



2024–2029

STRATEGIC PLAN

Dearborn Fire Department
Michigan

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STRATEGIC PLANNING

Process Overview

Change is inevitable, but growth is intentional. It begins when we set goals. Yet, having goals is not synonymous with success. An organization must craft a comprehensive plan—a roadmap replete with clear objectives, defined timelines, specific roles, and measurable milestones. This strategic planning is pivotal for any organization, public or private, aspiring to reach its full potential.

Such a plan outlines a well-defined direction, takes stock of the operational environment, and devises strategies to progress toward goals. These components position an organization to adeptly serve its community and achieve its overarching vision. In renewing its commitment to professionalism, the organization sets itself on a trajectory toward enduring success.

The strategic implementation planning process culminates in a three-to-five-year work plan, guiding the collective endeavors of the organization towards shared goals and objectives. It is an inclusive method, engaging key stakeholder representatives to ensure that the interests of the entire community are considered throughout the planning stages.

During the planning sessions, the team re-examined the agency's mission, vision, and values. These elements served as the cornerstones for identifying service improvement areas. From these discussions emerged the strategic themes that now underpin the goals of the implementation plan.

The strategic goals, once established, were then broken down into specific objectives. Through robust dialogue and brainstorming, ideas were either adopted or discarded based on group consensus. The resulting goals and objectives were designed to be flexible, allowing for adjustments as needed to align with the agency's broader aspirations.

In summary, a well-crafted strategic plan that emphasizes inclusive participation and adaptable goal setting empowers an organization with the agility to navigate change and the clarity to succeed in dynamic environments.

“Agility will be the new capital for organizations.”

– 21st Century Fire & Emergency Services White Paper

Community-Centered Strategic Planning Process

ESCI's Community Centered Strategic Planning Process (CCSPP) methodology has been adopted and utilized by the International Association of Fire Chiefs, numerous other national, regional, and state fire service agencies and associations, and hundreds of local fire departments across the United States and Canada. The CCSPP has proven remarkably effective with all types and sizes of organizations, from large metropolitan fire departments to small, rural all-volunteer Fire Rescues and everything in between.

This process was utilized in the development of Dearborn Fire Department strategic planning framework and will include, but not necessarily be limited to:

- Reviewing organizational background.
- Defining services provided to the community.
- Identifying aspects of the organization the community views positively.
- Developing a vision for the future.
- Establishing the organization's guiding principles.
- Identifying performance gaps.
- Establishing the organization's strategic goals.
- Identifying the objectives that support the strategic goals.
- Determining critical implementation tasks for each objective.
- Defining service outcomes in the form of performance measures and targets

ACKNOWLEDGMENTS

Dearborn Fire Department

Fire Chief Joseph Murray	Lieutenant Adam Ferrell
Deputy Fire Chief Laura Ridenour	Lieutenant Matthew Bajjey
Assistant Fire Chief DJ Begeman	FASA Jeff Powell
Assistant Fire Chief Kelly Meister	Engineer Daniel Morse
Assistant Fire Chief Mike Weinburger	Firefighter II Brandon Ajlouny,
Fire Marshal Mike Kleitch	Firefighter II Dan Harris,
Battalion Chief Eric Arnold	Firefighter I Joe Deichelbohrer,
Battalion Chief Jamie Jent	Firefighter I Rebecca Goodenow,
Battalion Chief Rudy Cervantes	Arean Faraj, Executive Assistant
Captain Brian Meloche	Sally Santilli, Fire Analyst
Captain Jeremy Mayberry	Kim Markey, Office Assistant III
Captain Jim Rodgers	
Captain Brian McNaughton	

MESSAGE FROM THE CHIEF

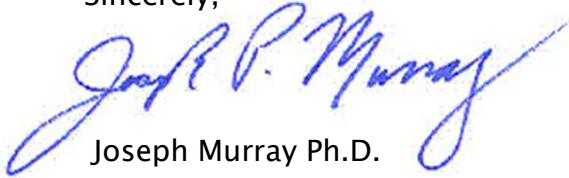
As the Fire Chief of the Dearborn Fire Department, I am pleased to present our first formally published strategic plan. This document marks a transformative approach as to how the Dearborn Fire Department plans for and measures success. It also provides for us a template that will be utilized as we continuously reflect and evaluate our efforts to meet our stated mission, vision and values.

The City of Dearborn Fire Department is currently in the process of a large-scale transformative approach as to how we assess, evaluate and deliver our services. We are continuously driven to improve our delivery methods to ensure positive outcomes, quality services, efficient use of resources and fiscal responsibility. Over the past several years the Dearborn Fire Department has undergone many rapid adaptations in order to maintain quality services all the while challenged with a loss of a city-wide service millage, increasing demands for services, a federally declared disaster, the residual effects of the COVID-19 pandemic and unprecedented price increases of apparatus and equipment. The Dearborn Fire Department has continued to research and evaluate every possible delivery method in order to achieve positive outcomes throughout all of the services we provide. This level of efficiency can only be achieved when there is a department-wide understanding of our shared vision, mission and values.

The Dearborn Fire Department's strategic planning process has driven us to undertake a department-wide evaluation and has provided us with the opportunity to reflect upon our vision, mission and values. As part of this process the Dearborn Fire Department has held multiple in-depth facilitated staff meetings, sought out input from the public as well as internal stake holders and have continuously coordinated with other City of Dearborn departments the City Council and the Mayor's Office. All of these tasks were undertaken to ensure the Dearborn Fire Department could determine targeted goals

and outcomes to guide our actions over the next three years. This strategic plan will assist the Dearborn Fire Department as we strive to increase the overall amount of positive impact our services have on the community while maintaining and working towards additional efficiencies. I am proud of the work accomplished by our strategic planning team and the dedication of our entire organization to meet the goals set forth in this document.

Sincerely,

A handwritten signature in blue ink, reading "Joseph P. Murray". The signature is fluid and cursive, with the first name "Joseph" and last name "Murray" clearly legible, and "P." as a small initial in the middle.

Joseph Murray Ph.D.

Fire Chief

ENVIRONMENTAL SCAN

External Stakeholder Feedback

On September 3, 2024, ESCI facilitated a community stakeholder feedback session at the Dearborn Emergency Operations Center. Invitations were sent to sixteen community members/businesses. The session was attended by both internal and external stakeholders. The representatives in attendance included:

- Kimberly Ismail – Dearborn Public Schools
- Father Terry Kernen – St. Kateri Church
- Walid Fidama–Community Advocate
- Kalid Kaid – Yemen American Chamber
- Pat DiAmbrosio – Dearborn Public Schools
- Mary Petlichkoff – Trustee, Dearborn Public Schools
- Cheryl Cooper – Business Owner
- Danielle Elzayat – Dearborn Public Schools
- Paula Hamilton Stokes, Retired – City of Dearborn
- Henry Budesky – Ford Fire Engineering
- Hussein Hachen – What's Up Media Network
- Linda Bazzi – LAHC
- Caleb Parton – Corewell Health
- Luke Cosenza – Henry Ford College
- Karen Schoen – Henry Ford College
- Silvio Davis – Dearborn Goodfellows
- Bill Klim–Henry Ford Museum and Greenfield Village

As part of the discussions, ESCI asked the attendees to help define "good service" in the context of what a fire department should provide for their community. The group identified the following assets provided by Dearborn Fire Department:

- Response times
- Leadership
- Training
- Funding
- Resiliency
- Personnel
- Health & Wellness
- Community Engagement
- Collaboration – Partnerships
- Community Appreciation
- Technology
- Fire Prevention
- Documentation & Workflows
- Equipment

After defining good service, the group worked together to define the community's expectations of Dearborn Fire Department from the group's perspective. These expectations included:

- Response Times
- Training
- Community Engagement
- Collaboration – Partnerships
- Health & Wellness
- Public Information
- Disaster Prep
- Good people

Internal Stakeholder Feedback

Dearborn Fire Department (DFD) partnered with Emergency Services Consulting International (ESCI) to develop the 2024 Strategic Plan. ESCI, the International Association of Fire Chiefs' consulting firm, worked closely with DFD stakeholders to create and deploy a member survey to inform the development of the strategic plan.

August 12, 2024, the Dearborn Fire Department deployed the ESCI Member Survey to its members. The survey remained open to responses until 5:00pm on August 23, 2024, with Ninety-four (94) members submitted to the study.

The survey participation mainly represents the perspectives of the firefighters. Of the survey respondents, 48% were firefighters, 23% were Company Officers, 16% were Engineers/FASA, 10% were Staff Officers, and 3% were Battalion Chiefs. The largest group of respondents were those who have been with the department for 11–20 years, representing 37% of the participants. Additionally, 12% reported 0–5 years, 27% reported 6–10 years, 19% reported 21–25 years, and the remaining 3% reported more than 25 years of service with the department.

Internal stake holders representing the various divisions and ranks (both civilian and sworn members) of the Dearborn Fire Department were then brought together to analyze and discuss those results and the various components of fire department operations in an effort to identify what worked well and what components should be improved, replaced or eliminated.

STRATEGIC PLANNING WORK SESSIONS

Mission | Vision | Values

Mission

The organization's mission statement should clearly define the primary purpose of the organization's existence. It focuses Dearborn Fire Department members on what is profoundly 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.

MISSION:
What do we do?

VISION:
For what do we
want to be
known?

Vision

An organization's vision will clearly define and establish what the district wants to become. It becomes a target and guiding beacon as the strategic plan and goals are completed. At the plan's end, the adopted vision should be a reality and an accurate portrayal of Dearborn Fire Department.

