OUR STRATEGIC PLAN

2022-2027

PALM BEACH COUNTY
FIRE RESCUE

MESSAGE FROM THE FIRE RESCUE ADMINISTRATOR
Patrick J. Kennedy

Palm Beach County Fire Rescue welcomes the future with open arms and a sense of determination to be the very best we can be. Our Fire Department Vision Statement is "Excellence Today, Improving Tomorrow," and this Strategic Plan will aid us in continuing the implementation of this vision. As an "all-hazards" emergency department, it is our responsibility to develop a plan that best suits the needs of our community. As we accomplish these goals, we will continue to improve tomorrow. I am proud of the professionals that have spent time collaborating with insight and thoughtfulness to see this process to fruition.

Palm Beach County Fire Rescue leadership called upon various employees from all ranks, divisions, and sections. We made sure to include professionals with different levels of experience and time on the job so everyone could weigh in. The goal was to put our heads together to identify our community's greatest needs and how to best address them.

To get honest opinions from our stakeholders, we held several virtual focus groups with those who use our service and those with whom we work. Examples include hospitals, non-profits, other county agencies, community advocates, homeowners, and policymakers, to name a few. The goal was to analyze where we are hitting the mark and where we need improvement in our service delivery, both internally and externally.

When we surveyed the stakeholders, we learned that what we are doing well is being recognized and appreciated. We discussed our Department's Core Values: Integrity, Unity, Compassion, Accountability, and Dedication, to pinpoint examples of how our personnel reflect these values daily. We have a lot to be proud of, yet we also found a lot upon which to improve. The honest feedback from the public lets us know where we need to focus our efforts in the coming years.

Throughout this process, our groups quickly recognized that to provide the best possible service to our customers, our organization must also care for and fulfill its people. Ensuring job satisfaction is a big part of increasing efficiency and pride in performance. Therefore, this plan includes a holistic approach to department improvement. We care about our people and what matters to them matters to us.

The cross-section of employees worked on several strategic initiatives based on the research conducted and data collected. The goals crafted are specific, measurable, attainable, relevant, and time-based. The implementation plan is laid out and explained in this document. To succeed in our endeavors, a commitment is required of all employees to contribute to our future accomplishments. I am confident that our goals can be achieved together. I am thankful to everyone who has dedicated time to this and everyone who will participate in moving this forward.

Patrick J. Kennedy, Fire Chief

Introduction

Palm Beach County Fire Rescue (PBCFR) provides an all-hazards approach to protecting the lives and property of the residents, businesses, and visitors of Palm Beach County, Florida. PBCFR is continuously working to achieve and maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, 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 with a basis in the Commission on Fire Accreditation International's® (CFAI) fire and emergency service accreditation model and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

CPSE and PBCFR utilized the community-driven strategic planning process to go beyond just developing a document. It challenged the department's members to critically examine paradigms, values, philosophies, beliefs, and desires and challenged individuals to work in the best interest of the "team." It further provided the department with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the organization's community and agency stakeholders' groups demonstrated commitment to this important project and the document's completion and plan execution.

PALM BEACH COUNTY FIRE RESCUE
STRATEGIC PLAN
Table of Contents

Organizational Background

Palm Beach County is in the southeastern part of Florida and lies directly north of Broward and Miami-Dade Counties. The county encompasses nearly 2,400 square miles, including 413 square miles of water with the Atlantic Ocean as its eastern border and Lake Okeechobee in the northwest.

Palm Beach County Fire Rescue (PBCFR) was created in October 1984, when the Palm Beach County Board of County Commissioners passed a resolution consolidating the ten existing fire districts in Palm Beach County: Jupiter, Juno, Old Dixie, Military Park, Southwest, Trail Park, Reservation, Del Trail, Canal Point, and Northwest.

Today, Palm Beach County Fire Rescue is one of the largest Fire Departments in the state of Florida and responds to all hazards and emergencies, including fire, emergency medical services, vehicle accidents, hazardous materials, technical rescue, aircraft rescue and firefighting, fire investigations, water rescue, disaster response, and 911 dispatching. PBCFR also has a robust prevention and preparedness mission focused on fire and life safety education, mobile-integrated health, disaster preparedness, and community risk reduction.

Palm Beach County Fire Rescue serves the unincorporated areas of Palm Beach County and 19 municipalities. In addition, Palm Beach County dispatches emergency response for an additional 13 surrounding communities.

Organizational Structure

Community-Driven Strategic Planning

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

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes the use of resources. Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process with no clear beginning and no defined end. While plans can be developed regularly, 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 shared understanding of where the organization is going, how everyone involved can work toward that common purpose, and how progression and success will be measured.

The Community–Driven Strategic Planning Process Outline

- Define the programs provided to the community.

- Establish the community's service program priorities and expectations of the organization.

- Identify any concerns the community may have about the organization and aspects of the organization that the community views positively.

- Revisit the mission statement, giving careful attention to the services and programs currently provided and which logically can be provided in the future.

- Revisit the values of the organization's membership.

- Identify the internal strengths and weaknesses of the organization.

- Identify areas of opportunity or potential threats to the organization.

- Identify the organization's critical issues and service gaps.

- Determine strategic initiatives for organizational improvement.

- Establish a realistic goal and objectives for each initiative.

- Identify implementation tasks for the accomplishment of each objective.

- Determine the vision of the future.

- 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 agency stakeholders for their participation and input in this community-driven strategic planning process. The CPSE also recognizes Chief Patrick Kennedy and the team of professionals for their leadership and commitment to this process.

Development of this strategic plan took place in February 2022, beginning with virtual meetings hosted by a representative from the CPSE for community members (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 Palm Beach County Fire Rescue's coverage area and some who were recipients of PBCFR's service(s). Over 250 community members were invited to participate in these virtual meetings, yielding 74 participating members.

Palm Beach County Fire Rescue Community Stakeholders

Jay Alpert	John Curd	Frank Lewis	Harry Raucher
J.D. Armstrong	John Deal	Ray Liggins	Robert Rease
Isami Ayala-Collazo	David England	Mike Limongelli	Craig Reinmuth
Peter Bajor	Ed Epstein	Matthew Linderman	Thomas Rossi
Verdenia Baker	Sal Faso	Jay Littman	Patrick Rutter
Jim Barnes	Maria Figueroa	David Lively	Sheri Scarborough
Angela Bess	Donald Foster	Joseph Lo Bello	Stephanie Sejnoha
Todd Bonlarron	Brian Fuller	Victor Martin	Nicole Sidaway
Michael Bornstein	Matthew Gitkin	Scott Marting	Kelly Smallridge
Valerie Brooks	Dorothy Gravelin	Diana Matty	Bev Smith
Eric Call	George Gurdock	Michelle McGovern	Trevor Steedman
Mario Cataneda	George Heisel	John Mollica	Pam Tahan
Tom Ceccarelli	Luz Jordan	Jeff Newsome	James Trube
Rodolfo Chavez	Gaby Joy	Cynthia O'Connell	Lori Vinikoor
Daniel Clark	Joan Katz	Victor Ospina	Tom Wenham
Latosha Clemons	Christopher Keane	Brian Raducci	Khadeidra Willis
Nicole Coates	Stef Lambrisca	Ricky Ramirez	Jennifer Zeplin
Eric Coleman	Thomas Lanahan	Rich Raphael	
Joey Cooper	Julia Leo	Beth Rappaport	

Community Group Findings

A key element of Palm Beach County Fire Rescue's organizational philosophy is having a high level of commitment to the community and 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, concerns (prioritized), and comments (positive and negative) about the organization. Specific findings of the community stakeholders are provided in the appendix of this document. The agency 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 Priorities

To best dedicate time, energy, and resources to the services most desired by its community, Palm Beach County Fire Rescue needs to understand what the customers consider to be their priorities. To that end, the community stakeholders were asked to prioritize the programs offered by the department through a process of direct comparison. The results were as follows:

Emergency Medical Services	1	392
Dispatching Services	2	316
Fire Suppression	3	313
Technical Rescue	4	269
Hazardous Materials Mitigation	5	236
Emergency Management	6	226
Marine Rescue and Firefighting	7	188
Mobile Integrated Health Program	8	174
Aviation Rescue and Firefighting	9	173
Community Risk Reduction	10	170
Wildland Fire Services	11	154
Public Fire and Life Safety Education	12	99
Fire Investigation	13	98

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

Agency Stakeholder Group Findings

The agency stakeholder work sessions were conducted over 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. Additional focus was placed on the organization's perceived strengths, weaknesses, opportunities, and threats. The work sessions involved participation by a stakeholder group that represented a broad cross-section of the department, as named below and pictured on the following page.

