



# 2025-2029 Strategic Plan

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City of

**MOORHEAD FIRE DEPARTMENT**

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Moorhead, Minnesota



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# Introduction

The Moorhead Fire Department's strategic plan aims to provide a roadmap for its future development in alignment with the city's growth in size and population. This plan will foster collaboration between department members, city staff, and external stakeholders to ensure a proactive and practical approach to meeting the community's evolving needs.

## Foundational Practices

The foundational practices of the Moorhead Fire Department are fundamental functions that form the basis of efficient and effective operations. These practices are essential for ensuring firefighting personnel's readiness, safety, and success in carrying out their duties. Key foundational practices include:

<b>Emergency Response</b>	The primary mission of the Moorhead Fire Department is to respond to emergencies such as fires, medical emergencies, hazardous material incidents, and natural disasters. This includes deploying firefighting personnel, equipment, and resources to mitigate the situation and ensure public safety.
<b>Fire Prevention and Inspections</b>	The Moorhead Fire Department regularly inspects buildings and properties to identify and mitigate fire hazards. We also educate the public on fire safety practices and recommend improving safety measures.
<b>Search and Rescue Operations</b>	The Moorhead Fire Department is involved in search and rescue operations during natural disasters, building collapses, water rescue incidents, and other emergencies.
<b>Community Outreach and Education</b>	Fire departments engage with the community through educational programs, public demonstrations, and outreach events to raise awareness about fire safety, emergency preparedness, and injury prevention..
<b>Training and Professional Development</b>	The Moorhead Fire Department Firefighters undergo rigorous training to maintain their skills and knowledge in firefighting techniques, emergency medical response, hazardous materials handling, and other critical areas. Continuous professional development is essential to ensure readiness for any situation.
<b>Collaboration</b>	The Moorhead Fire Department often collaborates with neighboring departments, emergency services, law enforcement agencies, and other organizations to provide mutual aid during large-scale incidents or disasters. This teamwork enhances overall response capabilities and resource sharing.

## Mission

Relentless commitment to excellence.

## Vision

Our vision at the Moorhead Fire Department (MFD) is to be a premier, all-hazard public safety and emergency service provider in our diverse and expanding community. Growing with our community, we aim to exceed expectations through unwavering teamwork, uncompromising integrity, and continuous adaptation to changing needs. We work to ensure the safe and resilient well-being and support of all those we serve.

## Values

MFD serves our community's public safety needs to improve the quality of life in our community. We serve while recognizing the dignity and value of all people who find themselves in our service. We will pursue a *"Relentless Commitment to Excellence as we strive to provide Service Excellence, Teamwork, and Respect in all we do."*