Values

A district's core values are a collection of the most important beliefs and ingrained principles that guide the district's actions. Establishing core values aims to connect the members, clarify the district's mission, and define their brand for the community they serve. The in-house planning team worked together to review and refine the mission, vision, and values:

VALUES:
What are the rules?

Our Mission:

Our mission is to protect lives and property, driven by a commitment to serve our community.

Our Vision:

The Dearborn Fire Department is committed to being an innovative leader in the fire service, where every member is united in a shared vision to exceed expectations, set new standards of excellence, and deliver unparalleled service to our community.

Our Values:

Pride: A commitment to excellence and professionalism in serving the community and upholding the values of the fire service.

Integrity: Serving with honesty, accountability, and ethical responsibility.

Commitment: Dedication to the community, our mission, and team.

Respect: Valuing everyone through professionalism, kindness, and dignity.

Bravery: Courageously facing danger and adversity with determination and resolve.

GOOD | BETTER | DIFFERENT

Dearborn Fire Department members who participated in a two-day internal workshop participated in a "Good – Better – Different" exercise. The process was meant to eliminate group thinking and enable all participants to provide open feedback. Using three different colored sticky notes, Dearborn Fire Department members took part in the following process:

GOOD | Green Sticky Notes: Write four things that DFD should continue to do and make plans to maintain in the future.

BETTER | Yellow Sticky Notes: Write four things that DFD can improve upon.

DIFFERENT | Red Sticky Notes: Write four things DFD should stop doing.

DIFFERENT | Blue Sticky Notes: Write four things DFD should start doing.



Facilitators collected each color sticky note and posted them on the board. Small groups organized each color sticky note into common thoughts and themes and then discussed the common themes. The following is a list of common themes derived from exercise.

DFD should continue to do these activities and make plans to maintain their importance in the future.

- Employee safety
- Department pride
- Customer service
- Grant funding
- Smoke alarm program
- Tuition reimbursement
- Good pay
- Apparatus/PPE
- Response times

DFD should strive towards improvement in the following aspects of the organization.

- EMS equipment replacement
- Station maintenance
- Organized training
- Promotion processes
- Officer training
- Staffing
- Recruitment
- Communication

DFD should cease its attention to the following aspects.

- Station transfers sign off's
- Duplicating processes
- Paper forms
- Over-scheduling crew

DFD should refocus its attention on the following aspects.

- Organizational communication
- Add resources to West side/Station #2
- Recruitment / retention
- New hire onboarding
- Succession planning
- Officer development
- Station improvement

STRATEGIC WORK PLAN

Definition of Terms

The main components of a strategic plan: Goals, Objectives, and Tasks are defined as follows:

GOAL: The largest overarching element of a strategic plan is a goal. These are broad enterprises where the organization may have multiple areas of focus.

OBJECTIVE: A smaller component of and subordinate to a goal, an objective is focused on one area but is still general in nature. If all the objectives under a goal have been accomplished, the goal will have been achieved.

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

Dearborn Fire Department and ESCI worked to develop seven goals to focus this strategic plan on obtainable results. Members collaborated to narrow down the goals to a workable list assigned to a member. There was a spirit of congeniality and respect within the room, which lent itself to an environment for open and honest discussion with the goal of helping continue to move the organization forward.

Strategic goals, objectives, and tasks become essential to 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 goal, objective, and task were identified in a two-day planning work session facilitated by ESCI with the DFD team.

The following list defines each goal with its subordinate objectives and each goal with its subordinate tasks. The following goals are actionable items determined through feedback to create the basis of the recommended strategic plan.

Some goals listed below are subject to contract negotiations:

GOAL #1 – Training & Professional Development

The Dearborn Fire Department is committed to elevating its performance to safely and effectively mitigating all hazards. We will prioritize continuous training, skill enhancement, and regular evaluations to ensure every team member remains proficient, adaptable, and fully prepared to face evolving operational demands. This dedication to professional development strengthens our ability to protect and serve the community with the highest level of excellence.

OBJECTIVE #1: Professional Development and Standards

Enhance professional development at all levels by prioritizing key areas, including Driver and Engineer/Officer development, and advanced Paramedic training. This initiative aims to build core competencies, strengthen leadership skills, and improve overall team performance across the organization.

Tasks:

1. Expand Driver and Engineer Development

- a. Evaluate and implement advanced training programs for Driver/Engineer roles to improve apparatus operation, safety, and efficiency.*
- b. Conduct annual driver/operator skill assessments and certifications.*

2. Officer Development Training

- a. Implement Officer Development programs with a focus on leadership, decision-making, and emergency command skills.*
- b. Provide access to Fire Officer I & II certifications for all aspiring officers.*

3. Paramedic Training

- a. Provide continuous education opportunities to maintain and elevate paramedic skills, including certification for Advanced Cardiac Life Support (ACLS) and Pediatric Advanced Life Support (PALS).*

4. Mentorship Program

- a. Establish a formal mentorship program or develop a company officer led program to enhance skill transfer and professional growth.*

5. Job Shadowing for Promotions

- a. Develop a job shadowing program where personnel seeking promotions can work alongside experienced officers or engineers, gaining firsthand experience and preparing for leadership roles to ensure competency, skills, and confidence for improved performance in the new role.*

Objective #2: Department-Wide Training

Design and implement standardized training programs for all personnel to ensure uniform skill development and consistent performance across the department. This initiative will promote operational efficiency, enhance team cohesion, and maintain high professional standards throughout the organization.

Tasks:

1. Establish a 60-Minute Training Standard

- a. Implement a department-wide policy requiring at least 60 minutes of training per shift, covering fire, EMS, and operational topics.*

2. Create Comprehensive Lesson Plans

- a. The Dearborn Fire Department will align departmental goals for training to uphold Michigan Occupational Safety and Health Administration (MIOSHA) standards for the fire service by developing lesson plans that address core competencies, specialized skills, and situational preparedness.*
- b. The department will ensure lesson plans are updated regularly to reflect evolving standards and best practices.*

Objective #3: New Hire Training for Fire and EMS Personnel

The Dearborn Fire Department will streamline and improve the onboarding process of new employees to ensure all new hires meet or exceed the department's standards and expectations from the start of employment.

Tasks:

1. Evaluate the Hiring Process

- a. The Dearborn Fire Department will review the current hiring and onboarding process, based on established standards and expectations of the Dearborn Fire Department, to ensure that each individual candidate is assessed according to his or her skill level, experience, and areas for growth.*
- b. The Dearborn Fire Department will utilize the findings of the hiring process evaluation to develop and implement a comprehensive onboarding program that trains and assesses the skills, competencies,*

and development of new hires, in accordance with the standards and expectations of the Dearborn Fire Department.

2. Create an Enhanced Onboarding Program

- a. The department will review and update onboarding program that integrates evaluations, mentorship, and progressive skill development, ensuring that all new hires meet performance standards in both Fire and EMS roles.*
- b. The Dearborn Fire Department will create an onboarding committee to assist in the development of assessment standards based on industry and departmental standards.*

3. Revise Evaluation Standards

- a. The department will ensure new employees are continuously evaluated during their probationary period to meet department standards.*

GOAL #2 – Staffing

The Dearborn Fire Department will ensure optimal staffing by maintaining appropriate daily workforce levels, strategically balancing operational efficiency with employee well-being, while upholding financial responsibility. This approach guarantees a productive and sustainable workforce capable of meeting the department's demands.

OBJECTIVE #1: Recruitment and Retention

The Dearborn Fire Department will enhance recruitment efforts by implementing targeted community outreach initiatives, expanding partnerships with local schools and organizations, and developing comprehensive public education programs. These efforts aim to attract a diverse and qualified pool of candidates dedicated to serving the community, while also fostering a culture of inclusion, growth, and career-long engagement to improve retention within the department.

Tasks:

- 1. Develop a Comprehensive Community Outreach Strategy**
 - a. The Dearborn Fire Department will create a detailed community outreach plan aimed at engaging underrepresented and diverse populations.*
- 2. Host Firefighter Recruitment and Education Workshops**
 - a. The Dearborn Fire Department will develop and implement a targeted recruitment campaign to engage potential candidates.*
 - b. The department will organize and host workshops and informational sessions in collaboration with local schools, community centers, and civic organizations.*
- 3. Build Strategic Partnerships with Educational Institutions**
 - a. The department will seek out partnerships with local high schools, vocational programs, and colleges to create pipelines for recruitment.*
- 4. Launch a Diversity-Focused Recruitment Campaign**
 - a. The Dearborn Fire Department will design and implement a comprehensive recruitment campaign that emphasizes the department's commitment to diversity, inclusion, and community service.*
- 5. Create a Recruitment Ambassador Program**
 - a. The department will identify and train a select group of firefighter/paramedics to act as recruitment ambassadors.*

- b. These ambassadors will represent the department at career fairs, school visits, and community events, sharing their personal experiences and providing insight into fire and EMS careers.*

6. Establish a Mentorship Program for New Recruits

- a. The Dearborn Fire Department will create a mentorship program for newly recruited firefighters*
- b. Experienced personnel will mentor new hires, guiding them through their first year of service, helping them develop skills, navigate challenges, and foster professional growth.*

7. Strengthen Recruitment Materials for Online Platforms

- a. The Department will enhance its website and social media platforms by adding clear, engaging and up-to-date information about career opportunities, the recruitment process, and testimonials from current staff, showcasing the department's inclusive and supportive culture.*

OBJECTIVE #2: Comprehensive Evaluation and Analysis of ALS Services for Optimal Staffing and Workforce Management

The Dearborn Fire Department will conduct a thorough evaluation and analysis of its Advanced Life Support (ALS) services to develop and implement optimal staffing and workforce management strategies. This initiative aims to assess the current effectiveness of ALS services in ensuring both efficient emergency response and streamlined administrative functions. The evaluation will provide data-driven insights to enhance workforce allocation, response times, and overall service delivery to the community.