Palm Beach County Fire Rescue Agency Stakeholders

Michael Casanova *Lieutenant*	Cody Harris *Lieutenant*	Anthony Majhess *Captain*	Aaron Pribyl *EMS Captain*
David DeRita *Division Chief*	Daniel Hirsch *Battalion Chief*	Robert Manzino *Fleet Director*	Kerry Robbins *Communicator III*
Oscar Dominguez *IT Manager*	Peter Hund *Division Chief*	Daniel McAndrews *Lieutenant*	Justin Schainuck *Division Chief*
Charles Coyle *Division Chief*	Jeremy Hurd *Battalion Chief*	Doug McGlynn *Deputy Chief*	Ryan Sheppard *Lieutenant*
Alex Duran *EMS Captain*	Leilani Kamalu *Lieutenant*	Javatis Midget *District Chief*	Weston Springer *Battalion Chief*
Eric Feierabend *EMS Captain*	Amber Kavanaugh *Dispatch QA Manager*	Phillip Olavarria *District Chief*	William Stansbury *District Chief*
Karen Ferguson *Battalion Chief*	Bradley LaBar *Captain*	Khristy Osment *Firefighter*	Alicia Waag *Driver*
Jose Gonzalez *Deputy Chief*	Steven LeRoux *Firefighter*	Joe Palandro *Captain*	David Woodside *Assistant Chief*
Jill Gregory *Executive Assistant*	Michelle Lorenzo *Firefighter*	William Pantoja *Captain*	

Agency Stakeholders

Mission

The mission provides an internal aspect of the existence of an organization and, to a degree, an empowering consideration for all department members. 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 do we do it?

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:

Agency Stakeholders Work Session

We are committed to providing safe and secure communities by mitigating all hazards through excellence in public service.

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 propose a series of examples illustrating how department members model behaviors that align with the following established values.

INTEGRITY: Possessing a strong moral character to be trusted to do the right thing even when no one is watching.

UNITY: Recognizing the value that inclusivity holds and how it produces effective teamwork by coming together as one.

COMPASSION: The will and action of helping others with empathy, dignity, and understanding.

ACCOUNTABILITY: The obligation to account for your actions, accept responsibility, and operate with transparency.

DEDICATION: A continuous commitment to exceptional service to the community and each other.

The mission and values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so the individuals who make up Palm Beach County Fire Rescue are guided by them to accomplish the goals, objectives, and day-to-day tasks.
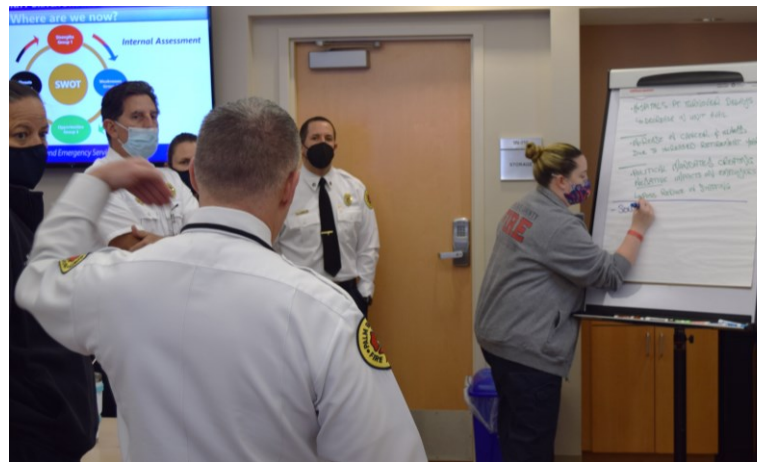
Programs and Services

To ensure a deeper focus exists in determining issues and gaps within an organization, there must be a delineation between core programs and supporting services. Core programs are those core deliverables provided by the department. Supporting services are all the internal and external programs and services that help PBCFR deliver its core programs.

The importance of understanding this difference is that issues and gaps may exist in core programs or supporting services, and the department's strategic approach may bring forth different considerations for improvement. Additionally, supporting services may be internal or external to the organization and require an understanding of how the difference impacts their location within the analysis of strengths, weaknesses, opportunities, and threats if identified. Finally, the agency stakeholders must understand that many local, state, and national services support its delivery of the identified core programs.

Agency Stakeholders Work Session

Through a facilitated brainstorming session, the agency stakeholders agreed upon the core programs provided to the community and many of the supporting services that support the programs. This session provided the sought understanding of the differences and the important key elements of the delineation.
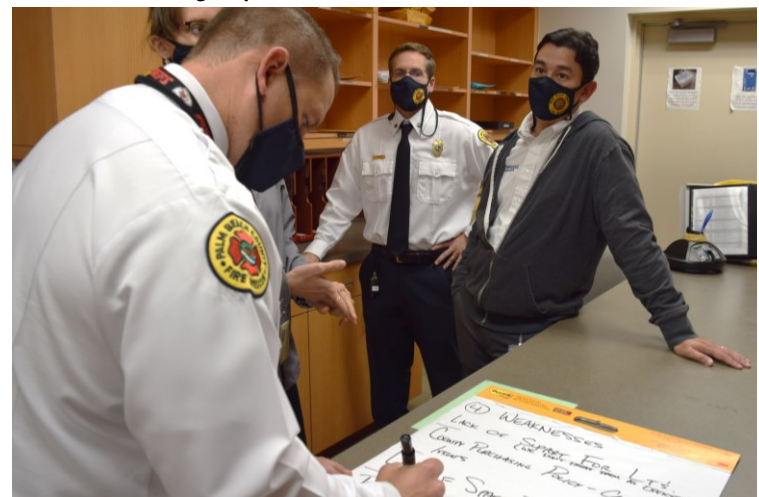
SWOT Analysis

Through the candid identification of strengths, weaknesses, opportunities, and threats (SWOT), an organization is provided the opportunity to evaluate its operating environment for areas it can capitalize on and those that pose a danger.

Agency stakeholders recorded PBCFR's strengths and weaknesses and the possible opportunities and potential threats. Information gathered through this analysis guides the larger issues and gaps within the agency. The information gleaned will assist the agency in finding its broader critical issues and service gaps.

Appendix 2 consists of the SWOT data and analysis collected by the agency stakeholders.

Critical Issues and Service Gaps

Following the identification and review of the department's SWOT, two separate groups of agency stakeholders met to identify themes as primary critical issues and service gaps (found in *Appendix 3*). The stakeholders' critical issues and services gaps provide further guidance toward identifying the strategic initiatives, which will ultimately lead to the development of goals, objectives, critical tasks, and timelines.

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 developing goals and objectives.

Goals and Objectives

To continuously achieve the mission of Palm Beach County Fire Rescue, realistic goals and objectives with timelines for completion must be established. These will enhance strengths, address identified weaknesses, provide a clear direction, and address the community's concerns. These should become a focus of the department's efforts, as they will direct the organization to its desired future while reducing the obstacles and distractions along the way. Leadership-established workgroups 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 PBCFR's leadership.

Agency Stakeholders Work Session

Goal 1	Create financial stability by increasing revenue and reducing costs to continue effectively providing excellent public service.

Objective 1A	Collect revenue and expense data from the last five years to determine the current economic status.
Timeframe	1-3 months **Assigned to:**

Critical Tasks
- ☐ Acquire expense and revenue data from the last five fiscal years for PBCFR.
- ☐ Acquire revenue data from the following sources but not limited to MSTU, impact fees, transport and inspection fees, grants, municipal, and other contracts.
- ☐ Acquire actual expenditure reports for the last five fiscal years.
- ☐ Analyze the report data for positive or negative trends.
- ☐ Complete a current MSTU and millage sufficiency analysis.
- ☐ Prepare and present a report of findings with recommendations to the leadership team for further consideration and action.

