



Iona-McGregor Fire and Rescue Services District 2017-2022 Strategic Plan

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Adopted by Fire Commission
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Introduction

The Iona-McGregor Fire and Rescue Services District (IMFD or “District”) provides fire suppression, emergency medical services, technical rescue, hazardous materials mitigation, fire prevention, public education, and emergency preparedness in a 42-square mile area. IMFD consistently works to ensure the highest standards and has significant accomplishments. To continue with those forward-looking trends, the District prioritized the update of their 2012 Strategic Plan.

The format for this plan recognizes the important work of the previous strategic planning effort as well as other models, such as that offered by the Commission on Fire Accreditation International (CFAI) that offers guidance on performance evaluation, and the Balanced Scorecard Approach that provides the opportunity to categorize planning into different perspectives. The following Strategic Plan provides an organizational overview, the background of the current strategic planning effort (including data collection efforts), accomplishments based on the 2012 Strategic Plan, an assessment of the mission statement, a description of critical issues and service gaps, goals and objectives, and suggested performance measures.

Organizational Overview

TBD

Background and Development of the 2017 Strategic Plan

The previous strategic plan was developed in 2009 and updated in 2012. The previous Strategic Plan articulated a Mission, Vision, Values, and organizational Slogan. In addition, it identified Key Strategic Initiatives that served as the basis for the Services, Efforts, and Accomplishments report.

The current planning effort was framed as a Strategic Plan update. However, due to the 5-year length of time between planning efforts (2012 to 2017), new data was required. Nevertheless, the process began with the previous plan as providing a backdrop and starting point for the current effort. The following describes the data collection process.

Data Collection Process

Several steps were taken as part of the development of the 2017-2022 Strategic Plan.

Meetings and Interviews

A part of the data collection included discussions with several groups and individuals. This included:

- Fire Commission meeting presentation and discussion
- Focus group meetings with District employees on 2/6/17 and 2/14/17 (27 employees in attendance)
- Meeting with District administration and Command staff
- One-on-one meetings with each Fire Commissioner
- Meeting with Station 74 crew members (reporting to Lt. Diana Herndon) and Lt. Aquil
- BC Joel Guzman, Logistics Division
- Deputy Chief Seth Comer
- BC Ed Steffens, Prevention Division
- Laurie McMahan, PIO
- BC Tracy McMillion, Training Division
- Cynthia Zinger, HR Director

Past Performance – Evaluating the 2012 KSI's

The previous strategic plan was developed in 2009 under Chief William 'Bud' Elliot. The last plan was adopted by the Board of Fire Commissioners on November 28, 2012 and covered the 2012-13 timeframe. The Strategic Plan articulated a Mission, Vision, Values, and organizational Slogan. In addition, it identified seven (7) Key Strategic Initiatives (KSIs) with accompanying tasks and responsibilities. This is a straightforward and well-regarded approach to strategic planning. However, as with all strategic plans, the tasks, activities, and progress must be regularly updated and evaluated. Overall, it is clear that many of the KSI's have been achieved and have been incorporated as part of the District's regular operations. As a result, many of the initiatives are not articulated in the current goals and objectives. However, because the 2012 plan did not have a subsequent update, evaluating the past performance and progress on the KSI's is problematic in that many of the basic assumptions have changed and several initiatives did not provide a clear standard for measurement. Nevertheless, Appendix A aims to assess the KSI's that have been accomplished and whether the task should remain as a part of the current Strategic Plan. Where the 'retain' column is indicated, the task is incorporated into the current 2017-2022 Strategic Plan.

Mission Review

Mission Recommendations

A component of the focus groups involved a discussion of the IMFD mission, vision, values, and slogan. The general consensus was that the mission statement was somewhat wordy and would benefit from additional editing. Specifically, the values described in the mission is addressed in the list of District values. Still, there was broad agreement that the mission is generally descriptive of the District and its activities.

Existing Mission

Protecting the lives and property of our community through exemplary fire education, prevention, suppression, and emergency rescue services with professionalism, compassion, and integrity.

Suggested / Possible Revisions

Protect the lives and property of our community through exemplary fire and emergency response, community risk reduction, and public outreach.

