

CITY OF
PLANT CITY

EMBRACING THE FUTURE WHILE PRESERVING THE PAST

PLANT CITY FIRE RESCUE

STRATEGIC PLAN

FIRE, MEDICAL, AND EMERGENCY SERVICES

2012 - 2017



**“ENSURING THE COMMUNITY SAFETY THROUGH PARTNERSHIPS,
PREVENTION, EDUCATION, AND PROFESSIONALISM TO CREATE
THE FUTURE WHILE PRESERVING THE PAST”**



PROFESSIONALISM **R**ESPECT **I**NTEGRITY **D**EDICATION **E**XCELLENCE

Facilitated by Almont Associates

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1.0 Executive Summary

The Plant City Fire Rescue (PCFR) Department understands the importance of planning, especially during difficult economic times. That understanding led to Almont Associates being contracted to assist PCFR in completing a Strategic Plan.

This process led to the creation of a planning team whose mission it is to educate department members in planning and establishing an organizational path for the future. The process involved environmental scans of the department membership. There was an initial anonymous survey (Appendix 1) that asked three open-ended questions:

1. What is working well in the Plant City Fire Rescue Department?
2. What is not working well in the Plant City Fire Rescue Department?
3. What would you like to see the department change or incorporate in its future service delivery system?

Nineteen surveys were returned (Appendix 2). What was working well was noted with those responses being the catalyst for maintaining those good practices. Areas for improvement were categorized and reissued in a document that employed the nominal group technique to establish prioritization of issues. Twenty-nine of the prioritization forms were completed and returned (Appendix 3).

A leadership team, to be identified as the Strategic Planning Team (SPT) in this document, was established through invitation to all members. The intent of the team construct was to have representation from each shift and every rank in the department. Nine (9) members participated in a two-day strategic planning session held on October 4 & 5, 2012. This session included a class on strategic planning, review of the environmental scan, establishment of the department's Mission, Values, and Vision, a SWOT analysis, and development of goals, objectives, critical tasks, and timelines. The SWOT Analysis was conducted by the team and an additional nine (9) community stakeholders (Appendix 4).

This strategic planning effort has created a document that identifies a plan of action, for the PCFR, to be utilized over the coming five year period. It is easy to maintain, and if updated on a regularly scheduled basis, will provide a continuous path for successful delivery of emergency services.

2.0 Introduction

The Plant City Fire Rescue Department, under the leadership of Interim Chief David Burnett, recognized the challenges ahead for the organization and the importance of having a plan to deal with these challenges. They commissioned Almont Associates to assist the department in creating a Strategic Plan for the next five years. This plan shall serve as a guiding document for annual planning and budgeting as well as Master Planning for the next twenty years. It is important to understand the significance of planning for the future.

2.1 Need for a Strategic Plan

The Center for Public Safety's Commission of Fire Accreditation International defines strategic planning as "... a process by which an organization envisions its short-term future and conducts the necessary analysis to effectively plan for that future." It can be further defined as the process by which members of an organization determine what it intends to be in the future and how it will get there. To put it another way, they develop a vision for the organization's future and determine the necessary priorities, procedures, and operations (strategies) to achieve that vision.

Of far greater importance is an ability to swiftly revise tactics to meet changing requirements of constantly moving, and at times, shrinking revenue sources. Success in today's environment requires that department leaders have the ability to create a vision of the organization's future direction, as well as the course it needs to get there. Given the contraction and downsizing of the economy, organizations need to urgently rethink their strategies, and for these strategies to be truly successful in the future, they should be quickly planned and implemented with employee involvement.

A strategic planning process that includes development of a plan with continuous monitoring, revision, and updating will create an environment that prepares a department for adjusting to difficult times while maintaining its ability to provide services. The level of service that is provided may not be the same as before, but the environment that we are now dealing with could very well establish a new set of expectations and redefine how services are provided. Strategic planning is a process by which adapting to changing environments is manageable with participation from the entire organization. It also provides a format for conducting a visionary approach to service delivery and allows an organization to be prepared for anticipated changes or to even modify its service delivery before change is forced upon it.

2.2 Strategic Planning Process

Almont Associates was retained to conduct the strategic planning process, which included an internal environmental scan, external environmental scan through a SWOT analysis and prioritization of the scan results. A two-day planning session was held, which included a short course on strategic planning, review of the environmental scans, creation of the mission, vision, and values of the department, a SWOT analysis, and a goal setting session. Over twenty members participated in the process. Nine members participated in the two-day planning session and many others through survey completion and response.

The process used results of the planning session to develop actual operational goals and objectives, critical tasks, time lines, and measurable results.

3.0 The Environmental Scan

3.1 Organizational History and Structure

Plant City is in the heart of Central Florida and has a long rich history. The area began seeing settlers in the mid-1800s and the City was incorporated in 1885. Plant City derives its name from Henry Bradley Plant. Mr. Plant was involved with many transportation projects, mostly railroads, in the U.S. and the State of Florida. Eventually he owned the Plant System of Railroads which became part of the Atlantic Coast Line Railroad.

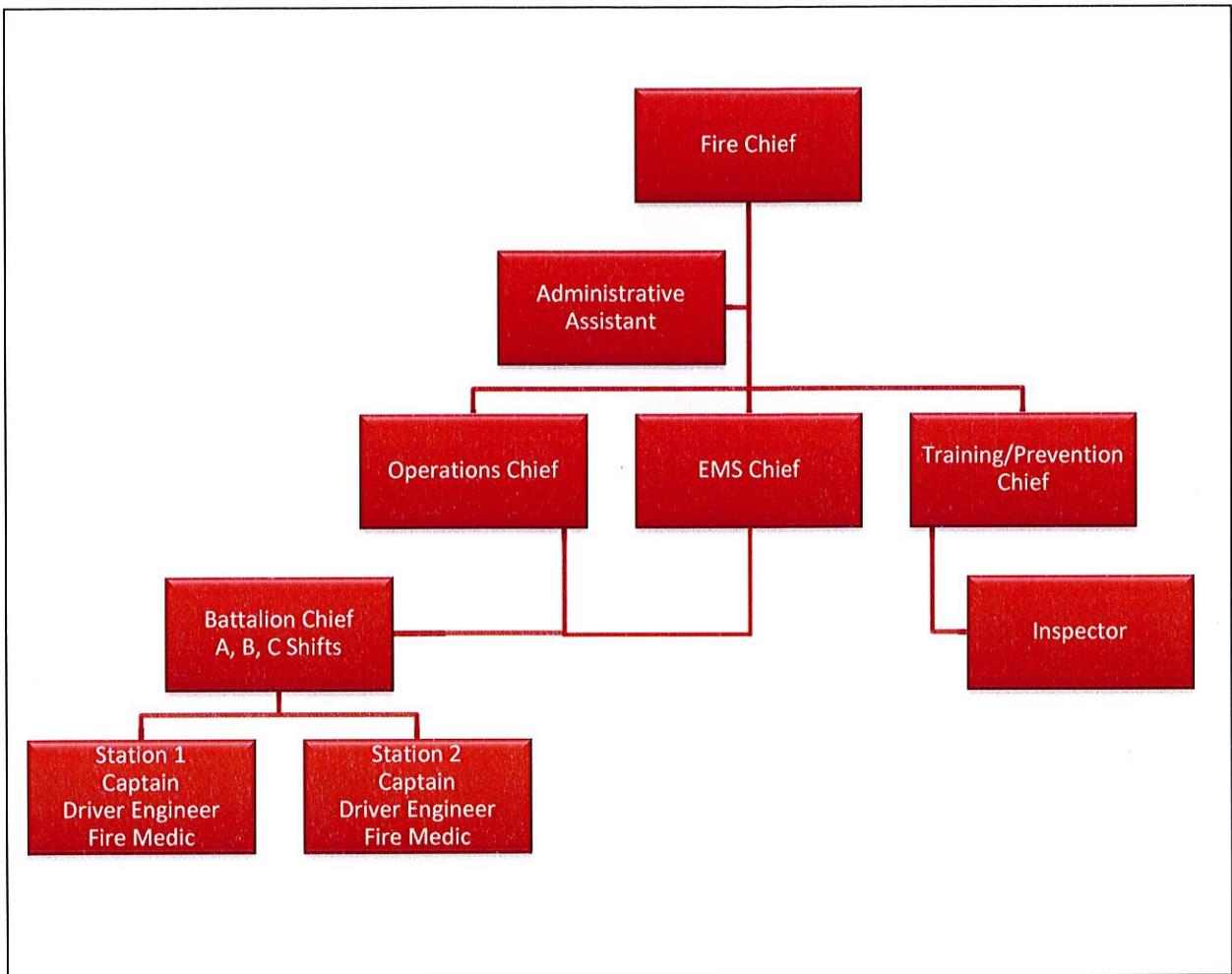
Plant City's original name was Ichepucksassa after the Indian village that once occupied this territory. So much confusion was created with the spelling and pronunciation that the Irish postmaster renamed the village Cork, after his home city. In 1884, Henry B. Plant extended the South Florida Railroad into the town and one year later, when the town was incorporated, it was once again renamed this time in honor of Henry B. Plant.

