



Iona McGregor Fire Protection and Rescue Service District



2009 Strategic Plan

August 13, 2009



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Executive Summary

The Iona McGregor Fire Protection & Rescue Service District (IMFD) has a proud history of exceptional fire service delivered by a highly trained and committed staff. Seeking to build on its tradition of excellence and to forge an even stronger fire district in the years ahead, the District undertook a comprehensive strategic planning process. This Strategic Plan is the outcome of the planning process and provides a framework to guide the Board of Fire Commissioners and District staff over the next 24 months and beyond to deal with a multitude of key factors vital to the District's on-going success. This plan is the product of both a collaborative group effort and a formal strategy formulation procedure enacted over a period of six months.

To begin the development of the strategic plan, a series of focus group sessions were conducted with a broad array of District stakeholders including, residents, business owners, Fire Commissioners, District leadership, and staff personnel representing all departments. In these focus group sessions participants discussed the distinctive competencies of the District, internal and external factors that they felt could have a future impact on the quality and success of the District; and for those who were employed by the District, what they liked best about working for IMFD. The purpose of these sessions was to generate information that would serve as the foundation for the strategic planning retreats.

Three evening strategic planning retreats were conducted in April and May, 2009 where a Strategic Planning Committee consisting of the Board of Fire Commissioners and key District staff met to discuss and determine the strategic direction of the District. Using the aggregate outcomes from the focus group sessions, an analysis of District strengths, weaknesses, opportunities and threats (SWOT) was developed with identification of top issues related to each category identified. This information served as the base for all strategic decision-making.

At these retreats, the Strategic Planning Committee developed a new vision, mission, District slogan, and core values that will serve as a guide to behavior, and will help to uniquely identify and distinguish the District to the residents it serves and other external stakeholders. In addition, five Key Strategic Issues (KSI) were identified that served as the basis for the establishment of Key Result Areas (KRA) or strategic goals. These are:

- 1) **Funding Uncertainty/ Cost Control** – Identify funding mechanisms to allow the District to provide a consistent level of service.

- 2) **Staffing** – To ensure continuity of culture and District staff competencies through leadership and staff transitions.
- 3) **Increased Service Demand** – To proactively develop programs and activities to address on-going increases in service demand.
- 4) **Department Operations** – Operate the fire district to meet the dynamic needs of its residents effectively and efficiently.
- 5) **Performance Measurement and Management** – Develop measures to inform decision-making, guide employee behavior, and educate the public.

After these Key Result Areas were identified and discussed at the retreats, sub-committees were formed who met to establish specific Key Performance Standards (KPS). These KPS are more explicit action items that detail operational activities related to the strategic result area. They include what is to be done, the desired outcome, which individuals or divisions will be responsible, when it should be completed, and the financial impact of implementing each KPS.

This Strategic Plan provides a specific direction for the Iona McGregor Fire Protection & Rescue Service District to continue to improve its operations and to maintain the exceptional standards that its residents have come to expect. The plan will facilitate the District's ability to successfully and efficiently adapt to the changes in its ever increasingly dynamic environment.



Iona McGregor Fire Protection and Rescue Service District
Guiding Principles

Our Mission:

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

Our Family Protecting Yours

Our Vision:

To be the leading provider of progressive fire, rescue, and emergency services dedicated to those we serve.

Our Slogan:

Our Family Protecting Yours.

Our Values:

Professionalism

Compassion

Integrity

Family

Safety

Employee Development

Diversity

Accountability

Our eight core values form the foundation for everything we do and shape how we conduct ourselves on a daily basis. These values underlie our work performance, how we interact with each other, and which activities we perform to meet the needs of our district. Within the framework of these values, we commit to providing residents, business owners, and visitors with fire and emergency services which protect lives and property.

Professionalism – We believe in the pursuit of excellence and demonstrating high professional standards in performing our duties. Each member of our district is responsible for contributing to our success and for developing the skills required to implement improvements in serving the public. We show pride, enthusiasm and dedication in everything that we do. We are fiscally responsible and committed to consistently deliver value for our district. Our conduct, both on and off duty, is a reflection of our professional commitment.

Compassion – We believe in caring and showing kindness in helping those in need. Our responsibility is to protect life, property, and the environment. We are committed to fulfilling our responsibility and to deepening our involvement in the community we serve.

Integrity – We believe that the enormous commitment necessary to perform our tasks requires excellence of character. As a vital measure of integrity, we will ensure the health and safety of our community. We employ the highest ethical standards, using the Ethical Action Test by asking ourselves if our actions are: legal; in compliance with our rules and regulations; consistent with our values and goals; and, acceptable if the action was done to ourselves or our loved ones. We will not compromise the truth.

