



# ST. JOHN'S FIRE DISTRICT

2024-2029

# STRATEGIC PLAN

## MANAGEMENT AND IMPLEMENTATION GUIDE



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## Foreword

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

## The Success of the Strategic Plan

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

Without a true focus on implementing and institutionalizing this plan, the STJFD may fall short of the change it desires. The CPSE recognizes the agency's commitment to its community and supports the continuous improvement identified in this community-driven strategic plan.

## Communication

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

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

## Institutionalization and Implementation

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

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

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

For further information on implementation and institutionalization, the St. John's Fire District may distribute this article as provided by the CPSE: [Strategic Planning + Institutionalization = Implementation Success](#)

**Tips for Institutionalization**

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

## Performance Measurement

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

# GOALS AND OBJECTIVES WITH TASKS AND OUTCOMES





**GOAL 1: Effectively recruit qualified candidates and retain skilled and committed personnel to meet the growing needs of the District.**

## OBJECTIVE 1.1

**Evaluate qualifications needed of candidates for recruitment to determine future requirements of our recruiting process.**

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Create an internal committee to evaluate the qualifications of prospective employees.	Q3 2024	
<input type="checkbox"/> Committee discusses possible qualifications for every advertised position and advertising options for positions.	Q3 2024	
<input type="checkbox"/> Committee determines qualifications and where to advertise.	Q3 2024	
<input type="checkbox"/> Proposed qualifications go through the current District approval process.	1 week, Q4 2024	
<input type="checkbox"/> Once approved, job descriptions are updated and published to advertised locations.	1 week, Q4 2024	
<input type="checkbox"/> Hiring managers evaluate effectiveness after hiring to determine if hiring practices are improving.	Ongoing	
<input type="checkbox"/> Based on the review, changes can be made to future hiring practices.	Ongoing	

## OBJECTIVE 1.2

**Determine and provide competitive pay to keep up with current costs of living within our District.**

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Determine a process to conduct a pay study for the surrounding area and a real estate market analysis in a pre-determined area.	Q3 2024	Human Resources & Fire Chief
<input type="checkbox"/> Present pay study and real estate market analysis to the Finance Committee.	Q4 2024	
<input type="checkbox"/> Committee determines a pay amount that correlates with the current costs of living within our District.	Q4 2024	
<input type="checkbox"/> Proposed pay changes go through the current District approval process.	Q1 2025	
<input type="checkbox"/> Once approved, Human Resources will send out a pay increase memo and update job descriptions on advertised open positions.	Q2 2025	

## OBJECTIVE 1.3

**Determine and provide transparent benefits and pay breakdowns to prospective and current employees.**

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Create an internal committee of appropriate personnel to evaluate current benefits and pay breakdowns for current and prospective employees.	Q1 2025	Human Resources
<input type="checkbox"/> Committee evaluates current benefits and pay breakdown sheets that are provided to employees.	Q1 2025	
<input type="checkbox"/> Committee determines which benefits to update and/or new benefits to implement.	Q2 2025	
<input type="checkbox"/> Committee presents to the District's current approval process.	Q3 2025	
<input type="checkbox"/> Appropriate personnel updates pay structure so that it is easily understandable for current and prospective employees.	Q3 2025	
<input type="checkbox"/> Human Resources publishes/implements updated/new benefits.	Q4 2025	



## OBJECTIVE 1.4

**Evaluate incentive programs to expand and provide the most practical opportunities for employees.**

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Create a committee to research potential incentive opportunities.	Q4 2024	
<input type="checkbox"/> Research other successful practices that are currently being used and compare them to current programs in use.	Q4 2024	
<input type="checkbox"/> Develop new programs and update/replace current programs.	Q1 2025	
<input type="checkbox"/> Proposed programs go through the current District approval process.	Q2 2025	
<input type="checkbox"/> Once approved, an implementation procedure will be developed.	Q2 2025	

## OBJECTIVE 1.5

**Create and distribute annual employee surveys to verify the success of the programs in place and opportunities to make changes to those programs annually.**