Today Plant City is renowned for its midwinter strawberry crop which is enjoyed by a great many people throughout the country. Plant City is also home to the Florida Strawberry Festival.

The Plant City Fire Rescue Department was formed in 1907 by the City as a volunteer fire brigade. That same year City Hall caught fire and all records, including fire department records, were destroyed. Later, that same year, the city set aside funds for fire personnel. In 1911, T. E. Moody Jr. was appointed as the first Fire Chief. In 1914 the city used a livery stable, located at Palmer St. and Reynolds St., to house 2 chemical fire carts and 1 hook and ladder. The City Commission approved a fire force in 1923. The department was able to purchase their first fire pumper in 1927. In 1945, Fire Chief Robert M. Brown was appointed and served until 1972. He established the fire department as a combination department of career and volunteer firefighters. The department began responding as medical first responders in 1995, advanced to providing basic life support services in 2001 and became a paramedic service in 2007. The department is currently being led by Interim Chief David Burnett.

Plant City Fire Rescue is a municipal fire rescue service operating out of two fire stations, Station 1 / Administration and Station 2. The stations are staffed with 36 personnel—12 each shift, including one Battalion Chief, on three 24-hour shifts. The shifts are identified as A-Shift, B-Shift, and C-Shift. Each shift begins and ends at 0700 hours each day.

The executive staff consists of the Fire Chief, as the Department Administrator, with the support of three Division Chiefs—the Operations Chief, the EMS Chief, and the Prevention/Training Chief. A Fire Safety Inspector and one Administrative Assistant complete the Administrative Team.



The City of Plant City, FL receives emergency services from two fire stations—Fire Station (FS) 1 and Fire Station (FS) 2.

Fire Station #1

Located at 604 E Alexander Street, Plant City, FL 33563, this station was built December of 1993 and serves as the master station housing Fire Administration, to include the Fire Safety Inspector and Administrative Assistant.

Fire Station #2

Located at 809 N Alexander Street, Plant City, FL 33563, was built November of 1990 and serves as the primary response to incidents on Interstate 4.

Fire Station 1 houses Ladder 1 (L1) and Rescue 1 (R1). L1 is a 1500 gallon per minute (GPM) quint equipped with a 77 foot aerial device. R1 is an advance life support (ALS) ambulance with transport capability. Fire Station 2 houses Engine 2 (E2), Rescue 2 (R2), and the Battalion Chief (BC). E2 is a 1500 GPM pumper, R2 is an ALS transport ambulance, and the BC operates out of a SUV type command vehicle. Other apparatus and equipment are housed in these stations and are staffed and utilized as the emergency requires:

Station 1

- One Reserve 1500 GPM pumper
- One Reserve ALS transport ambulance
- Fire Safety Trailer (Public Education Prop)
- One Special Event (SE) Patient Transport Unit
- One portable light tower

Station 2

- One Skid Mount Pump Brush Truck
- One Reserve 1500 GPM pumper
- One Reserve Basic Life Support (BLS) transport ambulance
- One 9-Passenger Van
- One SE Fire Watch Vehicle

As EMS demands change, either reserve transport unit can be deployed when staffing is available, and resources are not committed. Call back staffing can be utilized to staff reserve engines and/or reserve transport units as the demand requires.

3.2 Current Service Delivery

PCFR is a full service emergency response agency. It provides all of the common services associated with a fire rescue department in 2012 including ambulance services.

Plant City Fire Rescue (PCFR) currently provides a variety of services to its citizens to include fire suppression, basic and advanced life support, entrapment extrication, and hazardous materials emergency response.

Fire suppression: PCFR provides structural, vehicle and wildland fire suppression to the City of Plant City. This is accomplished with one staffed engine, one staffed quint equipped with a 77' aerial device, and one command response vehicle. All suppression personnel are trained to meet Florida Firefighter Minimum Standards. Additional personnel and equipment are available from Hillsborough County Fire Rescue (HCFR) when requested through mutual aid agreements.

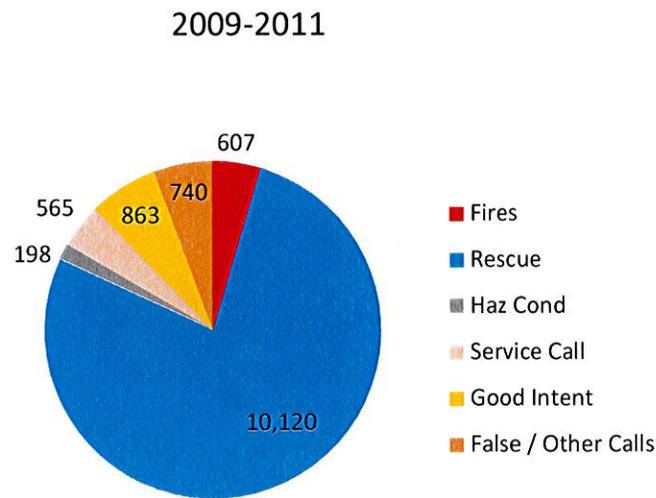
Rescue: All engines, including reserve engines, are equipped with combination cutting/spreading hydraulic rescue tools, hand tools, air bags, cutting torches, and stabilization cribbing. Personnel are trained in extrication techniques needed for proper and safe extrication of accident victims.

