![Fort Lauderdale Fire Rescue emblem — SAVING LIFE AND PROPERTY SINCE 1912 — FIRE RESCUE Fort Lauderdale]

FORT LAUDERDALE FIRE RESCUE

2019-2024
STRATEGIC PLAN

SAVING LIFE AND PROPERTY

SINCE 1912

Facilitated by

CPSE | Center for Public Safety Excellence

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Executive Summary

Fort Lauderdale Fire Rescue protects the Venice of America with dedicated, honorable and empathetic professional firefighters embodying core values that originated from 1912 in response to a fire in the downtown district. Firefighters acted with valor and teamwork to preserve the tropical paradise settled by Hugh Taylor Birch, who first landed at Las Olas Boulevard in a small sailboat in 1893. The small plot of land by Las Olas Boulevard expanded to become a thriving popular tourist destination, while maintaining the allure of big business and enterprise. Evolving with the City, Fire Rescue has adopted an increasingly more strategic approach to managing resources and approaching disasters with greater efficiency to protect the people, structures and environment in a sustainable and responsible way. The approach that follows in this plan is the result of community interaction and input, with a strong emphasis on connecting with Fire Staff at all levels of the organization, by soliciting their opinions and experience to produce a road map for the next five years from 2019 until 2024.

Introduction

Fort Lauderdale Fire Rescue (FLFR) provides an all-hazards approach in the protection of the lives and property of the residents, businesses, and visitors of Fort Lauderdale, Florida. FLFR is consistently working to achieve and maintain the highest level of professionalism and efficiency on behalf of those it serves. FLFR contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the department's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written in accordance with the guidelines set forth in the Commission on Fire Accreditation (CFAI) *Fire & Emergency Service Self-Assessment Manual* 9th *Ed.* and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the community-driven strategic planning process to go beyond just the development of a document. It challenged the department's members to work in the best interest of the "team" by critically examining paradigms, values, philosophies, beliefs and desires. It also provided the department with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the community and department stakeholders' demonstrated commitment to the Strategic Plan completion and future execution.

FORT LAUDERDALE FIRE RESCUE
STRATEGIC PLAN
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Organizational Background

Fort Lauderdale was incorporated as a city in 1911 and designated as the seat of Broward County in 1915. Named after a series of forts built by the United States during the Second Seminole War, the city's development did not occur until long after the end of the war. The vast history before incorporation and after was a corner stone for the growth and change that became Fort Lauderdale. Today, with over 180,000 residents, Fort Lauderdale is known as a popular tourist destination for its climate, beaches, and nightlife. As a recipient of numerous national awards, Fort Lauderdale has an emergent residential, commercial, and industrial expansion boasting its thriving economy.

The city's continued growth and evolution is contributing to the various risks that impact emergency services. Fort Lauderdale is growing into a metropolis but retains the laid-back feeling and home town charm natural to its Floridian influence. Fort Lauderdale's thriving economy continues to attract a diverse cultural demographic that contributes to its hyphened evolution.

Fort Lauderdale Fire Rescue's dates to 1912 after a fire that occurred in the city's downtown district, which caused great devastation. This acted as the catalyst for supporting the purchase of the first fire equipment and the formation of a volunteer fire department. The department continued to keep pace with growth and change within the city, evolving into a career fire rescue organization.

Fort Lauderdale Fire Rescue provides its services from fire stations, apparatus and ocean rescue towers strategically placed throughout the city based on risk and demand. Staffed with uniformed and civilian professionals, the department provides the highest level of prevention, preparedness, and emergency response to its dynamic community, while living its core values. Fort Lauderdale Fire Rescue continues to remain mission-focused as evidenced by its accredited statuses and its ISO Class 1 rating. The department embraces excellence in all that it does and continues to be dedicated to those it serves.

Organizational Structure

Fort Lauderdale Fire Rescue 2019 Administrative Organization Chart
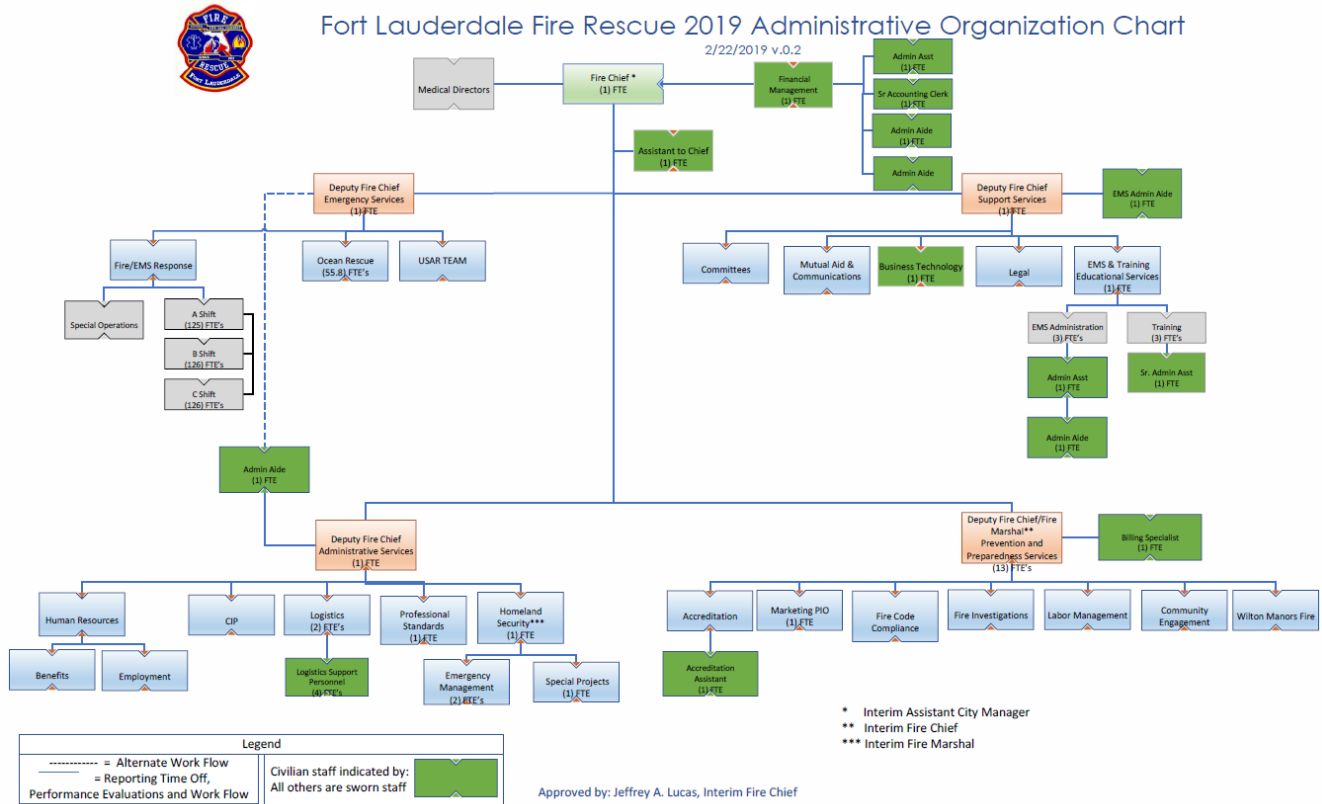
Community-Driven Strategic Planning

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A community-driven emergency service organization is one that seeks to gather and utilize the needs and expectations of its community in the development and/or improvement of the services provided. To ensure that the community remains a focus of an organization's direction, a community–driven strategic planning process was used to develop this strategic plan.

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes use of resources. The process of strategic planning can be defined as "a deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why."[1]

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[1] See Definition, Purpose, and Benefits of Strategic Planning (Bryson 8)

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no defined end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progression and success will be measured.

Community Stakeholders Work Session

The Community–Driven Strategic Planning Process Outline

1. Define the programs provided to the community.
2. Establish the community's service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization, along with aspects of the organization that the community views positively.
4. Revisit the mission statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
5. Revisit the values of the organization's membership.
6. Identify the internal strengths and weaknesses of the organization.
7. Identify areas of opportunity or potential threats to the organization.
8. Identify the organization's critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.

Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community and department stakeholders for their participation and input into this community–driven strategic planning process. The CPSE also recognizes Rhoda Mae Kerr and the team of professionals that participated for their leadership and commitment to this process.

Development of this strategic plan took place in February, beginning with meetings hosted by a representative from the CPSE for members of the community (as named in the following table). The department identified community stakeholders to ensure broad representation. The community stakeholders were comprised of some who reside or work within Fort Lauderdale Fire Rescue's coverage area, and some who were recipients of FLFR's service(s).

Fort Lauderdale Fire Rescue's Community Stakeholders			
Brad Ballard	Dr. Pamela Beasley-Pittman	Mark Cantor	Jim Concannon
Jerry Covington	Christina Currie	Raymond Dettmann	Paul Donnellan
William Goetz	Wylie L. Howard, Jr.	Myrleia Maia	Gina Mulkins
Fred Nesbitt	Terry Nolen	Annette Ross	Michael J. Ruddy
Tim Schiavone	Joann Smith	Lenny Steinbaum	Fred Stresau
William Teat	Steve Thornton	Amber Van Buren	LaRhonda Wave
Christopher Williams			

Community Stakeholders Work Session

Community Group Findings

A key element of Fort Lauderdale Fire Rescue's organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Thus, the department invited community representatives to provide feedback on services provided by the department. Respondents were asked to provide a prioritized perspective of the programs and services provided by the department. Additionally, input was gathered during the meeting that revolved around community expectations and concerns (prioritized), as well as positive and other comments about the organization. Specific findings of the community stakeholders are provided in the appendix of this document. The department stakeholders utilized the full feedback from the community stakeholders in understanding the current challenges encountered within the organization. Additionally, the community stakeholders' feedback provided a process to ensure alignment with the work completed on the organizational mission, values, vision, and goals for improvement.

Community Stakeholders Work Session

Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, Fort Lauderdale Fire Rescue asked the community stakeholders to prioritize the programs offered by the department through a process of direct comparison. The results were as follows:

Programs	Ranking	Score
Emergency Medical Services	1	221
Fire Suppression	2	157
Technical Rescue	3	137
Homeland Security, Domestic Preparedness/ Emergency Management	4	134
Hazardous Materials Mitigation	5	122
Ocean Rescue	6	113
Aviation Rescue and Firefighting	7	97
Community Risk Reduction	8	93
Marine and Shipboard Rescue and Firefighting	9	92
Fire Investigation	10	88
Public Fire and Life Safety Education	11	66

See Appendix 1 for a complete list of the community findings including expectations, areas of concern, positive feedback, and other thoughts and comments.

Community Stakeholders Work Session

Department Stakeholder Group Findings

The department stakeholder work sessions were conducted over the course of three days. These sessions served to discuss the organization's approach to community-driven strategic planning, focusing on the department's mission, values, core programs and support services. Additionally, focus was given to the organization's perceived strengths, weaknesses, opportunities, and threats. The stakeholder group that participated in the work sessions represented a broad cross-section of ranks and positions in the department, as named and pictured below.

Fort Lauderdale Fire Rescue's Department Stakeholders				
Stewart Ahearn *Division Chief*	Robert Bacic *Deputy Chief*	Scott Bayne *Captain*	Chantal Botting *Deputy Chief*	Helvetia Cascante *Accreditation Assistant*
Marco De Medici *Accreditation Analyst*	George DeAngelo *Firefighter*	John Dennis *Firefighter*	Matthew Erb *Driver-Engineer*	Debra Flowers *Administrative Assistant*
Stephen Gollan *Battalion Chief*	Guy Goulet *Lieutenant*	Rob Hamilton *Captain*	Daniel Jaramillo *Firefighter*	Jose Jiovenetta *Firefighter*
Rhoda Mae Kerr *Fire Chief*	Shawn Levine *Firefighter*	Jo-Ann Lorber *Division Chief*	Jeff Lucas *Fire Marshal*	Evelio Manso *Lieutenant*
Jorge Moral *Driver-Engineer*	Michael O'Shields *Lieutenant*	Warren Parker *Captain*	Garret Pingol *Battalion Chief*	Gio Serrano *Lieutenant*
Stephen Shaw *Battalion Chief*	Stefanie Silk *Lieutenant*	Ron Tetreault *Captain*	David Torres *Firefighter*	William Vaughn *Firefighter*
Matthew Wells *Lieutenant*		Jeraim Williams *Fire Inspector*		Karl Yeager *Captain*

Department Stakeholders
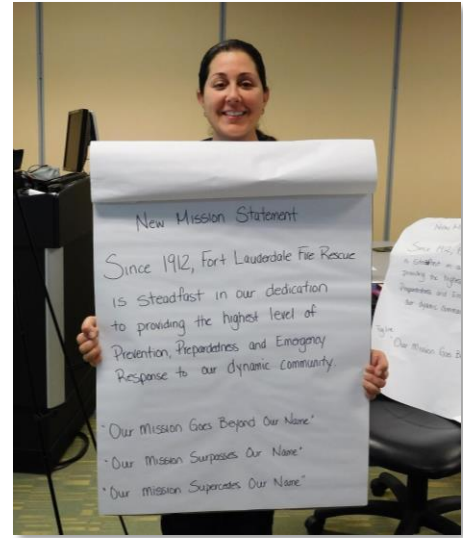
Mission

The purpose of the mission is to answer the questions:

- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom?

A workgroup met to revisit the existing mission and, after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

Department Stakeholders Work Session

> **Since 1912, Fort Lauderdale Fire Rescue is steadfast in our dedication to providing the highest level of prevention, preparedness, and emergency response to our dynamic community.**
>
> **"We Are More Than Our Mission"**

Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values and proposed a revision that was discussed, enhanced further, and agreed upon by the entire group:

The mission and values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up Fort Lauderdale Fire Rescue are guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

Serving with Honor and

Professionalism

Responsibility

Integrity

Diversity

Empathy

Technical Advisor Program

Programs and Services

The department stakeholders identified the core programs provided to the community, as well as many of the services that enable the organization to deliver those programs. The department's core programs are provided below, while supporting services are provided in <u>Appendix 2</u>.

Core Programs of Fort Lauderdale Fire Rescue			
Emergency Medical Services	Fire Suppression	Technical Rescue	Ocean Rescue
Aviation Rescue and Firefighting	Marine and Shipboard Rescue and Firefighting	Homeland Security, Domestic Preparedness / Emergency Management	
Hazardous Materials Mitigation	Community Risk Reduction	Fire Investigation	Public Fire and Life Safety Education

Department Stakeholders Work Session

SWOT Analysis

Through a SWOT analysis (strengths, weaknesses, opportunities, and threats), an organization candidly identifies its positive and negative attributes. The SWOT analysis also provides an opportunity for an organization to evaluate its operating environment for areas in which it can capitalize, as well as those that pose a danger. Department stakeholders participated in this activity to identify FLFR's strengths and weaknesses, as well as the possible opportunities and potential threats. Information gathered through this analysis provides guidance toward the larger issues and gaps that exist within the agency. The information gathered will assist FLFR in identifying its broader critical issues and service gaps.

Appendix 3 consists of the SWOT data and analysis collected by the department stakeholders.

Critical Issues and Service Gaps

Following the identification and review of the department's SWOT, two separate groups of department stakeholders met to identify themes as primary critical issues and service gaps (found in Appendix 4). The critical issues and services gaps identified by the stakeholders provides further guidance toward identification of the strategic initiatives.

Strategic Initiatives

Based upon all previously captured information and the determination of critical issues and service gaps, the following strategic initiatives were identified as the foundation for the development of goals, objectives, critical tasks, and timelines.

Fort Lauderdale Fire Rescue's Strategic Initiatives			
Staffing	Facilities	Equipment/Apparatus	Training
Succession Planning	Health and Wellness	Diversity	Community Risk Reduction

Department Stakeholders Work Session

Goals and Objectives

Fort Lauderdale Fire Rescue established, realistic goals and objectives with specific timelines for completion to achieve its mission. These will serve to enhance strengths, address weaknesses, exploit opportunities, and minimize threats while providing a clear direction to address the concerns of the community. These should become a focus of the department's efforts, as they will direct the organization to its desired future. Leadership-established work groups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with FLFR's leadership.

