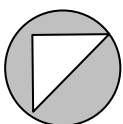


STRATEGIC PLAN

2005 → 2010 → 2020



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



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**STRATEGIC PLANNING FOR
PALM BAY FIRE DEPARTMENT**

STRATEGIC PLANNING FOR PALM BAY FIRE DEPARTMENT

VISION

**“What the Fire Department Wants to Become –
Our Preferred Future as Defined in Value-Based Principles.”**

PLAN

**“Our Road Map for 2010 – How to Realize Our Vision with Achievable
Goals Defined Through Objectives, Meaning to Our Citizens,
Challenges and Opportunities, Actions 2005.”**

EXECUTION

**“Actions to Implement the Plan – A Work Program for 2005 with a
“To Do” List– To Be Completed with Accountability for the Results.”**

MISSION

**“Purposes of the Fire Department – Determined in Service Businesses
Defined in: Operating Elements, Business Successes, Challenges and
Opportunities and Service Improvements.”**

BELIEFS

**“Our Core Beliefs Which are the Foundation for the Fire Department
– Creating a Corporate Culture of Action and Accountability, the
Primary Value, as Defined in Performance Standards to Guide
Behaviors and Actions.”**

HOW WE CONDUCT OUR BUSINESS

PALM BAY VISION 2020

PALM BAY FIRE DEPARTMENT VISION 2020

THE PALM BAY FIRE DEPARTMENT

is the

Leading Emergency Services Department in Florida^(A)

which provides *Effective Life Safety*,^(B)

Top Quality Health and Medical Services,^(C)

Superior Fire Suppression^(D)

and *Planned Response to Emergencies and Disasters*.^(E)

THE PALM BAY FIRE DEPARTMENT

is a *High Performance Team*^(F)

with a *Well Trained and Professional Workforce*^(G)

and provides *1st Class Customer Service*^(H)

with a *Strong Partnership with the Community*.^(I)

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

PRINCIPLE A

**LEADING EMERGENCY SERVICES DEPARTMENT IN
FLORIDA**

► Means

1. Exceeding National Standards that are Relevant to Our Palm Bay Community
2. Having the Capacity to Respond to and Mitigate Any Community Emergency
3. Taking a Proactive Approach to Prevent and/or to Solve Problems
4. Encouraging the Public to Take Responsibility to Prevent, React and Recover from Any Emergency
5. Looking to the Future for Challenges and Opportunities to Improve Our Citizen's Quality of Life
6. Developing and Using Cutting-Edge Programs and Techniques to Better Serve Our Community

PRINCIPLE B

EFFECTIVE LIFE SAFETY

► Means

1. Minimizing Personal Injury and Loss of Life
2. Having the Capacity to Rescue and Individual from a Life Threatening Situation
3. Having High Quality Homes and Buildings Exceeding Minimum Standards
4. Planning and Designing New Developments for Emergency Access and Response
5. Instilling an Awareness of Potential Life Safety Problems in Our Community
6. Having the Ability for Quick and Safe Deployment Through Effective Traffic Control and Station Location

PRINCIPLE C

TOP QUALITY HEALTH AND MEDICAL SERVICES

► Means

1. Having Continuity of Patient Care from 9-1-1 to Hospital
2. Providing EMS Transport for Emergency and Non-Emergency Situations
3. Having the Capacity to Provide Health Screening and Medical Service in Partnership with Other Agencies
4. Training and Educating the Public on Healthcare Issues
5. Providing AED, CPR and Other Programs to Our Community and to Encourage Personal Actions to Enhance Health

PRINCIPLE D

SUPERIOR FIRE SUPPRESSION

► Means

1. Minimizing Our Loss and Property Damage
2. Having the Capability to Provide 4-Minute Response Time
3. Maintaining 4 Person on Response Apparatus or Increase to National Standard
4. Having the Latest and Most Effective Fire Suppression Apparatus and Equipment
5. Having the Ability to Put Out All Fires in Our Community