### SERVICE EXCELLENCE

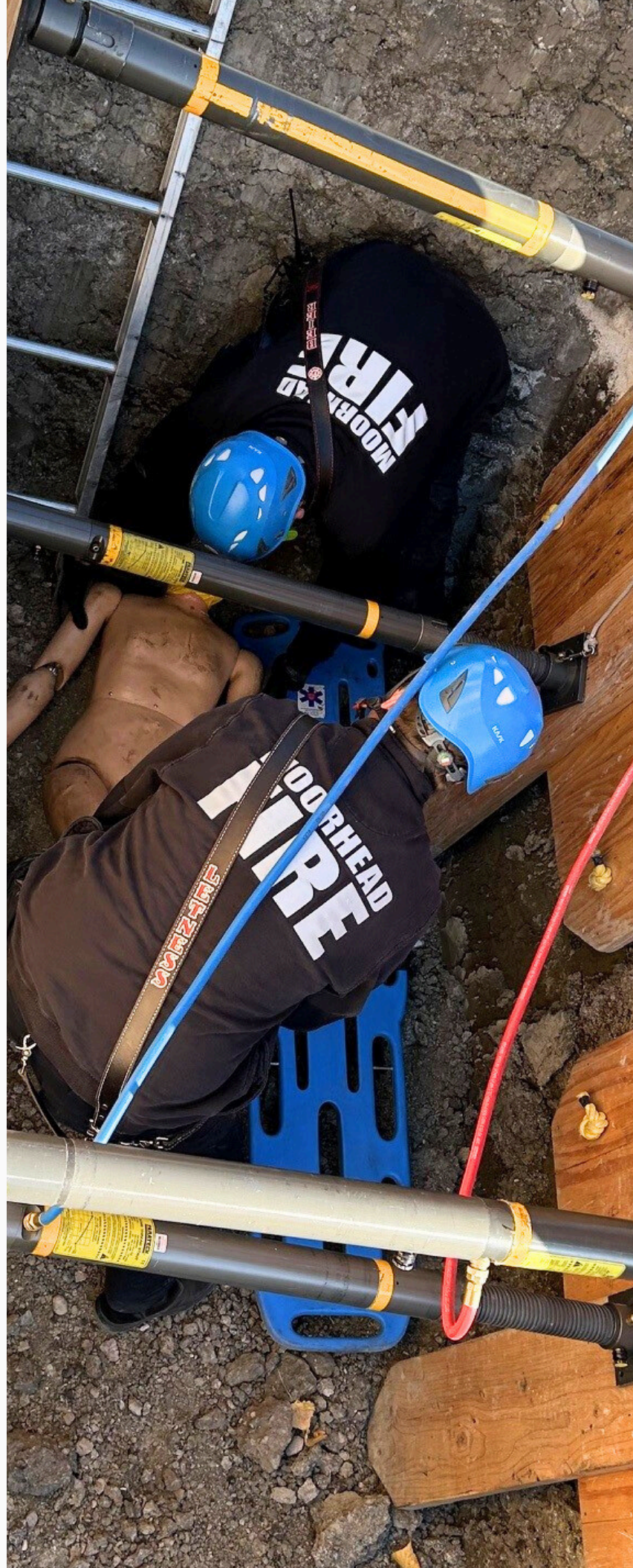
We strive to provide the highest-quality service to the community with compassion, efficiency, and effectiveness. Service excellence involves responding promptly to emergencies, meeting community needs, and delivering compassionate care.

### TEAMWORK

Collaborating effectively with fellow firefighters, emergency responders, and other agencies to achieve shared goals. Teamwork fosters unity, communication, and coordination to serve and multiply our impact.

### RESPECT

Treating all individuals with dignity and value regardless of background, status, power, or beliefs. Respect fosters trust, inclusion, and positive relationships within the department and community.



# Strategic Anchor #1 Governance – Infrastructure

The Moorhead Fire Department is committed to working within a cohesive management structure to ensure essential resources are available to serve our community.

## Strategic Priority 1.1

### Overall operational structure and functions – Accreditation Standards

**Goal:** The Moorhead Fire Department will be organized to provide services commensurate with community risks and continuously evaluate and adjust operations based on industry best practices and community expectations.

Strategy	Description	CFAI	Assignment	Target
1.1.1	Ensure apparatus typing and staffing are aligned with industry practices, regional standards, and community expectations.	CC 1B.1 CC2C.1 CC2C.2 CC2D.1 CC3B.1	Wallin	
1.1.2	Ensure that services provided by the Moorhead Fire Department and those offered by service partners align with identified risks, industry practices, regional standards, community expectations, and resource availability.	CC 1B.1 CC2C.1 CC2C.2 CC2D.1 CC3B.1	Wallin	
1.1.3	Ensure that staff, facilities, vehicles, and equipment are trained, prepared, and ready to meet legal obligations and industry standards.	CC 1B.1 1B.2 CC2C.1 CC2C.2 CC2D.1 CC3B.1	Wallin	
1.1.4	The Moorhead Fire Department, using the most recent accreditation model, will ensure effective management of all critical Departmental functions as outlined by the Commission of Fire Accreditation International standards.	CC 1B.1 1B.2	Wallin	

### Progress Monitoring:

- The Moorhead Fire Department completes a community risk assessment and develops a standard cover document.
- The Moorhead Fire Department enters applicant status with the Commission on Fire Accreditation International by the end of the first quarter 2025.
- The Moorhead Fire Department becomes an accredited agency of the Commission on Fire Accreditation International by the end of the first quarter 2028.

