Project Examples

Name	Address	Type of Occupancy	Square Footage
Walmart Neighborhood	7855 SW HWY 200	Mercantile	40,654
Trilogy Clubhouse	4021 NW 53rd Ave Rd	Assembly	27,840
Saint Theresa Catholic Church	11528 S HWY 301	Assembly	5,360
Canterfield ALF (120 Beds)	9589 SW HWY	Board & Care	76,260
Aldi	7579 SW HWY 200	Mercantile	17,485
Camping World	14200 S US HWY 441	Mercantile	40,812
OTOW Indigo East Clubhouse	8385 SW 79th Terr Rd	Assembly	3,711
Oxford Downs	17980 S HWY 301	Assembly	11,008

Fiscal Year 2016/2017 continued with the increase in commercial growth around Marion County. According to the Florida Benchmark report, over 1.8 million square feet of commercial space was added during the year. Below is a small sample of the large projects occurring in the 2016/2017 Fiscal Year.

Figure 15: FY 2016-2017 Large Project Examples

Name	Address	Type of Occupancy	Square Footage
Lockheed Martin	498 Oak Rd, Unit 13	Industrial	34,074
Lockheed Martin	333 Cypress Rd, Unit 12	Industrial	35,053
Young Life Dorms	18115 SE 95th Street Rd	Lodging	5,000
Bridgewater SNF (120 Beds)	9280 SW 81st Ct	Board & Care	77,594
Bridgewater Memory Care (150 Beds)	9174 SW 81st Ct	Board & Care	118,520

Fiscal Year 2017/2018 continued with the increase in commercial growth around Marion County. According to the Florida Benchmark report, over 1 million square feet of commercial space was added during the year. Below is a small sample of the large projects occurring in the 2017/2018 Fiscal Year.

Figure 16: FY 2017-2018 Large Project Examples

Name	Address	Type of Occupancy	Square Footage
Arbor Club	10060 SW 84th St	Assembly	24,240
OTOW Inigo South Clubhouse	7855 SW 89th St	Assembly	4,916
The Lodge at Candler Hills	8575 SE 94th Cir	Assembly	17,500
Phoenix Wood Products	3911 NE 36th Ave	Industrial	50,000
Florida Elks Facility	24175 S HWY 450	Storage	6,526

Finally, the current Fiscal Year 2018/2019 continues to show commercial growth. Several new projects have been finished and open. Additionally, several projects have been started and will be complete over the next several months. Below is an example of a few large projects complete or under construction for 2018/2019.

Figure 17: FY 2018-2019 Large Project Examples

Name	Address	Type of Occupancy	Square Footage
Chatham Glen SNF (120 Beds)	16605 SE 74th Soulliere Ave	Healthcare	72,062
Refuge Detox Building	14837 SE 85th St	Healthcare	4,958
General RV	13150 SW 16th Ave	Business	93,496
The Orthopedic Institute	17270 S HWY 441	Healthcare	18,200
Publix Dunnellon	11352 N Williams St	Mercantile	48,114
Inspired Living ALF (351 Beds)	17201 S HWY 441	Healthcare	296,645

Marion County will have added 861 beds at nursing facilities, assisted living facilities, and other healthcare settings. The call volume and service needs from a single nursing home can generate on average 3 to 5 calls for service in a 24 hour period. Generally, these facilities are placed in high population areas which already have an increased demand for services in the community. Specifically, the five new healthcare facilities are located in Marion County Fire Rescue Districts 03 and 04. Similarly, these districts are seeing some of the largest increase in residential building as well.

Another consideration for these types of facilities is the increased traffic to the healthcare and retail centers. The increased traffic increases the potential occurrence of traffic accidents which require fire department response. Traffic crashes could be a simple response of a single fire engine and an ambulance. Unfortunately, Marion County has experienced an increase in complex traffic accidents involving the need for extrication or containing multiple patients. Complex extrications and calls with multiple patients can commit several resources to the same scene. The commission of these resources impacts the concurrent calls in the area. Concurrent calls for service continue in resource taxed areas which can increase response time and arriving on scene to effectively mitigate the hazard.

Future Development Challenges

Development appears to continue in Marion County with the constant construction and review of different structures. Consideration should be given to all of the development and a few significant items are noted below.

Maricamp Free Standing Emergency Center

Ocala Health is finishing the free standing emergency center located on SE Maricamp Road in Ocala. The projected opening date for the facility is August 2019. Based on the resource needs from the Summerfield Emergency Room, Marion County Fire Rescue will experience an increase of calls for facility transfers. The Summerfield facility requires transport of approximately 5 to 7 patients per day. It could be expected that the Maricamp facility would require at least the same amount of transports if not more. The Maricamp facility is located in the City of Ocala with access to an increased amount of population for use.

On Top of the World

The community continues to develop at a strong pace with new sections being developed several times a year. The development has a considerable amount of undeveloped land which can be used for residences and associated commercial needs. Earl Township is in the development process which will allow for non-age restrictive residents and supporting retail. Additionally, On Top of the World is in the process of gaining approval to build a multi-story hotel along the Highway 200 corridor.

Healthcare Facilities

A four story independent living facility has been approved for construction near the existing two Bridgewater facilities on SW 80th Avenue. The proposed facility is near one of the main entrances for On Top of the World and will have several resident rooms which could impact services. Additionally, interest has been seen in other areas of Marion County for inpatient healthcare facilities based on the demographics from the Census Bureau. Marion County has a significant amount of persons over the age of 65 and it appears the demographic may increase when the next Census is taken in 2020.

Southwest Commerce Park (Hwy 484)

Marion County has an exciting opportunity with the future development of a large commerce park in the southwest. The commerce park will bring jobs to the community as well as require additional residential homes to support the workers. Likewise, the development will increase traffic along 484 which will increase the occurrence for accidents in the area.

World Equestrian Center

The World Equestrian Center (WEC) is currently underway with many structures built. A recent tour of the facility contains many barns, arenas, and a five story hotel. Plans include a section for a RV community, residential sites, as well as condominium style living. The area continues to grow with each new vision and will be the largest indoor facility in the nation if not the world. The impact from this facility will bring many economic benefits to the community for direct and indirect services.

Marion County Fire Rescue can expect the following increase demand for services based on the method of operations for the facility.

- Increased calls for service due to traumatic injuries related to the events
- Increased calls for service especially in the Summer months with the challenging Florida climate
- Increased calls for service with the added traffic in the area
- Increased calls for service with the potential growth and development along Highway 27 to support the operations of the facility

Although the facility is not scheduled to open until 2021, plans should be formulated to prepare for the increased demand of emergency services with the events. A similar facility is located in Wilmington, Ohio and hosts events nearly every weekend from March to November. The Florida climate allows for events to be held year-round which can impact resource allocation and response needs.