Objective 1B	Gather available community feedback and analyze current financial data to determine current service levels relative to current revenue.
Timeframe	6-12 months **Assigned to:**

Critical Tasks
- ☐ Determine internal and external benchmarks for levels of service.
- ☐ Collect Community Risk Assessment and Standards of Cover data and determine relevance.
- ☐ Identify and collect community data from other potential sources.
- ☐ Take combined data and conduct analysis against current financial status.
- ☐ Prepare and present a report of findings with recommendations to the leadership team for further consideration and action.

Objective 1C	Determine and implement reliable technology to increase efficiency and cost-effectiveness.
Timeframe	6 months to determine 18 months to implement/ongoing **Assigned to:**

Critical Tasks
- ☐ Develop an objective evaluation tool to prioritize technology initiatives.
- ☐ Create a list of technology available:
  - o Within Palm Beach County and identify the primary users
  - o Outside Palm Beach County
- ☐ Identify the technology that supports our needs and present a report of findings to the leadership team for further consideration and action.
- ☐ Create key performance indicators based upon reliability and satisfaction for each technology, system, application and/or device.
- ☐ Establish a consistent methodology and timeline for ongoing evaluation.

Objective 1D	Perform a five-year financial projection and analysis to determine future financial needs.
Timeframe	2-6 months Assigned to:
Critical Tasks	☐ Based on the economic status analysis and the community feedback process, complete and verify current financial needs and identify future financial needs. ☐ Determine the cost of projected future needs. ☐ Identify available funding sources. ☐ Create a plan to fulfill the projected needs. ☐ Prepare and present a report of findings with recommendations to the leadership team for further consideration and action.

Objective 1E	Consider and evaluate alternate funding sources to create additional revenue.
Timeframe	12-18 months Assigned to:
Critical Tasks	☐ Identify and evaluate current funding sources. ☐ Research other fire departments' funding sources. ☐ Determine what alternative funding sources can be implemented in PBCFR. ☐ Develop an implementation plan. ☐ Prepare and present a report of findings with recommendations to the leadership team for further consideration and action.

Objective 1F	Consider and evaluate potential cost savings that will not reduce the current levels of service.
Timeframe	9 months Assigned to:
Critical Tasks	☐ Identify our expenses and evaluate the potential cost savings that may reduce the department's costs. ☐ Review/balance the cost savings evaluation to ensure that no reduction in the current level of services would result. ☐ Create a prioritized list of recommended cost savings options based on the evaluation. ☐ Prepare and present a report of findings with prioritized recommendations to the leadership team for further consideration and action.

Objective 1G	Create a budget to fulfill recommended staffing adjustments based on the conducted evaluation.	
Timeframe	6 months	Assigned to:

Critical Tasks	☐ Compile budgetary needs based on staffing and infrastructure recommendations. ☐ Determine funds required to fulfill the recommendations. ☐ Determine existing and potential funding sources to meet recommendations such as but not limited to: ○ Grants ○ Billing for resources (fire inspections, repeat calls, hazardous materials incidents, fire incidents) ○ Tax increase (fire surtax/fee) ○ Increase impact fees to developers for Fire Rescue services ○ Surtax to offset MSTU ☐ Prepare and present a report of findings with recommendations to the leadership team for further consideration and action, including budgetary considerations. ☐ As directed, present to Palm Beach County Board of County Commissioners for approval and adoption.

Objective 1H	Create a mechanism to measure the fiscal sustainability, efficiency, and effectiveness of established public service benchmarks.	
Timeframe	9 months/ongoing	Assigned to:

Critical Tasks	☐ Determine the upper and lower financial parameters to maintain the required levels of service. ☐ Monitor key performance indicators and benchmark performance, including stakeholder feedback for changes. ☐ Evaluate the fiscal impact on KPIs and stakeholder feedback. ☐ Establish a consistent methodology and timeline for ongoing evaluation.

Goal 2	Develop, mentor, empower, and train all personnel to build a culture of competence and high performance for the future.

Objective 2A	Identify current professional development programs to formulate a needs-based analysis.
Timeframe	3 months **Assigned to:**

Critical Tasks	☐ Establish a professional development project team with a lead. ☐ Assign individual subject matter experts from each division and section to participate on the team as a representative. ☐ Direct each subject matter expert to coordinate an internal group of stakeholders from their respective section or division. ☐ Establish specific timelines for the project team to meet and report on the progress of objectives. ☐ Compile a list of existing professional development programs. ☐ Research industry standards for each position. ☐ Prepare and present a report of findings with recommendations to the leadership team for further consideration and action.

Objective 2B	Establish and create a job task analysis for each position.
Timeframe	4 months **Assigned to:**

Critical Tasks	☐ List and account for all existing and prospective positions in every section and division. ☐ Create a random selection of members in each position. ☐ Create job-specific surveys relative to each job role/responsibility. ☐ Select a survey tool to employ the process. ☐ Conduct the survey. ☐ Compare survey results to industry and department standards. ☐ Prepare and present a report of findings with recommendations to the leadership team for further consideration and action.

Objective 2C	Identify shortfalls within all sections/divisions to build a baseline needs assessment
Timeframe	4 months Assigned to:
Critical Tasks	☐ Compare existing professional development programs to industry standards and the position-specific job task analysis. ☐ Perform a gap analysis and determine the results. ☐ Establish a list of developmental needs based on identified priorities. ☐ Prepare and present a report of findings with recommendations to the leadership team for further consideration and action.

Objective 2D	Ensure job descriptions exist for all positions and assignments.
Timeframe	4 months Assigned to:
Critical Tasks	☐ Compile a list of all job descriptions. ☐ Identify the positions and assignments that do not have a specific job description assigned. ☐ Review, revise, or develop job descriptions for all positions and assignments.

Objective 2E	Establish job performance requirements to measure performance expectations of a given job description.
Timeframe	6 months Assigned to:
Critical Tasks	☐ Compile a list of all job performance requirements. ☐ Identify the positions and assignments that do not have specific job performance requirements. ☐ Review, revise or develop job performance requirements for all positions and assignments.

Objective 2F	Establish/create key performance indicators to measure performance metrics for each section and division.
Timeframe	2 months Assigned to:
Critical Tasks	☐ Compile a list of key performance indicators in every section or division. ☐ Ensure that job performance requirements align with section or division key performance indicators. ☐ Communicate findings with each section and division. ☐ Conduct any needed revisions.

Goal 3	Develop an effective, consistent, and transparent communication plan for all personnel.

Objective 3A	Identify the current communication methods, models, and practices for each section and division throughout the department.	
Timeframe	3 months	Assigned to:
Critical Tasks	☐ Establish a Communication Project Team with a lead. ☐ Assign individual subject matter experts from each division and section to participate on the team as a representative. ☐ Coordinate with an internal group of stakeholders from their respective section or division. ☐ Establish specific timelines for the project team to meet and report on the progress of objectives. ☐ Compile a comprehensive list of existing communications, including methods, models, policies, and procedures. ☐ Prepare and present a report of findings with recommendations to the leadership team for further consideration and action.	

Objective 3B	Define and evaluate the methodologies of communication appropriate for each section and division.	
Timeframe	3 months	Assigned to:
Critical Tasks	☐ Identify the effectiveness of current communication practices. ☐ Research industry standards of communication. ☐ Compare existing communication practices to industry and department standards. ☐ Perform a gap analysis based on comparative results. ☐ Establish a list of communication needs. ☐ Prepare and present a report of findings with recommendations to the leadership team for further consideration and action. ☐ Organizational chart within each section for communication ☐ Organizational chart to identify contact person when necessary to go out of section. ☐ Build a physical communication plan for every position that would be a part of each role's professional development job description.	