PRINCIPLE E

PLANNED RESPONSE TO EMERGENCIES AND DISASTERS

► **Means**

1. Identifying Potential Community Risk Areas
2. Having Up-to-Date Plans for Most Emergency Situations
3. Having the Resources and Capacity to Make the Emergency Plan Work
4. Preparing All City Employees for Emergency Management with Defined Responsibilities
5. Involving Citizens in Community Safety Programs
6. Developing and Maintaining a Regional Response to Special Operations

PRINCIPLE F

HIGH PERFORMANCE TEAM

► **Means**

1. Having a Strong Commitment to Mission and Values of Our Department
2. Working Together to Achieve Goals, Resolve Conflicts and Deliver Services
3. Recruiting and Retaining the Best Employees and Volunteers
4. Growing Our Own Future Leadership Through Effective Career Development
5. Obtaining and Maintaining Fire Accreditation
6. Working with Other Departments at all Levels as a City Team

PRINCIPLE G

WELL TRAINED AND PROFESSIONAL WORKFORCE

► Means

1. Having Personal Commitments for Personal and Professional Development
2. Having an Effective Career Development Program
3. Having Competitive Compensation with the 10 Largest Cities in Florida
4. Stimulating Interest in Fire Service as a Career
5. Having the Workforce Meeting Professional Standards
6. Having a Physically Fit and Healthy Workforce

PRINCIPLE H

1ST CLASS CUSTOMER SERVICE

► Means

1. Having a High Level of Service Satisfaction with Our Department Services and Programs
2. Providing Information to Our Citizens
3. Helping Customers to Prevent and Solve Problems
4. Creating a Positive Initial Contact by Putting the Customer First
5. Knowing the Needs and Expectations of the Community and Adapting to Any Changes
6. Following Up with Customers to Check on Their Level of Satisfaction

PRINCIPLE I

STRONG PARTNERSHIP WITH THE COMMUNITY

► **Means**

1. Maintaining a Strong Presence and Visibility in Our Community
2. Having an Aggressive Public Education Program for Citizen Awareness
3. Participating Actively in the Community
4. Planning for Future Growth with Developers and Builders and City Departments
5. Planning for Business Recovering from a Disaster (Short Term and Long Term)
6. Encouraging Citizens to Assume Responsibility for Community and Personal Safety

**PALM BAY FIRE DEPARTMENT
OUR MISSION**

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**

CORE BUSINESS 1

FIRE SUPPRESSION

► **Operating Elements**

Operating Element 1

Train Fire Employees

Operating Element 2

Maintain Fire Equipment

Operating Element 3

Develop Pre-Fire Plans

Operating Element 4

Respond to Fire Calls

Operating Element 5

Mitigate Fire Scene

Operating Element 6

Locate, Confine and Extinguish Fires

Operating Element 7

Educate Public to Call Early and Prevent Fires

Operating Element 8

Conduct Post-Incident Analysis

Operating Element 9

Record Incident

Operating Element 10

Report Fire Data to State

Operating Element 11

Respond to County Mutual Aid (Call County and 1st Response
Fire/Auto to County Line)

CORE BUSINESS 2

EMERGENCY MEDICAL SERVICES

► **Operating Elements**

Operating Element 1	Respond to Illness and/or Injury
Operating Element 2	Stabilize Patient
Operating Element 3	Transport Patient to the Appropriate Hospital
Operating Element 4	Assure Continuity of Medical Care
Operating Element 5	Follow Up with Patient on Outcome
Operating Element 6	Train Citizens on AED, CPR and First Aid Courses
Operating Element 7	Report to State (When Appropriate)
Operating Element 8	Maintain Appropriate Certification and License
Operating Element 9	Provide Basic Life Support
Operating Element 10	Maintain Drugs and Medical Supplies
Operating Element 11	Disposal of Biohazard Materials
Operating Element 12	Provide Special Event EMS Support
Operating Element 13	Maintain Medical Clinic in Station
Operating Element 14	Prepare Patient for Airlift to Hospital