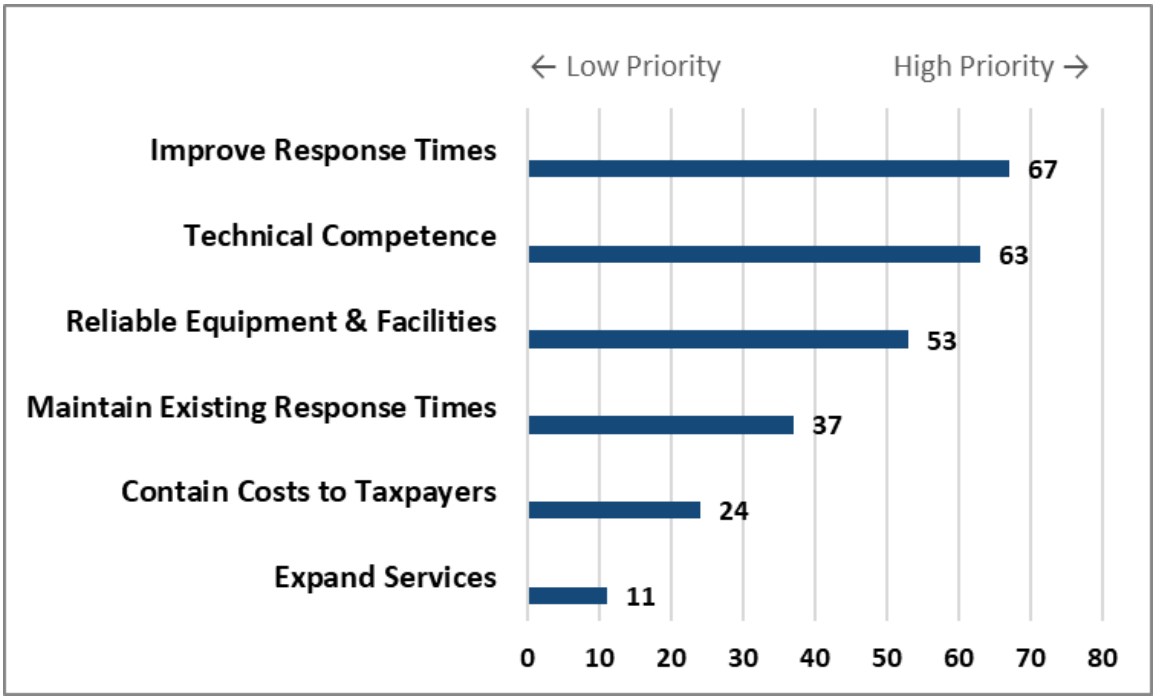
COMMUNITY PERCEPTION OF MCFR SERVICES

An effective approach for fire rescue agencies to gauge effectiveness in the eyes of the community they serve is to conduct polls and hold community forums. MCFR did both. First, a community forum was conducted as part of the Master Plan process and then secondly, a Pulse Opinion Poll was conducted in April of 2019. The citizen forum had eighteen people in attendance and the opinion poll included 555 citizens.

Community Forum Results

Eighteen citizens of the community attended one of the citizen forums to discuss the department and provide feedback during a structured, facilitated survey. They represented area businesses, citizens who have received services from MCFR in the past, other local governments, and other key external stakeholders. The following figures illustrate the attendees' responses and should serve to guide the department as it develops its strategic plan for the next five years.

Figure 18: Citizen Planning Priorities

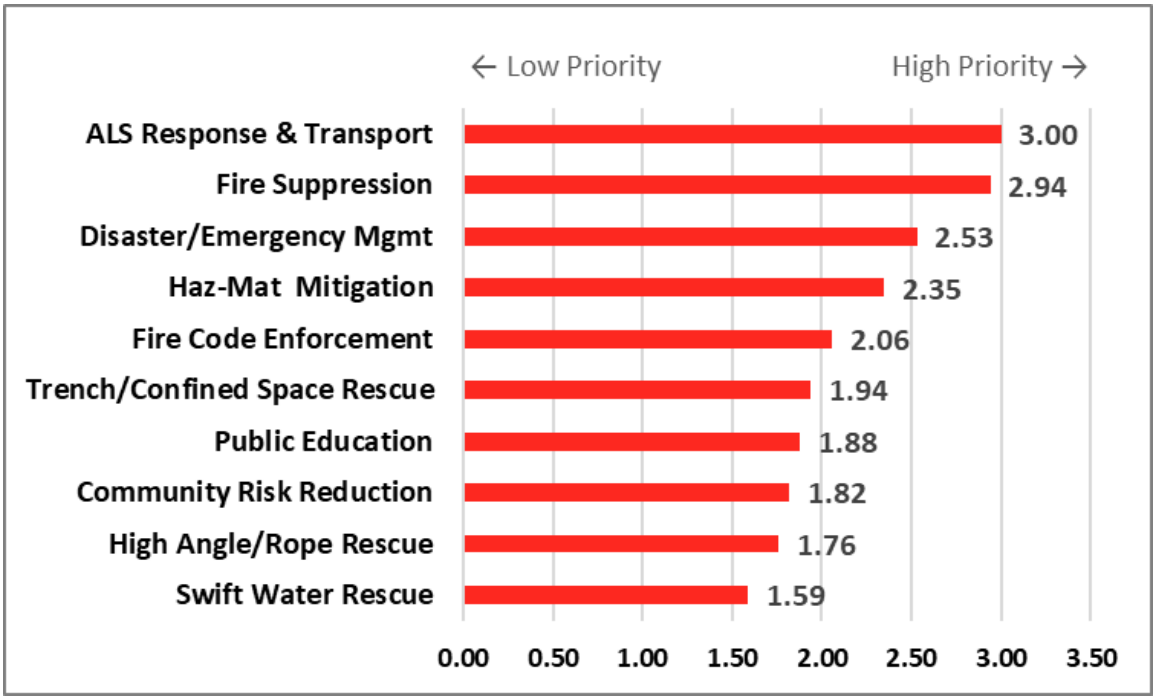


The planning priorities were presented as a forced ranking of costs, response times, training, equipment and facilities, staffing and deployment. The respondents compared each planning element against all others and were forced to choose the more important of the two compared elements. Each element was compared to all others in the set. The highest ranking any single element could receive from an individual was a five. The single highest possible score for any single element by the entire group of citizens participating was ninety.

The citizen forum participants prefer a high state of readiness to respond to emergencies (readiness of equipment and facilities, along with technical competence), and a high emphasis on improving response times. Some interest was expressed in the results for expanding the staffing and deployment of emergency response vehicles. Of lesser importance or interest was maintaining the existing response time and containing costs. Some discussion with the citizens clarified that the reason containment of costs was low was due to the trust the citizens in attendance have in the department to leverage the existing revenue to its greatest advantage. In other words, it should not be construed to raise taxes, but should be a sign of trust that the department will do the right thing for its citizen with the funding it receives.

The attending citizens were then asked to identify the most important services the Department provides based on the list of services currently provided, ranking those services. In this case, the respondents placed a value of 1, 2, or 3 alongside the services. A three (3) reflects a critical priority, a two (2) an important priority, and a one (1) a low priority. The following figure describes the service priorities. The participants were also asked to cross out any service it felt was not appropriate to provide.

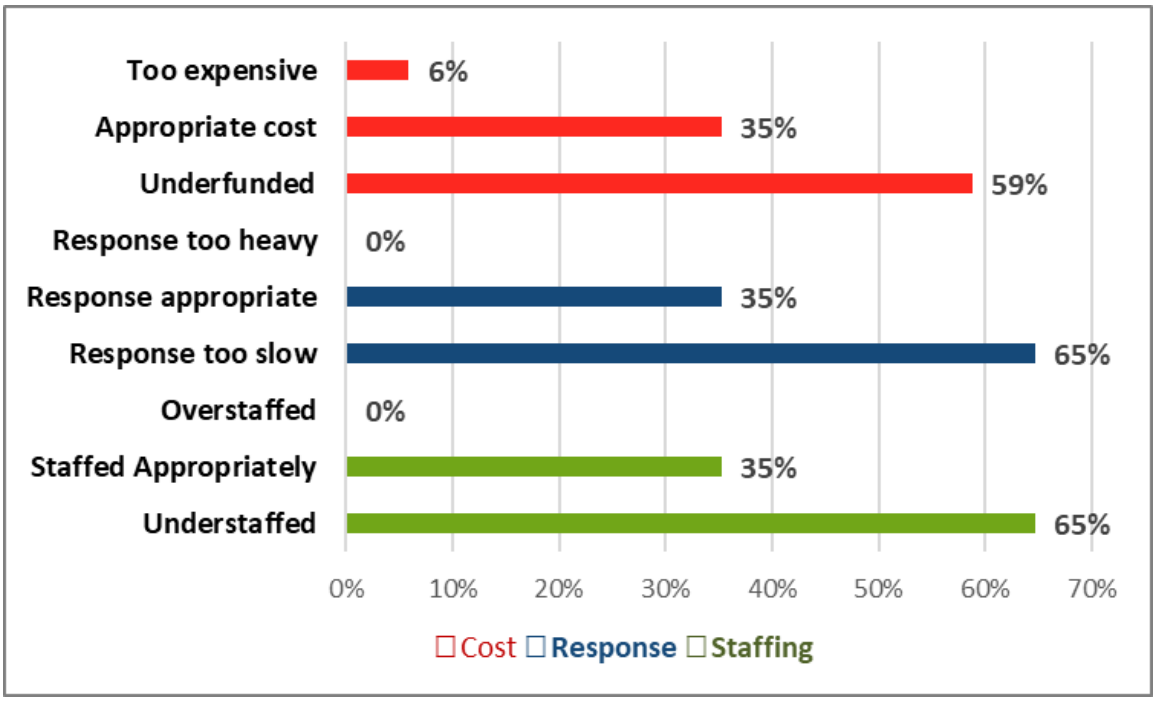
Figure 19: Citizen Service Priorities



The citizens prioritized primary emergency response services above all other services. This is not to say they do not value the other services. No services were crossed out.