Tasks:

1. Conduct a Current State Assessment of ALS Services

- a. The Dearborn Fire Department will begin by performing a detailed assessment of the existing ALS services, focusing on response times, service quality, and staffing patterns.*
- b. This analysis will include a review of shift schedules, workloads, resource allocation, and overall performance metrics related to ALS response.*
- c. Gather data on ALS response times, patient outcomes, and resource use within three months to provide a clear understanding of the department's current ALS service efficiency and identify areas needing improvement.*

2. Review National ALS Standards and Best Practices

- a. The Department will compare its ALS service delivery to national standards and industry best practices, identifying gaps in service or areas where the Department could enhance operational efficiency or effectiveness.*
- b. Research and document national ALS service benchmarks and guidelines for staffing and performance to develop a benchmark comparison report that highlights areas where Dearborn's ALS services align or diverge from industry standards.*

3. Analyze Staffing Levels and Workload Distribution

- a. The department will analyze the current staffing model for ALS services, examining how workloads are distributed across shifts and identifying areas where adjustments can be made to improve both employee well-being*
- b. The Dearborn Fire Department will conduct a workforce analysis to evaluate current staffing levels, focusing on workload distribution and overtime usage to provide recommendations for staffing adjustments that balance operational efficiency with workforce well-being.*

4. Implement ALS Call Volume and Resource Allocation Analysis

- a. The Dearborn Fire Department shall ensure resources are optimally deployed, the department will analyze ALS call volume trends over time, looking at peak demand periods and geographic service coverage. This analysis will help identify potential needs for staffing realignment or additional resources during high-demand times.*
- b. The Dearborn Fire Department shall map call volumes geographically and by time of day/week to identify trends and resource needs.*

5. Develop and Test Staffing Models

- a. Based on the findings from the ALS service assessment and call volume analysis, the department will develop and pilot alternative staffing models to improve staffing efficiency.*
- b. These models may include review of shift lengths, rotating personnel assignments, or examination of dedicated peak-hour units to support frontline apparatus during times of high demand.*

6. Evaluate Administrative Support for ALS Services

- a. The department will also evaluate the administrative capabilities supporting ALS services, focusing on documentation, reporting processes, and the coordination of resources. This analysis will identify potential inefficiencies or bottlenecks in the administrative processes related to ALS services.*

- b. The department shall review current administrative procedures and workflows that support ALS services, including reporting systems and coordination protocols.*
- c. The department will provide recommendations to streamline administrative processes and reduce delays in ALS service support.*

Through these tasks, the Dearborn Fire Department will develop a more efficient and effective ALS service framework, ensuring that staffing levels and administrative processes are optimized to meet community needs while maintaining employee well-being.

OBJECTIVE #3: Comprehensive Workforce Management for Optimal Staffing

The Dearborn Fire Department will implement a workforce management strategy to ensure optimal staffing by balancing operational demands with employee well-being and fiscal responsibility. This strategy will focus on flexible scheduling, workforce monitoring, and a wellness culture to maintain a productive, efficient, and resilient team. Clear roles and responsibilities across all ranks will enhance resource utilization and maximize operational effectiveness.

Tasks:

1. Assess Current Staffing and Operational Demands

- a. The Dearborn Fire Department will conduct a comprehensive review of current staffing levels, identifying gaps and surpluses across all shifts and ranks.*
- b. The Department will ensure staffing levels align with operational needs and identify areas requiring adjustment.*
- c. The Department will evaluate historical data on call volumes, response times, and station activity to predict future staffing requirements and optimize workforce allocation.*
- d. The Department will utilize the data to make informed staffing decisions and anticipate peak operational times.*

2. Monitor and Adjust Workforce in Real-Time

- a. The Dearborn Fire Department will implement workforce monitoring technology to track attendance, shift patterns, and staff performance in real-time, allowing for rapid adjustments to staffing when needed.*
- b. The Department aims will ensure 100% of staffing decisions are based on real-time data.*

- c. The Department will create a system for regular workforce reviews, adjusting personnel allocation based on changing operational needs and budget considerations.*
- d. The department aims to maximize staffing efficiency while maintaining fiscal responsibility.*

3. Foster a Culture of Wellness and Resilience

- a. The Dearborn Fire Department will continue to develop its wellness programs aimed at promoting physical and mental health, ensuring personnel are well-equipped to handle the demands of the job.*
- b. The Department aims to improve employee wellness to reduce sick leave usage by 15% within the first year.*
- c. The Department will incorporate mental health support and resilience training into the workforce strategy, offering resources such as peer support, confidential counseling, and mental health awareness workshops aiming to improve overall workforce resilience and reduce burnout.*

4. Clarify Roles and Responsibilities Across All Ranks

- a. The Dearborn Fire Department will conduct a role analysis to clearly define responsibilities for each rank, ensuring that tasks are appropriately distributed and aligned with operational goals.*
- b. The Department will seek to improve task delegation and accountability across all ranks.*
- c. The Department will implement training programs to ensure personnel understand their roles and responsibilities, focusing on leadership development and decision-making at every level.*
- d. The Department will aim to increase operational effectiveness by ensuring all personnel are clear on their roles.*

5. Maintain Fiscal Responsibility

- a. The Dearborn Fire Department will monitor overtime costs, sick leave usage, and overall staffing expenses, and adjust workforce allocation to maintain a balance between operational efficiency and fiscal responsibility.*
- b. The department will pursue grants and budgetary allowances to fund additional staffing needs and wellness programs while maintaining fiscal balance.*
- c. The department will secure external funding to cover 20% of wellness program costs within the first year.*

GOAL #3 – Policies & Administration

The Dearborn Fire Department is dedicated to boosting morale by implementing safety-driven, efficient policies and delivering clear, equitable, and transparent administrative direction. By fostering a fair and unbiased environment across all ranks and personnel, we aim to create a culture of trust, collaboration, and shared commitment to excellence.

OBJECTIVE #1: Promotional System

The Dearborn Fire Department will assess and enhance its promotional system to establish an equitable, objective-based evaluation process free from bias.

Tasks:

1. Evaluate the Promotional Process for Fairness and Equity

- a. The Department will evaluate the promotional process for fairness and equitability by conducting a thorough review of the current promotional system, identifying areas where bias or inequities may exist.*
- b. The Department will seek out information from interviews, surveys, and/or focus groups amongst personnel from all ranks to gather feedback on the transparency and fairness of the existing system.*

2. Develop an Objective-Based Scoring Sheet

- a. The Department will evaluate its current interview score sheet for effectiveness in meeting its intended purpose.*
- b. The Department will develop alternative score sheets for future potential discussions with the Union.*
- c. The score sheet will define clear, objective, and measurable criteria for promotions, such as experience, performance, skills, and leadership qualities to ensure transparency in the promotion process.*
- d. The Department will ensure the score sheet is reviewed by department leadership and the Legal and Human Resources Departments to confirm fairness and compliance with departmental and legal standards.*

3. Identify Qualified, Unbiased Raters for the Interview Board

- a. The Department will select a pool of qualified and impartial raters for the promotional interview board, ensuring diversity in experience and background.*
- b. The promotional interview board raters will receive training on the Department's policies concerning bias and equity, promoting fairness and equal opportunity for all candidates.*

- c. Before being allowed to sit on an interview panel, all raters must complete bias-awareness training before serving on the interview board.*
- 4. Evaluate and Refine Scoring Practices by the Interview Board**
 - a. The interview board will evaluate and score each promotional candidate using a consistent and transparent framework that aligns with best practices for equitable assessment.
 - b. Raters' scores should generally align within an acceptable range, based on recognized evaluation standards, to promote fairness and consistency. The department will continue to assess and refine this process with each round of promotional interviews, ensuring that the scoring system remains fair, transparent, and adaptable.
 - c. Each round of promotional interviews will be reviewed to ensure adherence to the process, and any issues identified shall be analyzed, enabling ongoing improvements in the evaluation framework.
- 5. Ensure Proper Composition of the Interview Board**
 - a. The interview board will be composed of experienced and qualified individuals ensuring a balanced and objective panel.
 - b. The Department will regularly review and assess the structure of the interview board to ensure it remains appropriate and effective for all promotional interviews.
 - c. The Fire Chief will evaluate and approve the composition of the board prior to each promotional cycle, ensuring it meets the department's standards for expertise, fairness, and impartiality.
- 6. Implement a 360-Degree Review Process**
 - a. The Department will establish a 360-degree review process that includes input from peers, subordinates, and supervisors to provide a well-rounded assessment of all promotional candidates. This review will focus on job performance, leadership qualities, and teamwork.*
 - b. Progress and performance of the promotional process will be assessed through engagement surveys and regular feedback sessions to ensure the promotion process remains transparent and inclusive.*
 - c. The Department will develop clear guidelines for the 360-review and collect feedback from department personnel on the fairness and effectiveness of the review process.*

OBJECTIVE #2: Uniform Policy

The Dearborn Fire Department will assess and establish a standardized uniform policy that upholds the department's expectations for professional appearance, while enhancing morale, promoting safety, and supporting operational efficiency.