# Governance – Infrastructure

## Strategic Anchor 1 (continued)

### Strategic Priority 1.2

#### Leadership team guiding principles

**Goal:** The Moorhead Fire Department leadership team supports our customers, the organization, and one another within a framework of shared values, ethics, and trajectory.

#### Strategies:

- Mission, Vision, and Values are established to guide overall departmental behavior.
- A professional code of conduct is adopted to guide leadership team members.
- A code of ethics and guiding principles are established to guide the leadership team's actions.

### Strategic Priority 1.3

#### Decision-making model

**Goal:** The Moorhead Fire Department will develop and use a consistent methodology when making important decisions.

#### Strategies:

- Establish a decision-making model for high-level decisions within the Department.
- Establish a decision-making model for the routine or daily functions of the Department.
- Establish a decision-making model for low-risk incidents in the community.
- Establish a decision-making model for high-risk incidents in the community.



# Governance – Infrastructure

## Strategic Anchor 1 (continued)

### Strategic Priority 1.4

#### Staffing aligned to city size & growth

**Goal:** The Moorhead Fire Department will scale operations, reduce risk, and support staff in a manner consistent with city development, regional standards, and community expectations.

#### Strategies:

- Develop an operational staffing plan that aligns Department staffing with City development, regional standards, and community expectations.
- Develop a community risk reduction staffing plan that aligns Department staffing with City development, regional standards, community expectations, and the principles of reducing risk and the need for mitigation services while increasing the resilience of our customers and institutions.
- Develop a support services staffing plan that efficiently and effectively supports the missions of the Department.

### Strategic Priority 1.5

#### Facilities and Infrastructure to support city growth

**Goal:** The Moorhead Fire Department will scale facilities, apparatus, and equipment consistent with City development, regional standards, and community expectations.

#### Strategies:

- Identify long-term station areas for planning purposes.
- Develop a facilities plan that identifies current capabilities, current and future needs, existing gaps, and a means to close those gaps.
- Develop an apparatus plan that identifies current capabilities, current and future needs, existing gaps, and a means to close those gaps.
- Develop an equipment plan that identifies current capabilities, current and future needs, existing gaps, and a means to close those gaps.



# Emergency Response - Preparation and Training

## Strategic Anchor 2

The Moorhead Fire Department will serve our community with well-trained professional responders who will promptly respond to its needs

### Strategic Priority 2.1

#### Create an environment that continuously improves mission execution

**Goal:** The Moorhead Fire Department will strive to provide our team members with the tools and training necessary to demonstrate service excellence to Moorhead's Citizens and guests.

#### Strategies:

- Develop a yearly training calendar with specific training objectives to be completed each year.
- The MFD will adequately document all training in our records management system and exceed the requirements of the ISO PPC.
- Build partnerships to gain support for a training facility with a dedicated space to conduct training sessions to increase the knowledge, skills, and abilities of our staff for the City of Moorhead.
- Seeking input from team members on areas of training they feel we should improve our overall emergency response capabilities.



# Emergency Response - Preparation and Training

## Strategic Anchor 2 (continued)

### **Strategic Priority 2.2 Response Time Standards**

**Goal:** The Moorhead Fire Department will continue to improve our response times by consistently measuring our performance against industry best practices.

**Strategies:**

- Establish response time benchmarks consistent with NFPA 1710 and community expectations.
- As the city grows, research our performance in all five planning zones created.