Emergency Medical Services: The department provides emergency response to all Basic Life Support (BLS) or (EMT) and Advanced Life Support (ALS) or (Paramedic) medical calls within the city limits. PCFR provides this service through the utilization of a paramedic engine and ladder truck, and two ALS transport units (Rescue Cars). All units are equipped to provide both BLS and ALS medical treatment. Personnel are cross-trained as firefighter-medics. Transport units are available for mutual aid response into unincorporated Hillsborough County.

Hazardous material: PCFR personnel respond to all hazardous materials incidents within the City limits providing initial response and incident stabilization. Personnel are trained at the operational level. Incidents requiring technician level mitigation are handled by the HCFR Hazardous Material Team.

Specialized services: PCFR does not have any specialized service teams. PCFR provides initial response and incident stabilization to all emergencies within the city limits. All specialty services are provided—through mutual aid agreement—by Hillsborough County Fire Rescue.

During the last three years (2009-2011), Plant City Fire Rescue responded to 607 Fire Calls - 10,120 EMS Calls - 198 Hazardous Conditions - 565 Service Calls - 863 Good Intent Calls and 740 Other Types of Calls for a total of 13,093 incident responses. These incidents required approximately 22,746 unit responses. The ambulance transport services provided 7,784 patient transports while generating \$2,087,174 in revenue. The Prevention Division provided 1935 annual inspections, 614 plans review, 125 public education events and reached 12,200 citizens with several public education programs.



3.3 Internal Environmental Scan

3.3.1 Instruments and Procedures

The environmental scanning process was anonymously conducted of the department membership. There was an initial survey (Appendix 1) that asked three open-ended questions:

1. What is working well in the Plant City Fire Rescue Department?
2. What is not working well in the Plant City Fire Rescue Department?
3. What would you like to see the department change or incorporate in its future service delivery system?

Nineteen surveys were returned (Appendix 2). What was working well was noted and areas for improvement were categorized and reissued in a document that employed the nominal group technique (NGT) to establish prioritization of issues (Appendix 3). The NGT had each participating department member rate the importance of each category of issues by placing a point value for each. The most important issue to that person received the highest point value six (6). Correspondingly, the lowest received the lowest value one (1). The results were then compiled and the issues were prioritized for the Strategic Planning Team to evaluate. There were twenty-nine respondents who participated in the prioritization process. This was an increase of ten additional participants taking part in the process.

3.3.2 What is Working Well?

The members of the department had reported over twenty areas or practices that are working well in the organization. Some of the highlights of these responses are the paramedic program, customer service, quality pre-hospital care, quality employees who work well together, career development, excellent apparatus and equipment.

3.3.3 What is Not Working Well?

Department members reported thirty-five areas that either one or more persons felt were not working well. The areas that were of concern to multiple personnel are: equipment repair, staffing, lack of training facility, lack of full-time Fire Marshal, no mentoring, accountability for actions, dispatching capabilities, quality of training programs, lack of public education, and poor internal communications.

3.3.4 What Would You Like to See the Department Change?

Department members reported over thirty-two suggestions for change or improvement with the most recommended areas being: training, staffing, public education services.

All of the areas of concern and what members would like to see changed or improved were placed into categories so a value of importance to the organization could be established. The categories are as follows:

- **Service Delivery**
- **Training**
- **Internal Departmental Relations**
- **Supervision/Management**
- **External Department Relations**
- **Communication Systems**

The above areas were then given a priority ranking by department members which resulted in the following order:

- 1. Training**
- 2. Supervision/Management**
- 3. Service Delivery**
- 4. Internal Department Relations**
- 5. Communications Systems**
- 6. External Department Relations**

The results of the environmental scan of department members were then used as the basis for the strengths, weaknesses, opportunities, and threat (SWOT) assessment, which was conducted by the planning team and nine community stakeholders during an evening session.

3.4 External Environmental Scan

An external scan of the quality and public sentiment toward the services provided by PCFR is a major component of developing a strategic plan and building a Standards of Coverage document for departmental accreditation. The department initiated this process by inviting a diverse group of community representatives to participate in the SWOT analysis as part of this strategic plan (Appendix 5). Almont has provided a tool for PCFR to use to conduct a more in-depth external customer based environmental scan as part of their accreditation process (Appendix 6).

3.4.1 National Situation

The financial crisis of 2007–2012 was triggered by a liquidity shortfall in the United States banking system. It has resulted in the collapse of large financial institutions, the "bail out" of banks by the national government, and downturns in stock markets. Many economists consider this to be the worst financial crisis since the Great Depression of the 1930s. It contributed to the failure of key businesses, declines in consumer wealth, estimated in the trillions of U.S. dollars, substantial financial commitments incurred by government and a significant decline in economic activity. Significant risks remain for the world economy over the 2012–2013 periods.

The collapse of the housing bubble, which peaked in the U.S. in 2006, caused the values of securities tied to real estate pricing to plummet thereafter, damaging financial institutions globally. Questions regarding bank solvency, declines in credit availability, and damaged investor confidence had an impact

on global stock markets, where securities suffered large losses during late 2008 and early 2009. Economies worldwide slowed during this period as credit tightened and international trade declined. Governments and central banks responded with unprecedented fiscal stimulus, monetary policy expansion, and institutional bailouts.

3.4.2 Local Situation

The Plant City budget statement has defined the economic climate in its FY12-13 Budget Highlights as “a balanced budget despite the fact that property tax revenue will decline for the fifth consecutive year. Property tax revenue is estimated to decline 3.2%, which is lower than the past few years. Property valuations are projected to continue to reduce until area economies improve. The City’s millage rate will hold steady at 4.7157 and thus remain the lowest property tax millage rate for providing municipal services in Hillsborough County.” “ Overall the City is in sound financial condition.” (Plant City FY 12-13 Budget Statement, 2012).

The City, like all other communities, has been struggling to hold the line on taxes while continuing to provide the level of service the community requests. The City has eliminated positions, not filled positions that have become vacant and has utilized interim staff assignments during this difficult economic time.

What cannot be planned for is the potential for additional risks to the community. Annually, Meteorologists Philip Klotzbach and William Gray provide early extended-range hurricane forecasts through the Colorado State University's Tropical Meteorology Project. The long-term average is a 30 percent probability for a major hurricane making landfall along the U.S. East Coast, including the Florida Peninsula, and along the Gulf Coast from the Florida Panhandle west to Brownsville, Texas. A strike by a hurricane would further extend the economic recovery of Plant City as well as the entire State.

3.5 SWOT Analysis

During the evening session, the Strengths, Weaknesses, Opportunity, and Threat (SWOT) analysis was conducted allowing for participation by community leaders (Attachment 6). The session was extremely productive and included participation from other city departments, elected officials, small business owners, religious organizations, homeowners association, community college, hospital, not-for-profits and the chamber of commerce. This added a diverse point of view to the services and understanding of the fire rescue department.