Tasks:

1. Establish a Uniform Policy Committee

- a. The Dearborn Fire Department will establish a dedicated Uniform Policy Committee, composed of representatives from various ranks and roles within the department, to assess existing uniform policies and provide input to the Fire Administration*
- b. The committee will gather employee feedback and make recommendations to the Fire Chief that are fair, practical, reflective of the department's professional appearance standards, enhances morale, and improves safety and operational efficiency.*
- c. The Department will ensure that the Uniform Policy Committee is established within six (6) months, includes members from all department levels, and hold initial meetings to define goals and implementation timelines.*

2. Distribute Uniform Policy Feedback Survey

- a. The Department will conduct a department-wide survey to collect feedback on the current uniform policy, to assess the need or desires for uniform changes. The survey will also specifically focus on areas related to professional appearance, morale, safety, and operational efficiency.*
- b. The Department will compile feedback from department surveys for review by the Uniform Policy Committee.*
- c. The Committee will use the survey results to make recommendations.*

3. Conduct Best Practices Research

- a. The Department and Uniform Policy Committee will be responsible for researching and benchmarking uniform policies from at least three (3) leading fire departments. The research will focus on maintaining professional standards, optimizing safety, and ensuring efficiency for incorporation into recommendations.*

4. Evaluate Safety and Functionality of Uniforms

- a. The Uniform Policy Committee shall provide uniform recommendations to ensure professionalism and personnel safety. The Committee will collaborate with safety officers and approved suppliers to ensure all*

uniform options meet or exceed safety standards. Additionally, evaluate the practicality of uniform designs for various operational duties, ensuring they enhance rather than hinder safety and efficiency.

5. Develop Draft Uniform Policies

- a. The Committee may be requested to prepare draft policies for the Fire Chief's review based on recommendations. All draft policies shall incorporate feedback, research, and safety considerations, to develop a policy that supports professional appearance, safety, and operational efficiency while maintaining fairness and consistency across all ranks.
- b. The Committee will assess and recommend the appropriate occasions for wearing different uniform types, ensuring that guidelines are clear and practical for all members.
- c. The Uniform Policy Committee will present the uniform policy draft to Department leadership, and key stakeholders for review and feedback.
- d. All proposed uniform changes must be reviewed and approved, by the Fire Chief, to ensure the policy reflects compliance with NFPA standards consensus on professional standards and operational needs, and is transparent, equitable, meets professional standards and is supportive of morale and ergonomic requirements.
- e. The policy will be continually reviewed to adapt to evolving needs and feedback from personnel to maintain its relevance and effectiveness.

6. Implement Pilot Program for Uniform Policy

- a. *After Fire Chief approval, the department shall launch a pilot testing of proposed new uniforms to evaluate its real-world impact on professional appearance, safety, and operational efficiency.*
- b. *The Department will collect measurable data, feedback from participants, and assess the policy's effect on morale, professional standards and performance during the pilot phase.*

7. Communicate Policy Changes Across the Department

- a. *The Dearborn Fire Department shall provide clear, consistent communication to all department personnel regarding initial changes to uniform policies and future changes.*
- b. *The Uniform Policy Committee and the Department will conduct informational briefings, training sessions, and issue written communications to ensure every employee understands the new guidelines and expectations within three weeks of any changes. Training materials will be distributed to all personnel to ensure understanding and compliance.*

8. Monitor and Evaluate Policy Impact

- a. The Uniform Policy Committee and the Department will establish an ongoing monitoring process to assess the uniform policy's impact on morale, professional standards, safety, and operational efficiency.*
- b. The Uniform Policy Committee will set up and conduct regular assessment checkpoints and a formal review six (6) months post-implementation, gathering feedback from at least 65% of personnel. The Uniform Policy Committee and the department will conduct a comprehensive review of findings and make recommendations to adjust the policy as necessary based on feedback and data.*

OBJECTIVE #3: Station Bids and Transfers

The Dearborn Fire Department will review its current station bid and transfer processes to ensure a fair, transparent, and efficient process for station bids and transfers within 90 days (about 3 months), ensuring equal opportunities for all personnel while minimizing disruptions to operations.

Tasks:

1. Form a Task Force to Review Current Transfer Policies and Bidding System

- a. The Dearborn Fire Department will establish a dedicated task force composed of representatives from various ranks*
- b. The department will ensure that task force members represent a cross-section of the department to ensure diverse input and fair representation.*
- c. The Department will develop a station bid process that not only prioritizes efficient operations but also considers station continuity and crew cohesion to enhance team dynamics and safety.*
- d. The Department will implement a digital platform to manage the bidding process for transparency and efficiency.*

2. Transition to a Digital Transfer Request System

- a. The Department will develop a digital submission system for transfer requests to streamline the process.*
- b. The Department will ensure the system allows personnel to submit requests easily and track the status of their transfer online.*
- c. The Department will ensure that the system is functional and accessible to all personnel, providing real-time updates on transfer requests.*
- d. The Department will ensure the system is easy to use, balances station continuity with fairness and collects feedback within six (6) months of implementation.*

3. Extend Submission Validity from Monthly to Quarterly

- a. The Department will review evaluate the current transfer process, potentially extending the validity of transfer requests from one month to three months, reducing the need for repeated submissions and approvals while maintaining an efficient approval cycle.*
- b. The Department will ensure the new quarterly system is well communicated, and feedback mechanisms are in place to evaluate its effectiveness.*

4. Eliminate Unnecessary Involuntary Transfers for Members with Over Two Years of Service

- a. The Department will review current transfer practices and avoid unnecessary involuntary transfers for members with more than 24 months (about 2 years) of service, unless operational circumstances arise. This adjustment aims to improve crew integrity, continuity, and safety.*
- b. The Department will ensure this revision is reflected in both the policy document and the digital transfer system.*

5. Establish a Formal Process for Station Officer Input on Transfers

- a. The Department will develop a structured process to provide input on transfer requests.*
- b. This input will focus strictly on factors that maintain crew integrity and operational efficiency and safety.*
- c. Feedback from stakeholders must be submitted in writing and will be reviewed as part of the transfer evaluation process.*
- d. The Department will ensure that the process is clear, transparent, and standardized across all stations, with guidelines for providing input based on objective criteria.*
- e. The Fire Chief will have final approval for policy changes and approval processes.*

6. Ensure Objective and Fact-Based Feedback from Station Officers

- a. Station officers will be required to provide transfer feedback that is free from personal bias.*
- b. Station officer assessments must be based on factual performance, crew dynamics, and operational requirements.*
- c. Personal opinions or feelings will be prohibited, and all feedback must be documented and supported.*
- d. Station officer feedback should be reviewed by the Fire Administration to ensure it is factual and free from bias, with training provided to station officers on how to give objective feedback.*

- e. *The Department will ensure that station officers' feedback is incorporated in a structured and documented manner in the digital system.*

7. Develop a Seniority and Unit-Based Bid Process

- a. *The Department will create a station bid process that prioritizes seniority and unit-based factors, using the new digital system for transparency and ease of use.*
- b. *The system should allow personnel to submit and view station bid preferences and follow the results of the bidding process.*
- c. *The Department will ensure that the bid process follows seniority and unit-based rules, and that personnel have full visibility into the criteria and results.*
- d. *The Department will implement an efficient, transparent, and digital process for tracking transfer requests, prioritizing solutions that do not require costly software. Any additional costs related to the digital system will be carefully evaluated, and the department will seek cost-free alternatives.*

8. Pilot the New Bid and Transfer Process

- a. *The Dearborn Fire Department will test the digital submission system, quarterly cycle, and updated policies in a pilot phase at selected stations.*
- b. *As a part of the pilot, the Department will collect data and feedback to address any issues before full Department-wide implementation with the pilot that begins within 10 weeks (about 2 and a half months) of program development.*
- c. *The Department will monitor the success of the pilot based on user feedback and make necessary adjustments before expanding the program.*

9. Communicate Changes and Provide Training

- a. *The Department will communicate the new digital process, extended timeframe, and updated policies to all personnel through training sessions, meetings, and digital resources.*
- b. *The Department shall ensure all members are clear on the new procedures by providing training within 2 weeks of the pilot's conclusion.*
- c. *The Department will ensure all personnel complete the training and are fully aware of the changes.*

10. Monitor and Adjust the New System

- a. *The Department will conduct a formal review of the new digital bidding/transfer system, quarterly submission process, and updated policies six (6 months post-implementation).*
- b. *The Department will use surveys and performance data to assess the system's fairness, efficiency, and impact on crew continuity.*

- c. The Department will conduct a system review within six (6) months after full system implementation.*
- d. The Department will adjust the process as necessary, ensuring continuous improvement in transparency and effectiveness.*

OBJECTIVE #4: Enhancing Employee Morale

The Dearborn Fire Department aims to significantly enhance morale by introducing and enforcing policies that foster fairness, operational efficiency, and safety across all levels of the organization. By prioritizing transparent decision-making, equitable treatment, and streamlined processes, the department will cultivate a positive, inclusive, and supportive work environment.