### **Strategic Priority 2.3 ISO Standards**

**Goal:** The Moorhead Fire Department will work to strengthen our department's ISO rating through continuous self-assessment and improvement.

**Strategies:**

- Review the department's last ISO rating report to look for opportunities for improvement.
- Research and compare ISO standards to our current practices to determine their alignment.

### **Strategic Priority 2.4 Standard Operating Guidelines (SOGs) and Department Policies**

**Goal:** The Moorhead Fire Department will have a standard methodology for responding to different calls. This will provide continuity for our operations staff as they mitigate standard calls for service.

**Strategies:**

- Update all SOGs to reflect on any recent changes in our operations.
- Review and update all department policies to look for any adjustments that may need to occur.
- Develop any new SOGs or Policies that support the mission of the Department.

# Community Risk Reduction, Fire Prevention, & Education

## Strategic Anchor 3

The Moorhead Fire Department seeks opportunities to prevent and mitigate loss through Education, Engineering, Enforcement, Emergency Response, and Economic Incentives.

### Strategic Priority 3.1 Code and Ordinance Enforcement

**Goal:** Use the Codes and Ordinances to uniformly maintain the level of safety adopted by the State of Minnesota and the City of Moorhead.

#### Strategies:

- Maintain up-to-date and proficient knowledge of the Minnesota Fire Code as currently adopted.
- Apply adopted regulations uniformly.
- Communicate how the Codes and Ordinances are making our community better (internally and externally).
- Continuing Education to ensure personnel are gaining knowledge of our responsibilities related to Codes and Ordinances.



# Community Risk Reduction, Fire Prevention, & Education

## Strategic Anchor 3 (continued)

### Strategic Priority 3.2 Fire Investigations

**Goal:** Conduct a fire investigation for every fire in Moorhead.

#### Strategies:

- Give personnel assigned to conduct origin and cause investigations training and tools to be successful.
- Maintain a list of available outside resources.
- Create a review process for fire investigations.

### Strategic Priority 3.3

#### Assess, develop, and deliver fire and life safety programs relevant to our community

**Goal:** Invest in programs that maximize our impact.

#### Strategies:

- Identify at-risk populations.
- Develop programs based on emerging risk.
- Deliver targeted programs based on risk.
- Advocate for expanding fire sprinkler systems into as many buildings as possible.



# Innovation and Modernization

## Strategic Anchor 4

The Moorhead Fire Department is committed to ensuring that our staff, training, equipment, and policies are consistent with the latest research and the industry's best practices.