3.5.1 Summary of Strengths and Weaknesses

Strengths describe the positive attributes, tangible and intangible, internal to an organization. They are within the organization’s control. What do you do well? What resources do you have? What advantages do you have over your competition? Strengths capture the positive aspects internal to a department. This is your opportunity to remind yourself of the value existing within your organization.

The SPT recognized numerous strengths. The greatest strength of the department is its people. They are reported to be of high quality, service orientated, young and energetic, with positive attitudes and a true desire for strong teamwork. The firefighters believe in safe aggressive firefighting and providing personal quality medical services. They demonstrate an open philosophy regarding change and feel that

they provide a full range of modern emergency services. The department has good apparatus, personal protective equipment, and tools and employs advanced technology. Their training and educational programs are enjoyed by most and maintain a relevant position. The leadership in the organization is respected and cooperative management is recognized as a valuable tool in the future of the organization. Members report that they feel connected to the community and a major strength is their pride in their professionalism.

Weaknesses are factors that are within an organization's control that detract from their ability to provide service. Which areas might you improve? Weaknesses might include lack of expertise, limited resources, lack of access to skills or technology, inferior service offerings or the poor location of facilities. These are factors that are under your control, and for a variety of reasons, are in need of improvement to effectively accomplish the mission. Weaknesses capture the negative aspects internal to an organization that detract from the value offered. These are areas that need to be enhanced in order to deliver good customer service.

The SPT recognized numerous weaknesses. Staffing was the most discussed weakness. The staffing concern included managerial span of control, program management and the fact that there are only two staffed ambulances. Participants felt that after-action analysis and planning needs to be improved. Future planning was discussed and it was recognized that this process is being conducted to address that. Dispatch weaknesses were reviewed. Everyone agreed that the current condition of fire facilities needs to be addressed to include station locations. There was a lot of discussion about members' desires for improved train-the-trainer programs, additional educational opportunities, field training officer program, succession planning, cooperative aid, mutual aid and company training. There was the belief that the community education program was not meeting its maximum potential.

3.5.2 Summary of Opportunities and Threats

The Strategic Planning Team (SPT) conducted a strengths, weaknesses, opportunities, and threat (SWOT) analysis as part of the planning session (Appendix 4).

Opportunities assess the external attractive factors that represent the reason for an organization to exist and provide service. These are external to your department. What opportunities exist in your community, or in the environment, from which you hope to benefit? Opportunities may be the result of expansion, technology, resolution of problems associated with current situations or the ability to offer greater value that will create a demand for your services. Does it represent an ongoing opportunity or is it a window of opportunity? How critical is your timing? Opportunities are external to a business.

The SPT recognized these items as external opportunities. Department members felt strongly that creating community outreach programs for enhanced medical services, public education, public-private partnerships, and community involvement are essential to future service delivery. There was strong concern that the department needs to do a better job at marketing and branding the organization. As the economy recovers there are opportunities for community growth and department expansion. The accreditation process is seen as the proper direction for the organization to be working toward.

Threats include factors beyond our control that could place your ability to provide service at risk. These are also external factors we have no control over, but may benefit from by having contingency plans should they occur. A threat is a challenge created by an unfavorable trend or development that may lead to deteriorating revenues. Threats may include governmental regulation, economic downturns, devastating media or press coverage. It is important to get the worst fears on the table. Part of this list may be speculative in nature, but it still adds value to the SWOT analysis. The department must look back at these threats when considering its contingency plans.

There were numerous threats recognized by the SPT. Budgets cuts and the possibility of service delivery by non-fire personnel is a recognized threat. As the economy continues to struggle, members are concerned with unfunded mandates, which could affect growing customer demand and community growth. The department is working hard to maintain a positive attitude, but risks to the community continue while service delivery becomes increasingly challenging. The State Legislature, over the course of the last few years, has had little regard for delivery of emergency services and has continued to erode revenue sources that pay for these services. In Florida, there is a high threat of natural disasters to which emergency services must be able to respond. In today's society there is also the threat of human-made disasters.

The internal strengths and weaknesses, compared to the external opportunities and threats, can offer additional insight into the condition and potential of the organization. How can we use the strengths to better take advantage of the opportunities ahead and minimize the harm that threats may introduce if they become a reality? How can weaknesses be minimized or eliminated? The true value of the SWOT analysis is in bringing this information together, to assess the most promising opportunities and the most crucial issues. The SWOT analysis provided the basis for the SPT to review and revise the Department's Mission, Values, and Vision.

4.0 Organizational Mission, Values, Vision

An organization must have a stated purpose for its existence. This should be viewed as the organization's public statement of the contribution it promises to make to help accomplish the community vision. Plant City Fire Rescue established a mission statement in 1994. This process reviewed the current Mission, Values, and Vision of the Department.

4.1 City of Plant City Mission Statement

The Fire Rescue Department is an essential component of the services the City as a whole provides. PCFR must meet the needs of the community while helping fulfill the mission of the City. To develop its own mission statement PCFR has to recognize the City's mission statement which is:

***"Embracing the Future while
Preserving the Past"***

4.2 Department Mission Statement

The SPT created a list of words that defined the organization. They used words that were provided in the environmental scan and SWOT analysis. These words were to be the basis for creating the Mission Statement. The group of words was then narrowed by the entire team. What was left was the exact description of what the department truly believed was and continues to be their mission. The group unanimously supported the following:

***"Ensuring the community's safety through
partnerships, prevention, education, and professionalism
to create the future while preserving the past."***

4.3 Department Values

The values of an organization are those beliefs or core principles that guide the organization; these values are shared by administration and staff, strongly held and not easily changed.

The SPT conducted a group exercise with development of proposed value statements, it was recognized by the group that the ability of the members to not only believe in, but be able to recite the values of the organization would be beneficial. For those reasons the SPT agreed to a suggestion that included the acronym PRIDE, which stands for Professionalism, Respect, Integrity, Dedication, Excellence. The value statement was refined to:

Members of Plant City Fire Rescue will conduct themselves with

Professionalism

Respect

Integrity

Dedication

Excellence

In serving the community and each other

4.4 Department Vision

An organization's vision is for the community; it might be viewed as the image as if you were the person being served if your values were shared and practiced by everyone. This is an organization's vision for the community, not a vision of what the organization will look like in three to five years.

The entire SPT participated in development of the vision by providing key words that represented the community's needs for service and addressed the current economic climate. It was recognized by everyone that providing emergency service is no longer business as usual and creative approaches must be examined. The vision developed creates an environment that promotes imaginative thinking during goal development. The vision for the department follows the acronym SAFE:

"Members of Plant City Fire Rescue are dedicated to create a

Service Orientated,

Attentive to detail,

Friendly,

Ethical,

environment for the community"

5.0 Department Goals, Objectives, Critical Tasks, and Timelines

Goal 1: Study and make recommendations regarding PCFR facilities.

Objective 1.1: Conduct a needs and improvement assessment of all PCFR facilities, physical condition, and serviceability by Captain Hargrove at Station 1 and Captain Hall at Station 2 in coordination with personnel assigned to the facilities. The assessment is to be conducted over the course of the next two months with a final report due to the Operations Chief no later than January 15, 2013.