Family – We believe well functioning teams are more effective than individuals working separately; our lives depend on it. Our team is supportive of each other's efforts, loyal to one another, and care for each other both personally and professionally. We are committed to a teamwork environment where every associate is a valued member, treated with respect, encouraged to contribute, and recognized and rewarded for their efforts. We strive to help and improve the communities where we work and live. We are one team, one family.

Safety – We believe our health and safety are essential to fulfilling our district's mission. We are committed to providing the best equipment and health and safety programs for our members' well being and operational readiness. We strive to keep our citizens free from danger by reducing the risk to the public at fires, emergencies, and medical incidents.

Employee Development – We believe that to ensure the best possible service to our community necessitates a commitment to personal and professional development. We support continuous training and education. We are committed to seeking out and implementing innovative and progressive practices that allow us to operate more effectively and efficiently, benefiting those we serve. We believe individuals have the capacity to lead and our organization values leadership at all levels.

Diversity – We believe in creating a workplace environment where every employee is valued and accepted, where management practices are inclusive rather than exclusive, and where differences are not only accepted but are utilized to strengthen our performance. We respect all individuals and value their contributions. We work to celebrate and reward the unique backgrounds, viewpoints, skills, and talents of our members. We are caring neighbors, involved in community activities in meaningful ways and committed to reflecting the diversity of the district we serve.

Accountability – We believe that all employees need to be committed to the success of the District and for improving service to the community. Authority to make and implement decisions should be balanced by accountability for such decisions. We accept responsibility for our actions. We make and support business decisions through experience and good judgment. We accept our individual and team responsibilities and we meet our commitments.

Iona-McGregor Fire Protection and Rescue Service District

Focus Group Summary Report

IMFD Unique Competencies

(Italics indicate most important competencies)

1. **Standard Operating Guidelines (SOGs)** set us apart
 - In-depth, comprehensive
2. **Water response capabilities/** Water response – not only do we have dive rescue but we have the biggest boat as well as the highest water response in the area, per MERT.
3. ***Fire staffing level 1710, right sized – efficient without lost of effectiveness***
4. ***Educational policy***
 - *On duty leave*
 - *Emphasis on education*
 - *Formal degree levels for various positions – Bachelors/Masters*
5. **Fitness of personnel** - Have an established incentive based, mandatory fitness program
6. **Breadth and quality of Special teams** – wide range
7. ***Training***
 - *Facilities, staff*
 - *Promoted/encouraged*
 - *Allow staff to keep up-to-date*
 - *Education support – tuition/company time*
 - *We hold more certifications than in other places*
8. **Leadership in many outside professional and special interest groups...**
 - Chief is President of Lee County Fire Chiefs' Association. It was put into his job description to be outside of the area 20% of the time.
 - Deputy Chief is head of 'Testing Cooperative', and Engineer Simpson is head of union.
 - Very heavily involved in USAR. Encouraged to participate.
9. **Home grown paramedics** with a strong Medical Director. Staff have desire to be paramedics.
10. **Cutting edge** – from Commissioners on down in all activities
11. **Equipment**
 - Good/latest equipment
 - Well maintained – highly trained staff to maintain equipment
 - Safe
 - Paperless work environment
 - Very Proactive
 - Cross-training
12. **Support services** in-house; vehicle maintenance

13. Fiscal responsibility

14. High level of experienced staff (many 20+ years) – high levels of institutional knowledge and experience

15. Broad annual inspections of commercial properties

- Consistent annual inspections to commercial and multi-residential

16. Strong support by Administration to Prevention

17. Employer of choice – new graduates want to join IMFD, low turnover

18. High Level Professionalism

- *Seek excellence*
- *Desire to do work as best they can*
- *Desire to continuously improve*
- *High expectations are the norm*

19. Employees are valued (culture)

20. Clear roles & responsibilities

21. Close connection to community

- *Give back to Community*
- *Free programs/training/good information materials – PEIRO/ Positive visibility*
- *CPR/car seat/ blood pressure checks*
- *Fire extension services*
- *Knowledgeable staff that care about stakeholders*
 - o *Not typical “customers” but partners*
 - o *We vs. them*
- *Very progressive and forward thinking people and go out of their way to do what is best for community not just district.*
- *Responsiveness to customer requests*

22. Willingness to help – do whatever is needed—not just job duties; willingness to help extends to helping other districts.

23. Employees have broader skills and experience than norm – expectation of being on multiple teams

- Iona has more people involved in multiple teams; dive rescue, USAR, hazmat, etc... which is at no additional pay.