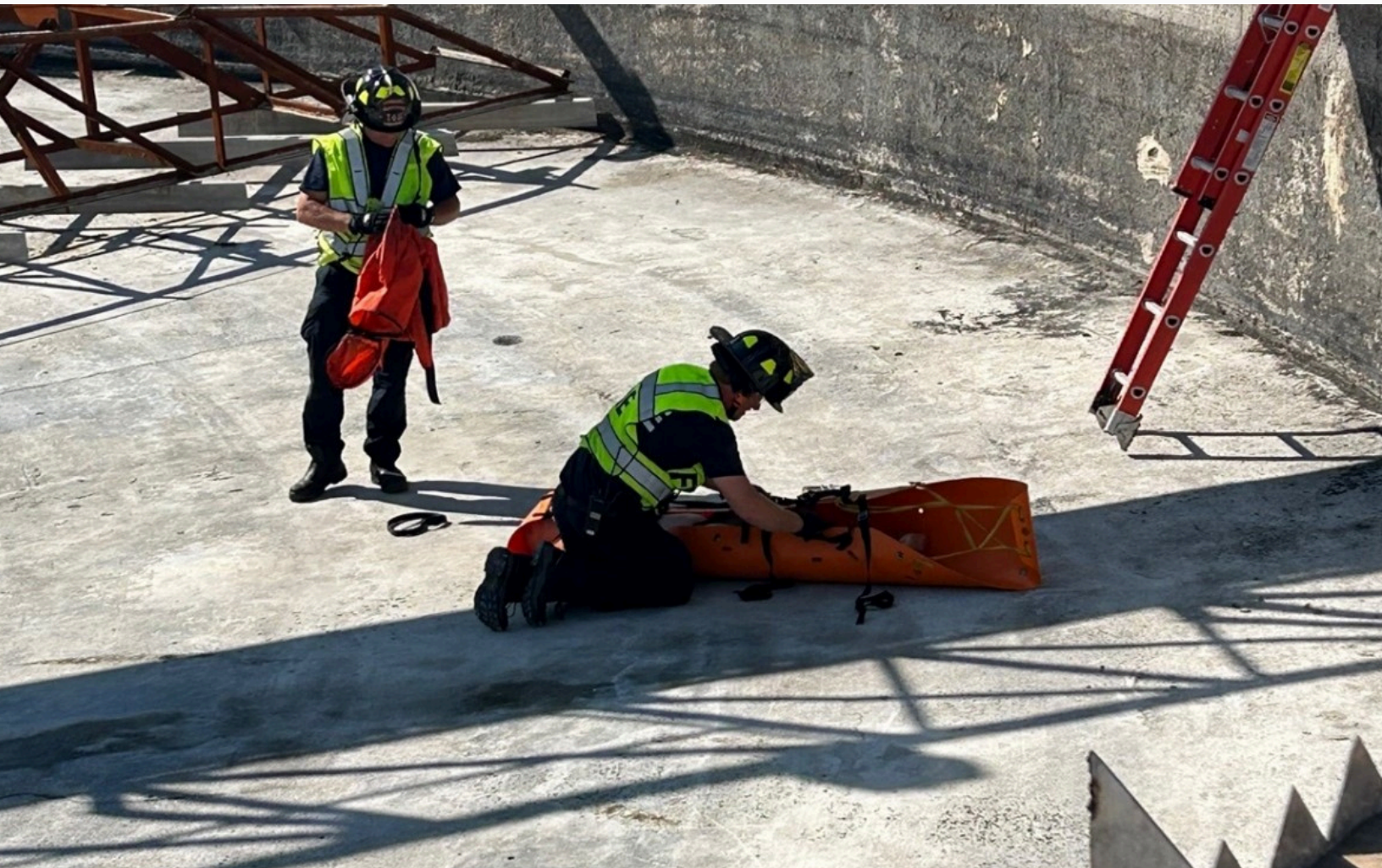
### Strategic Priority 4.1

#### Explore, implement, and integrate technological innovations and advancements

**Goal:** The Moorhead Fire Department, using the latest research and guided by the industry's current "best practices," will be vigilant in applying the latest technologies and innovations to all aspects of our emergency service delivery.

#### Strategies:

- Ensure staff members know the latest technologies by subscribing to publications, networking, and attending national/international conferences.
- Ensure that firefighter safety is at the forefront of all adoptions.
- Ensure that current department members can propose ideas, innovations, or new technologies to the chief officers.



# Engagement, Communication, & Organizational Culture

## Strategic Anchor 5

The Moorhead Fire Department is dedicated to engaging personnel by fostering open communication, encouraging collaboration, and recognizing individual contributions by members for the betterment of themselves and the department.

### Strategic Priority 5.1

#### Employee Engagement and Support Goals

**Goal:** The Moorhead Fire Department goal aims to enhance employee engagement and support by fostering a culture where personnel feel valued and accepted for their contributions and ideas, all while adhering to the department's mission, vision, and values.

#### Strategies:

- Build team cohesiveness:
  - Understanding individual strengths and leadership.
  - Implement initiatives to enhance team cohesion and morale.
- Encourage and cultivate ideas from all staff members to enhance the department and its evolving culture:
  - Establishing a communication channel that connects the leadership team, firefighters, and all other involved parties.
- Ensure that all members are knowledgeable about and fully understand and support the Professional Code of Conduct and Firefighter Code of Ethics.