Values Recommendation(s)

The 2012-2013 IMFD Strategic Plan outlined eight core values that were designed to form the foundation for the District in terms of its activities, employee conduct, work performance, and interactions. The focus groups discussed the extent to which the values were still relevant. There was broad agreement that the values were important to the District. However, some argued that there were too many values. In addition, there was general and widespread agreement that the value of Pride should be added as a component. As a result of this discussion, the District may add expand its core values are as follows:

- Professionalism
- Compassion
- Integrity
- Family
- Safety
- Employee Development
- Diversity
- Pride

Critical Issues and Gaps

The critical issues and service gaps are based on a review of the previous KSP's, the IMFD existing programs, and data collection through interviews, meetings, and focus groups (please also see Focus Group feedback in Appendix B). These helped to inform the goals and objective for the 2017-2022 Strategic Plan. As with all organizations, these issues are overlapping in that one issue are has implications for many Divisions. For example, stakeholder engagement and marketing may impact the work of the Prevention Division and the PIO, as well as the funding opportunities and constraints that impact finance. As a result, the critical issues and gaps to address are as follows:

- Stakeholder Engagement and Outreach/Marketing
- Shift from Response to Proactive Risk Reduction and associated Planning Processes
- Employee Development
- Staffing
- Employee Wellness
- Information Technology
- Performance Measurement

Goals

Following the data collection efforts, the current goals of the District fall into five main categories, or perspectives, consistent with a moderated Balanced Scorecard Approach. These are two externally focused perspectives, two internally focused perspectives, and one associated with governance. Where the Balanced Scorecard generally suggests four perspectives, governance is important to capture the character of the District as a public agency with an elected body. Figure 1 below illustrates the relationship between these perspectives to one another and to the mission of the district. The externally focused perspectives are indicated in green and internally focused perspectives are indicated in blue. These perspectives are described below.

The Stakeholder Perspective

The Public Perspective considers how the District is seen by its stakeholders. It is guided by the question: To achieve our mission, how do we want to be seen by our stakeholders. With that in mind, there are two broad goals that were identified. These are 1) achieve excellence in stakeholder's perception of safety and 2) achieve excellent stakeholder satisfaction.

The Financial Perspective

The Financial Perspective considers the financial resources of the District that are needed to achieve the mission. It is guided by the question: To achieve our vision, how do we succeed financially? With that in mind, there are two identifiable goals: 1) ensure sufficient financial resources are available to

meet the community's desired level of service and 2) achieve optimal operational and administrative efficiency.

The Internal Operations Perspective

The Internal Operations Perspective is inward-facing and considers what the District must excel at in order to achieve its mission. There are three goals associated with that vision. These are: 1) reduce community risk, 2) efficiently and effectively respond to emergencies, and 3) achieve optimal operational and administrative effectiveness.

The Employee Development & Organizational Learning Perspective

This perspective is inward-facing and considers how the District will work with its employees to change and improve in order to achieve its mission. There are two goals associated with this perspective: 1) recruit and retain excellence throughout the workforce and 2) ensure capacity to meet staffing needs at all levels of the organization.

The Governance Perspective

The Governance Perspective considers the way in which the Fire Commission engages its duties to govern the District in a way that achieves its mission. The Commission's responsibilities include making policy, monitoring and approving the budget, and supervision of the Fire Chief. Because the Commission has responsibility for ensuring that the mission of the organization is achieved, governance is uniquely different from the other perspectives. Nevertheless, the Fire Commission does have certain goals that should be recognized, which is to provide oversight for the Strategic Plan and performance measures itself.



Figure 1: Strategic Plan Perspectives

Using the Goals in Reporting and Performance Measurement

Understanding this Strategic Plan as a part of District management involves understanding its function as a living document. As a tool it provides short-term direction for a 5-year period, builds a shared vision, sets goals and objectives, and optimizes resources.

The goals as described below describe the ultimate aim, or target, of an activity. These should form the basis for reporting in the context of District documents or the SEA. Objectives, on the other hand, are more specific in that they describe the current activity that is to be associated with a goal. Critical tasks describe the general steps that staff may take to accomplish a particular objective. In addition, the Timeline and Lead is indicated in the tables below. Because there is considerable overlap throughout the agency, many staff members will be involved in accomplishing the goals, objectives, and tasks as outlined.