Objective 1.2: Operations Chief to conduct a cost and scheduling analysis from the facilities assessment reports for repairs this fiscal year and future budget consideration. This report should be provided to the Chief of the Department no later than April 2013.

Objective 1.3: Battalion Chief Sullivan to coordinate with General Services to assess the adequacy of the generators at each station with the findings to go to the Chief of the Department by January 2014.

Objective 1.4: F/M Smith to conduct needs and cost assessment of exercise equipment at both stations. Report provided to the Operations Chief by January 14, 2014.

Objective 1.5: D/E Sorensen to conduct a need and cost assessment of installing a cascade system at Station 2. The report should be provided to the Operations Chief by July 2014.

Goal 2: Study and make recommendation regarding delivery of Emergency Medical Service.

Objective 2.1: Review and update Paramedic Internship Program, to be conducted by the FM Wimberly by November 30, 2012. Once updated submit to the Chief of Department for consideration with defined results no later than January 30, 2013.

Objective 2.2: Establish a QI committee to review Medical Treatment Reports. The purpose of the committee is to discover training needs and develop standards. The committee should be comprised of paramedics at all levels of the department rank structure including the EMS Chief. This committee should be formed no later than December 31, 2012. The committee should conduct their first organizational meeting within 15 days of formation and should meet on a routine basis as determined by a majority of committee members.

Objective 2.3: Establish an EMS oversight committee comprised of all levels of the department's rank structure including the EMS Chief. This committee will oversee the operational aspects of the EMS

Division. The committee should be formed no later than December 15, 2012. The committee should meet on a routine basis as determined by the majority of the committee members.

Objective 2.4: EMS Chief to conduct needs analysis for EMS supply tracking software to improve supply inventory accountability. Findings should be submitted the Chief of the Department by April 2013.

Objective 2.5: EMS Chief to perform feasibility study to determine possibility for interfacility transports. Report to be completed and turned in to the Chief of the Department by January 2015.

Goal 3: Review and identify areas of improvement regarding personnel issues:

Objective 3.1: Educate the members of the department on NFPA 1582. Introduce the Life Scan program. The EMS Chief will create a schedule for all members to participate in the Life Scan program, to be completed by June 2013.

Objective 3.2: Create a fitness incentive plan for wellness and physical fitness to measure and determine combat readiness of operation field personnel. The program is to be developed by F/M Saunders and presented to the Chief of the Department by July 2013.

Objective 3.3: Review current education requirements and reimbursement policy to make updates and revisions. D/M Maxwell to conduct review and submit policy to Chief Burnett by January 2013.

Objective 3.4: Review and revise department hiring process to be conducted by Captain Probst and presented to the Chief of the Department by June 2013.

Objective 3.5: Establish a corrective action procedure to be written in policy at all levels by Administration by October 2013.

Objective 3.6: Research and develop a succession plan based on IAFC and other models. A committee comprised of all ranks to look at rank structure and promotion of individuals through the ranks. The plan is to be presented to Administration by December 2015.

Goal 4: Review and identify areas of improvement regarding Communication Systems

Objective 4.1: Establish a train-the-trainer program for the new radio system with a minimum of one member per shift. To be created by the Operations Chief with training and functionality established no later than October 26, 2012.

Objective 4.2: The Operations Chief will conduct an internal survey of dispatching and communication issues during 2013. Once surveys are returned the information will be used to develop a plan of action for improvement and enhancement to the system. This objective should be complete by the end of 2013.

Goal 5: Review of the current community risk reduction program and proposal for future delivery.

Objective 5.1: Establish a committee to research and implement specific public education programs targeting various topics relating to fire safety and injury prevention by October 2014.

Objective 5.2: Establish a committee to develop strategies to partner with the community to host an open house event by October 2014.

Goal 6: Investigate and establish methods by which we can improve emergency response.

Objective 6.1: Establish a committee to review and revise the current driver task book to incorporate knowledge of response zones by December 2013.

Objective 6.2: Establish a committee headed up by Battalion Chief Kiffner to perform a cost analysis and feasibility study for implementation of the Opticom system. The report should be presented to the Chief of the Department by January 31, 2015.

Objective 6.3: Accreditation committee to complete all documents to include the strategic plan, standard of cover, and self-assessment for the department by December 2014.

Goal 7: Review current internal communication systems and make recommendations for improvements.

Objective 7.1: Operations Chief will ensure all PCFR members have a working email address and establish parameters for personnel to check said emails on a regular basis to be completed by May 31, 2013.

Goal 8: Review the strategic plan to ensure the implementation of current and relative goals and objectives.

Objective 8.1: During 2015, the department will refine and revalidate the strategic goals and conduct a thorough review of all objectives. This extensive review is conducted every three years to determine if the goals and objectives are logically sound. The SPT will review milestones quarterly to determine if any management action is required.

6.0 Financial Considerations

This strategic plan was developed with consideration that current efforts must be frugal. Planning must look at methods by which to deliver services while being financially challenged. Each goal has been established as a tool for examination and discovery of improved or creative methods to provide internal and external services. Each goal may have a financial impact and said impact will need to be identified as the goal proceeds. Once a financial impact is recognized it will need to be addressed.

Plant City Fire Rescue Department-wide Questionnaire

Plant City Fire Rescue has enlisted the assistance of Almont Associates to conduct training for and development of a Strategic Plan for today and into the future.

A strategic plan is the process by which members of an organization determine what it intends to be in the future and how it will get there. To put it another way, you develop a vision for your organization's future and determine the necessary priorities, procedures, and operations (strategies) to achieve that vision.

Successful completion of this endeavor requires department member participation. Your input will be invaluable in establishing your future direction. This will be a simple two-step process. First, provide **anonymous** responses to the three questions listed below; submit them as directed by your department representative. Your responses will be compiled and then you will receive those responses back to be prioritized. After your input have their priority established, they will be used to create the Strategic Plan.

Please provide honest professional responses to the following questions:

- 1. What is working well in the Department?**
- 2. What is not working well in the Department?**
- 3. What would you like to see the department change or incorporate in its future service delivery system?**

Appendix 2 Survey Results

Responses to Initial Survey of PCFR Members

Below is the list of items that PCFR members have reported are working well. As is always the case you will find some of these items also reported as in need of improvement. Review the areas that are reported working well, we will not be spending time on these items but will be concentrating on the areas that you feel could use improvement. If the same response was provided by more than one member, it is indicated by the number of responses in the right column.

These are the areas that you reported to be working well.

Career Development	+2
Advanced Life Support Services	+2
Internal Communications	
Chain of Command	+5
Life Safety Inspection Services	
Team work including Medical Director/Pride	+2
Opportunity to train/practice tools	+2
No Need to call Medical Director or EMS Chief every time	
Administrative department 'on top of things'	+2
Equipped apparatus and outfitted correctly	+4
Professional and trained	+4
Don't have to do station maintenance/repairs/yard work	
Pay performance plan	
Good Acting Chief	
Good Bid System	+2
Open minded to change	
Have stayed intact and able to serve community and get job done	+6
ALS/ Fire Protocols up to date	
Managers Care	+2
Networking and mutual aid	

Appendix 2

Below are the issues that have been identified by you as issues of concern. These will be the areas that will be addressed during the strategic planning process in October. There have been six categories developed from your initial responses. Your responses have been combined and placed in the categories that best defines them. Once you have established the most to least important areas of concern, we will use those areas of concern for the combined with a SWOT analysis for the strategic planning session. Review these responses and then complete the electronic prioritization form that has been provided to you.