Goal 1	Identify and implement a program for permanent, sworn and civilian staff to address the growing emergency response needs and community risk reduction goals.
Objective 1A	**Identify and assess the position control identification system along with funding sources to establish a staffing baseline for the entire department.**
Timeframe	6 months **Assigned to:**
Critical Tasks	• Obtain position control charts from the human resources director. • Analyze all organizational charts to identify individual positions. • Analyze all current available funding sources, internally and externally. • Identify the allocation of budget resources – current, FY1, past 10 years to present (2019) FY0, as part of baseline. • Validate and verify data to present day to establish reliability and validity for future forecasting. • Create a report of findings and recommendations to the leadership team for additional consideration and direction.
Funding Estimate	Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:
Objective 1B	**Conduct an analysis to identify the department's staffing shortfalls to reallocate resources along with funding.**
Timeframe	6 months **Assigned to:**
Critical Tasks	• Identify all current department positions with duties and responsibilities. • Identify mandatory training requirements – renewable and recertifications. • Identify the consequence of failure to obtain preferred accreditation training/ISO, which affects large/small businesses. • Quantify the dollar impact of failure to obtain the preferred accreditation/ISO to consumer/businesses. • Conduct a job description analysis for vacant and over-utilized positions to identify overtime expenditures along with community risk reduction needs/emergency response shortfalls. • Clarify ambiguous job descriptions and flexibility in the rank and file, inclusive of civilian staff.
Funding Estimate	Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:

Objective 1C	Develop a five-year forecasting strategy to provide for optimum staffing.
Timeframe	1, 3, and 5 years **Assigned to:**
Critical Tasks	• Identify comparable departments for review of allocation and utilization of resources. • Identify growth rates of emergency response, population, and infrastructure to establish a growth-rate profile. • Identify a variables formula for the trends and conduct a trend analysis. • Analyze internal and external trends. • Utilize variables and growth rates to identify variances between the workforce and the utilization growth. • Create forecast and projection models and correlating presentations, charts, and graphs. • Create a report of findings and recommendations to the leadership team for additional consideration and direction.
Funding Estimate	Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:
Objective 1D	**Establish and Develop a feedback system to provide continuous and efficient allocation of our available staffing resources**
Timeframe	1, 3, and 5 years **Assigned to:**
Critical Tasks	• Conduct a peer review to include labor. • Create a report of findings and recommendations to the leadership team for additional consideration and direction. • Conduct another peer review based on any approved revisions. • Create the final plan.
Funding Estimate	Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:

Goal 2	Create a process to identify and define the facility needs of the organization, and to best support the department's ability to serve the community.	
Objective 2A	**Assess and evaluate the current facilities, including location, capacity, and life expectancy to meet organizational needs.**	
Timeframe	6 months	Assigned to:
Critical Tasks	• Identify a task group to conduct the evaluation. • Create the parameters from which to evaluate all current facilities. • Conduct the evaluation. • Review all information gathered to identify which needs are not being supported by current facilities. • Create a report of findings and recommendations to the leadership team for additional consideration and direction.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2B	**Based on the evaluation of current facilities, establish the budgetary requirements and secure a funding mechanism.**	
Timeframe	1 year	Assigned to:
Critical Tasks	• Conduct a cost analysis based on the approved recommendations and evaluations. • Identify internal and external funding opportunities. • Match up funding sources to recommendations. • Create a report of findings and recommendations to the leadership team for additional consideration and direction. • Select and secure the funding as approved.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2C	**Identify and develop a proper maintenance program for all Fire-Rescue facilities.**	
Timeframe	6 months	Assigned to:
Critical Tasks	• Conduct a comprehensive review of scheduled maintenance being done to all facilities. • Identify needs not currently being met. • Create a report of findings and recommendations to the leadership team for additional consideration and direction. • As approved, develop and implement a program that addresses facility maintenance needs.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Technical Advisor Program

Objective 2D	Implement a comprehensive Fire-Rescue facilities plan to meet the identified needs.		
Timeframe	3 years	Assigned to:	
Critical Tasks	• Identify all funded projects. • Begin the plan design and build process for each funded project. • Ensure that all procurement rules and challenges are identified early in the process. • Upon completion of the project, hold an open house to share accomplishments with internal and external stakeholders.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 2E	Review the processes and revise as required, annually.		
Timeframe	Ongoing	Assigned to:	
Critical Tasks	• Review all information from the safety committee. • Review all other data relevant to the facilities plan. • Create a report of findings and recommendations to the leadership team for additional consideration and direction. • Revise as approved.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Goal 3	Create and sustain a process for purchasing, maintaining and evaluating our apparatus and equipment to improve service delivery across the community.
Objective 3A	**Identify existing processes for product purchase, maintenance, and replacement to improve and increase efficiency.**
Timeframe	Annually **Assigned to:**
Critical Tasks	• Meet with fleet, procurement, and the budget coordinator to identify existing procedures. • Determine any challenges in the current procedures. • Create a report of findings and recommendations to the leadership team for additional consideration and direction. • Establish a starting point for each process as approved.
Funding Estimate	Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:
Objective 3B	**Identify current and potential funding sources and costs.**
Timeframe	Annually **Assigned to:**
Critical Tasks	• Explore cost-sharing for equipment and resources via internal transfers from other city departments. • Explore alternative funding sources such as grants and private partnership. • Evaluate current and future funding sources to current and future costs • Create a report of findings and recommendations to the leadership team for additional consideration and direction.
Funding Estimate	Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:
Objective 3C	**Identify all equipment and apparatus lifespan.**
Timeframe	Annually **Assigned to:**
Critical Tasks	• Inventory all apparatus and equipment amounts and costs. • Identify the service life, maintenance schedule costs, and end-cost recovery for all equipment and apparatus. • Consider supply chain management for evaluation and condition assessment. • Create a report of findings and recommendations to the leadership team for additional consideration and direction.
Funding Estimate	Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:
Objective 3D	**Deploy and evaluate new and existing apparatus and equipment.**
Timeframe	Continuous **Assigned to:**
Critical Tasks	• Place new equipment and apparatus into service. • Develop a maintenance schedule for new apparatus and equipment. • Develop a performance evaluation on current and new apparatus and equipment • Asset management (update).
Funding Estimate	Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:

Technical
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Program

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Goal 4	Evaluate, improve, and implement a comprehensive training and employee development program in order to maximize the efficiency of the training bureau.	
Objective 4A	Evaluate all programs, physical resources, and staffing within the training bureau to ascertain the current status.	
Timeframe	6 months	Assigned to:
Critical Tasks	• List and define all programs, both current and future, to determine the departmental needs and current scope. • Update the inventory of all assets assigned to the training bureau, including service and expiration dates, and property tag numbers. • Gather intel to conduct a comparative analysis based on current standings with other departments of similar size, demographics, and ISO rating. • Collate all research data. • Create a report of findings and recommendations to the leadership team for additional consideration and direction.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4B	Update and enhance the current programs to meet guidelines, standards and exceed expectations.	
Timeframe	6 months	Assigned to:
Critical Tasks	• Review all relevant evaluations, appraisals, surveys, and feedback. • Validate all program content to verify that guidelines and standards are being met. • Create a list of changes to meet training deficits. • Create a report of findings and recommendations to the leadership team for additional consideration and direction. • Seek approval for requested changes. • Request and budget for resources to sustain programs. • Incorporate improved enhancements into the training programs.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 4C	Develop a training program inclusive of mentorship and employee development to enhance the knowledge, skills, and abilities for new hires, current employees, promoted employees, and those seeking future advancement.	
Timeframe	1 year	Assigned to:
Critical Tasks	• Design baseline programs to meet job requirements, standards, and required certifications. • Consider creating a strategic initiative to develop a mentorship program for the department. • Create a platform for career advancement and education opportunities. • Create a report of findings and recommendations to the leadership team for additional consideration and direction.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4D	Implement the approved comprehensive training program to meet the identified needs.	
Timeframe	1 year	Assigned to:
Critical Tasks	• Prioritize the components of training programs to ensure all required training is conducted during the proposed timeframe. • Establish a list through all positions and specialties of those interested in career enhancement and development. • Align the training calendar with the comprehensive training program. • Implement the training programs as scheduled and monitor for effectiveness.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4E	Annually review and revise the training programs based on requirements, future needs, and employee feedback.	
Timeframe	1 year, ongoing	Assigned to:
Critical Tasks	• Review the programs quarterly and as needed. • Conduct an annual evaluation of the programs utilizing the quarterly review information. • Create a report of findings and recommendations to the leadership team for additional consideration and direction.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4F	Locate and implement two-acres of land for a Training Facility based on NFPA standards based on departments size and needs.	
Timeframe	1 year	Assigned to:
Critical Tasks	• Create a committee. • Identify and evaluate the need. • Locate property through land surveys, private partnerships, or any other appropriate means.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Goal 5	Provide guidance and structure for the department's members' career paths, while fulfilling employee goals and the department's objectives.
Objective 5A	**Assess the department's current position on succession planning for ocean rescue, fire, and support staff.**
Timeframe	6 months Assigned to:
Critical Tasks	• Identify succession needs for fire personnel. • Identify succession needs for ocean rescue personnel. • Identify succession needs for support staff/general employees. • Develop a reporting system to forecast succession needs. • Create a report of findings and recommendations to the leadership team for additional consideration and direction.
Funding Estimate	Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:
Objective 5B	**Develop a process to assess and monitor the department's succession needs.**
Timeframe	6 months Assigned to:
Critical Tasks	• Identify a program manager for assignment. • Provide all information gathered in Objective 5A to the program manager. • Develop a process to continually monitor the department's needs. • Create a report of findings and recommendations to the leadership team for additional consideration and direction. • Continually ensure that the department's succession needs do not exhaust internal personnel resources.
Funding Estimate	Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:
Objective 5C	**Develop a program to assist all employees in organizing their efforts to reach their career goals.**
Timeframe	6 months Assigned to:
Critical Tasks	• Assign the program manager from Objective 5B. • Create a "personal career goals" survey. • Identify a platform to review individual career goal surveys. • Analyze the data from the surveys. • Create a report of findings and recommendations to the leadership team for additional consideration and direction. • Provide continual guidance and reviews of employees' evolving career plans.
Funding Estimate	Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:
Objective 5D	**Develop a program that unites the department's succession needs and employees' career goals.**
Timeframe	6 months Assigned to:
Critical Tasks	• Develop a system that continually measures and compares the department's succession needs and employees' goals. • Monitor and identify imbalances between succession needs and employees' goals. • Create a report of findings and recommendations to the leadership team for additional consideration and direction.
Funding Estimate	Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:

Goal 6	Improve the life-long mental and physical health of the department's personnel to provide services to our community and family.
Objective 6A	**Assess the department's existing mental and physical health programs.**
Timeframe	6 months **Assigned to:**
Critical Tasks	• List the current mental and physical health programs utilized by the department. • Review the department's current mental and physical health policies. • Review the department's current fitness equipment. • Review the physical well-being incentive offered by the city. • Review all relevant healthcare incentives. • Create a report of findings and recommendations to the leadership team for additional consideration and direction.
Funding Estimate	Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:
Objective 6B	**Evaluate the existing mental and physical health components of the department's personnel.**
Timeframe	6 months **Assigned to:**
Critical Tasks	• Survey all personnel on existing mental and physical health programs. • Survey all personnel on their physical fitness and activity. • Review the data from the surveys. • Identify any gaps between current programs and desired outcomes. • Create a report of findings and recommendations to the leadership team for additional consideration and direction.
Funding Estimate	Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:
Objective 6C	**Research and develop a system to improve the mental and physical health of the department's personnel.**
Timeframe	6 months **Assigned to:**
Critical Tasks	• Research all applicable industry standards and benchmarks relative to mental and physical health in the industry. • Develop a mental health policy. • Identify a physical fitness program tailored to each individual's need(s) and department goals. • Evaluate the need for a therapy animal. • Conduct a cost-benefit analysis of any identified mental and physical health program(s). • Establish the plan for a wellness program in the organizational chart. • Create a report of findings and recommendations to the leadership team for additional consideration and direction.
Funding Estimate	Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:

Objective 6D	Educate and train the department's personnel on mental and physical health issues.	
Timeframe	1 year, ongoing	Assigned to:
Critical Tasks	• Establish a psychologist program. • Establish a structured peer support education program. • Establish therapy animal procedures. • Establish a peer fitness program with trainers. • Establish a personal trainer program. • Educate/train the department's personnel on the importance and effectiveness of the implemented mental and physical health programs.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 6E	Implement any authorized mental and physical health program(s).	
Timeframe	1 year, ongoing	Assigned to:
Critical Tasks	• Conduct continual, comprehensive annual physicals for all personnel. • Add a mental health screening component to include follow up. • Establish a schedule for peer support on recommendations. • Establish a schedule for peer fitness. • Establish a schedule for personal training. • Develop a system for re-evaluation. • Conduct the re-evaluation system annually for revision potential.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 6F	Re-evaluate and sustain the implemented mental and physical health program(s).	
Timeframe	Annually, ongoing	Assigned to:
Critical Tasks	• Create an evaluative approach for re-evaluation to include surveys and baseline comparison. • Evaluate the effectiveness of the new established program(s). • Evaluate the number of staffing support – peer trainers, peer support, etc. • Evaluate the cost effectiveness of the program(s). • Evaluate the schedule and implementation needs. • Evaluate the effectiveness of the new established program(s).	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Goal 7	Establish a foundation for addressing workforce challenges and opportunities that face the department today to provide better, comprehensive services.	
Objective 7A	**Develop a comprehensive definition of diversity that promotes and enhances equal opportunities and an inclusive environment.**	
Timeframe	6 months	**Assigned to:**
Critical Tasks	• Create a taskforce to research and develop the definition of diversity and inclusion that meets the department's objective. • Review the data from research and extract the most appropriate information that meets our agency's goal. • Adopt the definition of diversity and inclusion for the department to provide a common understanding. • Create a report of findings and recommendations to the leadership team for additional consideration and direction.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 7B	**Create a process that encourages collaboration, flexibility, and fairness to enable individuals to participate to their full potential.**	
Timeframe	6 months	**Assigned to:**
Critical Tasks	• Communicate and educate personnel on the adopted definitions. • Create a path for all personnel to provide feedback on the current environment related to the new, adopted definitions. • Organize and catalog the gathered information. • Create a report of findings and recommendations to the leadership team for additional consideration and direction.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 7C	**Conduct a comprehensive review of policies and procedures to ensure they support the diversity goals and strategies of the department.**	
Timeframe	6 months	**Assigned to:**
Critical Tasks	• Review the gathered information from Objective 7B. • Review all existing policies and procedures to ensure they support the department's goal on diversity and inclusion. • Identify any potential deficiencies on the department's policies and procedures relative to its goal on diversity and inclusion. • Create a report of findings and recommendations to the leadership team for additional consideration and direction.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 7D	Construct a plan that provides goals and strategies to provide a shared direction for the department's workforce diversity and inclusion efforts.	
Timeframe	9 months	Assigned to:
Critical Tasks	• Review the potential differences in policies and procedures from Objective 7C. • As authorized, update any existing policies and procedures to align with the department's goal on diversity and inclusion. • Formulate any authorized and needed policies and procedures, as identified.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 7E	Develop and implement an open-ended training program to meet the department's diversity goals and strategies.	
Timeframe	1 year	Assigned to:

Critical Tasks	• Identify any program needs relative to achieving the department's goal on diversity and inclusion.
	• Develop and build the process to meet the identified needs to include, but not limited to:
	    o Logistics.
	    o Training program.
	    o Focus groups.
	• Implement and manage the developed program(s).	

Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 7F	Evaluate, monitor, and manage the department's diversity goals and strategies.	
Timeframe	6 months, ongoing	Assigned to:
Critical Tasks	• Identify a program manager. • Identify any needed tools and methods for evaluation. • Develop reporting methods for evaluation findings. • Conduct evaluation. • Create a report of findings and recommendations to the leadership team for additional consideration and direction.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Goal 8	Improve, educate, and implement a community risk reduction program for a safer community.
Objective 8A	Assess the department's existing community risk reduction programs for quality improvement.
Timeframe	6 months Assigned to:
Critical Tasks	• Create a list of current community risk reduction programs within the department. • Review all goals and objectives of the department's community risk reduction programs. • Review the department's current community risk reduction policies. • Review the effectiveness of the current programs. • Review the impact of the current community risk reduction programs on staffing. • Review the current budget to existing current community risk reduction programs. • Create a report of findings and recommendations to the leadership team for additional consideration and direction. • As approved, determine the number of qualified personnel needed to deliver the community risk reduction programs.
Funding Estimate	Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:
Objective 8B	Evaluate the impact of existing community risk reduction programs on the well-being of the community.
Timeframe	6 months Assigned to:
Critical Tasks	• Survey the community via social media and/or HOA meetings. • Survey department personnel to establish a baseline on their knowledge of the department's community risk reduction programs. • Review and analyze the data from the surveys. • Identify any gaps between the current programs and desired outcomes. • Create a report of findings and recommendations to the leadership team for additional consideration and direction.
Funding Estimate	Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:
Objective 8C	Research and develop a process to improve the department's community risk reduction programs to ensure the community is safe.
Timeframe	6 months Assigned to:
Critical Tasks	• Research industry programs on community risk reduction. • Research the cost benefit of a dedicated public safety educator position. • Research the need for support staff to assist the public safety educator. • Research proper logistics to facilitate community risk reduction processes within the community. • Research the need for community paramedicine programs in the community. • Research partnerships for outreach programs to reduce community risk (homeless). • Research the amount of qualified personnel needed to implement community risk reduction programs. • Create a report of findings and recommendations to the leadership team for additional consideration and direction. • Develop all approved community risk reduction programs.
Funding Estimate	Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:

Objective 8D	Educate and train all personnel to identify and provide community risk reduction programs within the community to promote safety and awareness.
Timeframe	1 year, ongoing Assigned to:
Critical Tasks	• Based on the evaluation process, identify additional personnel as needed. • Educate, train, and/or hire appropriate personnel to fulfill the goals of the community risk reduction programs. • Create curricula for the community risk reduction instructors. • Create a report of findings and recommendations to the leadership team for additional consideration and direction. • Implement any education and training as approved.
Funding Estimate	Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:
Objective 8E	Implement and promote the community risk reduction programs in the neighborhoods to build a safer community.
Timeframe	1 year, ongoing Assigned to:
Critical Tasks	• Establish relations with HOA/community leaders to encourage community participation. • Establish locations within each community to provide community risk reduction training and programs. • Internally establish a point of contact and process for scheduling and delivering the community risk reduction training and programs. • Evaluate and implement available and future data collection platforms to consolidate and organize all collected community risk reduction related information – certificates, locations, communities served, etc. • Promote community risk reduction programs via social media, schools, and churches. • Conduct community risk reduction programs as desired by communities. • Provide surveys after each community risk reduction program within the community.
Funding Estimate	Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:
Objective 8F	Evaluate the effectiveness of the community risk reduction programs and assess future needs for sustainability.
Timeframe	Annually, ongoing Assigned to:
Critical Tasks	• Collect and review community surveys from all community risk reduction programs. • Evaluate the effectiveness of each community risk reduction program delivered to continue building a safer community. • Evaluate the trainers of the community risk reduction program. • Evaluate community participation. • Adjust outreach programs as needed. • Evaluate the cost-benefit of each community risk reduction program. • Create a report of findings and recommendations to the leadership team for additional consideration and direction. • Conduct revisions, as approved and as needed, to programs and cost. • Collect, consolidate, and disseminate all gathered information to all concerned parties in order to ensure the continued effectiveness, efficiency, and sustainability of all community risk reduction programs.
Funding Estimate	Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:

Vision

On the final day of the process, the CPSE presented a strategic plan vision of where the organization will be in the future if the strategic plan is accomplished. This is not to override the department's global vision but rather, to confirm the futurity of the work that was designed by the department stakeholders. This vision is intended as a target of excellence to strive toward and provides a basis for its goals and objectives.

> **"Vision is knowing who you are, where you're going, and what will guide your journey"**
>
> Ken Blanchard

Fort Lauderdale Fire Rescue's 2024 Vision

is to continue to fulfill our personal and organizational commitment of providing the highest level of prevention, preparedness, and emergency response to our dynamic community, while personifying our honor and **PRIDE** in all that we do. This vision, our true futurity, will only become reality by striving to accomplish our goals. **We will grow into this future by:**

Focusing on the management of our facilities and equipment to ensure we are prepared now and in the future. We will always respect those resources entrusted to us, along with the understanding we must be ready to meet those challenges laid before us. Through this, we will achieve the efficiency and effectiveness expected by those we serve.

Leading our industry and meeting our calling by finding progressive ways to manage the various risks encountered with greater focus on community risk reduction. In the course of this, our city will be a safer and better place to live, work, and play. We will always pursue excellence as evidenced by our systems accreditations and high ratings, designations that support our mission.

Formulating processes to ensure we are properly staffed with the best trained and diverse workforce to meet the needs of Fort Lauderdale. Our emphasis on succession planning will assure future continuity of services. By striving to invest in the health and wellness of our members, we will guarantee their longevity, while also providing a return to our citizens. These efforts will prove our dedication to our calling of service.

Remembering our tradition and history, while always persevering to efficacy. Together we will continuously do what is best for our community in all that we do, while striving to bring this vision to fruition.

Performance Measurement

To assess and ensure that an organization is delivering on the promises made in their strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Jim Collins states, "What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results, and then tracking your trajectory with rigor."[2] Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

> • **If you don't measure the results of your plan, you can't tell success from failure.**
> • **If you can't see success, you can't reward it.**
> • **If you can't reward success, you're probably rewarding failure.**
> • **If you can't see success, you can't learn from it.**
> • **If you can't recognize failure, you can't correct it.**
> • **If you can demonstrate results, you can win public support.**
>
> Reinventing Government
> David Osborn and Ted Gaebler

To establish that the department's strategic plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as "Managing for Results," will be utilized, which is based upon:

- The identification of strategic goals and objectives;

- The determination of resources necessary to achieve them;

- The analyzing and evaluation of performance data; and

- The use of that data to drive continuous improvement in the organization.

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[2] Collins Good to Great and the Social Sectors. Boulder, 2009

A "family of measures" typically utilized to indicate and measure performance includes:

- **Inputs** - Value of resource used to produce an output.

- **Outputs** – Quantifiable units produced which are activity-oriented and measurable.

- **Efficiency** - Inputs used per output (or outputs per input).

- **Service Quality** - The <u>degree</u> to which customers are <u>satisfied</u> with a program, or how <u>accurately</u> or <u>timely</u> a service is provided.

- **Outcome** - Qualitative consequences associated with a program/service; i.e., the ultimate benefit to the customer. Focused on the "why" of providing a service.

The Success of the Strategic Plan

The department has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the organization during the development stage of the planning process. To assist in the development of this plan, the department used professional guidance to conduct a community-driven strategic planning process. The success of this strategic plan will not depend upon implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, the members of the organization, and the community-at-large.

> **"No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point."**
>
> <u>Good to Great and the Social Sectors</u>
> Jim Collins

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify department and community stakeholders. This can be accomplished through a jointly developed understanding of organizational direction, focusing on all vested parties working to achieve the mission, goals, and vision. Further consideration must be made on how the organization will measure and be accountable for its progress and successes.[3]

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[3] Matthews (2005). *Strategic Planning and Management for Library Managers*

Glossary of Terms, Acronyms, and Initialisms

Accreditation   A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.

ACM   Assistant City Manager

ARFF   Aircraft Rescue and Firefighting

BSO   Broward Sheriff's Office

CAAS   Commission on Accreditation of Ambulance Services

CERT   Community Emergency Response Team

CFAI   Commission on Fire Accreditation International

CISM   Critical Incident Stress Management

CPC   Commission on Professional Credentialing

CPR   Cardio-Pulmonary Resuscitation

CPSE   Center for Public Safety Excellence

Customer(s)   The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.

DROP   Deferred Retirement Option Plan

Efficiency   A performance indication where inputs are measured per unit of output (or vice versa).