# Engagement, Communication, & Organizational Culture

## Strategic Anchor 5 (continued)

### **Strategic Priority 5.2**

#### **Career Path Development Goals**

**Goal:** The Moorhead Fire Department will provide a clear and consistent path for developmental programs and strategies to assist personnel with career advancement.

#### **Strategies:**

- Promote career advancement and leadership opportunities:
  - Establish a peer support staff program (mentorship, coaching, etc.).
  - Clearly define and communicate career pathways within the department.
- Strengthen professional development:
  - Support personnel in attending external classes and training programs.
  - Support personnel in participating in online classes and book studies.
- Ensure the professional development and promotional process plans are current and encourage firefighters to learn more about it and what it takes to promote within the department:
  - The Moorhead Fire Department updates the professional development plan to ensure it is current for the department.
  - The Moorhead Fire Department educates and trains its future leaders.

### **Strategic Priority 5.3**

#### **Establish communication protocols and procedures that can also help enhance internal communications.**

**Goal:** The Moorhead Fire Department will continue to use its intercommunication systems to strengthen communication with all members, enhancing efficiency while supporting the department's strategic growth and direction.

#### **Strategies:**

- Enhance efficiency and effectiveness of internal communications.
- Consistent, concise messaging from the Chief and Administration to all employees utilizing the chain of command.

# Engagement, Communication, & Organizational Culture

Strategic Anchor 5 (continued)

## Strategic Priority 5.4

**Develop an organizational culture plan to enhance personal and professional relationships.**

**Goal:** The Moorhead Fire Department will have an organizational culture that values all employees and fosters positive interactions and attitudes toward achieving the mission, vision, and values.

### Strategies:

- Survey members of the Moorhead Fire Department to identify where the issues are and allow input for solutions.
- Expand the leadership and mission-vision-values discussions to include all members so they can participate and understand the department's direction.
- Incorporate methods so all members can voice their opinions, thoughts, and ideas in a way that promotes healthy discussions.



# Emergency Responder Health, Safety, & Wellness

## Strategic Anchor 6

The Moorhead Fire Department is committed to improving health, safety, and wellness standards within the department. These standards will help improve firefighters' physical and mental health while prioritizing safety for the department.

### **Strategic Priority 6.1**

**Research and adopt the latest best practices in the health and wellness of the fire service.**

**Goal:** The Moorhead Fire Department will create a program that utilizes the best practices in health and wellness.

#### **Strategies:**

- Establish an occupational safety and health committee within the fire department.
- Research NFPA standards and industry best practices for health and wellness and create a program based on those resources.
- Expand annual medical exams to include additional cardiac and cancer testing procedures.
- Incorporate periodic mental health sessions and establish a peer assistance team.

### **Strategic Priority 6.2**

**Research and adopt the latest best practices in Firefighter safety.**

**Goal:** The Moorhead Fire Department will operate safely using the industry's best standards and NFPA guidelines to promote a safety-oriented department.

#### **Strategies:**

- Complete a risk assessment analysis and establish a risk management plan.
- Ensure that all firefighters who will drive and operate the fire apparatus and equipment receive initial and continued training.
- Ensure PPE ensemble recommendations include lifespan guidelines, periodic gear checks, and testing and cleaning standards.
- Ensure recommendations are followed for fire apparatus maintenance and inspections.
- Ensure recommendations are followed for equipment maintenance such as SCBAs, ladders, and other essential equipment.

# Emergency Management Initiatives

## Strategic Anchor 7

The Moorhead Fire Department is committed to ensuring a proactive emergency management program for preparedness in all facets of the city.

### Strategic Priority 7.1

#### Support Emergency Management in disaster preparedness, mitigation, response, and recovery efforts

**Goal:** The City of Moorhead has an approved emergency management program to ensure the community has plans in place for disasters.