Service Delivery	
Getting equipment fixed, need new equipment and furniture	+3
Cardiac monitors	+4
Need more staff to be compliant	+2
Need full time Fire Marshall	+5
Addition of another station, engine and ambulance	+12
Back up' rescue stocked to handle any incident	
Uniformed shirts	
Upgraded radio/New Equipment	+3
Equipment fixed correctly	
More staff per shift to prevent overtime/allow vacations	+3
New Station Furniture	
More staff to promote safety	+2
Money from Med transports to fund needed items	
Fee for nuisance 911 calls	
Involvement with USAR/Special op teams	
Another inspector for prevention and arson	+3
Cafeteria money used for uniforms/equipment	
Better Living with partitions for better sleeping	

Training	
No Facility to conduct training/no tower	+3
Lack of EMS training/No paramedic to refer to	+5
No training officer	
Staff unfit/Fitness program	
Poor proficiency	
More training structure for better potential for promotions	+5
Career Development	+2
Grants/more Budget for training/reimbursement	+2

Appendix 2

A Training Officer and include Medical Director in Training Crew	
Training Facility with tower and classroom	+3
No mentoring of junior team members	+4

Internal Department Relations	
Compressed salaries/no incentive for promotion	+5
No promotions in the foreseeable future	+2
Push to get 'lower rank' promoted	
CIT? Money not being used as benefit	
Low morale/pride	+4
No respect for seniority	+2
Allow banking of vacation time	
No brotherhood	
Bid System	+2
Military leave priority over seniority	
Funding to cover off duty EMS training	+4
Seniority take a back seat	
OT for classes rather than vacation time	
Increase in salary (staff left due to salary in past)	
Updated structure/catch to current trends	
Identify what needs to be done to be promoted (communication link)	+2

Supervision/Management	
BC inconsistent assignment of OT	
Poor communication/ nothing in written communication	+3
Staff not using Chain of Command	+2
Poor reporting between shifts and previous shifts laziness/poor attitudes	
No accountability/discipline and if done by BC not dispensed fairly	+4
No Chief, No Leader, No Direction	+3
Better Communication	+2
More time between shifts for reporting and manpower adjustments	+2
More Independent management at BC level	
Accountability, Discipline, defined policies	

Appendix 2

External Department Relations	
Not enough community involvement/business relationships	
Too much community service especially at dinner	
No identity from citizens	+2
No level 'playing field' with other within city	+3
No respect from City administration	
No Public Education	+3
More community involvement	+5
Dispatch, PD, Fire not a team	

Communication Systems	
Better Dispatcher system	+2
Improved/updated computer system	+2
Fire, Dispatch, PD working toward same goals	+2

Appendix 3 NGT Process

Strategic Planning Process for the Plant City Fire Rescue Department

The following are the major categories for consideration and evaluation during the strategic planning process for the Plant City Fire Rescue Department.

The nominal group technique for prioritization will be used to establish the most to least important categories. Once priority is established we will then work through the most important categories and their related responses to conduct the Strategic Planning process.

To prioritize the categories below you will score each item. The most important category receives the number 6 the least important the number 1. Do not reuse a number, meaning you will use each number between 6 and 1 once.

Directions:

Click "choose an item" select a number, complete all categories, save as your initials and email revised document to tom@almontassociates.com. Return form as soon as possible but no later than 9/28/12.

Ranking	Category
Choose an item.	Service Delivery
Choose an item.	Training
Choose an item.	Internal Departmental Relations
Choose an item.	Supervision/Management
Choose an item.	External Department Relations
Choose an item.	Communication Systems

Appendix 4 SWOT

Strengths	Weaknesses
<p>ALS Service</p> <p>Professionalism</p> <p>Connected to Community</p> <p>Recruitment</p> <p>Equipment, Right Tools For the Job</p> <p>Education</p> <p>Accreditation Process</p> <p>Aggressive but Safe Firefighting</p> <p>Career Development</p> <p>Organizational and Personal Qualifications</p> <p>Progressive Training</p> <p>Station Placement</p> <p>Knox Box System</p>	<p>Staffing</p> <p>Funding</p> <p>Station Locations</p> <p>Succession Planning</p> <p>Personnel Retention</p> <p>Lack of Training Facility</p> <p>Only Two Staffed Rescue/Ambulances</p> <p>Lack of Public Education</p> <p>Language Barrier</p> <p>Dispatch</p> <p>Vehicle Maintenance</p> <p>Managerial Span of Control</p> <p>After-Action Planning</p> <p>Station Generators</p> <p>Code Inspections</p>
Opportunities	Threats
<p>Future Expansion</p> <p>Community Involvement</p> <p>Enhanced EMS Programs</p> <p>Grants</p> <p>Media Coverage</p> <p>Accreditation Process</p> <p>Public Education</p> <p>Partnering</p> <p>Early Career Recruitment</p> <p>Community Growth</p> <p>Enhanced Mutual Aid</p> <p>Proactive Health Programs</p>	<p>Economy</p> <p>Growing Customer Demand</p> <p>Natural Disasters</p> <p>Unfunded Mandates</p> <p>Rapid Growth</p> <p>Community Risk</p> <p>Technology</p> <p>Modern Service Delivery</p> <p>Hostile Takeover</p>

Appendix 5 Community Team Members

City of Plant City, Mayor Michael Sparkman

Walden Lakes Home Owners Association, Bette Guarino, Community Administrator

Plant City Chamber of Commerce, Marion Smith, President

1st Baptist Church of Plant City, Dr. Michael Lewis, Senior Pastor

City of Plant City, Jim McDaniel, Community Services (Retired)

Hillsborough Community College, Dr. Martyn Clay, President Plant City Campus

South Florida Baptist Hospital, Jim LeHeup, Manager of Operations

Jr. Elite Women's Club of Plant City, Carolyn Brown

Community Expectations

1. Overall, how familiar are you personally with the services provided by your fire agency?

Very Familiar

Familiar

Not Familiar

2. Which of the following best describes your primary source for your opinions and perceptions of the fire agency in your area?

Direct personal experience

General sense from living in the community

Information from the media

Information from family or friends

The City's web page

Another source

Don't know; no response

3. Within the past 5 years, have you or has someone in your household called 9-1-1 from your current residence for either a fire or medical emergency?

Yes

No

Unsure

Don't Know; No Response

4. (If respondent had called 9-1-1 for a fire or medical emergency) Was the nature of your most recent 9-1-1 call primarily for a fire or a medical emergency?

Fire

Medical

Other

5. (If respondent had called 9-1-1 for a fire or medical emergency) Overall, how would you rate the 9-1-1 dispatch system?

Excellent

Very Good

Fair

Poor

Don't Know; No Response

6. (If respondent had called 9-1-1 for a fire or medical emergency) Overall, how would you rate the ability of the fire agency did an in their response to the emergency?