Finally, the forum participants were asked their opinion about the cost of service, response performance, and staffing. The following figures describe the opinions of the forum attendees.

Figure 20: Staffing, Response, & Cost Survey



The three categories illustrate that the MCFR citizens attending the forum in FY18/19 view the department as understaffed, provides a response time that is too slow, and is underfunded for the service. If citizens did not feel the element was appropriate, they felt it was insufficient. It is important to recognize that these dimensions are not necessarily representative of a community-wide perspective, nor that these survey results would be an accurate predictor of similar results of a broader survey. The board has approved methods to begin addressing these concerns.

It reflects the opinions of those in attendance, armed with some background information about MCFR's service delivery system and the challenges and limitations it faces. This result reinforces MCFR's assertion that community outreach provides the opportunity to educate the community about MCFR's service delivery system and its limitations to the broader community. It is clear the department enjoys a great deal of respect and confidence from its citizenry.

Pulse Opinion Poll Results

On April 18-23, 2019 Pulse Opinion Research[4] conducted a survey of 555 adults in Marion County Florida. The margin of sampling error for the full sample is +/- 4.0% percentage points with a 95% level of confidence. This means that an identical survey conducted under the same circumstances would generate a result within the margin of sampling error 19 times out of 20.

There are other potential sources of error in any survey including question wording. The survey was conducted using an established automated polling methodology. For 95% of the sample calls were placed to randomly selected phone numbers through a process that insures appropriate geographical representation. Five percent (5%) of the sample was conducted via online surveys of those individuals who use a cellphone as their primary telephone. After the calls and on-line surveys were completed, the raw data is processed through a weighting program to ensure that the sample reflects the overall population in terms of age, race, gender and other factors. The processing step is required because different segments of the population answer the phone in different ways. For example, women answer the phone more than men, older people are home more and answer more than younger people, and rural residents typically answer the phone more frequently than urban residents.

The population targets were based upon census bureau data and other factors. Questions ranged from service level expectation to competency of fire rescue personnel. Overwhelmingly the community has faith and confidence in the service they receive. Fifty six percent of those surveyed had either been served or had someone they know served by MCFR within the last three years. Respondents were asked to gauge the questions as either strongly agree, somewhat agree, somewhat disagree, strongly disagree, or not sure for the first set of questions. The follow up questions then gauged how important certain services were to the respondent. These were gauged as very important, somewhat important, not very important, not at all important, or not sure.

The questions and results are outlined in the following figure.

[4] "The survey of 555 adults in Marion County Florida was conducted by Pulse Opinion Research on April 18-23, 2019. Pulse Opinion Research, LLC is an independent public opinion research firm using automated polling methodology and procedures licensed from Rasmussen Reports, LLC."

Figure 21: Pulse Opinion Poll Questions and Results

Question	Answer
Marion County Fire Rescue responds in a timely manner.	66% Strongly agree
Marion County Fire Rescue firefighters exhibit professionalism.	71% Strongly agree
Marion County Fire Rescue personnel exhibit knowledge and expertise in handling emergencies.	71% Strongly agree
Marion County Fire Rescue personnel satisfactorily resolve problems.	60% Strongly agree
Marion County Fire Rescue provides a high-quality level of services?	64% Strongly agree
How important are disaster response services performed by Marion County Fire Rescue?	84% Very important
How important are Emergency Medical Services including patient transport performed by Marion County Fire Rescue?	89% Very important
How important is the ability for Marion County Fire Rescue personnel to exhibit knowledge and expertise in handling emergencies?	89% Very important
How important are fire suppression services performed by Marion County Fire Rescue?	83% Very important
How important are special responses like hazardous material clean up or special rescue or water rescue operations performed by Marion County Fire Rescue?	80% Very important

In all cases the respondents overwhelmingly strongly agreed or found our services very important. These citizen priorities ensure that MCFR has an engaged close connection with the community we serve ensuring we succeed in exceeding their expectations.

VISION, MISSION AND VALUES

Vision

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

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.

Mission

The organization's mission statement should clearly define the primary purpose of the organization's existence. It focuses fire department members on what is truly important to the organization and community. The mission statement should be understood by all members and posted prominently throughout the organization's facilities. Each member should commit the mission to memory. The internal planning team, through a consensus process and based on feedback from the citizen forum, reviewed and revised the department's mission statement.

MCFR Mission Statement

We proudly protect life and property with honor, compassion and respect.

Values

Values define what the people in the organization consider to be appropriate and inappropriate behaviors. An organization's fundamental values define the organization's culture and belief system, thus providing a foundation in an environment that is always changing. The internal planning team declared the following as the core values for the Department.

- **Humbleness**
  - A grateful modesty, free of ego and arrogance, placing others' needs first.
- **Integrity**
  - Upholding the ethics, morals and honesty expected of an employee, even if no one is around.
- **Commitment**
  - **A spirit of determination and dedication that leads to professionalism and mastery of our trade and our lives. Examples include:**
    - Professional growth through education, training and advancement.
    - Personal wellness through continuously striving to achieve positive physical, mental and emotional well-being.
    - Being engaged, involved and willing to complete the task regardless.
- **Accountability**
  - Accepting personal responsibility and ownership of your actions as an individual, team or organization.
- **Respect**
  - Honor and value others.
- **Discipline**
  - Adhering to the highest standards regardless of the challenges encountered.

H.I.C.A.R.D

With the development of its vision, mission, and core values, MCFR has established the organization's foundation for strategic planning. MCFR strongly recommends that every member empower themselves with these elements; they are the basis for accomplishing the organization's strategic initiatives, goals, objectives, and day-to-day tasks.

Marion County Fire Rescue
Strategic Planning
Workshop
August 2019

ENVIRONMENTAL SCAN

In order to properly formulate strategic initiatives, the internal planning team had to evaluate the external and internal organizational environment. The internal planning team combined feedback from the citizen forum, the internal survey results, and their collective knowledge of the organization and the community to assess the environment in which the Department operates. Analyzing the organization's strengths, weaknesses, opportunities, and threats (SWOT) is the first step in identifying actionable strategies for the future. The internal survey results of the SWOT were condensed and prioritized by the internal planning team.

