

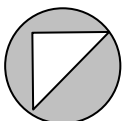
STRATEGIC PLAN

2005 → 2010 → 2020

EXECUTIVE SUMMARY



***Fire Department
City of Palm Bay
May 2005***



Lyle Sumek Associates, Inc.
1514 St. Edmunds Place
Heathrow, FL 32746

Phone (407) 771-4195
Fax (407) 771-4197
E-mail: sumekassoc@cfl.rr.com

Table of Contents

EXECUTIVE SUMMARY

Strategic Planning for Palm Bay Fire Department	2
Palm Bay Fire Department Vision 2020	3
Palm Bay Fire Department - Our Mission	4
Palm Bay Fire Department - Our Core Beliefs	5
Plan 2005 - 2010	8

This report and all related materials are copyrighted. This report may be duplicated for distribution to appropriate parties as needed. No unauthorized duplication is allowed, including for use in training within your organization or for consulting purposes outside your organization. All requests for duplication must be submitted in writing.

**STRATEGIC PLANNING FOR
PALM BAY FIRE DEPARTMENT**

VISION 2020

“Desired Destination for our City”

PLAN 2010

“Map to Our City’s Destination”

EXECUTION

“Route for Next Year”

MISSION

“Responsibilities of Our City”

BELIEFS

“How the City Should Operate”

PALM BAY FIRE DEPARTMENT VISION 2020

THE PALM BAY FIRE DEPARTMENT
is the
Leading Emergency Services Department in Florida
which provides *Effective Life Safety,*
Top Quality Health and Medical Services,
Superior Fire Suppression
and *Planned Response to Emergencies and Disasters.*

THE PALM BAY FIRE DEPARTMENT
is a *High Performance Team*
with a *Well Trained and Professional Workforce*
and provides *1st Class Customer Service*
with a *Strong Partnership with the Community.*

The Palm Bay Fire Department Contributes to
Palm Bay as the Safest City in Brevard County.

Fire Service Businesses

CORE BUSINESSES

PRIMARY

- 1. Fire Suppression**
- 2. Emergency Medical Services**
- 3. Fire Safety and Investigation**
- 4. Emergency Management**

SECONDARY

- 5. Hazard Mitigation**
- 6. Individual “Emergency” Response**
- 7. Special Operations**

Palm Bay Fire Department Core Beliefs

We, the Employees Take PRIDE

P

roductivity

R

esponsibility

I

nitiative

D

edicated to Service

E

mpathy

in Serving Our Community.

BELIEF	PRODUCTIVITY
---------------	---------------------

- **Means**
1. Know your goal or desired outcome.
 2. Follow through on a task or a commitment.
 3. Develop and maintain your core competencies.
 4. Plan and prepare for the task and provide a consistent quality product.
 5. Celebrate successes – Rally around win.
 6. Take pride and care of facilities, apparatus and equipment.

BELIEF	RESPONSIBILITY
---------------	-----------------------

- **Means**
1. Know your job duties and expectations.
 2. Be accountable for your behaviors, actions and results.
 3. Be loyal to the department, city and community.
 4. Identify and solve problems.
 5. Be an active team player.
 6. Look for ways to improve your knowledge and skills.

BELIEF	INITIATIVE
---------------	-------------------

- **Means**
1. Be a self-starter.
 2. Anticipate future needs and problems.
 3. Be open to new ideas and identifying innovative options.
 4. Be willing to change.
 5. Be aware of new techniques and “best practice.”
 6. Look for ways to prevent problems.

BELIEF

DEDICATED TO SERVICE

► **Means**

1. Know our customers and listen to their needs.
2. Define the service expectations and standards and exceeding the minimum.
3. Evaluate the results.
4. Provide a timely response.
5. Set the example for others.
6. Follow up on actions and taking care of the details.

BELIEF

EMPATHY

► **Means**

1. Have a genuine concern for our customers and other employees.
2. Treat others with respect.
3. Put the needs of others above your own.
4. Be positive and optimistic.
5. Have open, direct and honest communications.
6. Be courteous and polite.

Palm Bay Fire Department Goals 2010

COMMUNITY GOALS 2010

- 1. Obtain and Maintain National Recognition for Fire Service Excellence**
- 2. Upgrade EMS Services and Capacity**
- 3. Prepare for Future Growth and Development in City and in Emergency Services**

DEPARTMENTAL GOALS 2010

- 1. Instill P.R.I.D.E.* in Our Organization**
- 2. Have State-of-the-Art Facilities, Apparatus and Equipment**
- 3. Maintain the Best Workforce**

*P.R.I.D.E. – Productivity; Responsibility; Initiative; Dedicated to Service; Empathy

**COMMUNITY
GOAL 1**

**OBTAIN AND MAINTAIN NATIONAL RECOGNITION FOR
FIRE SERVICE EXCELLENCE**

► **Objectives**

Objective 1 Fire Department Achieves Accreditation: Fire and Emergency Services

Objective 2 Fire Department Improves the Community Fire Protection from ISO 3/9 Rating

Objective 3 Fire Department Complies with New Regulations and Mandates

Objective 4 Fire Department Meets and/or Exceeds Occupational Standards within Available Resources

Objective 5 Fire Department has Resources and Capacity for Research and Development

► **Actions 2005 – 2006**

1. Fire Dispatch Development
2. Station 90 (Replacement)
3. Fire Impact Fee: Update
4. Fire Accreditation: Completion (by 2007)
5. Fire Apparatus Rotation Plan (Incorporate in Annual Fleet Replacement Program)
6. Station 95 (New Station)
7. Fire Training Facilities: Development
8. Hurricane Recovery Plan Update