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Human Resources Manager generates an annual employee survey.	Ongoing	Fire Chief & Human Resources
<input type="checkbox"/> Determine the timeframe for survey dissemination.		Fire Chief/HR Manager
<input type="checkbox"/> Determine delivery to ensure the employee receives surveys.		Fire Chief/HR Manager
<input type="checkbox"/> Determine who will review the results.		Fire Chief/HR Manager
<input type="checkbox"/> Results are sent to reviewer(s).		
<input type="checkbox"/> Reviewers present results to appropriate leadership.		
<input type="checkbox"/> Appropriate leadership determines the course of action based on results.		

## OBJECTIVE 1.6

### Host employee event functions to promote camaraderie.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Determine a planning committee of internal employees to identify opportunities for recreational and social functions.	Q1 2025	Human Resources
<input type="checkbox"/> Determine the types of events, funding sources, frequency of events, and event advertising and coordinate with District achievements.	Q1 2025	Committee
<input type="checkbox"/> Host determined events.	As applicable	Committee
<input type="checkbox"/> Evaluate employee attendance to determine if such events are increasing camaraderie.	Ongoing	

## OBJECTIVE 1.7

**Create an evaluative approach that measures the effectiveness of the District's recruitment and retention activities.**

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Collect all baseline data points relative to recruitment and retention.	Q1 2025	Human Resources
<input type="checkbox"/> Establish appropriate benchmark levels for measurements going forward.	Q1 2025	
<input type="checkbox"/> Measure qualitative results to decide tendencies.	Ongoing	
<input type="checkbox"/> Compare gap analysis between baselines and benchmarks.	Q1 2026	
<input type="checkbox"/> Analyze gaps to determine the improvement recommendations.	Ongoing	
<input type="checkbox"/> Create a prioritized list of recommendations for program improvements.	As Applicable	



**GOAL 2: Establish metrics to determine reach, engagement, and effectiveness.**

**OBJECTIVE 2.1**

**Establish and evaluate metrics to determine reach and engagement.**

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Compile all data in one area with external engagement.	Q3 2025	
<input type="checkbox"/> Compile all data in one area with internal engagement.	Q3 2025	
<input type="checkbox"/> Utilize tracking systems to measure the growth of engagement.	Q4 2025	
<input type="checkbox"/> Collect and compile current data on social media footprint.	Q3 2025	
<input type="checkbox"/> Create a social media team of internal members to deliver content to all stakeholders and oversee sustainability.	Q1 2025	
<input type="checkbox"/> Encourage participation in organizational committees.	Ongoing	
<input type="checkbox"/> Use open surveys to collect and gather input or information for all personnel within the organization.	Ongoing	

## OBJECTIVE 2.2

**Identify all resources and available channels of communication with all stakeholders.**

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Define all types of communications.	Q4 2025	
<input type="checkbox"/> Find additional resources to better implement technology.	Ongoing	
<input type="checkbox"/> Appoint a diverse internal committee to find avenues to increase engagement.	Q1 2025	
<input type="checkbox"/> Evaluate the need for an outside consultant to improve social media engagement if indicated.	Q3 2025	
<input type="checkbox"/> Evaluate the need for an external PR firm to identify needs and shortcomings.	Q3 2025	
<input type="checkbox"/> Identify personnel to meet with for Kiawah and Seabrook Code Red (Reverse 911).	Q3 2024	
<input type="checkbox"/> Partner with skilled nursing facilities to identify patients and stakeholders.	Q1 2025	
<input type="checkbox"/> Create a comprehensive plan to utilize the EM system.	Q3 2025	
<input type="checkbox"/> Identify leaders in the community to reach a further group.	Q1 2025	
<input type="checkbox"/> Consult with IT contract to confirm capabilities for future growth.	Q1 2025	

**OBJECTIVE 2.3**

**Develop and implement a communication model to ensure clear and concise messages for internal and external communication.**