Strengths

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

> *The achievements of an organization are the results of the combined effort of each individual.*
>
> —Vince Lombardi

- Administrative support
- Apparatus
- Aggressive Mentality
- Training
- Pay
- Specialty Teams
- Equipment
- Benefits
- Adaptability

Weaknesses

Organizational weaknesses, or lack of performance, are also an important environmental scan element. In order to move forward, the organization must honestly identify the issues that have created barriers to success in the past. Weak areas needing improvement are not the same as challenges, which will be identified later, but rather those day-to-day issues and concerns that may slow or inhibit progress. Internal organizational issues, as identified by the planning team, are typically issues that are at the heart of an agency's problems. The internal planning team identified the following core department weaknesses:

> *Our greatest weakness lies in giving up. The Most certain way to succeed is always to try just one more time."*
>
> —Thomas Edision

- Facilities
- Staffing
- Fleet
- UHU/Workload
- Span of Control
- Young/Inexperience workforce

Opportunities

An organization's opportunities and threats are generally derived from the external environment. Opportunities are focused on existing services and on expanding and developing new possibilities inside and beyond the traditional service area. Many opportunities exist for the Department, as was evidenced by the feedback from the internal survey as follows:

> *An empowered organization is one in which individuals have the knowledge, skill, desire, and opportunity to personally succeed in a way that leads to collective organizational success.*
>
> —Shawn Covey

- Department reorganization and span of control
- Support staff pay
- Communications
- Training facilities
- Logistics facilities
- Increase staffing in all departments
- Support staff benefits
- Additional fire stations
- Fleets facilities
- Leadership development

Threats

> *The biggest threat to innovation is internal politics and an organizational culture, which doesn't accept failure and/or doesn't accept ideas from outside, and/or cannot change.*
>
> *—Gartner Financial Services*

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

- Funding
- Maintaining front line equipment/Fleet conditions
- Inexperienced officers
- Young/Inexperienced staff
- Workload
- Competitive pay

DEFINITION OF TERMS

There are six main components to a strategic plan: Initiatives, Goals, Objectives, Critical Tasks, and Outcomes or Performance Indicators. For purposes of this strategic plan, they are defined as follows:

Initiative—The largest overarching element of a strategic plan, an initiative is a broad enterprise where the Department may have multiple areas of focus.

Goal—A smaller component of and subordinate to an initiative, a goal is focused on one particular area but is still general in nature. If all of the goals under an initiative have been accomplished, the initiative will have been achieved.

Objective—A smaller component of and subordinate to a goal, an objective is usually defined as specific, measurable, action-oriented, realistic, and time-sensitive. If all objectives under a goal are accomplished, the goal will have been accomplished.

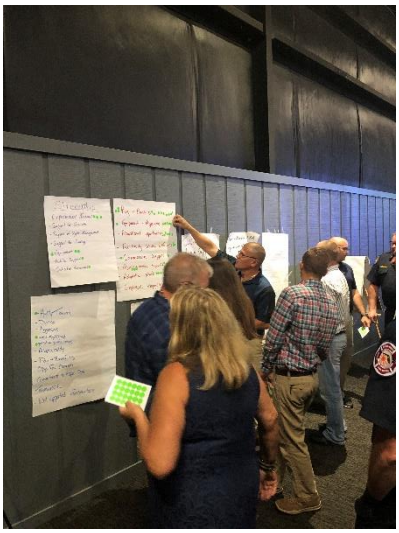
Critical task—The smallest component of a strategic plan, critical tasks are the immediate (within 90 days) action steps needed to meet an objective or a goal. Not all goals or objectives have critical tasks.

Outcome Statement—The description of a desired result of a goal or objective once accomplished.

Performance Metric—The description of measurable improvement of a goal or objective once accomplished.

Strategic initiatives, goals, objectives, critical tasks, performance metrics, and outcomes become an important part of the organization's efforts. By following these components carefully, the organization will be guided into the future and should benefit from reduced obstacles and distractions. Each of the initiatives, goals, and objectives were identified in a two-day planning workshop facilitated by MCFR with the internal planning team.

The following series of tables list and define each initiative with its subordinate goals and each goal with its subordinate objectives. Timelines are also listed with each objective as follows: Critical tasks (to be completed in 90 days), Short-term (more than 90 days but less than one year), Mid-term (greater than one year but less than three years), and Long-term (greater than three years but not longer than five years). These timelines are listed after the objectives. The initiative manager is responsible for tracking that initiative's progress. Each objective also has a task team responsible for coordinating the effort to implement that objective.



STRATEGIC PLAN

The MCFR internal planning team identified six key policy initiatives. These initiatives are listed below.

Initiative 1 – Culture and Communication

This initiative is first for a clear reason. The culture of the Department internally has been determined to be in significant need of improvement by the internal stakeholders. The culture here is defined as the beliefs, assumptions, values, and ways of interacting that contribute to the unique social and psychological environment of an organization. This includes developing and improving interpersonal dynamics within the Department, improving internal communication in all directions, improve member recognition, and reviewing and revising policies and standards to complement the desired culture.

Initiative 1 Goals and Objectives	
Initiative Managers: Division Chief Graff	
Goal 1A: Improve communications through a diverse group with representation from each division and subgroup (i.e. EMS Division, Billing, QA, Fire Division, Administration, and Training).	
Objective 1: Identify number and size of committee.	
Responsible: Communication Task Team	Timeline:
Objective 2: Meet quarterly to cross communicate various topics from each group to the whole.	
Responsible: Communication Task Team	Timeline:
Objective 3: Notes from committee to be released department wide.	
Responsible: Communication Task Team	Timeline:
Objective 4: Hold first meeting.	
Responsible: Communication Task Team	Timeline: January 1, 2020
Outcome: Improved system wide communications.	
Budget Impact: Neutral	

Goal 1B: Develop department wide communication program that addresses current questions from line personnel and provides fire chief opportunity to give state of the department.	
Objective 1: Hold department wide quarterly "town hall" style meetings that are live streamed. First to be held first quarter of 2020.	
Responsible: Communication Task Team	Timeline:
Objective 2: Evaluate organizational policy and technology by fourth quarter 2019 to determine which obstacles exist.	
Responsible: Communication Task Team	Timeline:
Objective 3: Share the results through social media.	
Responsible: Communication Task Team	Timeline:
Objective 4: Hold on different shift each time.	
Responsible: Communication Task Team	Timeline:
Objective 5: Include a "key points" e-mail/attachment for those who don't want to watch video.	
Responsible: Communication Task Team	Timeline:
Objective 6: Could extract audio as a podcast.	
Responsible: Communication Task Team	Timeline:
Outcome: Completion of this initiative will provide a better informed workforce.	
Budget Impact: To be determined	

Goal 1C: Develop and maintain a smartphone app for all MCFR events and information release.	
Objective 1: Establish committee by January 1, 2020	
Responsible: Communication Task Team	Timeline:
Objective 2: Committee meeting and minutes published.	
Responsible: Communication Task Team	Timeline:
Objective 3: Department sponsored or endorsed events.	
Responsible: Communication Task Team	Timeline:
Objective 4: Evaluated quarterly for first year to establish usage and efficiency.	
Responsible: Communication Task Team	Timeline:
Outcome: Completion of this initiative will provide a better platform for communications consistent with emerging technology.	
Budget Impact: To be determined	
Goal 1D: Improve overall culture of Marion County Fire Rescue to decrease complacency and instill the HICARD values throughout the department.	
Objective 1: To develop and adopt a department wide statement of vision, mission and values.	
Responsible: Culture Task Team	Timeline: January 1, 2020
Objective 2: Implement Phase 1 of an effective mentorship program at each level of the department to include career development by January 1, 2020 (1st year participation for new hires).	
Responsible: Culture Task Team	Timeline:
Objective 3: Develop implementation of additional phases.	
Responsible: Culture Task Team	Timeline: October 1, 2020.
Objective 4: Ensure existing officers at all levels are brought to an equal level of understanding of job expectations and accountability.	
Responsible: Culture Task Team	Timeline:
Outcome: Ensure HICARD core values are implemented at every level of the organization.	
Budget Impact: Neutral	

Goal 1E: Implement digital information screen at every station with rotation "PowerPoint" to provide various information points to all personnel daily.	
Objective 1: Convene committee to research costs/technology.	
Responsible: Communication Task Team	Timeline: *January 1, 2020.*
Objective 2: Develop topics to include daily assignments, UHU and other informational reports, pictures of major incidents, and positive information occurring in the department for a starter.	
Responsible: Communication Task Team	Timeline:
Objective 3: Develop a schedule for updates.	
Responsible: Communication Task Team	Timeline:
Outcome: Provide readily available up to date communications.	
Budget Impact: $50,000—$75,000	
Goal 1F: Implement various specific committees with cross section of department.	
Objective 1: Establish specific apparatus, health and wellness, and other committees as needed.	
Responsible: Communication Task Team	Timeline:
Outcome: Ensure department wide input and employee buy in to foster collaboration.	
Budget Impact: Neutral	

Initiative 2 – Recruitment and Retention

This initiative aims to address MCFR's efforts to recruit and retain employees. The Department will do this through gathering market data to identify areas and gaps for improvement. It will connect with allied agencies, partner agencies, as well as the community it serves to identify potential candidates for their organization. The Department intends to connect externally with a robust, multi-faceted approach to communicating with these critical stakeholders.