**COMMUNITY
GOAL 2**

UPGRADE EMS SERVICES AND CAPACITY

► **Objectives**

Objective 1 EMS is Elevated to ALS Transport while Maintaining Our Quality Medical First Responder Services

Objective 2 Public is well Informed on Personal Health Issues and Prevention and the City's Medical Services

Objective 3 Medical Services are Expanded to Wellness Checks and Community Vaccination Programs as an Extension of State Health Department

Objective 4 75% of Line Fire Personnel are Trained to Paramedic Level

Objective 5 Quality Assurance for System Improvement are Integrated with the Hospitals

► **Actions 2005 – 2006**

1. Paramedic Incentive Program Enhancement
2. In-House Paramedic Training Program Development
3. Recruitment and Selection Process Revision (Emphasis is on Paramedics)
4. COPCN: County Approval
5. Billing and Collection Plan
6. Transport Purchasing
7. Quality Assurance Program Enhancement
8. Equipment Maintenance Program and Certification

**COMMUNITY
GOAL 3**

**PREPARE FOR FUTURE GROWTH AND DEVELOPMENT IN
CITY AND IN EMERGENCY SERVICES**

► **Objectives**

Objective 1 New Developments and Department Facilities are Planned and Developed with Fire Safety and Emergency Services

Objective 2 100% Commercial Development has Effective Fire Sprinkler Systems;
50% of New Residential Units have Fire Sprinkler Systems

Objective 3 Expanded Water Supply and Delivery System through the City Supports Effective Fire Suppression

Objective 4 Changing Community Profile Analysis and Demographics are Used in Fire Department Planning and Resource Allocation

Objective 5 Businesses and Residents Partner with the Fire Department for a Safer Community

► **Actions 2005 – 2006**

1. Pre-Fire Plans Program Development
2. Engine Company Pre Fire/Inspection
3. Wild Land and Urban Interface Program
4. Commercial Properties Inspection Enhancements (All Buildings)
5. Public Education Program for Citizens and Neighborhoods
6. Assisted Living Facilities Analysis and Report Update
7. Water Distribution System Enhancement (With Utilities)

**DEPARTMENTAL
GOAL 1**

INSTILL P.R.I.D.E.* IN OUR ORGANIZATION

► **Objectives**

Objective 1

All Fire Department Managers and Employees Have Ownership and Demonstrate P.R.I.D.E.* in their Behaviors

Objective 2

Command Staff Provides Leadership by Modeling P.R.I.D.E.* in their Decisions and Actions

Objective 3

P.R.I.D.E.* is Demonstrated to Everyone on a Daily Basis

Objective 4

Positive Behavior and Actions Demonstrating P.R.I.D.E.* are Recognized And Rewarded

Objective 5

Policies and Procedures Reflect P.R.I.D.E.*

Objective 6

Employees are Held Accountable for P.R.I.D.E.*

► **Actions 2005 – 2006**

1. P.R.I.D.E.* Program Development
2. Organization Cultural Alignment Strategy
3. Supervisory Performance Standards and Accountability Method
4. Operating and Policy Procedure Manual Update
5. Effective Employee Recognition
6. Performance Evaluation System Revision to Incorporate P.R.I.D.E.*

*P.R.I.D.E. – Productivity; Responsibility; Initiative; Dedicated to Service; Empathy

**DEPARTMENTAL
GOAL 2**

**HAVE STATE-OF-THE-ART FACILITIES, APPARATUS
AND EQUIPMENT**

► **Objectives**

Objective 1

Fire Apparatus and Equipment is Up-to-Date through and Effective Replacement and Refurbishment Program

Objective 2

Fire Department has Responsibility for and Capacity to Maintain it's Own Facility, Apparatus and Equipment

Objective 3

Fire Department has a State-of-the-Art Training Center that Serves the Region

Objective 4

Fire Department has Cutting-Edge Equipment and Technology for Fire Suppression, Rescue and Medical Service

Objective 5

Fire Department has Replaced 90 and 94; Built a New 95, 96 and 97; Upgraded 92; Expanded E.O.C.

► **Actions 2005 – 2006**

1. Fire Station 90 Replacement
2. New Fire Station 95: Construction
3. Facility Replacement Fund
4. Laptops for Each Vehicle
5. Apparatus/Equipment Maintenance Program with Certified Mechanics
6. Facility Maintenance: Staffing and Funding
7. Equipment Replacement Fund
8. Radio System Upgrade Plan
9. City Fire Station Numbering System

**DEPARTMENTAL
GOAL 3**

MAINTAIN THE BEST WORKFORCE

► **Objectives**

Objective 1

Fire Department has Competitive Salaries and Benefits with Top 10 in the State

Objective 2

Top Fire Performers Recruited and Hired; Are Recognized and Retained; And Rewarded

Objective 3

Fire Department Employees have Access to State-of-the-Art Training and Education Programs

Objective 4

Fire Department Employees have a Comfortable and Healthy Work Environment

Objective 5

Fire Department Employees have Opportunities for Career Development

► **Actions 2005 – 2006**

1. Retirement Program
2. Career Development Program
3. Compensation Survey and Study (Large Cities)
4. Salary Compression Structure Revision
5. Comparative Compensation Policy for Fire
6. Staffing and Hiring Plan and Incentives for Professional Growth