The tables below also provide suggested dashboard performance measures that can be used for SEA report, on the District's webpage, or for other reporting activities. These measures should remain consistent over time to ensure that the measures are benchmarked from year-to-year.

The tables below are intended to provide guidance and clear activities for the upcoming 5-year period as a way of addressing critical gaps. They are not designed to be exclusive or to constrain all District activities. In other words, the on-going excellent work of the agency should continue.

To assist with reporting, Appendix C provides a draft monthly reporting form that can be utilized by staff. The reporting form will allow for greater standardization. This reporting form will be provided in an electronic format to District staff for amendment as needed.

Goal-Based Plan: Objectives, Tasks, Timeframe, Responsibilities, and Measures

Table 1: The Stakeholder Perspective

Goal	Objective	Critical Tasks	Timeframe					Lead Division/ Department
			0-6 mon	6-12 mon	12-24 mon	24-36 mon	36-60 mon	
1. Achieve excellence in stakeholder's perception of safety	1.a. Measure effectiveness of existing education program to increase stakeholder actual and perceived sense of safety (car seat program, AED program, etc.)	Conduct evaluation of existing public education programming	✓					Prevention and Education
		Update education program based on evaluation findings		✓				
		Continuously monitor evaluation and update program			✓	✓	✓	
2. Achieve excellence in stakeholder satisfaction	2.a. Develop outreach / marketing plan to increase stakeholder understanding of and support for District	Develop outreach and marketing plan with timeline, tasks, and budgets	✓					Fire Chief *subcontracted
		Create baseline survey to measure satisfaction	✓					
	2.b. Implement outreach / marketing plan	Develop content	✓					Fire Chief (delegated)
		Train internal stakeholders to lead implementation	✓					
		Execute plan	✓	✓	✓	✓	✓	
	2.c. Evaluate outreach / marketing plan	Conduct evaluation of outreach / marketing plan for effectiveness		✓				Fire Chief (delegated)
		Continuously monitor and update plan based on evaluation findings			✓	✓	✓	

Suggested performance dashboard measures:

- Percent of educational program participants reporting increased learning as a result of education programming
- Percent of stakeholders reporting the highest level of satisfaction with services as measured on satisfaction survey

Table 2: The Financial Perspective

Goal	Objective	Critical Tasks						Lead Division/ Department
			0-6 mon	6-12 mon	12-24 mon	24-36 mon	36-60 mon	
3. Establish a stable financial and revenue strategy to meet community current and future needs	3.a. Develop a financial and service needs analysis based on future growth of the district and funding opportunities.	Assess growth of the District within a 20-25 year time horizon			✓			Finance
		Project likely funding scenarios and revenue growth			✓			
		Evaluate shortfalls and develop strategies to mitigate funding gaps. Monitor changes in revenue and adapt as needed.			✓	✓	✓	
4. Achieve optimal operational and administrative efficiency	4.a. Develop and implement a comprehensive Information Technology (IT) plan to support internal and external District operations and administration	Establish an internal IT Committee to identify deficiencies and guide planning efforts	✓					Logistics
		Evaluate previously-developed General Controls analysis as basis for updated IT Plan	✓					
		Develop IT Plan including software and hardware priority needs, system security, budget requirements, training, and timeframes		✓	✓			
		Evaluate adopted technology for efficiency and effectiveness. Monitor and update plan.			✓	✓	✓	
	4.b. Streamline administrative systems and processes to reduce duplication of efforts	Analyze system deficiencies and/or duplication of efforts			✓			Human Resources
		Identify opportunities to restructure processes to achieve more effectiveness or efficiency			✓			
Implement and evaluate revised systems and processes				✓	✓	✓		
4.c. Evaluate opportunities to collaborate with external agencies	Identify goals of agency or inter-agency collaboration efforts				✓		Deputy Chief	
	Evaluate opportunities to collaborate based on goals as identified above				✓	✓		
	Collaborate with agencies as needed / desired					✓		

Suggested performance dashboard measures:

- Per capita cost of service (all services)
- Per capita cost of by task (prevention, EMS response, fire suppression, etc.)