Initiative 2 Goals and Objectives	
Initiative Managers: Division Chief Rogers	
Goal 2A: Increase number of qualified applicants by utilizing a recruitment team.	
Objective 1: Build a recruitment team to share a consistent message (2-3 members across ranks) to establish timelines for the following.	
Responsible: Recruitment and Retention Team	Timeline:
Outcome: Provide a focused group working to resolve recruitment and retention issues.	
Budget Impact: Neutral	

Goal 2B: Increase retention through keeping competitive salary/benefits and promotional opportunities.	
Objective 1: Conduct a salary survey every two years to compare similar departments.	
Responsible: Recruitment and Retention Team	Timeline:
Objective 2: Evaluate compression to ensure pay grades are competitive internally and externally.	
Responsible: Recruitment and Retention Team	Timeline:
Objective 3: Create an EMS lieutenant position to be negotiated in next line contract.	
Responsible: Recruitment and Retention Team	Timeline:
Objective 4: Modify existing requirements above lieutenant to allow single-certified EMS to qualify up through Division Chief (or equivalent).	
Responsible: Recruitment and Retention Team	Timeline:
Objective 5: *Maintain competitive pay through continued community and commission support.*	
Responsible: Recruitment and Retention Team	Timeline:
Outcome: Ensures the department is up to date and current with competitive pay and benefits.	
Budget Impact: Neutral to conduct research and analysis. Cost to implement any proposed increases will vary.	
Goal 2C: Continue to include middle and high school students in various department programs such as Mentorship and Career Academy.	
Objective 1: Establish a committee to develop goals and objectives to continue and improve these programs.	
Responsible: Recruitment and Retention Team	Timeline: January 1, 2020
Objective 2: Develop a job description and full-time position to manage these programs.	
Responsible: Recruitment and Retention Team	Timeline: January 1, 2020
Objective 3: Develop potential program initiatives.	
Responsible: Recruitment and Retention Team	Timeline:
Objective 4: Schedule with school and put on MCFR calendars.	
Responsible: Recruitment and Retention Team	Timeline:
Outcome: Ensures local community resources are considered for employment.	
Budget Impact: $75,000 loaded salary/benefits.	

Goal 2D: Increase department retention rate across all divisions.	
Objective 1: Increased morale through employee recognition and job satisfaction.	
Responsible: Recruitment and Retention Team	Timeline:
Objective 2: Develop method of measuring retention rates.	
Responsible: Recruitment and Retention Team	Timeline:
Objective 3: Seek to employ local ('homegrown") employees.	
Responsible: Recruitment and Retention Team	Timeline:
Objective 4: Create a positive work environment with opportunities for employee development.	
Responsible: Recruitment and Retention Team	Timeline:
Objective 5: Support activity groups based on individual interests (cycling, bowling, etc.).	
Responsible: Recruitment and Retention Team	Timeline:
Objective 6: Ensure culture aligns with vision, mission and core values.	
Responsible: Recruitment and Retention Team	Timeline:
Outcome: Ensures issues affecting department retention rates are acknowledged and addressed.	
Budget Impact: Neutral	

Goal 2E: Develop a component of the mentorship program to lead into volunteer programs which could then potentially lead to full-time employment.	
Objective 1: Establish committee in 30 days to research and develop program objectives and timelines.	
Responsible: Recruitment and Retention Team	Timeline:
Objective 2: Implementation in 90 days (educational aspect started).	
Responsible: Recruitment and Retention Team	Timeline:
Objective 3: Provide incentives leading into sponsorship.	
Responsible: Recruitment and Retention Team	Timeline:
Objective 4: Complete volunteer training program.	
Responsible: Recruitment and Retention Team	Timeline:
Objective 5: Use current volunteer funding (instructor costs and equipment/uniforms costs) in budget for year 1.	
Responsible: Recruitment and Retention Team	Timeline:
Objective 6: If combination of mentorship and volunteer program increases demand, increase budgeted amounts for subsequent years.	
Responsible: Recruitment and Retention Team	Timeline:
Objective 7: Continue outreach program to replenish and expand.	
Responsible: Recruitment and Retention Team	Timeline:
Objective 8: Quarterly reevaluation of progress.	
Responsible: Recruitment and Retention Team	Timeline:
Outcome: Provide solid leadership through mentoring future leaders.	
Budget Impact: Neutral	

Initiative 3 – Staffing and Capacity Needs

This initiative seeks to address current department weakness revolving around staffing and capacity needs. Through the use of data driven metrics the department can ensure effectiveness and efficiency. This initiative will also focus on key aspects of operational capabilities.

Initiative 3 Goals and Objectives	
Initiative Managers:	
Goal 3A: Annually evaluate, identify and recommend staffing in all divisions.	
Objective 1: Establish a committee to meet and determine areas that are understaffed department wide.	
Responsible: Master Planning Task Team	Timeline: January 1, 2020
Objective 2: Annually, ensure proper relief factor and capacity for call concurrency and unit reliability.	
Responsible: Master Planning Task Team	Timeline:
Objective 3: Submit recommendation by October for January budget process.	
Responsible: Master Planning Task Team	Timeline:
Objective 4: Secure funding sustainability to allow for increase in staff.	
Responsible: Master Planning Task Team	Timeline:
Outcome: Ensures department staffing needs are identified and addressed through planning.	
Budget Impact: Neutral for research and analysis. Additional positions will require additional funding.	

Goal 3B: Increase capacity for current workload demand through a data-driven approach based on greatest demand/need.	
Objective 1: Develop workload capacity committee.	
Responsible: Master Planning Task Team	Timeline: January 1, 2020
Objective 2: Develop specific metrics which will trigger additional resource needs.	
Responsible: Master Planning Task Team	Timeline:
Objective 3: Implement 4 additional single-certified ambulances.	
Responsible: Master Planning Task Team	Timeline: January 1, 2020
Objective 4: Committee provide recommendation annually as to number of additional ambulances needed to balance workload and demand.	
Responsible: Master Planning Task Team	Timeline:
Objective 5: Research concept to implement quick response EMS units to help with call concurrency on non-transport units.	
Responsible: Master Planning Task Team	Timeline:
Objective 6: Reevaluate impact of additional capacity on quarterly basis.	
Responsible: Master Planning Task Team	Timeline:
Outcome: Ensures department capacity needs are identified and addressed through planning.	
Budget Impact: Neutral for research and analysis. Additional capacity units will require additional funding.	