Excellent

Very Good

Fair

Poor

Don't Know; No Response

7. Overall, would you say that the fire agency in your area is doing a job?

- Yes*
- No*
- Unsure*
- Don't Know; No Response*

8. How would you rate the capability of the fire department in fighting fires and putting them out?

- Very High*
- High*
- Satisfactory*
- Low*
- Very Low*

9. How would you rate the capability of the fire department in providing fire prevention services and public education?

- Very High*
- High*
- Satisfactory*
- Low*
- Very Low*

10. How would you rate the capability of the fire department in providing emergency medical services?

- Very High*
- High*
- Satisfactory*
- Low*
- Very Low*

11. How would you rate the capability of the fire department in providing specialized services such as with the Jaws-of-Life extrications, water rescues, and hazardous material incidents?

- Very High*
- High*
- Satisfactory*
- Low*
- Very Low*

12. How would you rate the capability of the fire department in responding quickly to fire and medical emergencies?

- Very High*
- High*
- Satisfactory*
- Low*
- Very Low*

13. How important is it for a quick response to a fire?

Very Important
Important
Not Important
Not Sure
Don't Know; No Response

14. What is an acceptable time?

4:00 Minutes
6:00 Minutes
8:00 Minutes
10:00 Minutes

15. How important is it for a quick response to a medical emergency?

Very Important
Important
Not Important
Not Sure
Don't Know; No Response

16. What is an acceptable time?

4:00 Minutes
6:00 Minutes
8:00 Minutes
10:00 Minutes

17. How important is it for a first arriving fire engine to be capable of entering a building for search and rescue?

Very Important
Important
Not Important
Not Sure
Don't Know; No Response

18. What is an acceptable time?

4:00 Minutes
6:00 Minutes
8:00 Minutes
10:00 Minutes

19. How important is it for the first arriving fire engine to begin interior fire attack by taking a hose line into the building?

Very Important
Important
Not Important
Not Sure
Don't Know; No Response

20. How important is it for the first arriving fire engine to begin lifesaving procedures for a medical emergency?

Very Important

Important

Not Important

Not Sure

Don't Know; No Response

21. What is an acceptable time?

4:00 Minutes

6:00 Minutes

8:00 Minutes

10:00 Minutes

22. How important is it for the fire department to conform to national standards for firefighting?

Very Important

Important

Not Important

Not Sure

Don't Know; No Response

23. How important is it to have a quick response to a non-emergency event?

Very Important

Important

Not Important

Not Sure

Don't Know; No Response

24. What is an acceptable time?

4:00 Minutes

6:00 Minutes

8:00 Minutes

10:00 Minutes

25. How important is it to receive a quick response from the ambulance company?

Very Important

Important

Not Important

Not Sure

Don't Know; No Response

26. What is an acceptable time?

6:00 Minutes

9:00 Minutes

12:00 Minutes

15:00 Minutes

27. If the private ambulance company is too busy to respond within a reasonable time should the fire department have the ability to transport medical and traumatic emergencies?

Yes
No
Unsure; No Response

28. Would you prefer to have your fire department transport you to the hospital or the current service?

Yes
No
Unsure
Don't Know; No Response

29. Are you satisfied with the current level of service provided by your fire department?

Yes
No
Unsure
Don't Know; No Response

30. How would you rate the capability of the fire department being financially responsible and prudent?

Very High
High
Satisfactory
Low
Very Low

31. Overall, what do you think is the biggest issue or challenge for the fire agency serving your area? (Open-ended)

Budget, financial issues
Defensible space, landscape
Need more staff and/or stations
Wild land fires, brush fires
Response time
Natural elements -
Climate, water, lightning, wind
Growth, population issues
Resources, equipment
Careless, unprepared people
Traffic, bad drivers
Government, politics, jurisdiction
No issues or challenges
Public education, communication
Other
Don't know, no comment

32. Regarding the organizational structure of city-based fire services, should your department maintain the current independent department or consolidate these services into one, larger Fire Department/District?

Yes
No
Unsure
Don't Know; No Response

33. Can you elaborate as to why you prefer that option [to maintain the independent department]? (Open-ended) Reasons for Preferring to Maintain the Current Structure

Better service, response, coverage
Works well now; don't want change
Dislike consolidation, bureaucracy
Financial reasons
Community-based; different areas have different needs
Other
Don't know; no response

34. Can you elaborate as to why you prefer that option [to consolidate]? (Open ended) Reasons for Preferring to Consolidate Services

Efficiency, to share resources, has less duplication
Better communication, coordination
Financial reasons
Better service, response
Better in general
Other
Don't know; no response

35. If revenues that support fire services continue to decline, would you agree to pay more, over the next 2 years, to maintain your current level of service?

Yes
No
Unsure
Don't Know; No Response

36. Would you agree to pay more to enhance the level of fire services in your area over the next 2 years, if it would mean staffing Fire engines with four personnel for quicker fire attack?

Yes
No
Unsure
Don't Know; No Response

37. How important do you feel fire prevention and investigation is in your community?

Very Important
Important
Not Important
Not Sure
Don't Know; No Response

38. How important are annual fire inspections of local businesses?

Very Important
Important
Not Important
Not Sure
Don't Know; No Response

39. How important are plans review of new commercial buildings to ensure proper fire protection is in place?

Very Important
Important
Not Important
Not Sure
Don't Know; No Response

40. How important is it to investigate and determine the cause of fires in the city?

Very Important
Important
Not Important
Not Sure
Don't Know; No Response

41. How important is it to inspect educational facilities for unsafe conditions?

Very Important
Important
Not Important
Not Sure
Don't Know; No Response

42. How important is it to have public education programs that educate adults and children on safety topics?

Very Important
Important
Not Important
Not Sure
Don't Know; No Response

43. How important is it to teach school aged children topics on life-safety issues; such as water safety, fire safety, poisoning, babysitting, and bicycle safety?

Very Important
Important
Not Important
Not Sure
Don't Know; No Response

44. How important is it to have a safety program to ensure that car seats are properly installed?

Very Important
Important
Not Important
Not Sure
Don't Know; No Response

45. How important is it to teach the public how to use fire extinguishers?

Very Important
Important
Not Important
Not Sure
Don't Know; No Response

46. How important is it to have firefighters in the schools teaching fire safety lessons and interacting with the children?

Very Important
Important
Not Important
Not Sure
Don't Know; No Response

47. How important is it to teach high school students the dangers of drinking and driving by performing a mock crash?

Very Important
Important
Not Important
Not Sure
Don't Know; No Response

48. How long have you lived in the community?

Less than one year
One but fewer than five years
Five but fewer than 10 years
10 but under 20 years
20 years or more
Don't know; no response

49. Do you own or rent your home?

Own
Rent
Don't know; no response

50. In to which of the following categories does your 2009 total annual household income before taxes fall?

Under \$15,000 5% 0% 6%
\$15,000 but under \$25,000
\$25,000 but under \$35,000
\$35,000 but under \$50,000
\$50,000 but under \$75,000
\$75,000 but under \$100,000
\$100,000 but under \$150,000
\$150,000 or more
Don't know; no response

51. Record gender

Male
Female

52. Into which of the following groups does you age fall?

- Under 25*
- 25 to 34*
- 35 to 44*
- 45 to 54*
- 55 to 64*
- 65 to 74*
- 75 or over*
- Don't know; no response*

53. What characteristics are most important in a city/county employee?

- Honesty and Integrity*
- Highly Trained*
- Respectful*
- Appearance*
- Attitude*

54. Have you taken any of the following actions at your home: Changed the batteries in your smoke alarm within the past 6 months?