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Evaluate systems and processes to determine efficiency.	Q3 2024	
<input type="checkbox"/> Create an internal newsletter as a new program.	Q1 2025	
<input type="checkbox"/> Use newsletter to expand outreach.	Ongoing	
<input type="checkbox"/> Write out a communication matrix that clearly defines how to use different channels appropriately.	Q2 2025	
<input type="checkbox"/> Consult with the IT contractor to confirm capabilities for growth.	Q2 2025	
<input type="checkbox"/> Consolidate internal communication to one location.	Q3 2025	

## OBJECTIVE 2.4

### Review and organize all existing policies and procedures.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Create a diverse internal committee to review and evaluate current policies and procedures annually.	Q1 2025	
<input type="checkbox"/> Revise policies and procedures to enhance any or all shortfalls.	As applicable	
<input type="checkbox"/> Implement the usage of improved policy procedures.	Ongoing	





**GOAL 3: Design and maintain a professional career path that fosters an individual's development.**

**OBJECTIVE 3.1**

**Develop standard education and benchmarks for all employees that encompass the District's mission, values, and vision.**

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Identify necessary education that meets the District's mission, values, and vision.	Q3 2024	
<input type="checkbox"/> Create benchmarks that encompass the knowledge, skills, and abilities of all employees in the District.	Q1 2025	
<input type="checkbox"/> Create a timeline and sequential order for completion of benchmarks.	Q1 2025	
<input type="checkbox"/> Ensure proper utilization of current district communication processes to disseminate information.	As Applicable	

## OBJECTIVE 3.2

### Identify and distinguish career path options for each employee to foster growth.

TASKS	TIMEFRAME	ASSIGNMENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Use the District's current organizational chart and roles/responsibilities to identify career path opportunities.</li> <li><input type="checkbox"/> Define both new hire and tenured employee career paths to facilitate growth and retention.</li> </ul>	Q2 2025	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Review career path opportunities to identify elements and disciplines associated with them (i.e., Marine, HAZMAT, EMS, HR, GFOA Certification, etc.).</li> </ul>	Q2 2025	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Further develop a step plan that formalizes and documents requirements for all pathways/disciplines.</li> </ul>	Q3 2025	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Determine certifications, continuing education units, and qualifications to maintain the job position obtained.</li> </ul>	Ongoing	

**OBJECTIVE 3.3**

**Establish a process for employee development through constructive evaluation and feedback to maintain job progression.**

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Identify personnel from training, operations, and administration to determine and develop the applicable processes.	Q3 2024	Professional Standards & Training
<input type="checkbox"/> Develop an implementation timeline to promote and engage current personnel and new employees to maximize process success.	Q4 2025	
<input type="checkbox"/> Develop and maintain an evaluation program to ensure process effectiveness.	Q1 2025, then ongoing	
<input type="checkbox"/> Develop and maintain a clear and objective feedback system to provide quality data supporting the process.	Q1 2025, then ongoing	

**OBJECTIVE 3.4**

**Develop a multi-layered professional development program to meet the District's mission and vision.**

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Develop a committee to evaluate the current education, knowledge, and training of employees to identify gaps and opportunities for improvement.	Q1 2025	
<input type="checkbox"/> Determine the scope of the committee.	Q1 2025	
<input type="checkbox"/> Define professional development program based on input and recommendations by the committee.	Q2 2025	
<input type="checkbox"/> Develop a professional development program based on the findings of the committee.	Q4 2025	
<input type="checkbox"/> Implement and communicate the professional development program to all internal stakeholders.	Q1 2026	
<input type="checkbox"/> Evaluate the professional development program at least annually as part of the program appraisal process.	Ongoing	