Objective 3C	Develop methodologies of communication appropriate for each section and division.	
Timeframe	6 months	Assigned to:
Critical Tasks	□ Coordinate with their internal stakeholders from their respective section or division to prioritize the communication needs. □ Develop a draft communication plan appropriate for each section and review the draft with section and division heads. □ Prepare and present a report of findings with recommendations to the leadership team for further consideration and action. □ Submit the final communication plan to the project team for implementation.	

Objective 3D	Identify and implement various forms of media to enhance communication by utilizing technology for more effective communication between all personnel.	
Timeframe	4-6 months/Ongoing	Assigned to:
Critical Tasks	□ Create and send out periodic newsletter communications from each division with an update of what is currently happening in the division and why it is happening. □ Create SharePoint links for each division and continuously update with new information. □ Create quarterly video meetings from each division, giving a department update. □ Create the ability for employees to submit questions for a division through a generic email that will be answered at the next video meeting.	

Objective 3E	Create an evaluation process for each communication.	
Timeframe	1 month/Ongoing	Assigned to:
Critical Tasks	□ Select applicable evaluation tool(s). □ Select an appropriate timeframe to evaluate the communication plan. □ Review and revise the objectives based on needed improvements.	

Goal 4	Conduct a community risk assessment (CRA) to determine appropriate objectives to improve response deliverables and engage the community to meet their needs.

Objective 4A	Identify and define the characteristics of the community we serve to determine our risk.
Timeframe	4 months Assigned to:

Critical Tasks	☐ Identify communities/jurisdictions and boundaries/zone of the region. ☐ Identify geographical elements of the zones. ☐ Identify demographic characteristics to include socioeconomic factors. ☐ Identify target hazards. ☐ Identify planning zones. ☐ Identify road networks and infrastructure. ☐ Identify risk reduction standards and prevention. ☐ Compile all information into a report component study.

Objective 4B	Identify and define characteristics of the department and other partnering agencies to mitigate the current risk.
Timeframe	2-3 month Assigned to:

Critical Tasks	☐ Understand and appropriately represent the demographic of the different areas we serve. ☐ Identify current PBCFR resources to include station location, performance, and standards. ☐ Identify current mutual aid partners and resources to include station location, performance, and standards. ☐ Identify current automatic aid partners and resources to include station location, performance, and standards. ☐ Compile all information into a report component study.

Objective 4C	Establish criteria and a methodology to determine risk levels and score or weight the communities'/jurisdictions' risk.	
Timeframe	12 months	Assigned to:

Critical Tasks	☐ Gather and analyze historical response data. ☐ Gather and analyze call types and frequencies. ☐ Build an evaluative matrix for measuring community consequences. ☐ Build an evaluative matrix for measuring community impact. ☐ Develop a critical tasking process. ☐ Select scoring methodology. ☐ Test selected methodology.

Objective 4D	Develop standards to determine and monitor the department's performance.	
Timeframe	6 months	Assigned to:

Critical Tasks	☐ Establish performance standards across the risk category continuum. ☐ Establish performance standards for first-due response. ☐ Establish performance standards for full response complement. ☐ Compare to industry standards. ☐ Prepare and present a report of findings with recommendations to the leadership team for further consideration and action.

Objective 4E	Evaluate the department's performance, identify gaps in response deliverables, and determine what existing and future programs benefit the community.	
Timeframe	8 months	Assigned to:

Critical Tasks	☐ Gather and map data on first-due response. ☐ Gather and map data on full complement response. ☐ Evaluate performance relative to established standards and minimum staffing requirements across the risk category continuum. ☐ Predict potential problems using historical data along with projected growth rates. ☐ Identify community stakeholders that could help evaluate programs. ☐ Schedule meetings with the stakeholders to present the community risks and discuss what programs they desire to see implemented. ☐ Identify and evaluate the need for staffing changes. ☐ Identify and evaluate the need for infrastructure changes relative to staffing, performance, and outcomes. ☐ Prepare and present a report of findings with recommendations to the leadership team for further consideration and action.

Objective 4F	Create a plan based on the findings to improve response deliverables.	
Timeframe	9 months	Assigned to:
Critical Tasks	☐ Determine issues and challenges in planning zones not meeting the standards. ☐ Determine why the planning zones are not meeting the standards. ☐ Identify corrective measures. ☐ Evaluate the capital improvement plan and how it can assist with needs. ☐ Create a plan based on assessment. ☐ Establish future goals to improve performance. ☐ Prepare and present a report of findings with recommendations to the leadership team and community stakeholders for further consideration and action.	

Objective 4G	Create a marketing plan based on deployment, infrastructure, and program changes being implemented.	
Timeframe	3 months	Assigned to:
Critical Tasks	☐ Determine target audience. ☐ Determine dissemination points for marketing plan. ☐ Utilize Palm Beach County resources to create flyers and visual aids. ☐ Create a process to disperse marketing to the citizens of Palm Beach County. ☐ Utilize multiple delivery platforms, including but not limited to social media, department newsletter for the public featuring response times, staffing, upcoming projects, etc., news media, commercials, Channel 20 - department updates, public service announcements, flyers/mailers, information added to water and utility bills. ☐ Evaluate the marketing plan's effectiveness through points of contact, questionnaires, etc.	

Goal 5	Enhance our health and wellness program to recognize and improve physical and mental conditions to increase readiness and performance for service delivery.

Objective 5A	Collect and analyze results from current medical, physical, and behavioral assessments (complying with privacy laws/regulations) as a baseline.
Timeframe	8 months · Assigned to:
Critical Tasks	☐ Schedule a meeting with the fire department physician, wellness coordinator, employee assistance program coordinator, administrative staff, and the union. ☐ Determine data available to be evaluated (i.e., sleep deprivation, cancer/cardiac health, mental health, physical fitness, etc.) ☐ Create a subcommittee to evaluate the available existing statistical data. ☐ Prepare and present a report of findings with recommendations to the leadership team for further consideration and action.

Objective 5B	Cross-reference compiled results with available research to identify areas of concern for improvement.
Timeframe	3 months · Assigned to:
Critical Tasks	☐ Compile 12 months of initial data from identified data points as determined in Objective 3A. ☐ Identify the best technology to use to store and analysis the data and add the data to it. ☐ Collect external data/research from USFA and IAFF related to health and wellness. ☐ Identify new data points or key performance indicators for future collection in PBCFR data. ☐ Prepare and present a report of findings with recommendations to the leadership team for further consideration and action.

Objective 5C	Use internal and external data points to create a gap analysis.
Timeframe	6-9 months · Assigned to:
Critical Tasks	☐ Review data/report from Objectives 3A and 3B. ☐ Identify trends in the data related to PBCFR employee health and wellness. ☐ Evaluate current health and wellness standards for applicability/appropriateness. ☐ Establish new baseline key performance indicators for any adjustments/changes. ☐ Identify opportunities for improvement based on updated standards/baselines. ☐ Prepare and present a report of findings with recommendations to the leadership team for further consideration and action.

Objective 5D	Create a comprehensive improvement plan for the overall health and wellness program via the wellness steering committee.	
Timeframe	6 months	Assigned to:
Critical Tasks	☐ Review the findings from gap analysis and consider presented opportunities for improvement. ☐ Develop/approve methods/tactics/programs to address gap analysis findings. ☐ Establish recommended improvement standards for the new program. ☐ Create implementation plan for new methods/tactics/programs. ☐ Prepare and present a report of findings with recommendations to the leadership team for further consideration and action.	

Objective 5E	Develop a budget proposal to implement the plan for efficient health and safety practices to increase readiness and performance	
Timeframe	9 months	Assigned to:
Critical Tasks	☐ Create a cost analysis to implement new programs/practices/methods. ☐ Consider training and resources needs (staff, equipment, timelines, etc.). ☐ Prepare and present a report of findings with recommendations to the leadership team for further consideration and action, including budgetary considerations.	

Objective 5F	Evaluate and follow up on impacts.	
Timeframe	Annually/ongoing	Assigned to:
Critical Tasks	☐ Collect and review new data against baseline data collected. ☐ Create an employee survey or questionnaire (feedback tool). ☐ Determine if program goals were met or progress was achieved. ☐ Compile feedback on progress (areas of concern/gaps in performance) for the wellness committee. ☐ Prepare and present a report of findings with recommendations to the leadership team for further consideration and action. ☐ Amend the plan as necessary based on results.	