Table 3: The Internal Operations Perspective

Goal	Objective	Critical Tasks						Lead Division/ Department
			0-6 mon	6-12 mon	12-24 mon	24-36 mon	36-60 mon	
5. Reduce community risk	5.a. Conduct community risk assessment	Consult NFPA 1730 to identify gaps in information needed to complete community risk assessment			✓			Prevention
		Collect data and prepare risk assessment				✓	✓	
Evaluate opportunities to incorporate risk assessment findings into District operations							✓	
5. Reduce community risk	5.b. Comply with NFPA 1: 11.10 (radio capabilities for commercial and multi-story residential structures)	Assess standards and identify gaps in existing District standards and guidelines				✓	✓	Prevention
		Develop and implement standards and guidelines to achieve compliance					✓	
6. Efficiently and effectively respond to emergencies	6.a. Comply with NFPA 1851 standard for personal protective equipment	Evaluate District compliance with NFPA 1851	✓	✓				Logistics
		Plan for and procure needed equipment to move toward compliance with standard			✓			
		Continuously monitor equipment needs and replace as needed			✓	✓	✓	
	6.b. Ensure efficient and effective vehicle replacement schedule(s)	Evaluate and select model(s) for efficient staff vehicle and engine replacement		✓				Logistics
Plan, budget, and implement desired model				✓				
Evaluate and monitor results				✓	✓	✓		

Goal	Objective	Critical Tasks						Lead Division/ Department
			0-6 mon	6-12 mon	12-24 mon	24-36 mon	36-60 mon	
7. Achieve excellent communication throughout the District	7.a. Provide forums for enhanced communication	Evaluate current communication practices (e.g., all officer meetings, shift officer meetings, or policy notification process.)	✓					Deputy Chief
		Identify alternative methods to ensure improved communication practices as needed		✓				
		Evaluate effectiveness and amend practices if needed			✓	✓	✓	
8. Develop District and divisional organizational structures and goals	8.a. Finalize organizational chart for District	Evaluate and finalize organizational chart	✓					Fire Chief
	8.b. Develop individual divisions' structures and goals	Evaluate need to develop individual divisions to pursue goals that enhance the District's mission		✓				BC and Division Leads
		Work with Fire Chief and Board to finalize structure and goals as appropriate			✓	✓	✓	
	8.c. Develop promotional pathways(s)	Evaluate job pathways to Lieutenant to ensure sufficient staffing to fill leadership positions		✓				Deputy Chief
Define and formalize qualifications based on findings				✓				
		Evaluate candidate eligibility and performance and amend as appropriate			✓	✓	✓	
8.d. Maintain up-to-date job descriptions	Identify positions needing on-going review and update				✓			HR
		Develop and implement schedule to update job descriptions every two years to ensure consistency with current knowledge, skill, and abilities				✓	✓	

Suggested performance dashboard measures:

- rate of re-inspections
- response time(s) by activity

- rates of employee eligibility to promote

Table 4: Employee Development & Learning

Goal	Objective	Critical Tasks						Lead Division/ Department
			0-6 mon	6-12 mon	12-24 mon	24-36 mon	36-60 mon	
9. Recruit and train for excellence throughout the workforce	9.a. Recruit for a diverse and representative workforce	Develop recruiting plan to identify goals, gaps in current processes, and strategies to achieve goal(s)					✓	Fire Chief
		Implement, evaluate, and monitor plan					✓	
	9.b. Ensure all employees meet job performance requirements through fire and medical training that aligns with NFPA standards	Define standards and requirements to be achieved			✓			Training
		Evaluate compliance with training standard (by employee)			✓			
	Develop and implement plan to ensure compliance			✓	✓	✓		
	Monitor and evaluate progress					✓		
10. Ensure capacity to meet staffing needs at all levels of the organization	10.a. Develop employees through a mentorship program	Evaluate formal and informal mentor models	✓	✓				Training
		Develop and implement program considering formal and informal components (opportunities to act out of class, credentialing, or move up process)			✓	✓	✓	
		Evaluate model based on employee readiness to promote to higher ranks				✓	✓	
	10.b. Improve employee and family health through disease prevention and wellness programs	Evaluate current health and wellness programs for gaps and opportunities for improvement		✓				Training HR
Assess the viability of comprehensive health and wellness program that incorporates both lifestyle and job-related risk reduction should be developed				✓				
	Develop program(s) based on findings			✓	✓	✓		

Goal	Objective	Critical Tasks	0-6 mon	6-12 mon	12-24 mon	24-36 mon	36-60 mon	Lead Division/ Department
		Evaluate effectiveness of program(s) and adapt as needed			✓	✓	✓	