CORE BUSINESS 3

FIRE SAFETY AND INVESTIGATION

► **Operating Elements**

Operating Element 1	Determine Water Supply Needs
Operating Element 2	Enforce and Obtain Compliance with Fire Codes
Operating Element 3	Educate Public on Fire Safety
Operating Element 4	Inspect Commercial Buildings
Operating Element 5	Inspect Multi-Family Buildings
Operating Element 6	Inspect Public Schools/Charter Schools
Operating Element 7	Inspect Assisted Living Facilities
Operating Element 8	Inspect Daycare Facilities
Operating Element 9	Determine Origination and Cause of a Fire
Operating Element 10	Prepare Case for Prosecution
Operating Element 11	Review and Evaluate Plans – Commercial Site Plan, Construction
Operating Element 12	Test Safety System for Compliance
Operating Element 13	Assure Safety System Maintenance
Operating Element 14	Assist in Design to Meet Needs and Solve Problems
Operating Element 15	Develop Sprinkler Ordinance

CORE BUSINESS 4

EMERGENCY MANAGEMENT

► **Operating Elements**

Operating Element 1

Prepare Emergency Plans

Operating Element 2

Activate and Operate E.O.C.

Operating Element 3

Coordinate Emergency Response and Support Functions

Operating Element 4

Provide Public Education and Training

Operating Element 5

Coordinate with Other City Departments

Operating Element 6

Communicate with County, State and Federal Governments

Operating Element 7

Assist and Manage Post-Disaster Recovery

Operating Element 8

Coordinate with Red Cross, Corps of Engineers, FEMA, EPA,
Salvation Army

CORE BUSINESS 5

HAZARD MITIGATION

► **Operating Elements**

Operating Element 1

Identify Hazards in Community

Operating Element 2

Develop Hazards Mitigation Plan

Operating Element 3

Respond to Rail Hazards

Operating Element 4

Respond to I-95 Hazards

Operating Element 5

Respond to Chemical Hazards

Operating Element 6

Respond to Pipeline (2) Hazards

Operating Element 7

Respond to Military Hazards

Operating Element 8

Respond to Drug Labs Hazards

Operating Element 9

Identify Wild Land Target Hazards – Coordinate Fuel Reduction with Public Works/Division of Forestry

Operating Element 10

Conduct Controlled Fire Burns

CORE BUSINESS 6

INDIVIDUAL “EMERGENCY” RESPONSE

► **Operating Elements**

Operating Element 1

Rescue People

Operating Element 2

Rescue Animals

Operating Element 3

Change Tires

Operating Element 4

Remove Water from Sites

Operating Element 5

Remove Bees

CORE BUSINESS 7

SPECIAL OPERATIONS

► **Operating Elements**

Operating Element 1

Search for Lost People

Operating Element 2

Provide Type 4 USAR

Operating Element 3

Oversee Fireworks

Operating Element 4

Provide Confined Space Rescues

Operating Element 5

Hazards Materials Mitigation

Operating Element 6

Provide River and Creek Rescues

**PALM BAY FIRE DEPARTMENT
OUR CORE BELIEFS**

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.

PLAN FOR 2005 - 2010

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

► **Means to a Citizen**

1. You can take pride in your Fire Department.
2. You know that you are getting the very best services from your Fire Department.
3. You can have confidence in your Fire Department's ability to respond to any emergency.
4. Businesses and homeowners enjoy the best fire insurance premiums

► **Challenges and Opportunities**

1. City Leadership and Administration Buy In for Fire Service Level and Quality
2. Gaining the Support of Administration and Employees to Meet Accreditation and National Standards
3. Community Support for Fire Department, Fire Service Level and Quality
4. Upgrading Fire Department Policies and Programs
5. Increasing City Budget Dollars Dedicated to the Fire Department: Funding Accreditation, Electronic Reporting System
6. Building Research and Development Capacity within the Fire Department