24. Highly collegial/cooperative work environment

- Strong equalitarian culture
- Everyone respected

25. Diverse workforce

26. Supportive, proactive, open-minded board with relevant experience

- *Very cooperative working relationship within Board and with leadership*
- *Proactive, forward thinking Chief and Board e.g. strategic planning*
- *Leadership/Board have appreciation and background/experience of rank and file employees-but with a diversity of perspectives*

27. Cooperative relationship with strong communication with union

- Share big picture perspective
- Reflected in relationship with our union and making sure they sit at table, openness to communicate

28. Safety permeates all activities

29. Philosophy of always trying to do the right thing

- Recognize, acknowledge, correct and learn from mistakes

30. Good benefits – dependent coverage

31. Preconstruction meetings to prevent future issues

- Proactive prevention of vacant properties in process
- Help vs. hinder contractors by offering suggestions/education through staff expertise instead of “you failed inspection”
- Provide reasons and what they need to do
- More thorough inspections
 - leads to safer environment for fire fighters
 - less fires

Why do you like to work here?

1. Benefits VEBA/pay reward experience
 - Benefits
 - VEBA fund
 - Disability gap coverage
 - Family coverage
2. Facilities – kept up/size
3. Fitness program
4. Good work environment – fun place to work
5. Problem-solving oriented – identify and address proactively
6. Hold each other accountable
 - Make sure staff does not slide
 - Intentional direction for decisions
7. Cultural diversity/valued

8. Leadership (Board and Administration) stands behind their staff
 - Supports
 - Provides for individual needs
9. Quality of equipment and gear
10. Low turnover/employee retention good replacement schedule
11. Good safety orientation in all activities
12. Special Teams – attraction to new employees
13. High level of competence in all areas
 - Strive to excel
14. Mentor program – all levels
15. Good union contract – good labor management relations
16. Involvement in public safety for community
17. Opportunity to advance - trial jobs
18. Long term reputation
19. Education and Training
20. Family Oriented
 - Work/ Life Balance
 - Employees help employees
 - Compassionate
21. Staffed at level needed for prevention above state guidelines
22. Volunteerism
 - Fundraising
 - MDA Ronald McDonald House
 - Charity games
23. Empowered to work on outside committees (county/state/professional)
24. Stability and job security (especially versus other districts)
25. Good support from District residents
26. Strong and good leadership and leadership styles/philosophies
27. Like what we do – satisfying work

External Issues

(Italics/Bold indicate most important external issues)

1. Economy

a. Impact on business ability to fix code violations/ due to lack of resources

b. Businesses may argue more before abating = more time re-inspections

c. Less impact fees will impact District

d. Lower real estate values

e. Less new construction

f. Stress at family level

g. Potential consolidation of districts

2. Will foreclosures lead to increase in fires and emergency services (suicides)?

3. Other inspections occurring less frequently leading to customers asking for more from District – basic services

4. Cuts in association investigation at state level impacts District – must spend more time

5. Potential new codes being postponed by state due to cost issues

6. Increase in snowbird migrations to area

7. Aging of baby boomers = increase in emergency services

a. Changing demographics within district – relates to external issue numbers 20,22,27

8. Increase in prevention dysfunction by businesses – not kept up or disconnected

9. State changes in taxing

10. Inequalities due to save our homes

11. Attack on home rule – State/Federal/National limits

12. Community apathy and lack of awareness/understanding of what we do

13. Consolidation

14. Board transitions – will future board members run with a particular agenda potentially at odds with District goals/plans e.g. cut taxes agenda

15. National credentialing changes impacting education /training/certifications licensing

16. Inconsistent funding with need for consistent level of service.

17. Potential negative media characterization of independent fire districts

18. Lack of growth in district followed by renewed growth – need to stay ahead of changes

19. More time on medical calls due to slower EMS response times combined with increased medical calls

20. Increased language barriers on calls

21. Increased non- traditional/emergency calls
22. Technology changes = unexpected costs to keep-up-to-date
23. Changes in ordinances for equipment
24. Potential for natural disasters in SWFL
25. **Increasing benefit costs**
 - a. **Health/ Retirement**
26. Performance and stability of County EMS
27. Relations with Commissioners
28. Public opinion of community toward District
 - a. Public education on what we do and benefits
 - b. Public relations – managing potential bad press
 - c. Need to distinguish District from other government agencies
29. NFPA changes
30. Potential elimination of DROP
31. Expansion of city into District
32. Impact of a national disaster/ terrorist Act on governmental policy and related activities.
33. Operational Issues with neighboring districts
 - a. Could have tangential impact on District
 - i. E.g., Cape Coral layoffs = more burden on District
34. Increasing call volume
35. Dispatch communication issues

Internal Issues

(Italics are most important issues)

- **Potential for large retirement by 2014**
 - *retaining culture through leadership/staff retirements*
 - *pending retiring staff may not be as motivated going forward; what would be the impact on younger staff.*
 - *succession planning to prepare/train current staff for future promotions and leadership roles*
 - *we will have a lot of educated people without field experience, interpersonal skills, etc.*
 - *new guard=change in tradition*
 - *exit of experience/knowledge through retirement will leave a gap in knowledge base*
 - *foresee, due to retirements, staff having to do more tasks*
 - *with retirements there will be competition for promotion opportunities which could impact cohesiveness and teamwork*