Suggested performance dashboard measures

- rate of compliance with training hour requirements based on ISO standards (target: 100% compliance)
- rate of operational staff injuries (target: 0% injuries)
- days / hour lost to sick leave by employee
- percent of District employees participating in employee development activities

Table 5: The Governance Perspective

Goal	Objective	Critical Tasks						Lead Division/ Department
			0-6 mon	6-12 mon	12-24 mon	24-36 mon	36-60 mon	
11. Utilize a strategic planning and performance management system to govern the District to perform at a high standard	11.a. Develop and implement a strategic plan to guide District operations and ensure continuous improvement	Finalize and adopt updated Strategic Plan	✓					Fire Chief
		Evaluate District activities based on Strategic Plan on an annual basis at minimum		✓	✓	✓	✓	
		Update Strategic Plan on an annual basis, incorporating new objectives, tasks, and timelines		✓	✓	✓	✓	
	11.b. Develop, implement, and report on performance dashboard measures	Finalize performance dashboard measures	✓					Fire Chief
		Collect data to establish baseline performance	✓					
		Establish targets for performance where feasible		✓				
		Continuously monitor performance standards and amend the Strategic Plan as needed to achieve targets		✓	✓	✓	✓	
		Publish or report on performance dashboard measures to stakeholder audiences		✓	✓	✓	✓	

Suggested dashboard performance measures:

- Number of dashboard performance measures finalized with data collection in place
- Compliance with reporting requirements through SEA or other activities

Appendix A:

2012-13 KSI Assessment

Table 1: Revenue

	Description	Outcome	Accomplished	Retain
1.1	Increase pursuit of granting opportunities - may involve creation of in-house grant writing team and available governmental assistance.	Funding through grants to facilitate District service activities.		
1.1.a.	Consider hiring grant writing consultant to facilitate the creation of successful grant applications	Grant writer with technical expertise to enhance success of grant applications		
1.2	Explore potential for income generation above administrative costs of implementing a fee charging and collection process related to the adoption of a false alarm ordinance.	Through enforcement of ordinance, reduce the incidence of false alarms and generate revenue.	✓	
1.3	Explore potential pricing for training services for fee (ACLS/PALS).	Generate new streams of revenue through training services.	✓	
1.3a	Explore the establishment of a not- for- profit foundation for the fire district.	Generation of dedicated resources to provide services to meet needs of district.		
1.4	Analyze new employees hiring practices taking into consideration new legislation	Hire the most qualified employee with development in place in concert with the current law.	✓	

	Description	Outcome	Accomplished	Retain
1.5	Review Districts Educational Assistance Policy	Identify ongoing philosophy to ensure employees can meet the educational standards in most economical method	✓	
1.5a	Perform a salary and benefits survey using similar agencies performing similar functions	To ensure the District is properly compensating its employees ,enabling the District to recruit and retain the talent necessary to deliver excellent service	✓	
1.6	Proactively explore benefit options to provide best, affordable, benefits package	Identify and assess plans that will facilitate retention and attraction of employees.	✓	✓
1.7	Explore partnership with other agencies with similar needs	To better meet the needs of personnel and their families at a reduced cost		✓
1.8	Update the 3 year Budget Projection model	Assist the Board in assessing the financial position of the District		✓

Table 2: Staffing

	Description	Outcome	Accomplished	Retain
2.1	Formalize succession planning system	To annually incorporate elements of the system as a policies and process of the District	✓	
2.1.a	Identify DACUMS for Review and Revision as needed	To identify skills and experience necessary for all positions	✓	
2.1.b	Review desired skills and experience necessary for District leadership positions	Facilitate assessment and development of potential job candidates based on job requirements	✓	
2.1.c	Create a plan of action to address the transition process of the chief retiring in March of 2013	Provide for a smooth handoff from the exiting Chief to the new Chief	✓	
2.1.d	Assess individual's retirement plans utilizing demand forecasting.	Facilitate planning of staff transitions over the next five years	✓	✓
2.2	Create, Institute workforce planning process based on Succession planning system	Ensure the right number of employees with the right KSAs in the right areas to meet District needs based on budgetary capabilities and service demands.	✓	
2.2.a	Assess the effectiveness of the specialty teams training emphasis	Long term viability of specialty teams focused upon District needs	✓	
2.3	Assess, define and reinforce desired cultural norms	Lasting organizational culture not tied to key personnel	✓	✓
2.4	Ensure that specialized knowledge of Fire House and all other District IT is retained through training or addition of staff.	Maintain current capabilities in utilizing fire district software.		✓