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 designed by the agency 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

Palm Beach County Fire Rescue's vision is "Excellence Today, Improving Tomorrow." In order to achieve that vision, we will strive for continuous improvement of our all-hazards approach to delivering excellence. As a forward-thinking department, we will employ and operate modern technology with a fiscally sustainable approach to the risk-driven deployment of resources. In addition, we will strengthen our relationships with the community, our service partners, and the member stakeholders we serve through comprehensive communication practices.

In recognition of our greatest resource and human investment, we will make every effort to develop, support, mentor, and prepare our members to be the best they can be. Our concept is to achieve this through appropriate staffing models, comprehensive health and wellness measures, and cutting-edge professional development. In addition, we envision a department that recruits and welcomes diverse, motivated, and creative members who embody our values of integrity, unity, and dedication.

We will be an initiative-focused department that builds a safe, collaborative, and compassionate environment. Our members will hold each other accountable to deliver our mission, live our values, and make this vision a reality.

Performance Measurement

To assess and ensure that an organization is delivering on the promises made in its strategic plan, leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must assess progress toward improving output. 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.
>
> <u>Reinventing Government</u>
> 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 analysis and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

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> 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 organization members during the development stage of the planning process. To assist in developing 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 the implementation of the goals and related objectives but on support received from the authority having jurisdiction, the members of the organization, and the community-at-large.

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 agency 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.

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 programs of study or services. Accreditation ensures a basic level of quality in the services received from an agency.

AED   Automatic External Defibrillator

ALS   Advanced Life Support

CFAI   Commission on Fire Accreditation International

COPCN   Certificate of Public Convenience and Necessity

CPR   Cardiopulmonary 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.

EAP   Employee Assistance Program

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

EMS   Emergency Medical Services

EMT   Emergency Medical Technician

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

FMLA   Family Medical Leave Act

IAFF   International Association of Firefighters

Input   A performance indication where the value of resources is used to produce an output.

ISO   Insurance Services Office

IT   Information Technology

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.

MSTU   Municipal Service Taxing Unit

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.
RIT	Rapid Intervention Team
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. The final result of an action. Something to accomplish in assisting the agency in moving 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 agency's mission 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.
SWOT	Strengths, Weaknesses, Opportunities, and Threats
USFA	United States Fire Administration
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.

Appendix 1 – Community Input

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's needs.

Respondents were asked to list, in priority order, up to five subjects relative to their expectations for PBCFR. Responses were then analyzed for themes and weighted. The weighting of the prioritized responses was as follows:

First entry	5 points
Second entry	4 points
Third entry	3 points
Fourth entry	2 points
Fifth entry	1 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 (in priority order):

- Expeditious response to emergency incidents. Timeliness of response. Fire Rescue responds in a timely (but safe) manner when summoned via 911. Prompt response to provide needed services. Quick response. Response times. Quick response time. Rapid response to emergencies. Shortest possible response time. Timely arrival. (90)

- The responding Fire Rescue staff is competent and able to provide emergency care. Well-trained personnel. Well trained. Competent, certified, and trained personnel. Well-trained, professional firefighters. Highly trained personnel. Competence of paramedics & firefighters. Qualified Experienced Team. Have appropriate training and certifications, and staff appropriately trained. Highly trained and certified staff. Top level of training and expertise in all aspects of agency operations. (71)

- Responding with the appropriate equipment. Latest equipment and technology. Well equipped. Up-to-date and well-conditioned equipment. Equipped appropriately. Fully Operational/Functional response apparatus. Modern equipment and technology. Response vehicles well equipped with supplies and medications. Well equipped to handle any emergency. Up-to-date equipment/vehicles and maintenance. Well-maintained and outfitted equipment for rescue and fire calls. (47)

- Patient-driven care. EMS. If a transport is required, it is done so safely, and the transfer is handled as quickly and efficiently as possible. Safety of patients. Delivery of the most modern and professional emergency medical care. Encoding with as much advanced notice as possible. Expert evaluation to send patient to appropriate facility. (25)

- Priority 1 EMS call <9 min response time. Response time within acceptable life/property safety standards. Respond to a call, be on scene, in under five minutes. Response times within the village of 6 minutes or less. Response time from dispatch to on-scene is within 5 minutes of call for service. (25)

- Professionalism. Fire Rescue staff handles themselves in a courteous and professional manner. Professional. Calm professionalism. (23)

- Communication. Periodic opportunities for discussion with fire rescue department leaders. Effective communication. Community being kept well informed. Develop and maintain an effective public information system. Transparency. Responsive. (23)

- Respond to accidents (trauma events 1st priority) and medical and fire calls. Come with appropriate equipment. Don't over-respond. Department should be able to handle all incident types. Respond. Provide services efficiently and effectively. Provide onsite medical, firefighting, and rescue services. (23)

- Customer service. Compassion for the community and people living there. Timely, professional service. Customer service. Quality of service/satisfaction. (18)

- Adequate and appropriate manpower to control incidents. Adequate staffing on emergency vehicles and of programs. Adequate staffing, continuing education. Adequate number of firefighters and paramedics respond. Staffing to provide best response time for value and cost. (18)

- Education to community of prevention practices. Increased community education. Public service information and training Community Emergency Response Team (CERT) was great). Educate the community on services provided by Fire Rescue. Fire prevention training. Fire and life safety Education. (16)

- Efficient dispatch to scenes. Establish Clawson's EMS dispatch priorities. Dispatch accuracy/ timeliness/ responsiveness/ immediacy. Dispatch services timely and accurately. (13)

- Collaboration. Professional working relationship with village staff, employees, and police. Be responsible to the community. Communication between departments. Community partner. Collaborate with neighboring communities. (11)

- Transport to hospitals at a reasonable cost. Cost effective. Fiscal accountability. (10)

- Save lives and property. Life safety. (10)

- Courteous staff. Be courteous and understanding, stress is already high. Interpersonal skills. Compassionate responders. (9)

- ORGANIZED community public relations program. Community-based regardless of service area size. Proactive (community education and engagement). Community outreach and education on latest PBCFR initiatives. (9)

- Servant leadership. Administrative and organizational support for employees and communities. Meet the professional and emotional support for all personnel. (7)

- Strategic, long-term planning. Anticipate change in community needs. (5)

- Experienced. (5)

- Nonpolitical or affiliated in their professional capacity. (4)

- Provide accurate report to Registered Nurse (RN). (4)

- System Status Management program. Operations considerations are addressed as business case decisions. (4)

- Human presence. (3)

- Notification of Med Alerts. (3)

- Well-funded by the county and state. (3)

- Dispatched personnel have ability to communicate with customers/patients in common multiple languages (e.g., English, Spanish, Haitian, American Sign Language (ASL). (3)

- Utilizing the newest technology. (3)

- Technical/special ops rescue. (2)

- Clean stretchers outside of ambulance entrance, not inside. (2)

- County, inter-department disaster plan. Emergency management coordination and tabletop training with municipalities for all hazards. (2)

- Centralized function and control rather than decentralized. (2)

- Fire investigation. (1)

- Last priority ever should be dog and cat issues. (1)

- A growth plan commensurate with population growth. (1)

- Ethical personnel. (1)

- Use designated ambulance parking after dropping off. (1)

- Maintain orderly village leased vehicle bays and living quarters. (1)

- Employees should be physically and emotionally fit. (1)

- Accountability. (1)

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 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 was as follows:

First entry	5 points
Second entry	4 points
Third entry	3 points
Fourth entry	2 points
Fifth entry	1 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 (verbatim, in priority order):

- Response time. Response time to accident scene. Significant below-standard response time in certain communities. Response times. Response time may be too long. response times are averaging 7.5 minutes in my community. Long customer/patient wait time for units to arrive on scene. (48)

- Do you your staff have highest qualifications and certifications. Quality staffing. Over staffing. Staffing. Staffing shortages. Lack of staffing for all fire rescues. Insufficient staffing. Enough employees. (40)