- **Staffing Related**
 - *having the right number and right skilled staff throughout District*
 - *generational value differences; impact on culture/teams*
 - *need to focus on being as good as you can be in current job vs. focus on promotion*
 - *lack of live fire knowledge due to changes in process*
 - *increased staff stress due to economic impact on families*
 - *retaining qualified personnel and maintaining Employer of Choice standing.*

- **Costs**
 - *Continually rising standards impact costs.*
 - *Increase in cost of benefits and other expenditures may have potential impact on benefit coverage.*
 - *What if we can't fund the education in the future?*

- **Aging fleet**
 - *Lack of replacement schedule in years past.*

- **Core Services**
 - *What should our core services be?*
 - *Are some core services neglected for team emphasis?*
 - *Need to re-examine what we should be or not be doing under current economic conditions (e.g. hazmat)*

- **Culture**
 - *As impacted by turnover/retirements*
 - *Is it related to change in perspective to just a job?*
 - *What can be done to increase participation in social activities?*
 - *Maybe need to be more family oriented*

- **Define benefit liabilities**
 - *ability to fund/pay long term*

- **Communications**
 - *Between divisions often not aware of what each other is doing*
 - *Need for more cross-divisional interaction*
 - *accurate and timely information needed from top down*
 - *Lack of understanding by staff of need to maintain service levels within constrained economic conditions – communications.*

- **Fee Payments**
 - *Need for alternative funding sources for fee payment*
 - *Current system leads to extra time/cost/customer aggravation etc.*
 - *Could work through communication issues*
 - *would create better customer service*
 - *Lack of consistency across districts on agreed-to fee structure – no enforcement*

- **Operations**
 - *Need to embrace operational/performance data based decision making. (if-then relationships)*

- *Mid/long range planning so that future budget issues do not become surprises. (Five year planning)*
 - *Long term financial modeling for budget planning.*
- **Board Composition**
 - Changes in Board member – once changed becomes internal concern as well as external
- **Maintaining programs that make district unique**
 - e.g., education during tougher economic conditions.
- **Community**
 - Need for PEIRO exceeds availability of staff resources
 - Need greater firefighter presence in public schools
 - CPR classes are given to community citizens by our PEIRO. There is no way to quantify the benefit of CPR.
- **Emergency Services**
 - Are there enough medics for District?
- **Fitness program**
 - Has become outdated
- **Teams**
 - Maintaining team staffing levels over next few years (volunteer membership)
 - Lack of career progression incentive to get team education
- **Support Services**
 - Increase efficiency in support services (improved tracking – lack of accountability currently)
- **Fire Investigation**
 - Need on-call support for fire investigation (needs a break)
- **Policies**
 - Lack of consistency in policies, e.g., overtime
 - For implementation
 - For effectiveness
 - Is policy best suited to practice?
- **Human Resources**
 - HR Planning – look at operations in relation to staffing needs
 - HR function – formalized to best meet staffing needs
- **IT**
 - Need dedicated staff

Opportunities

(Most significant are in bold)

1. Cost savings by going paperless (relates to opportunity item number 19)
2. Streamline travel to save fuel costs
3. Prevention activities
4. Cross Training of staff
 - a. Avoid having one person with important knowledge
 - b. Command school
- 5. Succession planning – longer term development for future promotions**
- 6. Creating strategic plan**
7. Fulfill accreditation standards/but not necessary to seek accreditation
8. Realizing other funding sources
9. Media involvement – seek positive public relations stories
10. Charity involvement /community service
11. We are a more affluent District
12. Peer to peer working w/ other neighboring departments
13. Share services and equipment with neighboring departments
 - a. joint training
- 14. Pursue grant opportunities for District activities**
 - a. Need grant writing skill and time**
 - i. Medical**
 - ii. Equipment**
 - iii. Practices**
 - iv. National recognition**
- 15. Opportunity to market and educate on what District provides and having this data driven**
16. Potential to be source for other districts – mechanics, fire prevention and training – for a fee
17. Benchmarking with other departments for innovative and cost saving ideas
18. Embrace/adopt progressive technologies (video conferencing)
- 19. Better use of technology**
20. Being proactive in green technologies – Cost effective?
21. Promoting web presence on vehicles
- 22. Proactive approach through leadership in community**