## OBJECTIVE 3.5

**Evaluate and develop logistical support and resources for the designed professional development program.**

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Identify current and needed resources within STJFD. <ul style="list-style-type: none"> <li>○ Staffing</li> <li>○ Capital/physical resources</li> <li>○ Logistical/research support</li> </ul>	Q4 2025	
<input type="checkbox"/> Identify funding avenues for needed resources. <ul style="list-style-type: none"> <li>○ Current funding</li> <li>○ Potential funding</li> <li>○ Staffing cost analysis</li> </ul>	Q4 2025	Fire Chief and Controller
<input type="checkbox"/> Provision of a prioritization plan for resources identified and required to be included in the CIP. <ul style="list-style-type: none"> <li>○ Training facilities</li> <li>○ Apparatus</li> <li>○ Equipment</li> <li>○ Assets</li> <li>○ Additional resources</li> </ul>	Q1 2025	
<input type="checkbox"/> Creation of a budget that maximizes the potential for new purchases and anticipates unforeseen future costs.	Q1 2026	
<input type="checkbox"/> Facilitate growth of the program through activity promotion, participation, and facilitating the needs of the program design.	Q1 2026	
<input type="checkbox"/> Build a program maintenance system through capital maintenance, active planning, and funding recognition.	Q1 2026	
<input type="checkbox"/> Ensure sustainability through ongoing evaluation.	Ongoing	



**GOAL 4: Effectively procure and maintain District capital resources.**

**OBJECTIVE 4.1**

**Develop a priority plan on current and future capital resources to include procurement, maintenance, and replacement, coordinating with district finances.**

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Identify necessary personnel to develop a priority plan.	Q4 2024	
<input type="checkbox"/> Establish and coordinate a committee of personnel to execute a priority plan within a given scope.	Q1 2025	
<input type="checkbox"/> Evaluate the effectiveness of the priority plan.	Ongoing	
<input type="checkbox"/> Update the priority plan to ensure it is contemporary to identify future needs.	Ongoing	

## OBJECTIVE 4.2

**Enact a priority plan based on the results and recommendations of a risk assessment study.**

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Integrate applicable results into the priority plan.	Q4 2025	
<input type="checkbox"/> Ensure communication of updated plans.	As Applicable	
<input type="checkbox"/> Create actionable fleet/facilities recommended tasks to achieve the priority plan.	Q4 2025	
<input type="checkbox"/> Execute plan elements associated with identified frequencies.	Ongoing	
<input type="checkbox"/> Evaluate and reassess priority plan effectiveness.	Ongoing	

**OBJECTIVE 4.3**

**Publish and distribute the priority plan to allow proper influence on operational planning.**

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Create benchmarks to ensure decisions are aligned with priority plans.	Q4 2025	
<input type="checkbox"/> Utilize the current STJFD communication process to inform employees and ensure a collective understanding.	As Applicable	
<input type="checkbox"/> Assess and maintain process through evaluation of current performance versus estimated benchmarks.	Ongoing	
<input type="checkbox"/> Determine and then execute necessary changes to the priority plan.	As Applicable	
<input type="checkbox"/> Establish a timeline for the redistribution of priority plan.	Ongoing	



## OBJECTIVE 4.4

**Ensure the maintenance division has appropriate resources and personnel to support capital (fleet/facilities).**

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Evaluate current maintenance capabilities and needs.	Q1 2025	
<input type="checkbox"/> Create a plan to prioritize and meet maintenance needs.	Q2 2025	
<input type="checkbox"/> Execute the plan.	Q3 2025	
<input type="checkbox"/> Evaluate the effectiveness through a data review process.	Q2 2026	
<input type="checkbox"/> Make necessary adjustments to the plan based on evaluation.	Ongoing	

**OBJECTIVE 4.5**

**Ensure technological advancements are accounted for and evaluated.**

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Ensure the District is staying informed of current and developing trends.	Ongoing	
<input type="checkbox"/> Create a process for updating district resources, keeping with industry practices.	Q3 2025	
<input type="checkbox"/> Identify appropriate routes and timelines for implementing new technology.	Ongoing	
<input type="checkbox"/> Create and execute a technology integration plan.	As applicable	
<input type="checkbox"/> Evaluate the effectiveness of integrated systems.	Ongoing	
<input type="checkbox"/> Make necessary adjustments to technology utilization.	Ongoing	