► **Actions 2005 – 2006**

1. Fire Dispatch Development
 - Develop Concept (Separate Fire/EMS Dispatch) Including Regional Communications System
 - Develop CAD System with Police
 - Determine Resource Needs
 - Decide Direction
 - Develop Implementation
2. Station 90 (Replacement)
 - Report on Value of Station with Administration and Storage
 - Design Station
 - Incorporate into Public Safety Complex
 - Determine Funding Source
3. Fire Impact Fee: Update
 - Evaluate Future Infrastructure Needs
 - Revise Fee Structure
 - Adopt by Council (12/05)
4. Fire Accreditation: Completion (by 2007)
 - Review the Requirements
 - Design Process
 - Select Consultant
 - Identify Gaps
 - Complete (1/2007) Accreditation
5. Fire Apparatus Rotation Plan (Incorporate in Annual Fleet Replacement Program)
 - Maintain and Update Plan and Current Program
 - Determine Costs and Funding
 - Purchase Apparatus
 - Assess Future Needs
6. Station 95 (New Station)
 - Complete Design
 - Determine Cost and Funding
 - Funding Staff
 - Groundbreaking (2007)
 - Link to EMS Service
7. Fire Training Facilities: Development
 - Determine Location(s)
 - Explore Partnership with College and Private Contractors
 - Determine Funding
 - Decide on Direction

► **Actions 2005 – 2006 (Continued)**

8. Hurricane Recovery Plan: Update
 - Review Approaches and Plans from Other Cities
 - Update Plan for Palm Bay Fire
 - Adopt Plan
 - Implement for 2005 Season

► **Actions on the Horizon: 2006 – 2010**

1. Water Distribution Expansion (with Utilities)
 - Review Plans
 - Determine Timing and Funding
 - Coordinating with Fire Department
2. Research and Development Unit Development
 - Define Purpose
 - Provide Staff and Resources
 - Decide on Resources
3. Information System and Records Management
 - Evaluate Current Systems Options
 - Select Electronic Incident Reporting – Connectivity with CAD
 - Determine Direction
 - Implement Decision
4. Technology Infrastructure for Fire Department Upgrade
 - Evaluate Needs
 - Obtain Computer for Apparatus
 - Connect to GIS Infrastructure
 - Develop Department Based Network
 - Obtain Software/Hardware Specific to Fire Department Needs
5. Fire Protection Plan
 - Review Current Development Plan and Current Needs
 - Determine Facility Locations and Population/Staffing
 - Develop Plan
6. Validated Testing Program Development
 - Determine Needs (In Light of EMS)
 - Develop Testing Program
 - Define Responsibility
 - Implement

► **Actions on the Horizon: 2005 – 2010 (Continued)**

7. Station 94 (Replacement)
 - Determine Permanent Site
 - Design Station
 - Incorporate Possible Police Station
 - Determine Funding Source
8. Station 96 (New Station – Southeast)/Station 97 (New Station – Northwest)
 - Assess Needs
 - Determine Location with Developer
 - Design Station
 - Develop Staffing Plan with Funding
9. New Residential Sprinkler Program (P.U.D./Single Family)
 - Develop Program
 - Decide on Program
10. School Inspection Program: Funding
 - Determine Funding Sources for Cost Recovery
 - Decide on Funding

**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

► **Means to a Citizen**

1. Your Fire Department is a single point of contact pre-hospital field emergency care.
2. You have a high survival rate from severe injury or trauma.
3. Your Fire Department provides a timely response in a medical emergency with rapid transport to hospital (maximum on scene time of 10 minutes).
4. Medical services are readily available at any Fire Station.
5. You can have confidence and trust in your Fire Department medical services and response.

► **Challenges and Opportunities**

1. Retaining Top Quality Health Emergency Services Personnel
2. EMS Funding through Charges and Fees
3. COPCN from Brevard County
4. Communication/Dispatch Partnership with Brevard County Communication Center
5. Additional Fire/EMS Stations
6. Acquiring Ambulance Fleet and Staffing