- Are you meeting your staffing budgets? Sufficient budget for personnel and operations. Funding. Appropriate funding for fire rescue services county wide. Difficulty in budgeting future costs of service. Sustainability. Insufficient diverse revenue streams. (37)

- Overall cost awareness and controls. Costs. Billing citizens for transportation. Millage rate will increase causing my community to cut services. Increasing cost of fire/rescue services. Rising cost of service distributed over a Municipal Services Taxing Unit (MSTU) area. Cost of service. Keeping salaries and wages within reason. (34)

- Do you have the most effective and efficient equipment? Old equipment. Modern equipment and apparatus. Insufficient number of fire trucks to service community. Equipment in on-scene units not functioning. Aging infrastructure and equipment. (24)

- I am concerned that they are continuing their education. Highly trained/highly dedicated paramedics and firefighters. Highly trained/highly dedicated paramedics and firefighters. Adequate continuing education for paramedics and firefighters. Do they have the best training and equipment? Having all fire districts and agencies train with same equipment. (20)

- Mental health of employees. Burnout. Infectious disease protective gear for patient and staff. Health and safety. Post-Traumatic Stress Disorder (PTSD) and proper mental health care. Mental health support is not adequate. (17)

- Fire station placement lags well behind population growth areas, with excessive distance between them hindering second due response times. Necessary resources being added that meet population increase. Long-term planning for population growth. (13)

- Access and equity issues. Inconsistency in service across entire service area. Effective balance of service. (13)

- The ability to expedite care once on scene. Supply of medication for combatting substance abuse. Use of only paramedics, consider EMTs too. (11)

- Impact of new retirement age on department personnel. Vacation status. (10)

- Concern that PBCFR has become politically affiliated and seeing PBCFR at political events of any nature. Union overreach. The union has blocked our communities' legislative efforts more than once. (10)

- Teach public how we can help, i.e., dangerous items in house. How do you educate the communities on your various programs? I have been here for 27 years and am just learning of some of your programs. Lack of communication with customers/cities of future proposed "fire district" initiative. Fire safety and community risk reduction. (10)

- Succession planning leadership. Leadership and representation. (9)

- Turn out and arrival times should be 80% under 7 minutes, and 90% arrive at scene under 16 minutes. 22% of our EMS responses EXCEED 8 minutes. (9)

- Diversity. Diversity. Unable to communicate with customer/patient. (9)

- Consider outsourcing transportation. Seeing other service providers as competition. (8)

- Transportation to the best hospital for the type of care required. Prolonged wait times. (7)

- Don't risk lives chasing after a pet. Getting bogged down with non-urgent matters. Proper use of downtime, i.e., washing of cars, pickle ball in bay. (6)

- Ability to respond to changing needs. Willingness to shift resources based on demand. (6)

- Faster and more streamlined Special Secondary COPCN application. (6)

- Continued community engagement and communication in development of protocols (has been significantly improved to high level). A well-informed public. (5)

- Excessive automatic mutual aid reliance on coverage of unincorporated areas by city fire department areas. Over response to calls, i.e., 10 to 15 vehicles for small incidents. (5)

- Time and energy spent on dealing with homeless in areas. (5)

- Sufficient health insurance for firefighters. More protections and medical care needed regarding cancer common with the team. (4)

- Well-staged equipment in various areas as major storms comes. (4)

- Firefighters being physically and emotionally fit. (4)

- Overwhelmed by non-emergency "fall and I can't get up" calls. (4)

- Wrong units/personnel are dispatched. (4)

- Dealing with Narcan and the drug issues in the area. (4)

- Ethical practices. (3)

- Old stations. (3)

- Concern that they get minimal training for the mentally ill. (3)

- Sense of urgency. (3)

- Hazardous material handling and disposal. (3)

- Coordination before an emergency could be better. (3)

- Disaster plan. (3)

- Service is not community-focused. (3)

- Upholding and modeling vision, mission, values. Off the job troubles. (2)

- Unnecessarily waiting for law enforcement before approaching the scene of a medical emergency. (2)

- Opportunities for collaborative training with other agencies. (2)

- Technology. (2)

- Because of the pandemic, are they coming to my house sick? (2)

- Placed at a disadvantage with gated communities. (2)

- Reputation management. (1)

- Too quick to seek political solutions. (1)

- Dispatched units may not find dispatched address/may get lost. (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 identified weaknesses. The following are the positive comments provided by the community (verbatim, in no particular order):

- Outstanding cooperation between Fire Rescue and private communities.
- Clean and presentable apparatus/signs of true professionalism.
- Great leadership.
- Collaborative.
- Transparent.
- Available.
- State-of-the-art equipment and training.
- We commend the department on their rapid response to our emergencies and quasi-emergencies.
- The "Lift and Assist" program is extremely beneficial to our resident population.
- The teams we deal with are friendly and informative and always helpful.
- Well-trained staff in all areas.
- Top-of-the-line equipment.
- Protocols for everything.
- PBCFR has very qualified and sufficient staffing.
- PBCFR has state-of-the-art equipment.
- PBCFR has excellent response times.
- PBCFR exhibits professionalism in very difficult situations.
- Ensures a workplace environment that welcomes and supports diversity among its employees.
- Supports members in delivering services to a multicultural community.
- Promotes men and women of diverse backgrounds.
- Promotes operations division involvement in community outreach.
- Cultivates partnerships with other organizations to support department services.
- Great opportunity for advancement within the department.
- Great esprit de corps.
- Professional.
- Kind.
- Knowledgeable.
- Be sure and fight for budget to keep responses good.
- Public work is good, especially with children.

- We need a fire inspector that can check homes for chemicals.
- PBSO gives out gun locks, maybe PBCFR should give out ammo boxes to fireproof bullets.
- Do personnel have Kevlar if a shooting is involved?
- Quick response.
- Good communication.
- Monthly information update at council meetings.
- Response times to our area are amazing.
- Compassion for community is apparent mostly.
- Competence has been apparent.
- Great attitudes.
- Professional assistance and follow-up.
- Properly trained.
- Experienced.
- Very professional staff.
- Well-educated staff.
- Good table of organization.
- Strong support from county commissioners.
- Well equipped – apparatus, training facilities, modern fire stations.
- Paramedic structure is top tier – no better service anywhere in the country.
- Automatic/mutual aid system is effective and efficient. Even Broward County does not have this!
- Training (particularly fireground) is rigorous and continuous.
- Strong administrative, management and chief officer structure.
- Great social media presence/marketing.
- Professional.
- Comprehensive services.
- Flexible.
- Responsive to the community.
- Extremely courteous.
- Very caring.
- Driven to perform.
- Desire for excellence.
- Community minded.
- Resources/equipment.
- Strategic locations.
- Professional, well-trained personnel.

- Leadership.

- Experience/qualifications.

- Basic equipment and resources.

- Specialized equipment.

- Medical knowledge.

- Open lines of communication with public safety partners.

- Openness to deal with issues identified by public safety partners.

- Community involvement.

- Quick response times.

- Reliable.

- Collaborative and share resources (thumper).

- Captains and EMS liaisons are very responsive.

- Quality of care given on scene.

- Incredible response time!

- Focused patient care assessment and transport to correct level of care.

- Amazing courtesy and sensitivity demonstrated to family of patient.

- Great customer service.

- Demonstrated empathy.

- Senior leadership is respected in the community.

- Equipment appears well maintained.

- Fire rescue helped our community with training and supplies.

- You are present in some town events.

- You are clear on what you require us to do for you.

- Well-equipped.

- Well-trained.

- Participation of fire staff at village events.

- Representation of fire administration at council meetings.

- Efficient response times.

- Updated equipment.

- Outreach services.

- Trust within the crews.

- Well-defined command structure.

- Thank you for all you do.

- Their compassion and calming demeanor.

- Their knowledge and skills.

- Their ability to save lives under the most difficult of circumstances.

- They put their own lives at risk to save others.

- Very well operated.

- Great people.

- Great equipment.

- Very efficient.

- Very responsive.

- They are very present. I see them everywhere.

- They seem very professional.