Iona-McGregor Fire Protection and Rescue Service District

Key Strategic Issues

Funding Uncertainty/ Cost Control

Staffing

Increased Service Demand

District Operations

Performance Measurement and Management

2009 IMFD Strategic Planning

<p><u>Key Strategic Issue</u> 1.0</p>	<h1 style="color: red; margin: 0;">Funding Uncertainty/ Cost Control</h1>
<p><u>Key Result Area (Goal)</u></p> <p style="text-align: center; color: red; font-weight: bold;">Identify funding mechanisms to allow District to provide a consistent level of service</p>	
<p><i>Broad Discussion Points</i></p>	
<ul style="list-style-type: none"> • Declining property values • Inconsistent funding • Need for greater financial stability • How to diversify revenue streams • Potential governmental actions impacting funding • Inconsistent funding with need for consistent level of service • State changes in taxing • Less impact fees will impact district • Less new construction • Need to explore alternative sources of funds <ul style="list-style-type: none"> ○ Use of reserves ○ Increase tax rate ○ Use of debt • Receiving proceeds from fines and citations <ul style="list-style-type: none"> ○ Would involve referendum ○ Procedural steps would need to be established ○ Level of funds generated from a cost/benefit perspective is unknown but not expected to be large • Create a safety town for fee <ul style="list-style-type: none"> ○ Often a service and revenue negative in other places • Board direction and agenda sets the parameters 	<ul style="list-style-type: none"> • Potential to be source for other districts – mechanics, fire prevention and training – for a fee <ul style="list-style-type: none"> ○ Would need committed partners ○ Training most feasible but also most competitive ○ Income potential not likely to be great • Pursue grant opportunities for district activities (medical, equipment, practices, National recognition) <ul style="list-style-type: none"> - need grant writing skill and time • Lack of consistency across districts on agreed to fee structure – no enforcement • Need for alternative funding sources for fee payment <ul style="list-style-type: none"> ○ Current system leads to extra time/cost/customer aggravation etc. ○ Could work through communication issues ○ Would create better customer service • Consider adopting fire fees <ul style="list-style-type: none"> ○ Would need to educate the public ○ Best done at a national election cycle to avoid charges ○ Homestead Act changes may result in lowering cap for non-primary residences

Key Performance Standards

	Action Required	Desired Outcome	Deadline	Accountable Party	Financial Impact
1.1	Plan and prepare for increasing the millage cap through referendum	Increase in millage cap to ensure consistency in funding for desired level of service delivery	Sept. 09 – Board direction to move forward with process Dec. 09 – language turned in to election office May 10 - referendum	Board of Fire Commissioners; Chief; Finance Director; BC; DVP; Legal Counsel	Est. 210k
1.1.a	Develop public education plan on need and value of millage cap referendum for presentation to District residents	Public understanding of need and value for increased millage cap	Sept. – Dec. 09 – public education presentation development Jan – May – public education dissemination	Chief; PEIRO; Board of Fire Commissioners	\$5000.00
1.2	Explore feasibility, desirability, and plans for a referendum for fire fees.	Revenue through fire fees to ensure consistency of funding to provide desired level of service delivery	November 2010 - referendum	Board of Fire Commissioners; Chief; Finance Director; BC; Legal Counsel	Est. 100k
1.2.a	Develop public education plan for presentation to District residents on need and value of fire fees.	Public understanding of need and value for fire fees.	Plan developed prior to June 2010, delivery to begin August 2010.	Chief ; PEIRO; Board of Fire Commissioners	\$5000.00
1.3	Increase pursuit of	Funding through grants to	On-going	Chief and his	TBD

	granting opportunities - may involve creation of in-house grant writing team	facilitate District service activities.		designees.	
1.4	Monitor fee charging and collection process to determine process improvements	Improve collections	On-going	Chief ; PEIRO; Board of Fire Commissioners; Finance Director	N/A
1.4a	Pursue greater enforcement capabilities through adoption of false alarm ordinance	Through enforcement of ordinance, reduce the incidence of false alarms	Prior to Oct 2010	Board of Fire Commissioners; Chief; Legal Counsel	\$1000.00

2009 IMFD Strategic Planning

<p><u>Key Strategic Issue</u> 2.0</p>	<h1 style="color: red; margin: 0;">Staffing</h1>
<p><u>Key Result Area (Goal)</u></p> <p style="text-align: center; color: red;">To ensure continuity of culture and District staff competencies through leadership and staff transitions.</p>	
<p><i>Broad Discussion Points</i></p>	
<ul style="list-style-type: none"> • Potential for large number of retirements by 2014 • How to best retain culture through leadership/staff retirements • Pending retiring staff may not be as motivated going forward; • What will be the impact on younger staff • Need succession planning to prepare/train current staff for future promotions and leadership roles • With retirements, we will have a lot of educated people without field experience, high level interpersonal skills, etc. • Lack of live fire knowledge due to changes in process • Exit of experience/knowledge through retirement will leave a gap in knowledge base • Foresee, due to retirements, remaining staff having to do more tasks • With retirements there will be competition for promotion opportunities which could impact cohesiveness and teamwork • Increase in cost of benefits and other expenditures may have potential impact on benefit coverage (e.g., health care costs) • HR Planning – look at operations in relation to staffing needs • HR function – formalized to best meet staffing needs • IT – need dedicated staff person 	<ul style="list-style-type: none"> • Need to ensure having the right number and right skilled staff throughout district • Need to focus on being as good as you can be in current job vs. focus on promotion • Rising staff stress due to current economic conditions • How best to retain qualified personnel and maintain Employer of Choice standing. • Increased language barriers on calls • Culture <ul style="list-style-type: none"> ○ Will be impacted by turnover/retirements ○ Need to maintain and enhance customs, norms, values ○ Is it related to a change in perspective to just a job? ○ What can be done to increase participation in social activities? ○ New guard = changes in tradition ○ Generational value differences; impact on culture/teams • Fitness program <ul style="list-style-type: none"> ○ has become outdated • Teams <ul style="list-style-type: none"> ○ maintaining team staffing levels over next few years (volunteer membership) ○ lack of career progression incentive to get team education • Fire Investigation