► **Actions 2005 – 2006**

1. Paramedic Incentive Program Enhancement
 - Define Incentive: Purposes
 - Develop Recommendation
 - Determine Policy Direction
2. In-House Paramedic Training Program Development
 - Define Goals
 - Develop Program
 - Implement Program
3. Recruitment and Selection Process Revision (Emphasis is on Paramedics)
 - Evaluate Current Recruitment and Selection Process
 - Explore Ways to Improve Process
 - Develop Recommendations
 - Implement Plan
4. COPCN: County Approval
 - Present to County
 - Decide Plan
 - If Not Approved, Litigation
 - Work on Legislation
5. Billing and Collection Plan
 - Issue RFP
 - Evaluate Proposal
 - Decide on Contractor
 - Monitor Contractor Performance
6. Transport Purchasing
 - Identify Needs
 - Develop Specifications
 - Purchase Vehicle
7. Quality Assurance Program Enhancement
 - Refine Goals
 - Evaluate Program
 - Develop Recommendations
 - Determine Actions
8. Equipment Maintenance Program and Certification
 - Evaluate Current Program
 - Identify Problems and Concerns
 - Develop Recommendations
 - Determine Action Steps

► **Actions on the Horizon: 2005 – 2010**

1. Hospital Relationship Development
 - Training for Fire Personnel on Hospital Procedure
 - Establish Regular Meeting Process
 - Define Partnership and Resource Share
2. Rotation System Development
 - Develop System
 - Select Type
 - Prepare Recommendations
 - Determine Implementation Actions
3. Public Education on Health Issues and Prevention
 - Define Program Goals
 - Develop Program
 - Determine Action Steps
4. Medical Clinic Space in Station Design and Retrofit
 - Define Goal
 - Explore Options
 - Develop Recommendations
5. Biohazard Disposal/Cleaning Space in Station Design and Retrofit
 - Define Need
 - Explore Options: Disposal and Cleaning Area
 - Develop Recommendations
 - Determine Direction and Funding
6. Vaccination Program Development
 - Obtain State Designation
7. A.E.D. Public Facilities and Park Program and Funding
 - Review Goal
 - Develop Recommendations
 - Determine Funding Sources: Public and Private
 - Decide on Direction and Actions

**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

► **Means to a Citizen**

1. Personally feel safe and secure and have a sense of personal well being.
2. Residential units and commercial buildings are safe.
3. Fire Department provides timely response to an emergency call.
4. You are getting value for your tax dollar.

► **Challenges and Opportunities**

1. Resistance by Developers and Contractors to Use of Sprinklers
2. Forecasting Future Growth Patterns in the City
3. Balancing Resources and Service Growth
4. Planning and Funding Future Growth
5. Working with Other City Departments on Planning for Future Development
6. Citizen Apathy
7. Electronic Reporting System

► **Actions 2005 – 2006**

1. Pre-Fire Plans Program Development
 - Develop Format and Process
 - Develop Plans
2. Engine Company Pre Fire/Inspection
 - Review Programs from Other Fire Departments
 - Develop Pre Fire/Inspection Program
 - Implement Program
3. Wild Land and Urban Interface Program
 - Identify Problem Areas
 - Develop Program for Palm Bay
 - Implement Program
 - Continue Update
4. Commercial Properties Inspection: Enhancements (All Buildings)
 - Decide on Service Level
 - Develop Staffing and Resources
5. Public Education Program for Citizens and Neighborhoods
 - Review and Evaluate the Effectiveness of Current Program
 - Evaluate “Best Practices” from Other Fire Departments
 - Develop Recommendations for Program Enhancement
 - Determine Direction and Actions
 - Target Specific Needs for Smoke Alarms
6. Assisted Living Facilities Analysis and Report Update
 - Identify Facilities and Assess Needs/Problems
 - Update Communitywide Report
 - Develop Recommendations
 - Determine Direction and Actions
7. Water Distribution System Enhancement (With Utilities)
 - Identify Problems and Concerns
 - Develop Recommendations
 - Determine Actions