EMAP   Emergency Management Accreditation Program

EMS   Emergency Medical Services

EOC   Emergency Operations Center

Environment   Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.

ePCR   Electronic Patient Care Report

EVT   Emergency Vehicle Technician

FAU   Florida Atlantic University

FBA	Fire Benevolent Association
FEMA	Federal Emergency Management Agency
FIU	Florida International University
FLFR	Fort Lauderdale Fire Rescue
HOA	Homeowners' Association
IAFC	International Association of Fire Chiefs
IAFF	International Association of Firefighters
Input	A performance indication where the value of resources is used to produce an output.
ISO	Insurance Services Office
LEPC	Local Emergency Planning Committee
LMS	Learning Management System
MCI	Multi-Casualty Incident
Mission	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
NFPA	National Fire Protection Association
NSU	Nova Southeastern University
Outcome	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is identified.
PD	Police Department
PPE	Personal Protective Equipment
PTSD	Post-Traumatic Stress Disorder
PW	Public Works
SCBA	Self-Contained Breathing Apparatus
SOP	Standard Operating Procedure
Stakeholder	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.

Strategic Goal	A broad target that defines how the agency will carry out its mission over a specific period. An aim. Something to accomplish in assisting the agency to move forward.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
Strategic Plan	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
Strategic Planning	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop procedures and operations to achieve that future, and determine how success is to be measured.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
SUV	Sport Utility Vehicle
SWAT	Special Weapons and Tactics
SWOT	Strengths, Weaknesses, Opportunities and Threats.
TAM	Transportation and Mobility
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.

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Appendix 1

Community Expectations

Understanding what the community expects of its fire service organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community needs.

Respondents were asked to list, in priority order, up to five subjects relative to the expectations they have for Fort Lauderdale Fire Rescue. Responses were then analyzed for themes and weighted. The weighting of the prioritized responses was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the expectation responses of the community stakeholders:

Community Expectations of Fort Lauderdale Fire Rescue (in priority order)

1. Immediate and serious response to my need. Fires, accidents, explosives, chemical issues, emergency health situations, etc. Fast response. Best in class response times. Fast response time to a 911 emergency call - meeting national standards for responses. (101)

2. Highly-trained and professional personnel. Highly-trained, experienced firefighters who know what to do and provide quality services. High level of training to respond to all situations - ongoing training. (49)

3. Trucks are in good running order. Equipment works well. Equipment needed for response - updated, works, and firefighters know how to use. State-of-the-art equipment and trucks. (34)

4. Assist in implementing safety training to the public. Community outreach and education. Be involved with educating businesses, property owners, managers with improving their life safety needs. (27)

5. Treat people kindly. Professional attitude toward those involved in response - treating people right - from wealthy to homeless. Professionalism - manner in which interaction with callers. Display respect with all they encounter. (25)

6. Provide information for fire prevention, as well as for other hazards. Provide information for access to businesses for alarms, fire extinguishers. Explains what is happening. Communication with the

community on the department's requirements. Communication with other departments in the city. (22)

7. Be able to offset any public safety situations other than crime. Respond to all emergencies. Safe and secure city. (17)

8. Conduct more drills with hospitals/nursing homes. Fire prevention. Drills and exercises with hospitals/EOC. (15)

9. Accessible to the community. Engaged with the community - interactions with neighbors in non-emergency situations, such as block parties, tree give-away. Even random opportunities to talk with neighbors. Good public relationship. Engage the community so they consider they are part of the team and their input is valued. Community-friendly organization and partnerships. (12)

10. Disaster mitigation. Prepare for terrorist and tornadoes. (10)

11. Continue to provide excellent service. Keeping doing a good job. (8)

12. Protect and save lives. (5)

13. All staff members with PTSD are provided assistance. (4)

14. Protect and save property. (4)

15. Cost-effective operations. Cost versus value of people and equipment. (4)

16. Diverse. More young women of all races. (4)

17. Transportation of vulnerable population prior to hurricanes. (4)

18. Competency on site for all emergencies. (3)

19. Medical services for the northwest because that is where most of the calls are. (3)

20. Proper safety accreditations and standards. (3)

21. Recruitment and retention of quality personnel. (2)

22. Strong leadership. (2)

23. Disaster recovery. (2)

24. Maintain physical and mental capability. (2)

25. Forward-thinking on increased traffic delays. (2)

26. Performance of chain-of-command - top to bottom. (1)

27. Expect a presence in the downtown area. Currently, the station is located to the west of the railroad tracks, which adds greatly to response time. Under consideration are substations, but when and where? (1)

28. Transparency and oversight. (1)

Technical Advisor Program

Areas of Community Concern

The planning process would be incomplete without an expression from the community stakeholders regarding concerns about the organization. Some areas of concern may in fact be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information, understanding, or incorrect information.

Respondents were asked to list, in priority order, up to five concerns they have about or for the department. Responses were then analyzed for themes and weighted. The weighting of the prioritized concerns were as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the concerns of the community stakeholders prioritized and weighted accordingly:

Areas of Community Concern about Fort Lauderdale Fire Rescue (verbatim, in priority order)

1. Keeping up with the growth of the city. Proper calculated strategic planning to handle the projected growth in five years. Ability to reduce or maintain response times with increase transportation issues in the city. Response times to calls. (36)
2. Provide the proper tools to communicate with the public. Increasing community outreach with regard to fire prevention in homes and businesses. (23)
3. Plans for facilities (firehouse) improvements and replacements as city population increases. Lack of fire stations needed. (22)
4. Are they funded enough to staff and train all personnel of the department. Secure funding to ensure the best possible response times. Funding adequacy. (21)
5. To provide counseling for fire department staff in need – PTSD - ensure health and safety of the firefighters are protected during and after response to emergency. Long work hours of firefighters. (19)
6. Traffic (19)
7. Chain of command - with other departments (police, EMS). Intradepartmental communications (BSO versus Ft. Lauderdale versus Pompano etc. Partnerships/collaborations. (13)
8. Drama of firefighter politics affecting operations. Stay out of politics. (13)

9. Are they provided the benefits to recruit top talent. Recruitment. Recruitment of personnel and retention. (11)

10. Aging equipment. Updated equipment - not using outdated SCBA. (11)

11. Adequate communication capabilities for incoming service requests/emergency calls. Current 911 dispatch system. 911 call center disconnected/gap in communications. (11)

12. Ability to service tall buildings. How can/will department deal with emergencies in high rise buildings. High-building rescue/suppression. (11)

13. Are the firefighters kept safe from violence when responding to a call? Provide bullet proof equipment clothing? (9)

14. Their pay is up to date with other fire departments. Be paid a fair salary for the job. (9)

15. Is the equipment up to standards in terms of technology? Modernization of all computer and technology systems? (8)

16. Sufficient staffing as the city grows. Understaffing. (7)

17. Bureaucratic decision making (take patients to favored facility vs closest when non-critical). Patients being taken to a hospital that is not their hospital. (7)

18. Concerns on how king tides will be handled as well as operations after hurricane conditions. That fire department information regarding hurricane response and what the citizens should know or be aware of. (6)

19. Knowledge and assessment of scenes. (5)

20. That they have all they need to do the job. (5)

21. Certifications. Maintenance of qualifications for long term employees. (5)

22. Response times limited by construction, trains, bridges. (5)

23. Evacuation paralysis. (5)

24. Alternate response strategies to deal with traffic blockage. (4)

25. Provide places or areas to do physical workouts while on duty but not performing the job. (4)

26. Training for mass events - such as MSD school shooting. (4)

27. Life cycle analysis primary. (4)

28. Drivers of fire trucks; inexperienced drivers. (4)

29. Career opportunities. (3)

30. Lack of fire boats/vessels to be used as access ambulances. (3)

31. Sirens with better sound projection. (3)

32. People listen to their concerns about changes needed in their department. (2)

33. Ability to service difficult clients. (1)

34. Everyone in department is treated fairly. (1)

35. We need substations EMS. (1)

Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community's view on the organization's strengths must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some of the identified weaknesses.

Positive Community Comments about Fort Lauderdale Fire Rescue (verbatim, in no particular order)

- Employees have a positive outlook for their jobs.
- Employees are dedicated to our community.
- Employees are friendly and a pleasure to interact with.
- CERT – community emergency response team's volunteer base.
- Trained volunteers to help.
- Image of the department is excellent.
- Staff – fire – excellent.
- Approachable to the community.
- Maintains distance from media/negative items.
- Professional appearance.
- There is a definite representation of strength and unity among the entire department.
- I have never met a member who was impolite.
- Having gotten treatment during my need, I was very impressed with the way the firefighters helped me to calm down.
- I see the community involvement made with HOAs.
- Professionalism of team.
- Diversity of team.
- Professional behavior.
- Excellent equipment and latest.