- The trucks are kept in good shape.

- Highly trained personnel.

- Centralized organization and administration.

- Safety is their #1 priority.

- Excellent customer service.

- Professionalism.

- Dedication.

- Integrity.

- Extremely responsive through multiple means, including calls/emails.

- Professional beyond expectations.

- Dedicated to training and exceeding standards – award-winning.

- Genuinely caring about our community.

- Intelligent and knowledgeable.

- Willingness to adapt and change.

- Respect by peers.

- Approachability.

- Size and scale of the department and multitude of functions.

- Positive public image.

- Provides professional service.

- Dedicated public service providers.

- Can be relied on in an emergency.

- Well trained.

- Fire and rescue personnel in local stations are active in community beyond fire and rescue operations (e.g., helping feed people during pandemic, parade support).

- Specialized units are available to support fire and rescue personnel.

- Rapid response time of local fire and rescue from dispatch to on-scene.

- Appropriate equipment is permanently assigned to local stations to handle most calls for service.

- Personnel assigned to local fire and rescue stations are trained to provide necessary customer/patient support.
- Depth and availability of resources.
- Professional image.
- Robust policies and procedures.
- The commitment to excellence.
- Excellent service and professionalism.
- Dedication to public service and the community.
- Commitment to training and innovation.
- Built strong relationships with the community.
- Response times.
- Operators and dispatchers.
- Firehouse locations.

Other Thoughts and Comments

The community was asked to share any other comments about the department or its services. The following written comments were received (verbatim, in no particular order):

- Collectively streamline the Special Secondary COPCN application process.
- There has been significantly improved collaboration, leadership, and a willingness to partner with healthcare partners to drive patient care.
- Amazing outcomes for cardiac arrest patients!
- Excellent physician leadership.
- The availability and responsiveness of leadership has been excellent.
- As we call in for emergencies, what is the most vital information you need from us?
- Should incorporate ocean rescue.
- Revisit how many vehicles/engines, etc. respond to a call – too many!
- Promote department policy operational and budget decisions.
- Maintain a highly trained workforce.
- Encourage a workforce that is representative of the diverse community we serve.
- Provide a structure, oversight of the management of department programs.
- Increase fire prevention and public safety education in the community.
- The department projects a great feeling of family and unity.
- You folks do a good job, and most citizens are really glad you are here.
- Today was an interesting time to do this…makes me think about your contribution when in Baltimore, three firefighters died yesterday.
- We are fortunate to have such good service from PBCFR.
- We worry that Beeline is becoming a racetrack and that our company will be preoccupied with calls for that intersection.

- Public emergency response.

- Firefighter safety.

- Public emergency training.

- Fire prevention.

- Average response time into our community, Eastpoint, for the years 2019-2020 averaged over 10 minutes with some calls in excess of 15 minutes. PBG Station 65 averages 9.5 minutes, PBC Station 16 averages 10.5 minutes. Totally unacceptable for life/property safety.

- Average response time into Palm Beach County Estates, a neighboring community, is over 12 minutes.

- We are landlocked around Palm Beach Gardens and Jupiter and both of the above stations are much too far away. Adding apparatus or personnel only prevents from sending a farther second-due unit. They still respond from the same firehouse miles away.

- The most recently published PBCFR response time is 6 minutes and 46 seconds. Why is ours nowhere near that?

- Excellent leadership team.

- Well-maintained vehicles.

- Random drug testing for employees should be implemented.

- Overall, I am very impressed with the service and commitment shown by PBCFR personnel.

- Need for collaborative meetings with other agencies – opportunities for development, cooperative exercising, etc.

- Neighboring agencies and community developments need for strategic plans that affect their zone.

- Share plans and capabilities of current and new firehouses with neighborhoods and other governmental agencies in the area.

- It is very much appreciated that you ask about our concerns.

- We'd appreciate attendance (not just first aid, but education of your many programs) at every town event.

- Maintain good communication and transparency.

- Support accountability.

- Create mentors and role models.

- Coordinate agency resources with dispatch services.

- PTSD training and awareness.

- I will support any legislative bill which helps provide medical, insurance, pay increases to fire rescue staff.

- Continue to use your expertise to help educate communities on prevention.

- Lobby for employers to pay salaries and allow volunteer firefighters to leave their job when needed.

- Have non-emergency staff train schools, places of worship, etc. in handling large-scale emergencies.

- Impressive team committed to serving our county.

- Proud to work alongside them during disasters or other events that my department deals with.

- Professionalism is top-notch.

- Appreciative to be included in the discussion of their strategic plan to improve their already stellar organization, but we can all always make some type of improvements.

- I really have nothing negative to say.

- Need to educate the public on AEDs, get them in clubhouses.

- Need to educate condo/HOA boards on Click2Enter and alternate side parking.

- Need to create a service to assist "fall and I can't get up" without taking a rescue vehicle and crew out of service.

- Help with social services for frequent fallers – waste of money and time, their family needs to provide for them, this is not a pickup service.

- Need to petition. The county – stop approving rooftops without infrastructure and PBCFR additional stations.

- One of the greatest challenges moving forward will be a call to enhance the mission, ask more of, the department. In a challenging fiscal environment, it is crucial to identify where we can and cannot provide additional services. Be clear on points that are mission-critical, yet understanding new challenges that are tough to predict. Expressing the fact that new service costs money is crucial to decision making.

- Customer/patients are reluctant to call for emergency medical services because of the surprise cost of transportation to hospital (often by ambulance companies under contract with PBCFR).

- PBCFR should provide quarterly status reports at local community commission meetings (e.g., Lake Worth Beach) with statistics on performance and plans for future performance.

- Appreciate the opportunity to comment.

- More community outreach with elderly or regular calls.

Appendix 2 - SWOT

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, identifying organizational strengths leads to channeling efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the organization's primary function, should be seriously reviewed to evaluate the rate of return on staff time and allocated funds. Through a consensus process, the agency stakeholders identified the department's strengths as follows:

Paramedic DC training, high-performance training facility	Ability to bid and have Kelly days (employee benefit)
Support for our personnel, benevolent, peer support, Chaplin, support services, radio, IT, fleet, facilities, emergency management, warehouse	Current leadership: more focus on communication, transparency, being present/accessible in the field, values-driven/caring
Fleet services customer-focused (short-term swaps, quality of replacement plan for apparatus, proactive maintenance plan)	Medical directors – cutting edge, aggressive, regionalism, transparency, the scope of practice, supportive/collaborative leadership
Payroll constantly following through, even with a system outage	Special operations: more support in new equipment and training, and expansion
Competition teams Ex: RIT, ALS, Extrication, HazMat	Increased staffing on all apparatus and training division
Staffing Trauma Hawk	Strong political relationships - local and state
Structure of MSTU for department funding	Medical benefits (our clinic)
Quality of EMS	Electronic reports (medical)
Uniform allowance (we have funds available)	Ability to pick vacation and its flexibility
911 service delivery	Tuition reimbursement and incentives
Shop allowance/tool allowance for mechanics, emergency vehicle technicians, and retention of quality staff.	Continuing education classes (target solutions, degree programs)
Budget (well-funded for current services)	All-hazards fire department, diversity of services
Equipment (amount and quantity)	Multi-layered leadership, span of control, structure
Automatic aid- relationships	Union-Administration relationship
Communications center – ownership, no need for outsourcing	CARES/Mobile Integrated Health (MIH): positive nature of community/involvement
Public perception/support	Ability to complete training on duty
Union contract (protect paid benefits and rights)	Core value: unity having a family outside of blood)
Unlimited opportunities (opportunity for professional development)	Wellness Program (FMLA, benevolent, leave (newborn/sick/family) EAP, cancer bill)
Competition team: combat challenge	Working relationships with union
Apparatus designed by PBCFR employees	Pipes and Drums for funerals
EMS and fire divisions: progressive, positive EMS outcomes	Size and diverse geography (special operations, Trauma Hawk, dive, etc.)
Our employees (number, talented, educated, trained)	Reputation and track record (support of the community)