	Description	Outcome	Accomplished	Retain
2.5	Explore options to address impact of administrative position vacancy in Prevention.	Maintain and enhance customer service in a cost effective manner.	✓	
2.6	Conduct and Provide analysis of progress in meeting NFPA 1710 staffing standards	Meet the NFPA 1710 staffing standards	✓	

Table 3: Service Demand

	Description	Outcome	Accomplished	Retain
3.1	Assess and determine the service patterns	Quantitative and qualitative data will provide better understanding of the service areas experiencing increased demand.	✓	✓
3.1.a	Explore how to get the safety messages to the community	Improve the safety of the community through instant communication	✓	✓
3.2	Continue working with Lee County Public Safety to automate station back fill and create and implement 2-4th alarm automation	Maximize utilization of District resources with improved county EMS coordination.		

Table 4: District Processes

	Description	Outcome	Accomplished	Retain
4.1	Examine current ISO report to determine desired outcomes and develop implementation plan to meet desired levels	Obtain ISO 3 rating.	✓	
4.2	Evaluate current marine response capability.	Ensure needed resources necessary to meet district resident needs.	✓	

Table 5: Performance Measurement

	Description	Outcome	Accomplished	Retain
5.1	Board approves recommended performance indicators specific for each division	Creation of a known list of measures which can generate data to inform decision-making and educate the public		✓
5.1.a	Identify appropriate performance benchmarks for each division	District begins evaluating performance against the adopted indicators and benchmarks.		✓
5.2	Review performance indicators and benchmarks	Relative performance indicators and benchmarks.		✓
5.3.a	Provide training to ensure that data is encoded accurately and consistently.	Consistency of data input improves reliability for analysis.		✓
5.4	Publish Service, Efforts, and Accomplishments (SEA)	SEA report will inform training and ensure quality control – annually published	✓	✓

Table 6: Policies

	Description	Outcome	Accomplished	Retain
6.1	Assess and revise documents that govern financial processes and procedures of District	Codification of financial guidelines in accordance with state statute and agencies (GFOA, GASB, etc.).	✓	
6.2	Create guidance document that identifies all rules, policies, and laws governing the District which will act as guidance for current and future Board commissioners	Codification of policy and guidelines in accordance with state statutes governing Independent Special Districts	✓	

Table 7: Technology

	Description	Outcome	Accomplished	Retain
7.1	Conduct a General Controls Review of the IT systems and associated policies of the District	Ensure the proper management of Information Technology Assets, and the protection of the information	✓	
7.1.a	Prioritize and address the Items identified in the GCR	Ensure the items with highest priority are addressed first by the most appropriate means.		✓
7.2	Create a Technology Plan that outlines the technology initiatives to support the Districts needs for a period of 12-36 months.	Direct the District decision making regarding the purchase, and maintenance of IT		✓
7.3	Update the 5 year Capital asset plan	Ensure the District has a ready supply of equipment to meet the needs	✓	
7.4	Update the long range Apparatus and Staff Vehicle replacement plans	Ensure the District has a ready supply of apparatus and staff vehicles to meet the needs	✓	✓

Appendix B

IMFD

Strategic Plan Focus Group

February 6, 2017

Mission was overall still appropriate. Some discussion regarding wording and the extent to which the district still does some of the functions in the mission.