**GOAL 5: Enhance all aspects of emergency medical services to meet the growing needs of the stakeholders.**

**OBJECTIVE 5.1**

**Based on the comprehensive community risk assessment for emergency medical services, develop a course of action to address the study findings.**

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Organize and analyze the data from the comprehensive community risk assessment.	Q3 2025	
<input type="checkbox"/> Collaborate with partner agencies to create a deployment model to enhance the services in identified areas.	Q3 2026	
<input type="checkbox"/> Identify the changing needs of the community (proactive, not reactive).	Ongoing	
<input type="checkbox"/> Measure best practices for current delivery to identify areas of improvement.	Ongoing	

**OBJECTIVE 5.2**

**Evaluate the District’s current EMS training program to identify and enhance the delivery of services to meet and exceed industry best practices.**

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Create a committee to evaluate the EMS training programs.	Q4 2024	
<input type="checkbox"/> Measure current EMS service delivery against industry best practices to identify areas for improvement.	Q1 2025	
<input type="checkbox"/> Revise current EMS program and delivery based on findings identified through the committee’s program analysis.	Q1 2026	
<input type="checkbox"/> Evaluate needs for resources and staffing for the enhancement of EMS programs.	Q1 2026	

**OBJECTIVE 5.3**

**Create and develop a plan for evaluation and continuous improvement of EMS delivery.**

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Streamline the EPCR system with local hospitals for patient care follow-up.	Q1 2025	
<input type="checkbox"/> Organize and analyze the data from the comprehensive risk assessment.	Q3 2025	
<input type="checkbox"/> Create a performance evaluation plan.	Q3 2025	
<input type="checkbox"/> Certify qualified instructors to lead classes and in service.	Ongoing	
<input type="checkbox"/> Enhance current programs and identify new programs for public education and assistance through community risk reduction and EMS.	Q3 2025	
<input type="checkbox"/> Identify and apply for alternative funding to enhance public safety through emergency medical services.	Q1 2025	
<input type="checkbox"/> Evaluate equipment and distribution based on the risk assessment and deployment model.	Q3 2025	



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

**OBJECTIVE 6.1**

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

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Identify the needed team or committee structure(s) for the various components of the self-assessment process.	Q3 2024	
<input type="checkbox"/> Create management oversight positions to lead the team’s or committee’s work in the overall assessment process.	Q3 2024	
<input type="checkbox"/> Establish team or committee member criteria.	Q3 2024	
<input type="checkbox"/> Solicit participation to meet the composition needs of the teams or committees.	Q4 2024	
<input type="checkbox"/> Develop and complete the workgroup selection process.	Q4 2024	
<input type="checkbox"/> Provide the needed educational components available through CFAI to ensure the team/committee members have the needed training.	Q4 2024	
<input type="checkbox"/> Guide the established team/committee in constructing a work plan and associated procedures to manage the assessment and accreditation processes.	Q1 2025	

**OBJECTIVE 6.2**

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

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Hold a community stakeholder meeting where community members provide feedback on program priorities, service expectations, concerns, and strengths perceived about the agency.	Q4 2023	
<input type="checkbox"/> Provide agency stakeholder work sessions to evaluate (and update if necessary) the mission, vision, and values.	Q4 2023	
<input type="checkbox"/> Complete agency-specific environmental scan that produces baseline information.		
<input type="checkbox"/> Identify opportunities, challenges, and service gaps, then determine strategic initiatives from those findings.	Q4 2023	
<input type="checkbox"/> Develop result-oriented goals, SMART objectives (each with measured outcomes), tasks, and timeframes.	Q4 2023	
<input type="checkbox"/> Assemble a draft strategic plan that includes the results of stakeholder meetings and work sessions.	Q2 2024	