- Multiple locations.

- Prompt response time.

- Friendly and informative service.

- Willingness throughout personnel and ranks.

- Sound sense of structure and organization.

- United family in the community vision.

- Friendly department as a whole/clean cut gentleman and ladies.

- Educated on the current policies (firefighters).

- United family – vision that community views.

- Friendly department as a whole. Clean cut firefighters.

- Educated on current policy.

- Highly responsive.

- Resourceful.

- Community minded.

- Dedicated.

- Professionalism – in my experience with paramedics has been extremely positive.

- Response time for incidents in my neighborhood from Stations 13 and 29.

- Current community outreach programs.

- Employees have a positive outlook for their jobs.

- Employees are dedicated to our community.

- This planning session – I participated during the last session and I firmly believe that input from the community (the customer) improves fire rescue services now and into the future.

- It is good to see the diversity of the organization. Female fire chief – that sends a new and positive message to all (young and old).

- The CERT program seemed to be a great training group but lacked leadership at the top.

- That the fire department must be able to make decisions regarding placement and construction of facilities without those decisions being political.

- That the CERT program must be restarted with the focus on neighborhood support teams being established.

- Very good with communications.

- They convey the attitude that they are here to serve the public.

- Provide input on how to make improvements.
- Community friendly.
- Concern for the safety of the community.
- Leadership seems to be very dedicated and focused.
- Willing to make changes for the community based on the best interest of the community.
- Forward thinking in terms of technology and growth of the community.
- Police chiefs that I have met are very professional and want to do whatever is necessary to improve their services.
- Response times (generally).
- Knowledge.
- Experience.
- Training.
- Fire department/rescue participates with healthcare coalition and exercises.
- Appearance is good (stations, trucks/ambulances, uniforms).
- Excellent reputation.
- Well-run.
- Data driven.
- Expertise high.
- Overall friendly individuals.
- Committed to duty.
- Work with HOA when requested.
- Great community accessibility! Public programs are super!!
- Progressive leadership, plan.
- Dedicated employees, camaraderie.
- New fire stations are great.
- Unaware of service complaints, No complaints = good!
- Outstanding department, professional, trained, and courteous.
- Good response times – worry about traffic, traffic calming, and construction slow down responses.
- Firefighters are fit and give off confidence.
- Quick response to 911 calls – shows real concern.
- New fire stations.

- Strong leadership.

- Professionalism of staff.

- Addition of new fire stations.

- Equipment appears very clean and will maintained.

- Fast-acting care provided to the community.

- They are fast answering calls.

- They are very helpful when they arrive.

- They help out in the community.

- New fire houses where needed.

Community Stakeholders Work Session

Other Thoughts and Comments

The community was asked to share any other comments they had about the department or its services. The following written comments were received:

Other Community Comments about Fort Lauderdale Fire Rescue (verbatim, in no particular order)

- For rescue – attempt to take patients to the hospital of their choice.

- Concern about the high cost of ambulance services.

- Have ongoing city and public outreach.

- Have EMS stations – public/private partnerships.

- I had a visit to the fire museum, and it was horrible. The tour host seemed kind of miserable and told stories of a tree across the street, which was used for hanging African Americans in the past and it was inappropriate.

- A thankless job until you need one.

- I appreciate every one of them across the nation.

- It could would have been helpful to have the actual job description and responsibility of fire and rescue department so not to confuse or expect from them something they are not required to do or respond to – a clear picture of what they do.

- Overall the FLFR appears to be very competent and knowledgeable in all the areas they have to deal with. Fire or land or water, hazardous situations and conditions.

- How educated is our cliental on fire prevention and service availability?

- How do we improve our partnerships and collaboration with outside entities?

- To see more women of color on department.

- Promotion, in higher rank department when it comes to women etc., (color) as well.

- More outreach in the northwest and SE part of community. NW: PSD Health issue of firefighters (stress level).

- Go to school events in the northwest. Community Field Day. Young kids.

- Selection of high-ranking positions have become too political of a process.

- Department should consider better use of waterways: canal system already in place to increase response time.

Appendix 2

Supporting Services of Fort Lauderdale Fire Rescue		
Administration	AmeriGas	Broward County Drowning Prevention Coalition
Broward County Government	Broward Health Coalition	
Budget and Finance	Canteen	CERT
Chaplaincy	City Commission	Civic Organizations
Coast Guard	Committees	CPSE/CFAI/CPC
Emergency Communications	EMS Billing	EMS Bureau
Event Planning	FEMA	Fire Benevolent Association
Fleet Maintenance	Florida Power and Light	Grants
Health and Wellness	Honor Guard	Hospitals
Human Resources	IAFC	Information Technology
Inspection Billing	Law Enforcement	LEPC
Local 765, IAFF	Logistics	Media
Medical Director	Medical Examiner's Office	Other Federal Agencies
Other State Agencies	Peer Support	Pipe and Drum Band
Public Information Officer	Public Works	Railroads
Red Cross	Road Rangers	State Emergency Management Office
State Fire Marshal's Office	TECO Gas	Training Academies
Training Division	Vendors	Westway Towing

Appendix 3

Strengths

It is important for any organization to identify its strengths to ensure that it can provide the services requested by the community, and that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time and allocated funds.

Through a consensus process, the department stakeholders identified the department's strengths as follows:

Strengths of Fort Lauderdale Fire Rescue	
Tradition, reputation – over 100 years of history, respect for those that came before us	Progressive – always striving to be the best
Aggressive – everyone is well-trained and operates efficiently on scene – both fire and medical	Experience – operationally – in the field – street credibility
Age of fleet is relatively new – replaced on a regular schedule – budgeted	Personnel – dedicated, educated, respected nationally, diverse, cross-trained
Equipment – cutting-edge equipment and staying up-to-date with the best of the market (R&D)	Retention – employees do not use the department as a stepping stone
Location as a city - large-scale special event destination – Tortuga, Air Show, Boat Show, Riptide, etc.	Short transport times to hospitals including all specialties – stroke, cath, trauma, peds
New fire stations – almost all are new and hurricane proof	New positions – lieutenants – reclassification, restructuring - three-person unit
New technology – Power DMS, Target Solutions, Accela, ePCR, new LMS	Department camaraderie – coming together when we need each other
Overtime opportunities for special events	Strong union/FBA
Promotional opportunities available	Fire museum tradition – pride
FLFR Expo	Labor/management relations
Fire explorers, CERT team	Chaplain program/Peer
Honor Guard	Community relations
Progressive medical director	Class 1 ISO, accreditations – CFAI, EMAP, CAAS
Benefits – DROP, pension	Ocean rescue on board with us
Dedicated public information officer	Internal Professional Standards Bureau
Dedicated recruitment	Size of our department – growth
EMS response times – decreasing yearly	Leadership, meaning new fire chief with vision

Training Bureau – cutting edge, night drill	Promotions with race and gender equality
Size – station and unit abilities – NFPA 1710	EMS to hospital cohesiveness – great relationships
New, strong, respectable leadership	Room for promotions
Rich history – museum, retirees, events	Yearly events for brotherhood/sisterhood
Multi-discipline agency – technical rescue, ARFF, SWAT, HazMat, marine, bike medics, ocean rescue, fire prevention and investigators, training – specialty teams	

Department Stakeholders Work Session

Weaknesses

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the department stakeholders as weaknesses:

Weaknesses of Fort Lauderdale Fire Rescue	
Budget – constraints	Training personnel – staffing
Fleet – availability – new apparatus	Operational staffing – shortage in all bureaus
Public education and community engagement – lack of resources and funding	Lack of staffing for emergency management – domestic preparedness
Inadequate response profiling – fuel costs, apparatus taxing (wear and tear), inability to recover revenue	Lack of strong leadership – vertical, horizontal communication