Goal 3C: Ensure adequate facilities, equipment and apparatus to meet the needs of each division—to include future growth.	
Objective 1: Establish a facility needs committee with a cross division membership.	
Responsible: Facilities and Apparatus Task Team	Timeline: January 1, 2020
Objective 2: Identify/Evaluate existing capacity and provide a capital improvement plan	
Responsible: Facilities and Apparatus Task Team	Timeline: *180 days from committee initiation.*
Objective 3: Identify land for development.	
Responsible: Facilities and Apparatus Task Team	Timeline:
Objective 4: Identify funding mechanism for capital improvement.	
Responsible: Facilities and Apparatus Task Team	Timeline:
Outcome: Provides needed facilities, apparatus and equipment needs are met to ensure success.	
Budget Impact: Neutral for research and analysis. Land acquisition, construction and apparatus acquisition would be funded through capital improvement funding.	
Goal 3D: Ensure span of control within the department meets national standards and recommendations.	
Objective 1: Establish committee to review organizational structure within all divisions and provide recommendations.	
Responsible: Master Planning Task Team	Timeline: January 1,2020
Objective 2: Review and recommend organizational chart to align with industry standards.	
Responsible: Master Planning Task Team	Timeline:
Outcome: Provide appropriate span of control.	
Budget Impact: Neutral for research and analysis. Additional positions to meet span of control standards will require additional funding.	

Initiative 4 – Prevention, Education

This initiative seeks to develop and implement community risk reduction strategies; gain influence in community development decisions that may impact the Department's ability to protect it; plan and prepare for the growth and development that will eventually come to the Department; and educate citizens in the community about self-help strategies that prevent injury or fire. This initiative will also focus on key aspects of operational capabilities.

Initiative 4 Goals and Objectives	
Initiative Managers: Ken McCann/James Lucas	
Goal 4A: Increase Fire Prevention program to meet the needs of the community.	
Objective 1: Increase funding to staff additional fire inspector, plans review and fire investigator positions.	
Responsible: Prevention and Pub Ed Task Team	Timeline:
Objective 2: Develop a formal community risk reduction program.	
Responsible: Prevention and Pub Ed Task Team	Timeline:
Objective 3: Create fire investigation branch beneath the fire prevention division.	
Responsible: Prevention and Pub Ed Task Team	Timeline:
Objective 4: Ensure collaboration with public information division, public education branch.	
Responsible: Prevention and Pub Ed Task Team	Timeline:
Outcome: Ensures proper fire prevention and public education needs are met.	
Budget Impact: Additional positions will require additional funding.	

Goal 4B: Establish a public information division with a public information branch and a public education branch.	
Objective 1: Increase media footprint through all mediums.	
Responsible: Prevention and Pub Ed Task Team	Timeline:
Objective 2: Increase funding to appropriately staff additional fire and EMS public education programs—to include scheduling, organization and delivery.	
Responsible: Prevention and Pub Ed Task Team	Timeline:
Objective 3: Increase funding to provide more diverse and age-appropriate handout items.	
Responsible: Prevention and Pub Ed Task Team	Timeline:
Objective 4: Produce annual report comparing fire and EMS prevention program costs/hours to the added value for the community (including decrease in fire loss or EMS demand).	
Responsible: Prevention and Pub Ed Task Team	Timeline:
Objective 5: Develop outreach programs with local educational facilities.	
Responsible: Prevention and Pub Ed Task Team	Timeline:
Objective 6: Increase station participation in community level public education (clubs, library, schools, etc.).	
Responsible: Prevention and Pub Ed Task Team	Timeline:
Outcome: Ensures Department initiatives and successes are communicated to the public throughout various outlets.	
Budget Impact: Additional staff position—$65,000; additional public educational materials—$5,000	

Initiative 5 – Professional Development

This initiative focuses on succession planning at all levels of the Department; developing clear and concise position descriptions that describe the key knowledge, skills, and abilities (KSAs), credentials, and certifications necessary to be successful in each leadership position in the Department; and common ways to achieve these KSAs, credentials, and certifications.

Initiative 5 Goals and Objectives	
Initiative Managers: Captain Daniel Jodoin	
Goal 5A: Enhance the opportunity for professional development of our personnel through continuing education for current positions and prepare for future promotions. This program will be geared towards training, encouraging and empowering every level/rank of employee to lead themselves and others in alignment with vision, mission and core values.	
Objective 1: Implement FTO program.	
Responsible: Career Development Task Team	Timeline:
Objective 2: Implement a next step program that is held prior to the deadline for submission of letter of intent for all promotional opportunities.	
Responsible: Career Development Task Team	Timeline:
Objective 3: Implement an internal mentorship program across all divisions and all levels of the department.	
Responsible: Career Development Task Team	Timeline:
Objective 4: Increase number of sponsored courses held within the department for all divisions.	
Responsible: Career Development Task Team	Timeline:
Objective 5: Increase team building development program throughout all divisions and levels of the department.	
Responsible: Career Development Task Team	Timeline:
Objective 6: Implement task books for all positions within the department where such task book does not already exist.	
Responsible: Career Development Task Team	Timeline:
Objective 7: Implement program 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.	
Responsible: Career Development Task Team	Timeline:
Objective 8: Develop relations with local community educational facilities.	

Initiative 5 Goals and Objectives	
Responsible: Career Development Task Team	Timeline:
Objective 9: Offer incentives for additional education outside of requirements.	
Responsible: Career Development Task Team	Timeline:
Objective 10: Improved relationship/communication with senior staff.	
Responsible: Career Development Task Team	Timeline:
Objective 11: Leadership by example encouraged and expected.	
Responsible: Career Development Task Team	Timeline:
Outcome: Provide a structured succession planning program for future department leadership needs.	
Budget Impact: $20,000	

Initiative 6 – Financial Sustainability

This initiative addresses the revenues of the Department; enhancing revenues and/or reducing or controlling expenses, investing in capital facilities and equipment to achieve the Department's mission; projecting expenses and revenue to prepare for a financial downturn or prevent a fiscal crisis; and keeping the community informed of the Department's financial position.

Initiative 6 Goals and Objectives	
Initiative Managers: Division Chief Mascho	
Goal 6A: Establish community support for sales tax initiative.	
Objective 1: Establish a committee to identify needs for outreach/education timeline for deliverables.	
Responsible: Mater Plan Task Team	Timeline:
Objective 2: Support efforts at commission level.	
Responsible: Mater Plan Task Team	Timeline:
Outcome: Ensure the department supports future financial needs of the community.	
Budget Impact: Neutral	
Goal 6B: Determine costs of current services and future level of services.	
Objective 1: Leadership to quantify cost of service.	
Responsible: Finance Task Team	Timeline:
Objective 2: Leadership to determine service level over next 5 years.	
Responsible: Finance Task Team	Timeline:
Objective 3: Ensure budget includes contingency for disaster costs.	
Responsible: Finance Task Team	Timeline:
Outcome: Provide accurate information for financial planning and future model prediction.	
Budget Impact: Neutral	

Goal 6C: Determine 5-year financial plan that supports appropriate level of service.	
Objective 1: Leadership will develop a 5-year plan.	
Responsible: Master Plan Task Team	Timeline:
Outcome: Provide guidance and financial blueprint for the future.	
Budget Impact: Neutral	
Goal 6D: Identify capital facility needs.	
Objective 1: Develop committee to identify current and future facility needs.	
Responsible: Facilities and Apparatus Task Team	Timeline:
Outcome: Ensures the department needs for future facilities are met.	
Budget Impact: Neutral	
Goal 6E: Identify apparatus needs and adopt capital improvement plan.	
Objective 1: Establish apparatus committee.	
Responsible: Facilities and Apparatus Task Team	Timeline:
Objective 2: Adopt vehicle life cycle by type.	
Responsible: Facilities and Apparatus Task Team	Timeline:
Objective 3: Develop and adopt replacement plan.	
Responsible: Facilities and Apparatus Task Team	Timeline:
Objective 4: Develop and adopt standardized apparatus specifications.	
Responsible: Facilities and Apparatus Task Team	Timeline:
Objective 5: Committee to provide fleet recommendations moving forward.	
Responsible: Facilities and Apparatus Task Team	Timeline:
Outcome: Ensures the department needs for future apparatus are met.	
Budget Impact: Neutral	

Goal 6F: Provide stable funding for current needs and future growth.	
Objective 1: Research need to implement impact fees commensurate with growth.	
Responsible: Finance Task Team	Timeline:
Objective 2: Monitor financial stability of fire MSBU/MSTU and project ability to meet the five-year projected funding.	
Responsible: Finance Task Team	Timeline:
Objective 3: Increase billing staff to enable increased reimbursement rates.	
Responsible:	Timeline:
Objective 4: Complete process to participate in the Public Emergency Medical Transportation reimbursement program.	
Responsible: Finance Task Team	Timeline:
Objective 5: Create a grant writer position to research, budget and apply for appropriate full and/or matching grants.	
Responsible: Finance Task Team	Timeline:
Objective 6: Educate staff at all levels of budget process from development to actual purchase.	
Responsible: Finance Task Team	Timeline:
Outcome: Ensure future department initiatives and sustainment needs are met.	
Budget Impact: $85,000	

FINANCIAL PROJECTIONS FOR MAJOR OPERATIONAL ENHANCEMENTS

As MCFR begins to address the needs of this plan to achieve mission goals of the Master Plan significant capital is needed to ensure success. These financial requirements involve capital assets and funding additional full-time positions as capacity is added.