Weaknesses

For any organization to either begin or continue to move progressively forward, it must be able to identify its strengths and 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 agency stakeholders identified the following items as weaknesses:

Internal growth matching (external growth of the county, station building conditions)	Training facility space (lack of space, distance for north and south)
Communication: top-down/bottom-up	Broad officer training is lacking
Too reliant on county services (human resources, purchasing, legal, information systems services, graphics, etc.) with no control	Purchasing process due to restrictions with our vendors, and requests for specific equipment, low bid vendor (poor quality)
Positive recognition (pen to paper-who, letter of commendation) add training for officers and up	Mental health awareness (internal recognition/awareness) seek help for self
Dispatch staffing – need more dispatchers, promotional opportunities	Community risk reduction division staffing – more inspections training opportunities
Poor pre-screening process for new hires (psychological, physical, education	Marine units/division - separate programs, not centralized/unified
Recruitment process/hiring	Uniform vendor should have adequate supplies
Training variety for all career (not just officers), adding career path opportunities for sworn and civilians	No identified field training officers for paramedics PPM and new officers (training, accountability, standards)
Staffing system TeleStaff, having to make phone calls	No mentor program
Lack of proper engine staffing and staffing for specialty divisions (four per engine) special operations	Number of single resource units (without aids, tenders, battalion chiefs, EMS, captains)
Staffing for support services (increase)	Lack of training leave bank
Promotional process: transitions from lieutenant to EMS captain or specialty captain, pathways for specific roles	Lack of structure for the Lieutenant rank and roles, responsibilities, authority within the organization, inconsistency
County purchasing policy causes issues	
Lack of civilian training	Lack of succession planning
Lack of space due to growth	Disincentive for sick leave
There is no incentive to promote beyond a certain point (disincentive) promotions outside the bargaining unit.	Bidding process/policy restrictive (challenges for growth, experience, promotional processes, etc.)
Inconsistency between civilians (bargaining etc.)	Cost of service (MSTU rate)
Lack of county-wide delivery/service standards for annexed areas/automatic aid	No continuity of operations plan for overall departments
	Lack of available tech to use for quality assurance in dispatch

Opportunities

The opportunities for an organization depend on identifying 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 inside and beyond the traditional service area. The agency stakeholders identified the following potential opportunities:

Regionalization – all departments/municipalities together to streamline efficiencies, including dispatch and support services	Community training partnerships (outside agency to provide community training to educate public (AED, CPR, bleeding control, trauma, Epi-pen)
Better mutual/auto aid for specialized equipment (Operations to Battalion 5/use Station 115)	Geographical layout – expansion of services (marine, airboat, dive (ocean/canals)
Add stations to account for the increasing population/ reduce response times.	Station improvements as a result of the financial stability of the county
Secure other streams of external revenue (i.e., grants/sales tax, etc.)	Educational: internal fire academy and degree programs/cohorts
Allow other agencies to train at our training grounds/charge a training fee	Transport patients to alternate destinations (South County Mental Health, urgent care, addiction clinics
State urban search and rescue designation (money, influence)	Expand collection and distribution of impact fees from new construction
Getting out of HCD and using our own helicopters	North, south, and west training facilities
Better communication with law enforcement (Palm Beach Sheriff's Office) and other fire agencies	Multi-department training with Boca Raton, Delray, Boynton, etc.)
Water Department training and communication (hydrants: care, flow, locations)	Fitness/gyms: learn from gyms and bring information/skills back to the station
Look for alternate uniform vendors	Become a fire district
Taking over special details to provide better service	Traffic pre-emption- all green responding to calls
Collect a percent of tolls for services	Charge for 211s (charge nursing homes)
Augment EMS delivery via Tele-health	Urgent Care walk-in for citizens
Inter-facility transport for fee/money	On-line partnerships: free classes, degrees, other institutions

Using the increase in available technology to help facilitate patient care and department growth and interaction at national and global levels.

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 agency stakeholders were as follows:

Natural disasters – financial strain, required planning and staffing	Private ambulance taking over transport and income (Hatzalah, etc.)
Privatization – take-over	Cyber-attacks – IT security (functionality and outages)
Pandemic – financial and staffing strain	Economic downturn – lack of funding)
Annexation – taking service area and finances away from us	Supply chain – EMS/fire/station/fuel – supply shortages
Interlocal agreement issues – changes potential loss of service area and money	Security for stations (station hardening) cost for all PBCFR facilities
Delay in purchase/delivery of new vehicles	Violence toward fire rescue/ firefighter shortages
Building codes and construction hazards	Hospitals: patient turnover delays
Increase in cancer and illness due to increased retirement years	Political mandates create negative impacts on employees (possible reduction in staffing)
Medication and medical equipment storage	Lawsuits (internal and external)

Source of income (taxes for fire rescue or surtax on goods) finding additional sources

Appendix 3 – Critical and Service Gap Issues Identified by Agency Stakeholders

The following information is the raw data comprised from the deliberation of the two workgroups. The information in each table is linked to a strategic initiative that the overall group, by consensus, determined was something that the department should pursue for change and continuous improvement.

Professional Development	Professional Development • Mentorship • Position-specific development • Education and training • Promotional incentives • Culture of leadership • Left seat/Right seat • Personal responsibility • Lieutenant recognition/opportunity and movement • Incumbent refresher training • Disparity in training/operations (recruit vs. real world)	Professional Development • Growth • Promotional processes • Bids • Hiring Process • Succession Planning • Finances • Lack of opportunities • Training plan
Staffing	N/A	Staffing • Coverage factor • County growth • Call volume • Workload • Facility/equipment maintenance • Apparatus • Qualified applicants • Number of dispatchers/tac channels • Funding • More support personnel • Succession planning
Health & Wellness	Health & Wellness • Increased call volume • Culture of the job • Personal fitness • Burnout • Increased workload • Lifestyle choices • Personal accountability • Home life • Frequency of mandatory overtime • Sleep deprivation	Employee Wellness • Call Volume • Burnout • Stress • Mental Health • PTSD • Acute stress disorder • Physical Health • Cancer • Finances • Coping mechanisms • Sick leave usage/occurrence

Fiscal Sustainability	Fiscal Sustainability • MSTU • Surtax • Economy • Cost of services • Inflation • Collective bargaining agreement • Untoward effects of operational movement • Infrastructure planning • Internal purchasing process • Pay and benefits • Billables • Centralized structure of services (training/fleet) • Decentralized budgeting	N/A	
Technology	Technology • Lack of integration across platforms • System failure/back-ups • Lack of redundancy • Efficiency issues • Training gaps • Emerging/changing technology • Culture of dependence • Security • Staffing levels	N/A	
Community Risk Assessment	Risk Assessment Standards • Response times • Unit staffing • Population density • Growth • Regionalization • Station locations • Span of control • Call volume	Extended Response Times • Not enough stations • Call volume population • Traffic/transportation delays (gates/trains/bridges) • Hospital delays • Location issues/routing • Coverage factors/out-of-service units • Police-scene security delays • Turn-out times • Truck breakdown	

Internal Communications	**Communication** • Lack of transparency • Size of the department • Distribution/lost in the chain of command • EMS vs Fire/variations • Lack of trust in message • Culture challenges • Politically correct • Modes of communication/usage • Fear	N/A
Community Engagement	**Community Engagement/Relationships** • Delayed response • Personnel and staffing • Fire station locations • Customer complaints • Marketing the department • Lack of community programs/outreach • Lack of secondary connections/interactions	N/A

The following information is the raw data comprised from the deliberation of the two workgroups. The information in each table is not linked directly to a strategic initiative but remains important. The department is best served to understand and embrace this other information as it moves forward for deliberative purposes and consideration of support of the strategic initiatives.

Training Space	N/A	**Training Space** • ISO • Time constraints • Prop availability • Quality decreases, quantity increases • Land/building process • Land/building availability
ISO Evaluation	N/A	**Accomplish ISO Rating** • Lower income from insurance rates • Meeting a national standard that may not be consistent with the region • Reduces quality of training • Takes away quality of training • Coverage issues • Leave/vacation • Poor communication • No "why"

2022-2027 STRATEGIC PLAN