#### Strategies:

- Developing a comprehensive Emergency Management Program that complies with Minnesota and Federal guidelines, including adherence to Minnesota Chapter 12 and Statute 299K.05 for Emergency Management.
- Ensure the local emergency management program complies with Minnesota Homeland Security and Emergency Management (HSEM) Policy and Programs.
- Ensure sustainability of an Emergency Management Program within the City of Moorhead.
- Establish Quarterly meetings with the Moorhead Emergency Planning Committee (MEPC) members.
- Develop emergency management training and exercise plans.
- Explore opportunities to utilize technology to improve emergency management effectiveness.
- Ensure compliance with the National Incident Management System (NIMS) guidelines throughout the city.



# Emergency Management Initiatives

## Strategic Anchor 7 (continued)

### Strategic Priority 7.2

#### Approval, Updates, and Maintenance of Emergency Operations Plans

**Goal:** The City of Moorhead ensured it has effective Emergency Operations Plans for disasters.

#### Strategies:

- Conduct annual staff review of Moorhead Emergency Operations Plans (EOP) and appropriate Annexes. Approval should be reflected on the signature page, and any updates should reflect the revision date.
- Ensure the EOP meets the items listed in HSEM MNWALK.
- Conduct Plan EOP maintenance and review per the four-year planning cycle outlined by HSEM.

### Strategic Priority 7.3

#### Approval, Updates, and Maintenance of Continuity of Operations Plans (COOP)

**Goal:** The City of Moorhead ensured it has effective Continuity of Operations Plans for disasters.

#### Strategies:

- Ensure each of the city departments revise and update the COOP worksheets.
- Complete the COOP plans.
- Develop a training program to exercise the COOP plans.
- Conduct COOP Plan maintenance annually for revisions and updates.



# Emergency Management Initiatives

## Strategic Anchor 7 (continued)

### Strategic Priority 7.4

#### Integrate community partners in emergency preparation efforts.

**Goal:** Strengthen Moorhead's preparedness by fostering and collaborating with community partners.

#### Strategies:

- Development of area emergency management initiatives with local, state, and regional disaster partners, local emergency managers, and HSEM MN Region 3 members.
- Continue support of the Clay County/Moorhead Community Emergency Response Team (CERT).
- Ensure the maintenance of current Mutual-Aid agreements and explore fostering new opportunities for collaboration and resource sharing.



# Emergency Management Initiatives

## Strategic Anchor 7 (continued)

### Strategic Priority 7.5

**Conduct a community risk assessment to identify potential disaster prevention and mitigation strategies.**

**Goal:** Identify, Evaluate, and Measure the community Threats and Risks to help determine preparedness, response, mitigation, and recovery efforts.

#### Strategies:

- Conduct a review NFPA 1600 and 1300 standards for conducting risk assessment.
- Conduct an updated Hazard and Vulnerability assessment using the HVA tool in 2021 to evaluate evolving disaster risks.
- Explore ways to integrate risk assessment into GIS for improved situational awareness and a unified operational picture.

### Strategic Priority 7.6

#### Emergency Operations Center (EOC)

**Goal:** The Emergency Operations Center's effective staffing, equipment, and operations.

#### Strategies:

- Analyze the need for establishing a City of Moorhead EOC that can be used as a secondary site from the current joint EOC with Clay County or for the purpose of the City of Moorhead.
- Identify Position Specific Training for various EOC staffing positions and develop a suggested training plan.
- Continued improvement and enhancement of training and technology of the EOC.



## Conclusion

The Moorhead Fire Department's strategic plan is a dynamic roadmap that charts the department's growth and development in response to the city's expanding size and population. By fostering collaboration, innovation, and community engagement, the department will continue to uphold its commitment to excellence in emergency response and service delivery, ensuring the safety and well-being of all residents in Moorhead.



**MOORHEAD**  
**FIRE DEPT.**