Tasks:

1. Review and Update Policies to Ensure Fairness

- a. The Department will conduct a comprehensive review of current departmental policies, focusing on fairness in promotions, transfers, and disciplinary actions.*
- b. The Department will update or revise policies as necessary to ensure transparency and equitable treatment of all personnel.*
- c. The Department will conduct a policy review and updates.*
- d. The Department will ensure that updated policies are clearly communicated to all personnel and are accessible in a digital format.*

2. Establish a Fair and Transparent Promotion System

- a. The Department will ensure transparency by providing personnel with access to the status and criteria for decisions.*

3. Create an Employee Engagement Committee

- a. The Department will create a committee of members to help guide and improve employee engagement.*
- b. The committee will be responsible to assess current levels of morale, identify specific concerns, and gather feedback on fairness, efficiency, and safety within the workplace.*

4. Create a Safety Committee

- a. The Dearborn Fire Department will form a task force composed of representatives from various ranks to evaluate current safety protocols and propose improvements aimed at creating a safer work environment.*
- b. The Department will establish the task force six (6) months and complete the safety evaluation within nine (9) months.*

- c. The Department will ensure task force recommendations are reviewed and implemented, after Fire Chief approval, within a reasonable timeframe and reviewed annually.*
- 5. Reduce Technology Fatigue by Streamlining Administrative Work**
 - a. The Dearborn Fire Department will review current administrative processes and training that rely heavily on technology.*
 - b. The Department will streamline and eliminate non-essential “busy” work and reduce the emphasis on non-hands-on training to minimize technology fatigue.*
 - c. The Department will focus on practical, hands-on training where possible.*
 - d. The Department will reduce digital tasks where possible and prioritize hands-on training for operational efficiency and engagement.*
- 6. Evenly Distribute Hydrant Checks Among Staff**
 - a. The Dearborn Fire Department will seek out input from various ranks regarding revising the current process of assigning hydrant checks; to ensure that all department staff, including Firefighter I & II, are given equal opportunity to participate.*
 - b. The Department will ensure that hydrant checks are evenly distributed, amongst applicable personnel to enhance their familiarity with local operations.*
 - c. All members will ensure their tasks are completed within specific timelines set by the department to ensure compliance with ISO standards.*
- 7. Conduct Regular Engagement and Wellness Check-ins**
 - a. The Department will implement quarterly engagement and wellness check-ins with personnel, either through surveys, the peer support team, or one-on-one meetings, to gather ongoing feedback and ensure continuous improvement.*
 - b. The Department will ensure all personnel are included in the process and actions based on feedback are communicated back to the department*
- 8. Provide Leadership and Team-Building Training**
 - a. The Department will offer leadership development and team-building workshops aimed at fostering positive relationships, improving communication, trust, and collaboration while promoting a culture of support and inclusivity.*
 - b. The Department will focus on how leaders can support station continuity and team morale.*
 - c. The Department will ensure all officers and key personnel participate in leadership training, with at least 70% attendance for team-building workshops.*
- 9. Recognize Achievements and Contributions**

- a. The Department will implement a formal recognition program to acknowledge the hard work, achievements, and contributions of all personnel. This can include monthly or quarterly awards, commendations, and peer-to-peer recognition.*
- b. The Department will ensure that recognition is consistent, inclusive, and visible across the department.*

10. Monitor Policy Impacts

- a. The Dearborn Fire Department will conduct an annual review of how updated policies —such as uniform changes, station bids, and training adjustments— have impacted departmental operational efficiency, morale, crew continuity, and safety.*
- b. This review will include gathering feedback from personnel and analyzing data on promotions, transfers, safety incidents, and overall employee satisfaction.*
- c. The Department will use the findings and gather feedback from the reviews, such as surveys and/or performance metrics, to make necessary adjustments to policies and procedures, ensuring continuous improvement.*

GOAL #4 – Health & Wellness

The Dearborn Fire Department is committed to continuously enhancing and promoting the health and wellness of its personnel. We will strive for comprehensive physical fitness programs, mental health support services, and cancer education, screening, and prevention initiatives. Through these efforts, we aim to foster a culture of well-being that empowers our team to thrive both physically and mentally.

OBJECTIVE #1: Implement Comprehensive Physical Fitness Programs

The Dearborn Fire Department will develop and launch a structured, department-wide physical fitness program tailored to the unique demands of firefighting, ensuring all personnel have access to fitness resources, training plans, and ongoing support to maintain optimal physical health.

Tasks:

1. Measure Progress Through Regular Fitness Assessments

- a. The Dearborn Fire Department will conduct annual fitness assessments for all personnel to track physical readiness and ensure operational fitness with a target of at least 90% participation.*

2. Evaluate and Enhance Wellness Program Standards

- a. The Dearborn Fire Department will evaluate current standards for a wellness program and provide resources to ensure all ranks maintain a fitness level that allows them to perform their job expectations and duties, including nutrition counseling and educational materials.*

3. Schedule Annual Physicals and Screenings

- a. The Department will schedule voluntary annual physicals, to include annual cancer screenings and mental health evaluations, for all personnel in accordance with NFPA Physicals/Fitness Evaluation Standards.*
- b. The Department will aim for 100% of personnel to complete their physicals annually.*

4. Design Firefighter-Specific Fitness Program

- a. The Department will collaborate with fitness experts to design a firefighting-specific fitness program that includes strength training, cardiovascular conditioning, flexibility, and injury prevention.*
- b. The Department will ensure the program covers all physical fitness aspects and is tailored to firefighting needs.*
- c. The Department will consider implementing such programs as the IAFFs Peer Fitness Trainer Program*
- d. The Dearborn Fire Department will consider integrating certified Peer Fitness Trainers (PFTs), ensuring that each fire station has access to fire-service-specific fitness expertise tailored to the unique demands of firefighting.*

5. Identify Candidates for PFT Certification:

- a. The Department will select personnel who will undergo the IAFF Peer Fitness Trainer (PFT) certification. Preference should be given to those with a demonstrated commitment to physical fitness and an interest in supporting their peers.*
- b. The Department will consider the budget for certification and training costs, in addition to the impact on operational efficiency for the Department.*
- c. The Department will determine the costs associated with certifying each candidate through the IAFF's PFT program, which includes*

registration fees, materials, any required travel, ongoing education, and program maintenance.

- d. The Department will pursue available grants from fire service organizations, local government funding, and IAFF wellness grants to cover or offset certification costs.*
- e. The Department will allocate departmental funds if necessary, ensuring alignment with the department's health and wellness goals.*

6. Certification and Implementation:

- a. The Department will enroll selected personnel in the PFT certification program and ensure they complete the necessary training.*
- b. After certification, the Dearborn Fire Department will incorporate Peer Fitness Trainers (PFTs) into each station's fitness program, tasking them with designing and leading exercise regimens specifically tailored to the physical demands of firefighting.*

7. Monitor and Evaluate the PFT Program

- a. The Department will track the effectiveness of the PFT program by measuring participation, fitness improvement, and feedback from personnel.*
- b. The Department will ensure ongoing support for PFTs through refresher courses and continuing education.*

8. Provide Access to Fitness Facilities and Classes

- a. The Department will establish a fitness facility or partner with local gyms where feasible, such as the Performing Arts Center (PAC), to provide personnel with access to training equipment and fitness classes.*
- b. Peer Fitness Trainers will assist in program development and implementation.*

9. Equipment Maintenance & Replacement Program

- a. The Dearborn Fire Department will actively pursue grants and allocate budgetary resources to repair, maintain, and replace fitness equipment, ensuring that all personnel have consistent access to safe and fully functional fitness resources.*
- b. The Department will explore the integration of advanced recovery equipment, such as ice baths and saunas, to support personnel health and recovery, evaluating feasibility and potential benefits for overall wellness.*

10. Offer Quarterly Fitness Workshops

- a. The Department shall provide fitness training workshops and seminars on injury prevention, recovery, and nutrition to support physical health.*

- b. The Department will offer workshops at least quarterly, ensuring 50% attendance from personnel per session.*

11. Adopt a Fitness Incentive Program

- a. The Department will research and evaluate the feasibility of an incentive program to reward personnel who meet departmental fitness and wellness goals.*
- b. Based on the findings and budgetary considerations, the Department will provide recommendations for implementing the rewards program.*

12. Implement a Return-to-Work/Work Hardening Program

- a. The Department will research and develop a work-hardening program for personnel returning from injury or maternity leave, specifically addressing fitness recovery and job-readiness.*
- b. The Department shall ensure that personnel returning from injury or postpartum are aware of, and have access to, the program before resuming full duties.*
- c.*

Objective #2: Create a Culture of Mental Health and Wellness Support

The Dearborn Fire Department will foster a supportive environment that prioritizes mental health, reduces the stigma around seeking help, and ensures all firefighters have access to the necessary resources for their mental well-being. This includes offering confidential counseling, peer support programs, and mental health awareness training to address stress, trauma, and burnout. The department will ensure these services are easily accessible to all personnel and their families.