Capital assets include all facilities, all rolling stock (apparatus), and the key equipment used on the apparatus dedicated to achieving the mission of the Marion County Fire Rescue services. The single most expensive infrastructure elements in a fire department are the facilities and apparatus. Because of this expense, planning must be developed to address replacement, refurbishment, and maintenance. The funding of these elements is difficult to absorb for most agencies in a single year; thus a multi-year funding strategy or funding source must be identified. The replacement or refurbishment must be planned far enough ahead of actual expense to allow the agency time to acquire the funds necessary to implement the plan.

An Apparatus Replacement Plan is currently in place from 2016/2017 to 2020/2021, and was supported by the sales tax initiative funding (a penny sales tax). The plan has now been extended through 2024/2025 with no dedicated funding mechanism. Funding after 2021 will be dependent on whether a sales tax initiative voted in by citizens is to be extended. If not, funds will have to be requested and approved by the Board of County Commissioners.

These expenses are displayed in the following figures.

Figure 22: Projected Capital Expenditures- Fire

Project Description	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
Fire Station - New	$357,000		$2,971,382			
Engine - New Station			$668,561			
Grass Truck - New Station			$116,733			
Rescue - New Station			$291,832			
Fire station - Rebuild	$3,009,000					
Fire station - Rebuild		$3,069,180				
Engine - Replacement		$1,104,905	$1,127,003	$1,724,314	$1,758,801	
Grass Truck - Replacement		$114,444	$116,733	$119,068	$121,449	
Tanker - Replacement			$212,242		$220,816	
Ladder - Replacement			$854,272			
Utility - Replacement		$108,202	$165,548	$112,573	$114,824	
Training Facility - New		$400,000	$5,420,000			
Service Vehicle - Refurbishment	$255,000					
Fire Stations Roof - Standardization	$81,600	$83,232	$84,897	$86,595	$88,326	
Total	**$3,702,600**	**$4,879,962**	**$12,029,203**	**$2,042,549**	**$2,304,217**	**$24,958,532**

Figure 23: Projected Capital Expenditures- EMS

Project Description	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
West EMS Station - New	$703,000	$2,000,000				
Rescue - Replacement		$1,675,044	$1,708,545	$1,742,716	$1,777,570	
MDT - Replacement	$17,462	$17,812	$18,168	$11,582	$30,716	
PCR Computer - Replacement	$56,277	$57,403	$54,369	$76,786	$60,917	
EMS station/Logistics (EMS Central) - New	$1,020,000					
EMS Supplies Distribution System - New	$153,000					
Critical Care Unit - Replacement		$312,120				
Critical Care Unit - Rechassis			$212,242			
Total	**$1,949,740**	**$4,062,379**	**$1,993,323**	**$1,831,083**	**$1,869,202**	**$11,705,727**

Total 5 Year (excludes 19-20)	**$36,664,259**

IMPLEMENTATION METHODOLOGY

"The five critical factors to successful strategic planning and implementation are engagement, communication, innovation, project management, and culture."[5] These three critical elements are best addressed by appropriate prioritization and completion of objectives, consistently seeking and utilizing input from MCFR members, continuously maintaining the strategic plan and its status front and center of the organization, and measuring compliance for the established timelines. Where circumstances cause timelines to be jeopardized, clear articulation of the reasons for the delay is key to credibility for the plan's long-term success.

The Board of County Commissioners is asked to review and adopt the strategic plan, endorsing the plan with an open letter to all readers of the plan (contained within this report). The fire chief and the Professional Firefighters of Marion County, Local 3169 president have also endorsed this strategic plan. The importance of these three letters cannot be overemphasized. The legislative, executive, and labor branches of the organization have essentially signed on and are committed to seeing this strategic plan through to its ultimate achievement.

To the extent possible, the Department budget should align with strategic plan elements. Initially, the Department will estimate budget implications, since consideration of the strategic plan adoption coincides with budget development for the next fiscal year. However, follow-on years must strive to allocate funding more accurately to keep funding from being the roadblock to successful implementation.

Role of Task Teams

Each objective is assigned a name for a task team. The task teams currently exist in name only. They must be populated by capable members with an emphasis on those having a desire to achieve the objective or who have expertise or job assignments which align with the objective. Each task team should convene for an initial meeting to select a chairperson, become familiar with the objective as a team, seek clarification from the initiative manager where there are questions, identify funding appropriations, and begin the process of outlining a work plan. This will help the task team achieve the objective within the assigned timeline(s).

Once a work plan has been created, the task team chair should coordinate the setting of a meeting schedule that works for the team and minimizes organizational conflicts (e.g., training, vacations, etc.). Significant actions of the task teams and issues they face should be recorded for status updates to the initiative managers.

[5] Stranleigh, Micheal. (June 17, 2011) 5 Key Factors to Successful Strategic Planning. Retrieved from https://bia.ca/5-key-factors-to-successful-strategic-planning-2/

Role of Initiative Managers

Each of the initiative managers have been selected by the internal planning team to coordinate the initiatives they are assigned. They must be clear on their roles and responsibilities; identify and assign inclusive and capable task teams for each of the objectives within the initiative; identify funding needs in order to effectively and efficiently accomplish their assignments; maintain constant awareness of the status and progress of each task team under their charge; troubleshoot and help remove obstacles or barriers to the task teams as they perform their work; and regularly report on initiative status, progress, barriers, strategies to address barriers, successes, and achievements. They are a crucial part of communicating the status of their plan element to the organization.

Role of Internal Planning Team & Fire Chief

The internal planning team, of which the fire chief is a member, is effectively the implementation team, establishing how often people meet, what they produce, how they should report it. They are responsible for compiling the status of the individual initiatives, providing adequate funding for initiatives, reporting the status on a regular basis to the organization, and working with initiative managers and potentially task teams where obstacles have been identified that interfere with or jeopardize the accomplishment of an objective or delays its achievement beyond the timeline set within this plan.

The internal planning team should focus on communicating the plan to the organization using as many effective mechanisms and approaches as possible. No single method of communicating is likely to reach the four corners of the organization and keep the plan front of mind for every member. As charter members of this strategic plan, the internal planning team is the natural champion of it. However, for the strategic plan to be truly successful, every member of the organization must own it, embrace it, and help hold the organization accountable to it.

Role of Marion County Fire Rescue Members

Every member of MCFR is responsible to understand the strategic plan; internalize the vision, mission and values, goals and objectives of it; and help the organization achieve it whether a part of the various teams or not. By being aware of the various efforts being expended to make MCFR more successful, members can be on the look-out for opportunities the various task teams may be able to take advantage of to achieve its objectives. Members must also help by holding the organization accountable to its stated timelines and outcomes. While there should be room for unforeseen circumstances arising that require adjustment of timelines or unexpected opportunities arising that may necessitate a shift in a specific approach, they should not be a routine excuse for not achieving what was committed to in the beginning.