## OBJECTIVE 6.3

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

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Create a strategic planning subcommittee to review the draft strategic plan.	Q2 2024	
<input type="checkbox"/> Provide agency stakeholder work sessions to review and update, if necessary, the plan. Ensure goals, objectives, tasks, and outcomes are fully defined for clarity.	Q2 2024	
<input type="checkbox"/> Determine a work plan to accomplish each goal and implement the plan.	Q2 2024	
<input type="checkbox"/> Publish and distribute the strategic plan to stakeholders, including the authority having jurisdiction as determined by the organization.	Q3 2024	
<input type="checkbox"/> Continuously evaluate and revise objectives and tasking as implementation occurs within the plan.	Ongoing	
<input type="checkbox"/> Report annual plan progress to community and agency stakeholders.	Once annually	



**OBJECTIVE 6.4**

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

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Gather and consider geophysical characteristics data of the jurisdictional responsibilities.	Q1 2025	
<input type="checkbox"/> Gather and evaluate population, population demographics, area economics, and socioeconomic data of the jurisdiction.	Q1 2025	
<input type="checkbox"/> Gather and consider physical asset development, service, and transportation infrastructure types in the jurisdiction.	Q1 2025	
<input type="checkbox"/> Describe the agency’s programs, services, core deliverables, and human and physical resources to establish baseline information.	Q1 2025	
<input type="checkbox"/> Determine an appropriate methodology for dividing the area of responsibility into geographical planning zones.	Q1 2025	
<input type="checkbox"/> Build a methodology that identifies, assesses, classifies, and categorizes risk in the jurisdiction’s response areas.	Q1 2025	
<input type="checkbox"/> Document the information collected and the results of the applied methodologies in the risk assessment process.	Q2 2025	

**OBJECTIVE 6.5**

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

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Evaluate historical jurisdictional emergency response performance and coverage to produce baseline data.	Q3 2025	
<input type="checkbox"/> Establish benchmark and baseline emergency response service level and performance objectives.	Q3 2025	
<input type="checkbox"/> Develop methodologies and policies for qualifying and validating data sets.	Q3 2025	
<input type="checkbox"/> Conduct a gap analysis of performance across classes and categories of risk in each of the established planning zones to illuminate opportunities for improvement.	Q3 2025	
<input type="checkbox"/> Build a compliance methodology for monitoring, evaluating, and reporting delivery performance.	Q3 2025	
<input type="checkbox"/> Utilize the overall system performance data to create short- and long-term plans for maintaining and improving the system's response capabilities.	Q3 2025	
<input type="checkbox"/> Combine and publish the community risk assessment and standards of cover study information, performance data, established objectives, and gap analysis results.	Q4 2025	
<input type="checkbox"/> Maintain and annually update the community risk assessment/standards of cover document.	yearly	
<input type="checkbox"/> Present the CRA/SOC study results as updated annually to the authority having jurisdiction to provide transparency, build consensus, and align expectations.	yearly	

## OBJECTIVE 6.6

**Complete a comprehensive agency-wide self-assessment of all agency systems, processes, and programs associated with all performance indicators included in the current iteration of the CFAI model to achieve accreditation designation.**

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Apply for “Candidate Agency” status with the CFAI.	Q1 2027	
<input type="checkbox"/> Prepare for the CFAI peer assessment team visit.	As Applicable	
<input type="checkbox"/> Upload strategic plan, community risk assessment/standards of cover, and self-assessment documentation for review and comment by the CFAI peer assessment team.	As Applicable	
<input type="checkbox"/> Host the CFAI peer assessment team site visit for accreditation review.	As Scheduled	
<input type="checkbox"/> Receive the CFAI peer assessment team recommendation to CFAI for Accredited status.	As Applicable	
<input type="checkbox"/> Review the peer assessment team’s recommendations to determine applicability to agency processes or systems to determine the scope of the annual compliance report process.	As Applicable	
<input type="checkbox"/> Receive a vote during the CFAI hearings in favor of accredited status.	As Applicable	

## OBJECTIVE 6.7

**Maintain the accreditation designation that ensures agency continuous improvement through performance evaluations and annual compliance reporting to the CFAI.**

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