<ul style="list-style-type: none"> • Cross Training of staff <ul style="list-style-type: none"> ○ Avoid having one person with important knowledge ○ Command school 	<ul style="list-style-type: none"> ○ Need on-call support for fire investigation (needs a break)
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Key Performance Standards

	Action Required	Desired Outcome	Deadline	Accountable Party	Financial Impact
2.1	Develop succession planning system	Continuity in leadership capabilities and District staff competencies	Sept. 2010	Chief	Estimated: \$5000.00 Annually
2.1.a	Assess individual's retirement plans.	Facilitate planning of staff transitions over the next five years	Prior to October 2010	Chief; Division Chiefs; Staff	N/A
2.1.b	Review desired skills and experience necessary for District positions	Facilitate assessment of potential job candidates based on job requirements	Prior to November 2010	Chief; Division Chiefs	N/A
2.2	Create workforce planning process	Ensure the right number of employees with the right KSAs in the right areas to meet District needs	Prior to Sept. 2010	Operations; Deputy Chief; Union & Others	Developmental Fund TBD
2.2.a	Determine elements of live fire training needed and method(s) to deliver	Receive live fire training experience	Prior to October 2010	Operations; Deputy Chief	Estimated: \$2500.00 Annually
2.2.b	Implement Command School	Provide educational background and experiential skills & abilities development for	Prior to September 2010	Deputy Chief; Division Chiefs	Estimated: \$10,000.00

		incident command			
2.2.c	In conjunction with workforce planning, develop program to ensure the long term viability of specialty teams.	Long term viability of specialty teams	Prior to September 2010	Deputy Chief; Division Chiefs	To be determined
2.2.d	Determine number of Paramedics needed to meet District call demand	Ensure District has sufficient Paramedics to meet the call volume	Prior to September 2010	Chief; Deputy Chief; Union; Board of Fire Commissioners	N/A
2.3	Define and reinforce desired cultural norms	Lasting organizational culture not tied to key personnel	On-going	All Personnel	N/A
2.4	Review and redefine fitness assessment program in conjunction with Union to target leading causes of health related issues	Mitigate health related issues with an effective fitness program and fitness assessment mechanism	Prior to September 2010	Deputy Chief; Union	Estimated: \$7500.00
2.5	Proactively explore benefit options to provide best, affordable, benefits package	Identify and assess plans that will facilitate retention and attraction of employees.	On-going	Chief; Board of Fire Commissioners; Staff	N/A

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<p><u>Key Strategic Issue</u> 3.0</p>	<h1 style="color: red; margin: 0;">Increased Service Demand</h1>
<p><u>Key Result Area (Goal)</u></p> <p style="text-align: center; color: red; font-weight: bold;">To proactively develop programs and activities to address on-going increases in service demand.</p>	
<p><i>Broad Discussion Points</i></p>	
<ul style="list-style-type: none"> • Ability to encourage and ensure prevention activities • Need for presence in schools • Community outreach activities • Need to be proactive • Cuts in association investigation at state level impacts district – must spend more time • Increase in snowbird migrations to area • Aging of baby boomers = increase in emergency services • Changing demographics within district • Increase in prevention dysfunction by businesses – not kept up or disconnected • Community apathy and lack of awareness/understanding of what we do • Lack of growth in district followed by renewed growth – need to stay ahead of changes <p style="color: red; font-weight: bold; margin-top: 20px;"> Committee Members responsible for developing Key Performance Standards: Commissioner Lynne Brown; Lauri McMahan; Phil Brown </p>	<ul style="list-style-type: none"> • Willingness to help – do whatever is needed—not just job duties; Willingness to help extends to helping other districts • Potential for a natural disaster in SWFL • Performance and stability of county EMS • Public opinion of community toward District • Public education on what we do and benefits • Public relations – managing potential bad press • Need to distinguish department from other government agencies • Operational Issues with neighboring districts <ul style="list-style-type: none"> ○ Could have tangential impact on district ○ e.g., Cape Coral layoffs = more burden on district • Increasing call volume • Dispatch communication issues • More time on medical calls due to slower EMS response times combined with increased medical calls • Increased language barriers on calls • Increased non- traditional/emergency calls