Tasks:

1. Expand and Develop the Peer Support Program

- a. The Department will continue to enhance and expand the peer support program, ensuring that all personnel have access to confidential assistance from well-trained colleagues.*
- b. The Department will explore options to support personnel needing time off for mental health recovery following traumatic incidents, while balancing operational needs and manpower considerations.*

2. Ensure Confidentiality in Peer Support

- a. *The Department will implement clear guidelines and policies to ensure confidentiality in the peer support program, fostering trust and openness among personnel.*

3. Track Participation in Mental Health Programs

- a. *The Dearborn Fire Department will establish a system to track participation rates in peer support and other mental health programs.*
- b. *The Department will set specific goals and benchmarks for program usage and assess its effectiveness annually.*
- c. *The Department track this program and strive for at least a 25% participation rate.*

4. Provide Easy Access to Mental Health Resources

- a. *The Department will establish a centralized, user-friendly digital resource hub that provides personnel and their families with access to counselors, the Center for Excellence, and other external mental health resources.*
- b. *The Department will ensure that all personnel are informed about and have access to the resource hub, which will include services such as Frontline Strong Together (FST), counselors, Employee Assistance Program (EAP), addiction support, and outreach programs.*

5. Establish Confidential Counseling Services

- a. *The Dearborn Fire Department will seek partnership opportunities with licensed mental health professionals to provide confidential counseling services, ensuring availability for all personnel and their families.*
- b. *The Department will ensure all personnel have access to counseling services.*

6. Implement Mental Health Awareness Training

- a. *The Department will conduct mandatory mental health awareness training for all personnel, covering the recognition of stress, trauma, and burnout, and how to access mental health resources.*
- b. *The Department will develop and offer specialized suicide recognition and prevention training to help personnel identify warning signs and seek help for themselves or their colleagues.*
- c. *The Department should strive to train 100% of personnel in suicide prevention and mental health awareness techniques.*

7. Evaluate Program Effectiveness Annually

- a. *The Dearborn Fire Department will conduct an annual review of mental health program participation and effectiveness, adjusting resources, peer support, and counseling services based on feedback and usage data.*

- b. The Department will seek to improve participation by 10% each year based on annual evaluations.*

OBJECTIVE #3: Introduce Cancer Education, Screening, and Prevention Initiatives

The Dearborn Fire Department will implement a comprehensive cancer prevention program that raises awareness of occupational cancer risks, educates firefighters on proactive steps to reduce these risks, and provides regular screenings and support for early detection while promoting best practices in hygiene, decontamination, and protective gear usage.

Tasks:

1. Develop and Implement Cleaner Cab Protocols

- a. The Dearborn Fire Department will establish cleaner cab protocols to minimize exposure to carcinogens*
- b. Departmental officers will ensure all apparatus complies with the issued cleaner cab standards, reducing exposure risks during transport.*

2. Provide Training on Cleaner Cab Procedures

- a. The Department will conduct mandatory training sessions for all personnel on cleaner cab procedures, including gross decontamination, safe storage and transport of contaminated gear.*
- b. The Department will ensure 100% of personnel are trained within 2 years.*

3. PPE Maintenance

- a. The Department shall implement regular PPE inspections and cleaning*
- b. The Department will establish a routine schedule for PPE inspections, cleaning, and maintenance to ensure that all gear is decontaminated properly after every exposure.*
- c. Departmental officers will ensure PPE is inspected and cleaned after every incident where exposure to carcinogens may have occurred, beginning inspections immediately with the department reviewing adherence every 3 months.*

4. Provide Education on Proper PPE Care

- a. The Department will offer educational sessions on the importance of PPE maintenance, covering the risks of contaminated gear and how to properly care for PPE.*
- b. The Department will conduct at least one workshop per quarter, ensuring 80% attendance from personnel.*

5. Cancer Screenings

- a. The Dearborn Fire Department will research/implement annual cancer screenings for all personnel, aiming for 100% personnel participation.*

- b. The Department will partner with healthcare providers to offer free or discounted annual cancer screenings and/or studies, focusing on cancers linked to firefighting risks.*
- 6. Track Screening Participation and Health Outcomes**
 - a. The Dearborn Fire Department will create a system to track cancer screening participation*
 - b. The Department seeks to achieve full compliance with screenings and monitor data for long-term health trends.*
- 7. Cancer Education and Prevention**
 - a. The Dearborn Fire Department will conduct annual Cancer Education Workshops to provide educational workshops that address occupational cancer risks, decontamination best practices, and strategies for reducing exposure to carcinogens.*
 - b. The Department will conduct one workshop per quarter, targeting 80% attendance.*
- 8. Promote Decontamination Best Practices**
 - a. The Dearborn Fire Department will train personnel on decontamination best practices, including on-scene and post-incident procedures, to minimize exposure risks, seeking to ensure 100% of personnel are trained.*
- 9. Additional Measures for Cancer Prevention**
 - a. The Dearborn Fire Department shall provide On-Site Decontamination Kits equipping all fire apparatus with decontamination kits, including wipes, soap, and clean clothing, to allow for immediate decontamination after incidents.*
- 10. Establish a Post-Fire Decontamination Protocol**
 - a. The Dearborn Fire Department will develop a post-fire decontamination protocol to be followed immediately after every fire incident, ensuring that all personnel properly decontaminate before leaving the scene.*
 - b. Operational Officers will ensure adherence to the post-fire decontamination protocol for all incidents.*

GOAL #5 – Facilities, Apparatus and Equipment

The Dearborn Fire Department will proactively plan, acquire, maintain, and replace capital assets and equipment to ensure the department has the necessary, well-maintained resources. These assets will be efficiently utilized and strategically aligned with both current and future operational needs, supporting optimal performance and long-term sustainability. This approach will ensure that the department remains

equipped with reliable, cutting-edge tools and technologies, enhancing its capacity to respond effectively to any operational demands.

OBJECTIVE #1: Fleet Management

The Dearborn Fire Department will ensure a modern and reliable fleet by implementing proactive maintenance, strategically replacing outdated vehicles, and integrating advanced technologies. This approach will ensure the department is equipped with the necessary vehicles to respond efficiently and effectively to all emergencies.

Tasks:

1. Implement a Proactive Fleet Maintenance Program

- a. The Dearborn Fire Department will establish a proactive maintenance schedule for all vehicles, prioritizing regular inspections and addressing potential issues before they lead to breakdowns.*
- b. The Department aims to develop and implement the maintenance program to reduce unscheduled downtime by 15% in the first year.*

2. Utilize a Digital Fleet Management System

- a. The Department shall research and identify a digital fleet management system to track vehicle maintenance, repairs, and service histories, ensuring timely attention to each vehicle's needs.*
- b. Through the digital system the department aims to achieve 100% compliance with scheduled maintenance.*

3. Strategically Replace Outdated Vehicles

- a. The Department shall assess the current fleet to identify vehicles near the end of their operational life or those no longer meeting performance standards.*
- b. The Department shall develop a long-term vehicle replacement plan based on usage data, age, and maintenance costs, according to NFPA recommendations and ensuring the department transitions to modern, more efficient vehicles over time.*

4. Integrate Advanced Technology into the Fleet

- a. The Dearborn Fire Department shall research and implement advanced technologies, such as GPS tracking, vehicle diagnostics, and fuel efficiency systems, to enhance fleet performance and operational efficiency.*
- b. The Department shall train personnel, starting with Engineers, Lieutenants, Captains and acting drivers, using new technologies, ensuring they can effectively operate and benefit from the enhancements.*

- c. The Department aims to achieve 100% personnel proficiency with new systems.*

5. Monitor Fleet Performance

- a. The Department should establish a fleet performance monitoring system that tracks key metrics such as vehicle down-time, fuel consumption, maintenance costs, and response times with the goal of reducing fleet-related operational costs.*
- b. The Department shall conduct an annual fleet review, adjusting maintenance schedules, replacement timelines, and technology upgrades as needed to ensure continued fleet reliability and efficiency; with the first review 12 months after program launch, then annually.*
- c. The Department will work to achieve consistent year-over-year improvements in fleet performance.*

6. Secure Funding for Fleet Upgrades and Maintenance

- a. The Dearborn Fire Department will actively pursue grants, budgetary allocations, and alternative funding sources to support vehicle replacements, ongoing maintenance, and the integration of advanced technology into the fleet.*
- b. The Department will collaborate with key stakeholders, including manufacturers and government agencies, to negotiate favorable procurement terms and ensure cost-effective acquisition of new vehicles and technology.*

OBJECTIVE #2: Facilities Planning

The Dearborn Fire Department will modernize existing fire stations and facilities based on data-driven analysis and the expected service life of current structures. This modernization effort will ensure optimal response times, efficient resource allocation, strategically located stations, compliance with safety and health standards, and the capacity to accommodate future growth.