End of the Road

- Safe Community – Safety is both Perception (of Safety) and Actual (Safety)
- Death and Disability Risk Reduction

Threats

- Funding
- Community hazards increasing threats (e.g., terrorism, active shooter, biohazards, etc.)
- Consolidation
- Litigation

Preconditions to a Safe Community (or Risk Reduction)

- Address the major areas of fire service with TRAINING & EQUIPMENT
 - Fire
 - Medical
 - Vehicle / Accidents
 - Water
- Good Economy
- Funding
 - Ad Valorem funding
 - Fees
 - Grants
- Property Values (sufficient)
- Political support (Commission & Legislative)
- Elected officials' support
- Public Support
- Public Relations / Social Media (Community Education)
- Proactive Community Engagement
- Advocacy (for Risk Reduction)
- Public Education / Health Education
- Safety programs (e.g., car seat program)
- Safety training for community
- Impact risk associated with ADLs (Activities of Daily Living)

- E.g., dedicated point person to serve as contact for existing community services
- Enforcement (e.g., Codes)
- Collaboration with other agencies
 - Share information
- Employees
 - Education
 - Employee evaluations
 - Known / consistent policies and practices (for employee development)
 - Mentoring process for employee development
 - Wages & Benefits
 - Employee health and wellness (including mental health)
 - Succession planning
- Measure (and communicate) results / outcomes of activities

Strategies / Goals

- Continue emergency response activities
- ISO Rating
 - Achieve ISO 1 rating (without compromising the good work of the agency)
 - Maintain or improve ISO rating
 - Develop strategy to achieve ISO 1 rating
- Develop a system and strategy for community paramedicine
- Public relations strategy
- Employees
 - Career path and succession strategy
 - Systematic recognition
 - Continue employee development (esp. health and wellness)
- IT strategy
 - Facility reporting
- Further develop internal communication system (e.g., SOGs repository)
- Outsourcing strategy and analysis (identify opportunities for outsourced work – such as grant writer)
 - Dedicated grant writer
- Collaboration for funding efforts
- Interdisciplinary training
- Develop / Finish Emergency Action Plans
- Develop a 25-Year plan (growth and build out of the district with funding models)
- Continue equipment and training facility inventory
- Identify funding and development of training facilities (e.g., pool, burn building, etc.)

IMFD

Strategic Plan Focus Group

February 14, 2017

Mission was overall still appropriate. Some discussion regarding wording and the extent to which the district still does some of the functions in the mission.

End of the Road

- Save lives and property
- Reduce Risk
 - Fire
 - Acute medical – disease conditions
 - Water
 - Rescue
 - Hazard(s)
 - Terrorism
 - Natural Disaster
 - Means to reduce risk – public education

Preconditions: Threats – What is going to get in the way?

- Equipment and Staffing (needs)
- County EMS Staffing (County is short-handed due to turnover)
- Consolidation
 - Reduced LOS for some
- Dispatch – County CAD System for Emergency Management is archaic
- Technology – Computer software and GPS
- Failing infrastructure
- Pending economic recession
- Funding (lack of)
- Environmental issues (water quality – increased hurricanes)
- Loss of staff – need for replacement at upper levels
- Population growth – both internal to district and external (traveling public)
- Lack of marketing to public
- Aging stations
- Station adjustment (right resources in the right place)

Preconditions: Opportunities – What is going to help get there?

- Enabling act (establishes the framework for activities – what is in/what is out)
- Standards / Statutes / Guidelines / Policies
- Staffing (for needed positions)
- Effective leadership

- Internal and external communication
- Communication to the various publics of the district (direct service)
- Communication to publics – taxpayers
- Public relations and marketing
- Growth and succession
- Adequate staffing (numbers of people on the job)
- Emergency response
- Service response (non-emergency) – Chasing goats
- Public information and presence
- Public support: residents and visitors
- Technology
- Prevention (e.g., fire code)
- Public education
- Finance and funding (adequate)
- Training (personnel)
- Accountability system – personnel
- Measurement of goals
- Functional equipment
- Collaboration – interlocal and co-training
- Staff education

Strategies / Goals

- Tailored mentoring program
- Develop public relations strategy
 - Educate public about services and value
 - Educate public about threats (to safety)
 - Education on consolidation
 - Customer survey(s)
- Exercise voice at political and legislative level(s)
 - E.g., Fire Chiefs Association
- Continuing update of policies and procedures
- Pursue grants through collaboration (e.g., IAFF)
- Internal communication: Opportunities and threats awareness
- Develop and follow IT plan
- Staffing
 - Develop formal mentoring program
 - Develop tailored mentoring program
 - Assess barriers: know why people / staff won't or don't want to develop
 - Ensure staffing is available across all levels and hiring
 - Continued succession planning and forecasting
- Expand niche services (e.g., training, funding, and cooperation)
- Conduct growth analysis (planning) and finance (how to pay for growth)