► **Actions on the Horizon: 2006 – 2010**

1. Residential Sprinkler Program Development
 - Evaluate Experiences and Approaches Used by Other Cities
 - Define Goals
 - Develop Program Recommendation with Incentive
 - Decide on Program and Implementation
2. Building (As Built) Formats and Standards Ordinance (Incorporate GIS)
 - Incorporate a Life Safety Plan
3. Citizens Emergency Response Team Expansion
 - Expand Classes Available
 - Determine Staffing
 - Develop Recommendations
4. Fire Safety for Seniors Programs
 - Identify Needs
 - Develop Specialized Program
 - Determine Costs and Funding
 - Determine Direction and Actions
5. Low Income Multi-Family Impact Analysis and Report
 - Identify Facilities and Assess Needs/Problems
 - Develop a Communitywide Report
 - Develop Recommendations
 - Determine Direction and Actions
6. Community Services: Program Expansion
 - Explore Options for Enhancement
 - Develop Recommendations

**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.*

► **Means to a Citizen**

1. You get the best service delivery and care from your Fire Department.
2. You are respected by Fire Department employees.
3. You can trust in the Fire Department's response.
4. Your tax dollars are spent in a prudent manner.

► **Challenges and Opportunities**

1. Ownership and Buy In by Individual Members
2. Aligning the Department's "Corporate Culture" to P.R.I.D.E.*
3. Courage to Hold People Accountable for their Actions and Behaviors
4. Incorporating P.R.I.D.E.* in the Recruitment and Selection Process
5. Measure Departmental Performance through Citizen and Employee Surveys
6. Marketing Department to Community and Organization

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

► **Actions 2005 – 2006**

1. P.R.I.D.E.* Program Development
 - Develop Program Recommendations
 - Define Responsibilities
 - Implement Program
2. Organization Cultural Alignment Strategy
 - Determine Who is on the “Bus” and Who is Not on the “Bus”
 - Develop Strategy with Action Plan to Get Ownership in the “Bus” and to Help People to Get on the “Bus”
 - Implement Actions
3. Supervisory Performance Standards and Accountability Method
 - Define Responsibilities of Fire Supervisors
 - Develop Training Program
 - Have All Supervisors Complete
4. Operating and Policy Procedure Manual Update
 - Design Review Process
 - Complete Review of Policy and Procedures
 - Adopt Changes
5. Effective Employee Recognition
 - Evaluate Current Recognition Program
 - Incorporate P.R.I.D.E.* into Program
 - Revise Program
6. Performance Evaluation System Revision to Incorporate P.R.I.D.E.*
 - Review Current Performance Evaluation System
 - Incorporate P.R.I.D.E.* as Performance Standards
 - Train Supervisors and Managers on Performance Evaluation Process

*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.

► **Means to a Citizen**

1. Your Fire Department provides timely response in an emergency.
2. Your Fire Department has the equipment to respond to any emergency.
3. You can take pride in your "hometown" Fire Department.
4. You have decreased insurance premiums.
5. You have access to Fire facilities for community uses.

► **Challenges and Opportunities**

1. "How to" Build New Facility and Upgrade Aging Facilities: Headquarters, Training Center, Fire Stations
2. Skeptical and Disheartened Department Personnel
3. Building Community and Council Support for Facilities
4. Slow Bureaucratic Process and Approval Causing Loss of Opportunities
5. Budget Approved to Allow "State-of-the-Art"
6. Staffing for Support Personnel

► **Actions 2005 – 2006**

1. Fire Station 90 Replacement
2. New Fire Station 95: Construction
3. Facility Replacement Fund
 - Define Goal
 - Develop Recommendations
 - Determine Policy Direction and Funding Sources
 - Create Fund
4. Laptops for Each Vehicle (Command 1st/2nd Run)
 - Review Capacity
 - Purchase Equipment
 - Install Equipment
5. Apparatus/Equipment Maintenance Program with Certified Mechanics
 - Evaluate Current Program
 - Identify Problems and Concerns
 - Develop Recommendations
 - Determine Action Steps
6. Facility Maintenance: Staffing and Funding
 - Identify Needs and Problems
 - Determine Staffing Requirements
 - Determine Costs and Funding
 - Determine Direction
7. Equipment Replacement Fund
 - Define Goal
 - Develop Recommendations
 - Determine Policy Direction and Funding Sources
 - Create Fund
8. Radio System Upgrade Plan
 - Evaluate Options, Including Link to NASA Space System
 - Develop Recommendations
 - Determine Direction and Funding Actions
9. City Fire Station Numbering System
 - Develop System
 - Decide on System