Tasks:

1. Conduct a Comprehensive Facility Assessment

- a. The Dearborn Fire Department will perform a data-driven assessment of all current fire stations and facilities, evaluating their condition, expected service life, response times, and compliance with safety and health standards.*

- b. The Department will identify key areas requiring immediate upgrades or replacement.*
- c. The Department will utilize GIS mapping and data analytics to analyze station locations, resource allocation, and response time efficiency, ensuring stations are optimally located for current and future needs.*
- d. The Department shall identify any gaps or redundancies in station coverage to optimize resource placement.*

2. Prioritize Modernization and Upgrade Needs

- a. Based on the facility assessment, the department will prioritize stations for modernization or replacement, focusing on those with critical safety, health, or operational inefficiencies.*
- b. The Department shall develop a phased modernization plan, starting with the most urgent needs.*
- c. The Department will ensure that modernization efforts align with safety and health standards, including compliance with NFPA guidelines, ADA requirements, and environmental sustainability standards.*
- d. The Department will incorporate safety and health considerations into the plan within one (1) month of finalizing priorities to achieve compliance with all relevant safety and health standards during upgrades.*

3. Secure Funding and Collaborate with Stakeholders

- a. The Department will pursue grants, budget allocations, and alternative funding sources for facility upgrades and construction of new stations, working closely with city planners and local government officials.*
- b. The Department will collaborate with architects, engineers, and fire service professionals to design modern, future-ready stations that accommodate new technologies, operational needs, and potential growth.*
- c. The Department will finalize design plans within six (6) months of securing funding to ensure that all new stations are designed with flexibility for future expansion.*

4. Optimize Station Locations and Resource Allocation

- a. Based on the GIS analysis, the Department will develop a station relocation and resource optimization plan to ensure efficient coverage of high-demand areas and optimal response times within 12 months of data analysis.*
- b. The Department aims to reduce response times by 10% in underserved areas through strategic station placement.*
- c. The Department will reallocate resources, including personnel and equipment, as part of the modernization plan to enhance efficiency and response capabilities across all fire stations, ensuring compliance with contractual agreements and departmental policies.*

- d. The Department will ensure full coverage and efficient resource use, especially in high-need areas.*

5. Monitor Progress and Ensure Compliance

- a. The Department will establish a system to track the progress of modernization efforts, within one (1) month of project start, ensuring all upgrades and new constructions stay on schedule, within budget, and comply with safety and health standards.*
- b. The Department will conduct regular inspections and reviews post-modernization to ensure that facilities continue to meet operational, safety, and health standards to maintain long-term compliance and operational efficiency.*

OBJECTIVE #3: Equipment

The Dearborn Fire Department will maintain a modern and reliable inventory of equipment through proactive maintenance, strategic replacement, and the adoption of emerging technologies, ensuring that Dearborn firefighters are equipped with the safest and most effective tools to combat fires and protect the community.

Tasks:

1. Implement a Proactive Equipment Maintenance Program

- a. The Dearborn Fire Department will develop a scheduled maintenance program for all equipment, ensuring regular inspections and repairs are conducted to prevent unexpected failures.*
- b. The Department will create a maintenance log for each piece of equipment to track service history and identify recurring issues.*
- c. The Department will establish maintenance intervals based on manufacturer recommendations and operational usage.*

2. The Department shall ensure personnel are trained to perform basic inspections and identify early signs of wear or malfunction. Conduct an Equipment Inventory and Condition Assessment

- a. The Dearborn Fire Department will perform a thorough review of the current equipment inventory to assess the condition, age, and operational status of all tools and equipment.*
- b. The Department shall identify equipment that is nearing the end of its useful life or that poses safety concerns.*
- c. The Department will prioritize replacement needs based on operational importance and condition.*
- d. The Department will use data from the assessment to inform the department's equipment procurement strategy.*

3. Develop a Strategic Equipment Replacement Plan

- a. The Dearborn Fire Department will create a long-term plan for the phased replacement of outdated or unreliable equipment to ensure consistent readiness.*
- b. The Department will prioritize the replacement of critical lifesaving and fire suppression tools.*
- c. The Department shall set annual replacement goals, ensuring the fleet of equipment remains up to date and operational.*
- d. The Department will secure budget allocations and explore grants or external funding to support equipment procurement.*

4. Adopt and Integrate Emerging Technologies

- a. The Dearborn Fire Department will research and adopt advanced firefighting technologies that improve safety, efficiency, and operational effectiveness.*
- b. The Department will evaluate new firefighting equipment and tools such as thermal imaging cameras, drones, and communication devices.*
- c. The Department will conduct pilot programs to test emerging technologies before full deployment.*
- d. The Department shall provide training for personnel on how to use new technologies effectively.*

5. Establish a Continuous Equipment Monitoring System

- a. The Dearborn Fire Department will implement a system to continuously monitor the status and performance of equipment, ensuring any issues are addressed promptly.*
- b. The Department will use digital asset management tools to track the real-time condition and availability of all equipment.*
- c. The Department will schedule regular reviews of equipment usage data to anticipate maintenance needs or potential replacements.*
- d. The Department will monitor equipment performance after repairs to ensure they meet operational standards.*

6. Train Personnel on Equipment Care and Usage

- a. The Dearborn Fire Department will develop a comprehensive training program that ensures all personnel are knowledgeable about proper equipment care, usage, and maintenance.*
- b. The Department will offer regular hands-on training sessions to reinforce correct handling and operation of firefighting tools.*
- c. The Department will include equipment care training as part of the onboarding process for new hires.*
- d. Provide refresher courses for all personnel bi-annually.*

7. Secure Funding for Equipment Upgrades

- a. The Dearborn Fire Department will continue to pursue grants, budgetary allocations, and external funding to support the procurement of new equipment and the integration of advanced technologies.*
- b. The Department will apply for grants specifically targeted at fire service equipment modernization.*
- c. The department will work with city planners and government officials to allocate funds for the long-term equipment replacement plan.*
- d. The department will explore partnerships with manufacturers to secure discounts or favorable terms for equipment purchases.*

GOAL #6– Communication

The Dearborn Fire Department aims to enhance internal communication to foster transparency, strengthen trust, and promote a positive work environment. This objective will focus on creating open channels for sharing information, addressing concerns, and providing clear, timely explanations for policy decisions. By proactively engaging with all members, the department will dispel rumors, clarify misunderstandings, and ensure that employees feel informed and valued. Improved communication will contribute to a culture of collaboration, boost morale, and promote a sense of unity and purpose throughout the organization, enhancing overall operational effectiveness.

OBJECTIVE #1: Enhance Operational Efficiency

The Dearborn Fire Department will assess administrative processes to streamline administrative processes to improve departmental efficiency, improve response times, and service delivery while improving morale.

Tasks:

- 1. The Dearborn Fire Department shall conduct a review of current administrative workflows to identify bottlenecks.*
- 2. The Department will implement technological solutions, such as an automated scheduling system, to reduce manual processes and improve coordination.*
- 3. The Department will train all administrative staff on new systems and workflows to ensure smooth transitions and better communication.*

OBJECTIVE #2: Enhancing Internal Communication to Strengthen Trust and Collaboration

The Dearborn Fire Department will implement a comprehensive internal communication strategy aimed at fostering transparency, trust, and a positive work environment. This initiative will prioritize the development of open, accessible communication channels, encouraging the timely sharing of information, addressing employee concerns, and providing clear explanations for policy decisions. By actively engaging all personnel, the department will create a culture of collaboration, reduce misinformation, and ensure that every member feels informed, valued, and

empowered. The result will be a more cohesive workforce, improved morale, and greater alignment with the department's mission, enhancing operational effectiveness and service delivery.

Tasks:

1. Appraise Current Communication Channels:

- a. The Dearborn Fire Department will conduct an internal audit to assess the effectiveness of current communication methods, including surveys, focus groups, and one-on-one interviews with employees.*
- b. The Department will identify gaps, bottlenecks, and areas of improvement in existing communication flows.*
- c. The Department will use the findings to develop a targeted communication enhancement strategy.*

2. Develop and Implement a Communication Plan:

- a. The Dearborn Fire Department will design a structured communication plan informed by the appraisal, which outlines new goals, tools, and processes for information sharing.*
- b. The Department will ensure the plan emphasizes transparency, timely updates, and follow-ups on questions or issues raised.*
- c. The Department will identify key stakeholders (e.g., leadership, station officers, firefighters) and assign roles for maintaining communication flow.*

3. Establish Regular Communication Channels:

- a. The Dearborn Fire Department will create regular updates through newsletters, emails, or internal bulletins to ensure timely sharing of department news, policy changes, and operational updates.*
- b. The Department will host quarterly town hall or all-hands meetings, both in-person and virtually, to address concerns, share key updates, and allow for Q&A with department leadership.*

4. Incorporate Q&A During Daily Meetings:

- a. The Dearborn Fire Department will integrate a Q&A segment into daily and weekly station or department meetings, encouraging personnel to ask questions and express concerns.*
- b. Departmental leadership should use this time to explain "the why and reason" behind decisions, policies, or actions to build understanding and transparency.*
- c. The Department will ensure that unresolved questions are recorded and followed up on in future meetings or through official communication channels.*

5. Create a Digital Communication Platform:

- a. The Dearborn Fire Department will identify and implement a centralized digital platform (e.g., intranet or communication app) for real-time information sharing, feedback collection, and open discussion forums.*
- b. The Department will ensure all personnel have access to and receive training on using the platform effectively.*

6. Form a Communication Feedback Loop:

- a. The Dearborn Fire Department will create a system that allows employees to provide feedback and raise concerns, either directly or anonymously, through channels such as surveys, suggestion boxes, or digital platforms. This system will ensure that employees can voice their concerns without fear of retribution or retaliation.*

7. Timely Review and Response to Feedback:

- a. Leadership will review all feedback and concerns in a timely manner. Clear communication will be provided to the employees regarding any actions or decisions taken in response to the feedback, ensuring transparency throughout the process.*
- b. The Department will implement a procedure for periodic follow-ups on issues raised by employees. This will ensure that concerns are not only acknowledged but that ongoing progress or resolutions are communicated back to the employees, maintaining a sense of accountability.*

8. Track and Update Ongoing Issues:

- a. A tracking system will be put in place to monitor ongoing issues raised by employees. Updates on these issues will be provided during staff meetings and through digital communication channels, explaining any delays, decisions, or developments. This will ensure employees are consistently informed about the status of their concerns.*

9. Train Leadership on Effective Communication Skills:

- a. The Dearborn Fire Department will conduct communication workshops for officers and department leadership to improve transparency, active listening, and conflict resolution skills.*
- b. The Department will ensure leadership communicates consistently and clearly across all ranks to foster trust and reliability.*