Key Performance Standards

	Action Required	Desired Outcome	Deadline	Accountable Party	Financial Impact
3.1.a	Assess and determine the services that are experiencing increased demand.	Quantitative and qualitative data will provide better understanding of the service areas experiencing increased demand.	October, 2010	PEIRO Administrative Assistant	N/A
3.1.b	Develop prevention strategies targeted at increased areas of service demand (e.g., kitchen fires, elderly driven rescue calls, etc...).	Proactive programs (Kind Call, Safety on Scene, Child Safety, etc...) will help to decrease incidents requiring service.	October, 2010	DC Prevention PEIRO	N/A
3.2.a	Create set schedule for prevention programs (CPR, CERT, etc...)	Improve utilization of District staff delivering programs.	October, 2010	PEIRO in conjunction with Division Chiefs	N/A
3.3	Continue working with Lee County Public Safety to develop process for assessing appropriate response mode for service calls.	Maximize utilization of District resources with improved county EMS coordination.	October, 2010	Division Chief Operations	N/A
3.4	Prepare plan for the creation of a volunteer core (Fire Corps, CERT) to provide prevention, education programs (e.g., retirees, seasonal residents).	Plan will enhance the District's ability to deliver programs and activities.	October, 2010	PEIRO	\$5,000
3.5	Determine minimal acceptable coverage (MAC) level for outside of District service demands.	Ensure District residents are adequately protected.	October, 2010	Fire Chief, Deputy Chief, Division Chiefs	N/A
3.6	Develop and implement Mass Casualty Incident drills during daytime and at night to include natural and man-made disasters	Enhance and improve our preparedness for all Mass Casualty incidents.	October, 2010	DC Operations, DC Training	N/A
	Utilize various media resources to disseminate District information and	Improve relationship between District	October,	PEIRO	N/A

3.7	educate residents (i.e. news spots, interviews, ride-along programs, etc...)	and its residents.	2010		
3.8	Update District informational brochure for distribution at upcoming Station 75 Open House.	Increase residents' knowledge of services the District offers.	January, 2010	PEIRO	\$1500.00

2009 IMFD Strategic Planning

<u>Key Strategic Issue</u> 4.0	<h1 style="color: red; margin: 0;">Department Operations</h1>				
<p style="text-align: center; color: red; margin: 0;">Operate the fire district to meet the dynamic needs of its residents effectively and efficiently.</p>					
<i>Broad Discussion Points</i>					
<ul style="list-style-type: none"> • Need to define desired breadth of services • What are our core services • ISO ratings • Aging fleet – need to replace • Keeping up with technology • Communications • Changes in standards and codes 			<ul style="list-style-type: none"> • Need for PIERO exceeds availability of staff resources • Need for greater firefighter presence in Public Schools • Emergency Services – are there enough medics for the district? • Need for on-call support for fire investigation so on site person can get a break 		
Key Performance Standards					
	Action Required	Desired Outcome	Deadline	Accountable Party	Financial Impact
4.1	Determine the criteria, service level, and implementation plan for the core service - ALS	2 ALS engines 3 ALS rescues 36 paramedics	Sept. 30, 2011	DC Operations, Deputy Chief, Battalion Chiefs	10,000 up-Front. 20,000/yr
4.2	Determine the criteria, service level, and implementation plan for the core service - BLS	6 BLS engines S72 BLS, T74 BLS CBU-All	Current and ongoing.	DC Operations, Deputy Chief, Battalion Chiefs	None

		EMT's or PM's			
4.3	Determine the criteria, service level, and implementation plan for the core service – Fire Suppression	28 maximum on floor per shift. 23 minimum.	Aug. 17, 2009	DC Operations, Deputy Chief, Battalion Chiefs	None
4.4	Determine the criteria, service level, and implementation plan for the core service – Fire Prevention	Ops-residential annuals and all follow-ups. Work w/FPrev on hydrant #ing system.	Sept. 30, 2010	DC Prevention, DC Operations, Deputy Chief, Battalion Chiefs	unknown
4.5	Determine the criteria, service level, and implementation plan for the desired services – (Hazmat, TRT team, Water Op, USAR, PIERO, etc.)	Support special ops teams and PIERO activities.	Current and ongoing.	DC Operations, Deputy Chief,, Battalion Chiefs	None
4.6	Examine current ISO report to determine desired outcomes and develop implementation plan to meet desired levels	Obtain ISO 3 rating.	On-going	Chief Elliot, DC Prevention, DC Operations, Deputy Chief, Battalion Chiefs	unknown
4.7	Create vehicle apparatus replacement schedule	Ensure necessary equipment and operational capacity to meet needs of District	Sept., 09	Commissioners, Chief Elliot, DC Prevention, DC Operations, Deputy Chief, EVT Whistler, Battalion Chiefs	unknown
4.8	Reduce the level of staff resources needed to support PIERO activities	PIERO to train civilian CPR instructors to support education and fire prevention activities.	Current and ongoing.	DC Prevention, DC Operations	None
4.9	Explore options and determine desired option for dispatch communication service for the district	Stay w/current system or go to SO run system or go to FD run system.	Sept. 30 2011	Chief Elliot, DC Operations	unknown