- Yes*
- No*
- Unsure*
- Don't Know; No Response*

55. Have you installed a carbon monoxide alarm in your home?

- Yes*
- No*
- Unsure*
- Don't Know; No Response*

56. Have you taken any of the following actions at your home: Planned and practiced an escape route in case of a fire?

- Yes*
- No*
- Unsure*
- Don't Know; No Response*

7.0 Goals & Objectives Matrix

PLANT CITY FIRE RESCUE
GOALS AND OBJECTIVES/CRITICAL TASKS, TIME LINES, & RESPONSIBILITY GUIDELINES

Goal No.	Objective No.	Goal / Objective / Responsibility	Time Frame
1.		Study and make recommendations regarding PCFR facilities.	
	1.1	Conduct a needs and improvement assessment of all PCFR facilities, physical condition, and serviceability by Captain Hargrove at Station 1 and Captain Hall at Station 2 in coordination with personnel assigned to the facilities. The assessment is to be conducted over the course of the next two months with a final report due to the Operations Chief no later than January 15, 2013.	January 15, 2013
	1.2	Operations Chief to conduct a cost and scheduling analysis from the facilities assessment reports for repairs this fiscal year and future budget consideration. This report should be provided to the Chief of the Department no later than April 2013.	April, 2013
	1.3	Battalion Chief Sullivan to coordinate with General Services to assess the adequacy of the generators at each station with the findings to go to the Chief of the Department by January 2014.	January 2014
	1.4	F/M Smith to conduct needs and cost assessment of exercise equipment at both stations. Report provided to the Operations Chief by January 14, 2014.	January 14, 2014
	1.5	D/E Sorensen to conduct a need and cost assessment of installing cascade system at Station 2. The report should be provided to the Operations Chief by July 2014.	July 2014
2		Study and make recommendation regarding delivery of Emergency Medical Service.	
	2.1	Review and update Paramedic Internship Program, to be conducted by the FM Wimberly by November 30, 2012. Once updated submit to the Chief of Department for consideration with defined results no later than January 30, 2013.	January 30, 2013
	2.2	Establish a QI committee to review Medical Treatment Reports. The purpose of the committee is to discover training needs and develop standards. The committee should be comprised of paramedics at all levels of the department rank structure including the EMS Chief. This committee should be formed no later than December 31, 2012. The committee should conduct their first organizational meeting within 15 days of formation and should meet on a routine basis as determined by a majority of committee members.	December 31, 2012

PLANT CITY FIRE RESCUE
GOALS AND OBJECTIVES/CRITICAL TASKS, TIME LINES, & RESPONSIBILITY GUIDELINES

Goal No.	Objective No.	Goal / Objective / Responsibility	Time Frame
	2.3	Establish an EMS oversight committee comprised of all levels of the department's rank structure including the EMS Chief. This committee will oversee the operational aspects of the EMS Division. The committee should be formed no later than December 15, 2012. The committee should meet on a routine basis as determined by the majority of the committee members.	December 2012
	2.4	EMS Chief to conduct needs analysis for EMS supply tracking software to improve supply inventory accountability. Findings should be submitted the Chief of the Department by April 2013.	April 2013
	2.5	EMS Chief to perform feasibility study to determine possibility for inter-facility transports. Report to be completed and turned in to the Chief of the Department by January 2015.	January 2015
3.		Review and identify areas of improvement regarding personnel issues	
	3.1	Educate the members of the department on NFPA 1582. Introduce the Life Scan program. The EMS Chief will create a schedule for all members to participate in the Life Scan program, to be completed by June 2013.	June 2013
	3.2	Create a fitness incentive plan for wellness and physical fitness to measure and determine combat readiness of operation field personnel. The program is to be developed by F/M Saunders and presented to the Chief of the Department by July 2013.	July 2013
	3.3	Review current education requirements and reimbursement policy to make updates and revisions. D/M Maxwell to conduct review and submit policy to Chief Burnett by January 2013.	January 2013
	3.4	Review and revise department hiring process to be conducted by Captain Probst and presented to the Chief of the Department by June 2013.	June 2013
	3.5	Establish a corrective action procedure to be written in policy at all levels by Administration by October 2013.	October 2013
	3.6	Research and develop a succession plan based on IAFC and other models. A committee comprised of all ranks to look at rank structure and promotion of individuals through the ranks. The plan is to be presented to Administration by December 2015.	December 2015.

PLANT CITY FIRE RESCUE
GOALS AND OBJECTIVES/CRITICAL TASKS, TIME LINES, & RESPONSIBILITY GUIDELINES

Goal No.	Objective No.	Goal / Objective / Responsibility	Time Frame
4.		Review and identify areas of improvement regarding Communication Systems	
	4.1	Establish a train-the-trainer program for the new radio system with a minimum of one member per shift. To be created by the Operations Chief with training and functionality established no later than October 26, 2012.	October 26, 2012
	4.2	The Operations Chief will conduct an internal survey of dispatching and communication issues during 2013. Once surveys are returned the information will be used to develop a plan of action for improvement and enhancement to the system. This objective should be complete by the end of 2013.	December 2013
5.		Review of the current community risk reduction program and proposal for future delivery.	
	5.1	Establish a committee to research and implement specific public education programs targeting various topics relating to fire safety and injury prevention by October 2014.	October 2014
	5.2	Establish a committee to develop strategies to partner with the community to host an open house event by October 2014.	October 2014
6.		Investigate and establish methods by which we can improve emergency response.	
	6.1	Establish a committee to review and revise the current driver task book to incorporate knowledge of response zones by December 2013.	December 2013
	6.2	Establish a committee headed up by Battalion Chief Kiffner to perform a cost analysis and feasibility study for implementation of the Opticom system. The report should be presented to the Chief of the Department by January 31, 2015.	January 31, 2015
	6.3	Accreditation committee to complete all documents to include the strategic plan, standard of cover, and self-assessment for the department by December 2014.	December 2014.
7.		Review current internal communication systems, make recommendations for improvements.	
	7.1	Operations Chief will ensure all PCFR members have a working email address and establish parameters for personnel to check said emails on a regular basis to be completed by May 31, 2013.	May 31, 2013

PLANT CITY FIRE RESCUE
GOALS AND OBJECTIVES/CRITICAL TASKS, TIME LINES, & RESPONSIBILITY GUIDELINES

Goal No.	Objective No.	Goal / Objective / Responsibility	Time Frame
8.		Review the strategic plan to ensure the implementation of current and relative goals and objectives.	
	8.1	During the first quarter of 2015, the SPT will refine and revalidate the strategic goals and conduct a thorough review of all objectives. This extensive review is conducted every three years to determine if the goals and objectives are logically sound. The Administrative Staff will review milestones quarterly to determine if any management action is required.	March 30, 2015