10. Set Up a Policy Explanation Mechanism:

- a. The Dearborn Fire Department will create a system where any new policy or decision comes with a clear, concise explanation available to all staff through email, meetings, and the digital platform.*
- b. The Department will provide FAQ documents or explainer videos to ensure thorough understanding and reduce confusion.*

11. Monitor Communication Effectiveness:

- a. The Dearborn Fire Department will develop KPIs to track the effectiveness of internal communication (e.g., employee survey participation, rumor reduction, feedback responsiveness).*
- b. The Department will conduct quarterly employee satisfaction surveys to gauge morale and feelings of being informed, adjusting strategies as needed.*

12. Encourage Open Dialogue and Collaboration:

- a. The Dearborn Fire Department will implement open-door policies where personnel feel encouraged to speak with leadership directly about issues or concerns.*
- b. The Department will host team-building activities and workshops that emphasize collaboration, trust, and a sense of unity.*

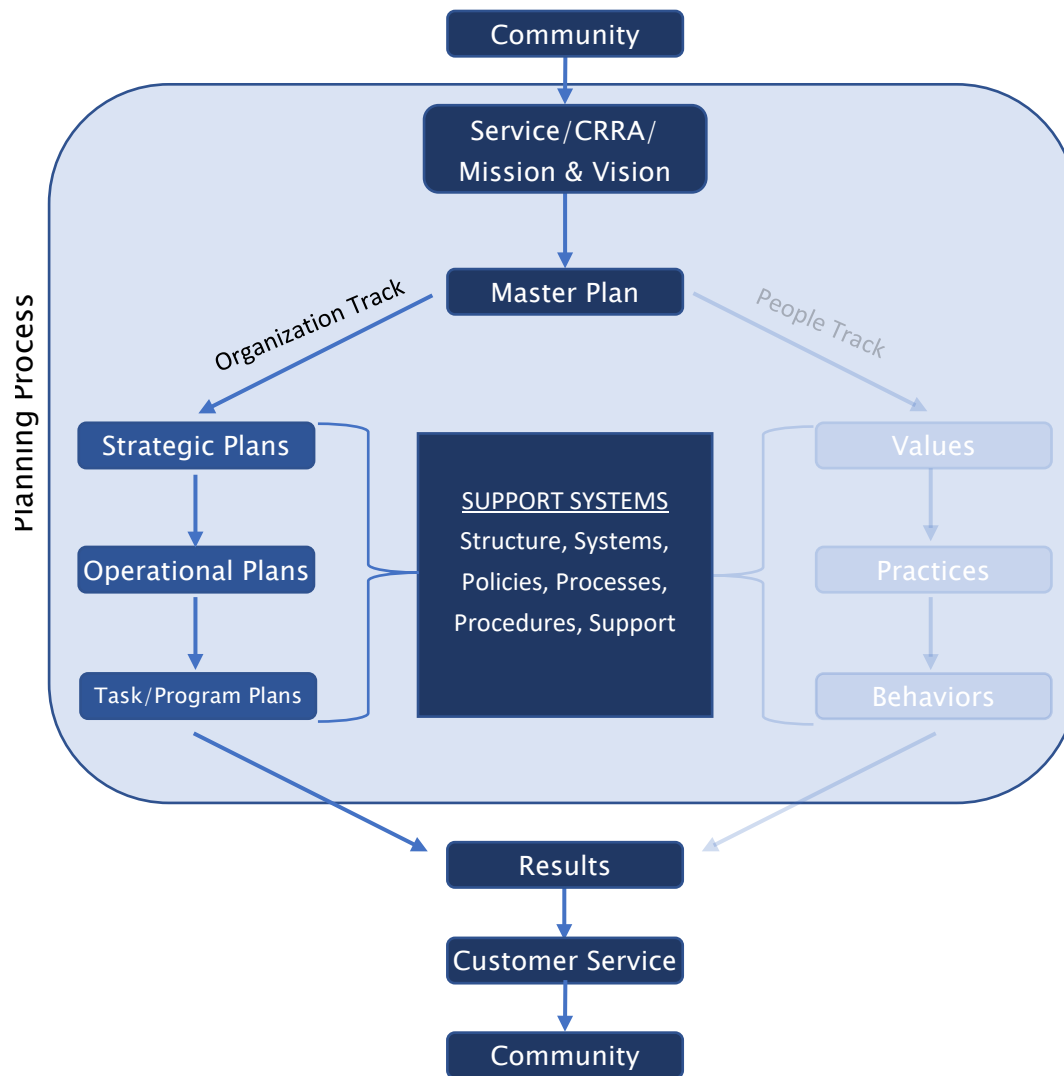
13. Celebrate and Recognize Contributions:

- a. The Dearborn Fire Department will acknowledge and celebrate contributions from all levels of the department through internal communications, highlighting examples of positive impact, teamwork, and engagement.*
- b. The Department will encourage peer recognition programs to promote a culture of appreciation and trust.*

IMPLEMENTATION METHODOLOGY

Emergency services continually contend with a rapidly changing environment. Improved tools, technologies, increased regulation of activities, and changing risk profiles are all challenges that, if not planned for, create a reactionary decision-making methodology instead of a proactive organization. Fire departments can avoid organizational obstacles through continuous evaluations of the internal and external environment and aligning themselves around the needs of these environments. An organization will stay agile and on the leading edge of service delivery by analyzing data and trends and implementing course corrections.

Organizational Alignment



To remain highly effective and improve service delivery, an organization must identify programs and activities that may no longer serve the community's changing needs. The abovementioned process is called organizational alignment, adapted from the Vector Group to meet the fire service's needs. This process aligns the entire organization by examining the community needs and cascading those needs down through the service delivery plan, community risk reduction assessment plan (CRRA), and mission. The service plan primarily applies to special districts. This service delivery plan outlines the services provided by the organization and creates a foundation for the organization's mission. There are separate processes that mirror each other for the organization and the people planning.

The organizational track delves in strategic, operational, and tactical/programmatic plans, while the people track focuses on individual values, practices, and behaviors. These pathways converge to assess outcomes. It's important to note that these processes are interlinked, covering all facets of the organization and ensuring the plan remains a priority for every member. While the executive team champions the strategic plan, its success hinges on every member owning it, embracing it, and contributing to the organization's accountability.

Role of Goal Managers

The organization must assign each goal a manager responsible for coordinating the goal(s) they are given. Once assigned, the goal managers must be clear on their roles and responsibilities, identify and assign inclusive and capable task teams for each of the objectives within the goal, 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 goal 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 Task/Program Teams

Each objective is assigned a task/program team with capable members emphasizing those wanting to achieve it or who have expertise or job assignments that align with it. 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 goal manager where there are questions, identify the need for 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 goal managers.

Role of DFD Members

Tip:

Every effective presentation message is a call to action, feeling, or thought.

Every Member of Dearborn Fire Department is responsible for understanding the strategic plan, internalizing its mission, vision, values, goals, and objectives, and helping the organization achieve it, whether a part of the various teams or not. By being aware of the various efforts being expended to make the organization more successful, members can

be on the lookout for opportunities the various task teams may be able to take advantage of to achieve their 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 from the outset.

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

Communication Strategies and Mechanisms

The strategic plan must be communicated often and through many mechanisms. The internal planning team must discuss numerous communication strategies. They include:

- *Chief officers meet with all crews over time to review the strategic plan.*
- *Incorporation of mission, vision, and values discussions within training sessions.*
- *Highlight a single element of the plan during training sessions (e.g., six minutes for strategic planning).*
- *Upload the strategic plan electronically to make it accessible to all members and post a hard copy of the plan at each station or to DFD's Vector/Target Solutions.*
- *Communicate status updates quarterly, celebrate successes, and identify struggles transparently.*
- *The internal planning team meets with goal managers at least semi-annually to share lessons learned, brainstorm resolutions to barriers, and provide status updates.*
- *Convene the internal planning team annually to update the plan and ensure accountability.*
- *The Fire Chief should provide quarterly reports to the city manager as a standing agenda item for the life of the plan.*

These strategies and mechanisms have 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.

Celebrating successes as they occur increases the level of anticipation by the member for the other elements to be accomplished.

The plan can be used for each task team to keep track of their work performance and can also be used to provide regular updates to the goal managers. This helps keep the process standardized and on track and can be the basis for communicating progress to the department. Whether this planning sheet, an internally developed spreadsheet, or another tracking device created by the organization is used, the important takeaway is maintaining granular tracking at the task team level and the big picture City-wide.

Tip:

Deliver a conclusion that is not just a summary but a look into the future.

CONCLUSION:

This strategic plan serves as a comprehensive blueprint for the Dearborn Fire Department's future endeavors. By delineating clear goals, objectives, and tasks, we aim to streamline operations, enhance service delivery, and adapt proactively to emerging challenges.

Responsibilities are distributed amongst team members, ensuring accountability and collaboration throughout the implementation process. Each member's contribution is vital to the plan's success, and ongoing communication and feedback mechanisms will facilitate continuous improvement.

The benefits of this strategic plan are multi-faceted. It provides a framework for informed decision-making, fosters alignment of resources with organizational priorities, and cultivates a culture of innovation and adaptability. Moreover, by proactively addressing potential obstacles, we can mitigate risks and seize opportunities for growth and improvement.

Ultimately, this strategic plan empowers the Dearborn Fire Department to fulfill its mission of safeguarding lives and property, while remaining responsive to the evolving needs of our community. With dedication, perseverance, and a shared commitment to *excellence, we are poised to achieve our collective vision for a safer and more resilient future.*