Infancy of operations – generationally a gap, young but old department	Lack of mentoring to operations, prevention, and administration staff
Unattended beach towers	Lack of accountability
Room for improvement in the areas of humility and ownership	Dispatching system – sold and broken up – utilizing county system with major delay, deficiencies
Lack of equipment – two sets of gear	Not valuing input from junior employees
Entitlement – generational	Revenue negative
Location of stations – lack of east of downtown coverage	Lack of social programs for frequent users of the system and homeless
Uniforms – poor looking, low bid, and lacking gender-specific fit	Adaptive response of specialty teams – increased response times and decrease of unit availability
No operational input for EMS medical director or program	Fleet – poor job at fixing – use duct tape instead of proper part
Lack of training facility – need for land	Not enough rescue trucks for call volume
Not properly trained supervisors – on rescues mostly but across the board – no training for new positions	EOC – lack of kitchen, bathrooms, and sleeping quarters for all people in the EOC when activated
Facility maintenance – non-existent	Duplicate policies
Using EOC as a training facility	Poor ratio of trainers to operations personnel
Lack of special events bureau	Lack of funding for emergency management
Lack of quality report writing – EMS and fire	Lack of staffing – supervisor on every apparatus
Ineffective span of control	SWAT medic liability/protection
No succession planning	People wearing too many hats
Lack of complete control of the hiring process – lack of job-related skill assessment	Lack of interdepartmental training between PD and PW
Lack of storage, not enough room for logistics	Response excess – overkill
Lack of personnel career development	Lack of a dedicated special operations bureau
Loss of ocean rescue headquarters	Lack of backfill for training
Lack of civilian support staff positions on all levels, all divisions	Impact to unit reliability – maintenance, reserve units

Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The department stakeholders identified the following potential opportunities:

Opportunities for Fort Lauderdale Fire Rescue	
Media – branding	Development/tourism – revenue
Wrapped vehicles – trucks, SUVs, CERT – join with TAM – wrapped electrical boxes, Parking Days - advertising	Start or enhance programs - Junior Fire Setters, Junior lifeguards, Baby Sleep Safe, Safe Place/Safe Haven, drowning prevention
Community/HOA meetings – neighborhood support night	South Florida climate – provides recruitment, focus services, training
Urban settings – infrastructure, water, communication	Fort Lauderdale Fire Expo – major tourism, training, commerce
Traffic – improvement	ISO/accreditations
Waterways – revenue	Training facility
College/training	Closest unit agreement – expansion
Port/airport/trains - tourism	Outside provide/government agencies/hospitals
Fire museum – staffing and availabilities	Career Days
Separate website for fire department alone	Next Door app – intel of the community
Medical student ride along – FAU, FIU, NSU	Fire Explorers – summer camp
Ocean Rescue Expo	Flag disposal initiative
Community survey/feedback	ClinCon, RIT, HazMat competitions - host
Regional peer support – expansion – CISM, chaplain (multi-denominational)	Multi-community outreach – Delray Parade, training with other departments, St. Paddy's Parade
Proper staffing for specialty teams and public education, and support staff	Three-person rescues, four-person engines/ladders – entire department
Public/private partnerships	Partnerships with non-governmental agencies
New city manager/ACMs	Incident management team – external
Training and educating the community – health fair, hands-only CPR, smoke detector installs, Stop the Bleed, emergency preparedness	

Threats

By recognizing possible threats, an organization can reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the department stakeholders were as follows:

Potential Threats to Fort Lauderdale Fire Rescue	
Acts of terrorism	Decrease of funding – budget cuts
Lack of diversity – stereotyping	Social media
Political environment	Climate change – environment
Decrease of standards of EEOC – federal and state level	Lack of cooperation – county and state – transportation and roadway
Communication deficiencies - external	
Construction – material, response times – high rises	Traffic increasing
Economic threats – cost of doing business	Population increasing – skater, homeless, and evacuation
Aging infrastructure – gas and water lines, sewer, roads	
Aging population	Increased railroad traffic
Regional communication – regionalization	Doing more with less – minimum staffing – taxing system – operation staff all the way
Growing population	
Street diets	Unfunded mandates
Sever weather events	Change in contractual obligations
Millennial age – Generation Y – cameras everywhere	Radio infrastructure
Lack of green spaces	Increase in call volume
Human trafficking	Health – diseases
Cyber attacks	Increased authority pushback – from community, safety
Increase of gang presence	
Street drugs – taxing system – Narcan	PTSD
Under new closest unit response, using different equipment, SOPs, protocols, and radio frequencies	Lack of public education for CPR, community risk reduction, threatens the safety of the community
Private EMS and fire and prevention	Roadways with calming devices
Populating outgrowing infrastructure	Increased number of trains, boats
Electric scooters seriously hurting people	Traffic pre-emption devices lacking and inoperable
No millage rate increase to support the city's growth	Language barriers for tourists

Appendix 4

Critical and Service Gap Issues Identified by the Department Stakeholders	
Group 1	**Group 2**
Staffing o Support staff – civilian o Training bureau – staff/all personnel ratio o Lack of EMS oversight in operations o Position overload o Operations staffing decreased o Officers on call apparatus in addition to staff on trucks already o Meeting NFPA 1710 recommendations o No dedicated information technology person(s) for fire o Public education o All bureaus – low staffing	Staffing o Increased call volume o Increased duties of job components o Increased department – ISO, accreditations, diversity o Quality candidates – longevity o Wider allocation of workload – training out of zone, city; movement of apparatus/crew offset o Reduction in response profile – over-deployment, too many resources o Eliminate adaptive response profile o Executing wellness program properly
Facilities o No ocean rescue headquarters o Logistics needs proper warehouse space for equipment and supplies o Losing "training tower" when 13 moves o Missing dedicated EOC that is ready to go at all times o Dedicated facility maintenance program/people o Facility design not conducive to shift schedule o Having to travel to outside fire academies	Physical Resources o Need for ocean rescue headquarters o Need for training facility/land o Need for fully-equipped apparatus – backup, reserves o Need for larger logistics/SS building o Need for additional lifeguard towers o Need for new fire/EMS single-unit stations o Need for new, staffed apparatus – three-person unit/four-person suppression o Need for gear initiative – uniform – Kevlar, Nomex – Second set
Equipment o No sustainable funding to replace – used with grant money currently o Standardize equipment replacement plan o Lack of storage for equipment o Lack of proper maintenance – no maintenance plans or warranties o Lack of PPE (two sets of gear) and NFPA uniforms o EVT certified technician for the department o Dedicated area for carts, detail equipment	

Critical and Service Gap Issues Identified by the Department Stakeholders (continued)	
Group 1	**Group 2**
Training o Lack of employee development o Lack of consistent terrorism training o Operations strain o Scope of practice has increased o Too much reliance on modified duty personnel o New-hire process not under fire/training to test skills prior to hiring o Staying on top of hot topic/cutting edge developments and equipment o Training conference leave for an entire crew or individuals	Training o Lack of support/funding o Lack of facility/land – two acres o Lack of staffing – backfill o No training comp time incentive o Lack of vertical communication o Lack or difficulty in swap time o Lack of ownership – junior employees o Lack of career guidance - mentorship
Succession Planning o Mentoring o Dedicated personnel o Preparing people for the next step in career o Providing knowledge, skills, and abilities to succeed for all ranks and opportunities for career-path change o Training o Evaluating	Workforce Planning o Succession planning o Vertical/horizontal communication throughout citywide departments o Need for stakeholder relationships o Need for mentoring program o Need for project/cam approval process/RFP – system in place or lack of process to get approval

Health and Wellness
o LifeScans every year for everyone – sworn, an unsworn
o Wellness program – lack of proper training, no physical training time
o Increase incentive for not using sick time
o Operational stress of doing LifeScans while on duty
o Sustainability for exercise equipment repair and replacement
o Dedicated wellness center – occupational wellness for firefighters
o Chaplains program not funded
o Mental/behavioral health program lacking
o Therapy Dog program
	Community Risk Reduction
	o Need for public educator position
	o Need for support staff for strategic information to the public/community
	o Need for resources:
	  ▪ Community CPR initiative
	  ▪ Drowning prevention
	  ▪ Stop the Bleed
	  ▪ Smoke detector initiative
	o Car seat installation – who installs/certified
	o Community paramedicine
	o Need for homeless outreach program

Diversity
o Recruitment/hiring
  ▪ Explorer program development/transition to getting hired
  ▪ Shorter hiring process – more focused
  ▪ More inclusive testing process
  ▪ Scholarship program – hiring non-certified
o Promotions
  ▪ Mentorship program – program non-existent	