2009 IMFD Strategic Planning

<p><u>Key Strategic Issue</u> 5.0</p>	<h1 style="color: red; margin: 0;">Performance Measurement and Management</h1>				
<p><u>Key Result Area (Goal)</u></p> <p style="text-align: center; color: red; font-weight: bold;">Develop measures to inform decision-making, guide employee behavior, and enlighten the public.</p>					
<p><i>Broad Discussion Points</i></p>					
<ul style="list-style-type: none"> • Need greater data based decision-making <ul style="list-style-type: none"> ○ Need to collect data, manage it, utilize it • Enhancement of computer technology throughout district • Service efforts and accomplishments 			<ul style="list-style-type: none"> • CPR classes are given to community citizens by our PEIRO. There is no way to quantify the benefit of CPR 		
<p>Key Performance Standards</p>					
	Action Required	Desired Outcome	Deadline	Accountable Party	Financial Impact
5.1	Identify 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	Oct. 2009	Chief; PEIRO; Division Chiefs	N/A
5.1.a	Identify appropriate performance benchmarks for each division	District begins evaluating performance against the adopted indicators and benchmarks	November 2009	PEIRO; Division Chiefs	N/A

5.2	Submit recommended performance indicators and benchmarks to BOFC	BOFC adopts the staff recommendations and data collection begins	December 2009	Chief	N/A
5.3	Develop Firehouse templates to ensure greater consistency of data input	Fire House templates increase consistency of data input	October 2009	Operations; Staff; PEIRO; Firehouse Consultant	\$2000.00
5.3.a	Provide training to ensure that data is encoded accurately and consistently	Consistency of data input improves reliability for analysis	January 2010	Division Chiefs; Staff; PEIRO	N/A
5.4	Accurately populate Firehouse data fields and extract performance information	Data readily available for ongoing and annual analysis	On-going	Division Chiefs; PEIRO; Staff	N/A
5.5	Publish Service, Efforts, and Accomplishments (SEA)	SEA report will inform training and ensure quality control	November 2010	Chief; PEIRO	N/A
5.6	Identify targets for change and develop plans to implement	Continual improvement process	On Going Part of budget planning process	All Divisions; Chief; Board of Commissioners	N/A
5.7	Using performance indicator data and benchmarks, develop scenarios of outcomes of program changes	Results will be used for planning purposes and to inform the public	Prior to adoption of budget in 2010	All Divisions; Chief; Board of Commissioners	N/A

Iona McGregor Fire Protection & Rescue Service District

Implementation and Monitoring Process

The heart of the Strategic Plan are the **Key Strategic Issues**, **Key Result Areas (Strategic Goals)**, and **Key Performance Standards (Tactical Action Items)** which provide a —layered|| effect with three kinds of statements operating at different levels of generality as follows:

- **Key Strategic Issues** provide general direction but not specifics. They are few in number but address every major area of the District’s vision, mission, core value statements and business environment.
- **Key Result Areas** are strategic goals that were determined by the strategic planning committee in order to move forward in ways that are consistent with desired strategic directions (Key Strategic Issues). The Key Strategic Areas give structure to each of the strategic directions, suggesting ways of making the strategic business plan operational. For each Key Result Area there will be several complementary, reinforcing, and/or sequenced **Key Performance Standards** which constitute the operational elements of the plan.
- **Key Performance Standards** (Tactical Action Items) are statements with clear operational import. They spell out something to do, and they do so in a way that allows unambiguous determination later as to whether we have done it or not. All **Key Performance Standards** are be associated with the resources needed to achieve them, i.e., they are articulated with the budget process, and with space, technologies, and other human, financial and physical resources needed to implement the **Key Performance Standards**. Where possible they should embody the —SMART|| acronym for goal setting.

The strategic plan covers all key strategic issues and goals. The plan is dynamic and should be modified as environmental changes warrant. Also, not all IMFD activities will be linked to the key results area and key strategic issues.

On a quarterly basis all Key Strategic Issues, Key Result Areas, and Key Performance Standards should be reviewed and refined as needed.