It is also important to be reasonable in the expectations by the organization of the strategic plan. In some cases, it has taken years for some of the challenges the Department faces to manifest themselves in their current form. They will not be reversed overnight. It is important that each member sees themselves as part of the solution. Sometimes, despite the strongest desires and best efforts of all involved, resolution of some thorny issues requires more effort and more expenditure than is available to the Department in the near term. Therefore, every effort should be made to manage this effort with focus on efficiency and effectiveness.

Communication Strategies and Mechanisms

The Strategic Plan must be communicated often and through many mechanisms. The Internal Planning Team created a Communication Roll-out Team. Numerous communication strategies were discussed by the internal planning team and are suggested for consideration by the Communication Roll-out Team. They include:

- Chief Officers meeting with all crews over the course of time to review the strategic plan.
- A single individual (preferably a line person) meeting with all crews over time to review the strategic plan.
- Incorporation of vision, mission, and values discussions within training sessions.
- Highlight a single element of the plan during training sessions (e.g., six minutes for strategic planning).
- Use of Target Solutions to communicate the plan.
- Create an electronic dashboard that all members view to get updates on plan progress (perhaps as a screensaver so that it doesn't require action on the part of members to get an update).
- Upload the strategic plan electronically to make it accessible to all personnel, and post a hard copy of the plan at each station.
- Communicate status updates quarterly, celebrating successes and identifying struggles transparently.
- Internal planning team meets with initiative managers at least semi-annually to share lessons learned, brainstorm resolutions to barriers, and provide status updates.
- Convene the internal planning team annually to meet with MCFR facilitators for plan updates and accountability.
- Fire Chief reports to the Board on status updates quarterly as a standing agenda item for the life of the plan (five years).

These strategies and mechanisms each have their advantages and disadvantages, but the primary theme is to use what works and communicate regularly and transparently to the organization. By keeping the plan front and center in the organization, the plan is alive in the minds and hearts of its members. By celebrating successes as they occur, it increases the level of anticipation by the members for the other elements to be accomplished.

Appendix A – Table of Figures

Figure 1: Critical Issues 12
Figure 2: Marion County Fire Rescue Service Area 13
Figure 3: Age and Sex Percentage Comparisons[1] 14
Figure 4: Other Demographic Comparisons[1] 15
Figure 5: Marion County Population Classifications 15
Figure 6: Population Demand Zones by Commission District 16
Figure 7: Marion County Population Growth Projections 17
Figure 8: Number of Incidents per 1,000 in Population, 2013–2017 18
Figure 9: Future Service Demand Projections Per 1000 Population 19
Figure 10: Single Family Residence Permits Issued 20
Figure 11: Top Four SFR Permits by Fire Station 20
Figure 12: Percentage of SFR by Fire District 21
Figure 13: Approved Future Community Homesites 22
Figure 14: FY 2015-2016 Large Project Examples 22
Figure 15: FY 2016-2017 Large Project Examples 23
Figure 16: FY 2017-2018 Large Project Examples 23
Figure 17: FY 2018-2019 Large Project Examples 23
Figure 18: Citizen Planning Priorities 26
Figure 19: Citizen Service Priorities 27
Figure 20: Staffing, Response, & Cost Survey 28
Figure 21: Pulse Opinion Poll Questions and Results 30
Figure 22: Projected Capital Expenditures- Fire 56
Figure 23: Projected Capital Expenditures- EMS 57
Figure 24: Projected Capital Expenditures- Public Safety Communications.. **Error! Bookmark not defined.**

Appendix B – Internal SWOT Feedback

All members of the internal MCFR strategic planning team were solicited for their feedback under the headings, "Strengths, Weaknesses, Opportunities, and Threats." The following is a summary of the feedback.

Strengths

- Adaptability
- Administrative support
- Aggressive
- Commission support
- Commitment to mission
- Dedicated personnel
- Diverse
- Employee engagement
- Empowered
- Equipment/apparatus
- Experienced personnel
- Highly trained
- Open communications
- Organizational culture
- Pay/benefits
- Positive public image
- Promotional opportunities
- Public support
- Skill level/training
- Specialty teams
- Support for funding
- Support for growth
- Support for upper management
- Tactically sound officers
- Teamwork
- Training
- Type/number of calls
- Well equipped
- Well supported infrastructure

Weaknesses

- Apparatus
- Competent vendors
- Cost of refurb buildings versus new construction
- Fleet
- Follow through and competing priorities
- Full understanding of other departments
- Geographical need for stations/staff
- HazMat Team
- Inability of BCC departments to meet needs
- Inadequate facilities for current/future growth
- Inconsistencies across the 3 shifts
- Mandatory OT
- No internal leadership development
- Organization communication
- Pay/Benefits for support staff
- People
- Promotional opportunity on HP
- Radio system
- Report writing software
- Reputation within the fire service.
- Response times
- Span of control
- Staffing
- Succession planning
- Support services
- Support staff manning (training, prevention, PIO)
- Training facility/staff
- Turnover
- Workload balance HP
- Young/inexperienced workforce

Opportunities

- Buy only Chevy Tahoe SUV's

- Community involvement
- Community paramedic
- Data driven growth planning
- Department buy in
- EVT station services
- Expand wellness program
- HP promotion up through Division Chief
- Improve training facility
- Increase staff - all departments
- Influence beyond MCFR
- Internal communications
- Leadership development
- Molding new employees
- More capacity
- New stations
- One centralized admin/support building
- Public education
- Refurbish stations
- Remain competitive in pay
- Reorganization
- Satellite logistics
- School involvement
- State/Federal grants
- Support staff pay/benefits
- Take over Fleet
- Union/management relations

Threats

- Workload
- Upper level training
- Growth
- Front line equipment
- Competitive pay
- Staffing

- Stable funding including sales tax not passing
- Compression
- Employee retention and burn out
- Privatization
- Community changes
- Fleet conditions
- Station longevity
- Health and wellness maintenance
- MCSO taking over PSC
- Attitudes
- Election cycle/political climate
- Downturn in economy
- Union/Management relations
- Aging population
- Increase ALF/SNF interfacility
- Incompetent officers
- Young Staff
- Maintaining community support
- Retirements - loss of experience
- Failure to stay ahead of the curve
- Failure to capitalize on BCC support
- Connect/Mentor next generation
- Lack of information flow
- Employee morale.

Appendix C – Timeline

Objectives	Assigned Responsibility	Critical 90 Days	Short Term *91 Days to 1 year*	Mid Term *1 year to 3 years*	Long Term *3 years to 5 years*

Appendix D – Status & Accountability

Marion County Fire Rescue

Status & Accountability Worksheet

Implementation Timeline Status: On Target – Delayed or Deferred – Not Currently On Target

Initiatives/Goals/Objectives		
Initiative #1: Culture and Communication	**Manager:**	
	Responsible	**Timeline**
	Responsible	**Timeline**

	Responsible	Timeline

	Responsible	**Timeline**
	Responsible	**Timeline**

Initiative #2:	Manager:	
	Responsible	Timeline
	Responsible	Timeline
	Responsible	Timeline
Initiative #3:	Manager:	
	Responsible	Timeline
	Responsible	Timeline

	Responsible	**Timeline**

Initiative #4:	Manager:	
	Responsible	**Timeline**
	Responsible	**Timeline**
	Responsible	**Timeline**

	Responsible	Timeline

	Responsible	Timeline
	Responsible	Timeline

Initiative #5:	**Manager:**	
	Responsible	Timeline
	Responsible	Timeline

	Responsible	Timeline
	Responsible	**Timeline**
Initiative #6:	**Manager:**	
	Responsible	**Timeline**

	Responsible	Timeline
	Responsible	**Timeline**

Appendix E – Task Worksheet

Initiative:	**Person(s) Responsible:**	**Desired Outcome(s):**
Goal:		
Objective:		**Timeline:**

#	Task	Assigned/Delegated	Start Date	Completion Date	Cost Estimate	Comments
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						