► **Actions on the Horizon: 2006 – 2010**

1. Fire Station 94 Replacement
 - Develop Plans
 - Obtain Funds
 - Construct Station
2. Emergency Operations Center Expansion (Link to Parks Facilities)
 - Plan for:
 - Well
 - Bathroom
 - Sleep Storage
 - Kitchen
 - 2nd Entrance
 - Develop Costs and Funding
3. Fire Station 92: Upgrade
 - Analyze Impact of Malabar Road Widening
 - Redesign Building
 - Determine Cost and Funding
 - Decide on Timing
4. Medical and Firefighters Supplies and Equipment Warehouse (Link to Headquarters or 92)
 - Evaluate Needs
 - Determine Location
 - Incorporate into Design
5. Equipment Regular Review: Need, Direction and Strategy
 - Develop Process
 - Assess Needs
 - Develop a Strategy for Regular Updates of Equipment
6. Software Inventory Control and Supply
 - Identify Software Options
 - Develop Recommendations
 - Acquire Software
7. Enviro Care Filters for Air Purification HVAC at Facilities
 - Acquire Filters
 - Install Filters
8. Auto Control for Stations, Expand Lighting, Cooking Equipment, etc.
 - Acquire Control Systems
 - Install Systems

► **Actions on the Horizon: 2006 -2010 (Continued)**

9. Weather Station at Each Station
 - Have Two Stations
 - Link E.O.C. – Data
10. GPS Navigation System
 - Develop Proposal Recommendations
 - Determining Funding
 - Integrate with CAD 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

► **Means to a Citizen**

1. Long-term employees are committed to your community and take pride in the Fire Department.
2. Your Fire Department workforce comes from within the community.
3. Your Fire Department has dedicated employees who are eager to serve your community.
4. You can get to know and trust your Fire Department employees.

► **Challenges and Opportunities**

1. Recruitment and Selection Process
2. Competitive Salaries with Orlando
3. Community's and Council's Support of Department Employees
4. Correcting Unacceptable Behavior
5. Employee Retention
6. Developing Career Interest for Youth and Others

► **Actions 2005 – 2006**

1. Retirement Program
 - Review Current Program
 - Identify Problems
 - Explore Options
 - Develop Recommendations
 - Decide on Direction
2. Career Development Program
 - Explore Approaches Used by Other Fire Departments
 - Determine Goals
 - Develop Program
 - Determine Costs and Funding
 - Decide on Direction
 - Implement Program
3. Compensation Survey and Study (Large Cities)
 - Decide on Method and Process
 - Complete Survey
 - Complete Study
 - Develop Recommendations
4. Salary Compression Structure Revision
 - Identify Problems
 - Explore Options
 - Develop Recommendations
5. Comparative Compensation Policy for Fire
 - Identify Problems
 - Complete Comparative Analysis
 - Develop Recommendations
6. Staffing and Hiring Plan and Incentives for Professional Growth
 - Develop a Long-Range Staffing Plan
 - Develop Incentive Program
 - Determine Direction and Actions

► **Actions on the Horizon: 2006 – 2010**

1. Healthcare Policy and Direction
 - Review Current Programs and Costs
 - Identify Future Problems
 - Develop Recommendations
2. Mortgage Assistance for Employee Homeownership
 - Identify Goals
 - Develop Program
 - Determine Costs and Funding
3. Partnering with College for Fire Training
 - Identify Opportunities
 - Develop Fire Department Position
 - Work with Brevard College
4. State Fire College: Extension in Palm Bay (Incorporate in Fire Training Center)
 - Explore Options
 - Develop Actions to Secure Extension
5. Plans for Upgrading Living Quarters
 - Review Current Conditions of Living Quarters
 - Identify Needs
 - Develop Plan
 - Determine Costs and Funding
6. NFPA Local Training Program and Site
 - Define Objectives
 - Develop Approach with Actions
7. Health Insurance for Retirees
 - Review Current Program
 - Identify Problems
 - Explore Options
 - Decide on Insurance
 - Incorporate in Contract