

CITY OF WINTER PARK FIRE-RESCUE



2021-25

STRATEGIC PLAN



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Letter from the Chief

It is my privilege to present the 2021 through 2025 Strategic Plan. The Winter Park Fire-Rescue Department has a deep tradition of service to the community. This plan is our pledge to continue to provide high quality services for all our residents and guests. It will also guide our management decisions, organizational structure, and efficient use of city resources.

This plan was created with community input through service delivery surveys, interviews and testimonials. A broad cross-section of community leaders, business and non-profit representatives, partners from the hospital systems, and area fire departments participated in expressing what was important to them in the delivery of 21st century fire and emergency medical services. Through this effort, we were able to identify community expectations, concerns and priorities.

The members of the Winter Park Fire-Rescue Department were also an essential part of this process. They came with open minds, recognizing that their conversations and ideas would help chart the course for our future. This dynamic group was made up of service professionals with a diverse group of ethnicities, generations, backgrounds and years of service. They did more than develop a strategic plan – they created a new normal for this organization.

It is the goal of the Winter Park Fire-Rescue Department to constantly seek input from both our external and internal partners to ensure a high level of effectiveness and efficiency in the delivery of emergency services. While this plan will provide a road map of where we want to take this organization in the next five years, we recognize that as our city and workforce evolve, we will have to make progressive modifications to stay competitive in the constantly changing fire and emergency medical service industry.

This strategic plan offers an inspiring glimpse into the potential successes of our department. We must always remember the foundation of our existence is the people in the communities we serve. Let us never forget the service portion of being a part of the fire and emergency medical service. It is this important lifesaving work we do for others that will ultimately be the legacy we leave with our city.



A handwritten signature in black ink, appearing to read "Dan Hagedorn".

Dan Hagedorn
Fire Chief



History of the Organization

The Winter Park Fire-Rescue Department [WPFD] is a multi-faceted emergency response agency that provides for the emergency and safety needs of our residents and visitors. Our service is customer-based, and we are continually evaluating and redefining our services as the needs of our city changes.

- 1900** Winter Park established its first organized fire protection. The city's fire limits were set from Lyman Avenue north to Canton and New York avenues east to Interlachen Avenue. Six fire extinguishers were strategically placed throughout the district to be used to extinguish fires.
- 1902** Several major fires occurred in the early 1900s, including the Seminole Hotel fire, the largest in Winter Park's history.
- 1909** Rollins College's Knowles Hall burned to the ground during the middle of the night. At the time, it was the school's only classroom building.
- 1915** Winter Park's fire protection was enhanced over the following years. Fire Chief J. Sigler purchased a one-horse drawn wagon that carried 500 feet of hose and an extension ladder. By 1916, a motorized vehicle was used to tow the trailer to fire calls.
- 1913-1950s** Winter Park was protected by an all-volunteer fire department. It wasn't until the mid-1950s, that the city hired paid firefighters. In 1945, WPFD answered a total of 128 calls.
- 1969** A fire at the Winter Park Mall on Easter morning placed Winter Park on the map. It was the first major fire incident in the United States involving an enclosed shopping mall. The initial response of a pumper and a rescue truck with four firefighters was small by today's standards. However, they sounded a general alarm, and firefighters from five departments were able to bring the blaze under control in about four hours.
- 1973** With the passage of the EMS Act of 1973, the department took on the additional responsibility of providing EMS to our community. Firefighters were trained and certified as emergency medical technicians, EMTs, and paramedics, and the department offered first responder, non-transport emergency medical service.



History of the Organization

- 1994** With expansion of 911 EMS services, the agency became one of the first departments in Florida to be capable providing Advance Cardiac Life Support capabilities by staffing a Paramedic on all response units.
- 1997** WPFD implemented EMS transport service. The department had been providing advanced life support EMS since the early '70s and the addition of transport service allowed the department to complete the job. WPFD became the first fire department in Orange County to offer patient transport services.
- 2001** Winter Park Fire-Rescue once again set the bar for emergency services through achieving International Accreditation. The Commission on Fire Accreditation International (CFAI) first awarded Accredited Agency status in August 2001. The process of Accreditation reviewed the agency's Strategic Plan, Community Risk Assessment, and our response to 244 Performance Indicators. The agency has continued to maintain its status as an Accredited Agency.
- 2006** The City of Winter Park was assessed by the Insurance Service Office (ISO) for our ability as a community to fight fire. The ISO rates communities on their ability to answer emergency calls, deliver adequate water, and provide a well-trained and equipped firefighting force. The rating awarded Winter Park a Classification of 2, raising the rating from the previous Class 4, which had been in place for more than a decade. This Class 2 rating placed Winter Park in the top 1% of fire agencies throughout the country. This improved rating provided Winter Park property owners some of the lowest fire insurance rates available.
- 2013** WPFD was awarded an ISO Class 1 Community Fire Protection Classification. Less than 100 of the more than 35,000 fire departments in America have received the Class 1 rating. With this, the ISO recognizes that properties in Winter Park are less likely to sustain an insurable loss from fire.
- With this premier rating, ISO recognizes the agency is providing the highest level of service possible to the community with regards to fire department capability, water supply and emergency communications.
- 2014** WPFD became accredited by the Commission on Accreditation of Ambulance Services (CAAS). CAAS accreditation signifies that an agency has met the "gold standard" determined by the ambulance industry to be essential in a modern emergency medical services provider. Additionally, WPFD was only the second fire department in the United States to achieve CAAS, Fire Accreditation and achieve an ISO 1 rating.
- 2020** The pandemic, caused by COVID-19, hit the US. On February 25, the Centers for Disease Control and Prevention (CDC) warned the American public for the first time to prepare for a local outbreak. A national emergency was declared by President Trump on March 13. The department took added precautions and adjusted operating practices for life at the fire stations and rescue and fire calls.

WPFD rewrites its Strategic Plan to address key strategies and initiatives that will help us achieve the goals identified as critical to our success. Looking towards the future, our firefighters are very cognizant of our rich history. Today's Winter Park firefighters are leaders in the industry and admired for their continued dedication to both residents and guests.



Foundation for the Future

Mission **What we do » timeless** To protect and preserve our community through prompt, professional delivery of services, teamwork, and partnerships.

Vision **Where we're going » 3-5 years**
To be one of the most respected and high-performing fire and emergency service providers. We will achieve this with a forward-thinking workforce, willingness, and ability to fortify and develop our teams, work culture, and dedication to our community.



Purpose **Why we do what we do** To protect our community by providing extraordinary, emergency medical services, firefighting and property preservation, fire prevention and public education.

Values **What defines us » the way we live** Values form the foundation upon which you build your character and your life. For the Winter Park Fire-Rescue Department, they are the moral compass that governs the culture of our organization. Our culture is based on core values of integrity, responsibility, loyalty, and accountability. We **C.A.R.E.** for our community and each other with compassion, holding each other accountable, treating everyone with respect, and demonstrating trust and empathy to all with whom we interact. We empower our workforce to strive for personal excellence by being responsible for their actions, practicing the highest degree of ethical behavior, and using their best judgment when making decisions.

Compassion We value a compassionate environment in which the needs and development of our community and co-workers are a top priority. This environment is fostered by a professional and enthusiastic workforce who diligently adheres to a sound code of moral and ethical conduct.

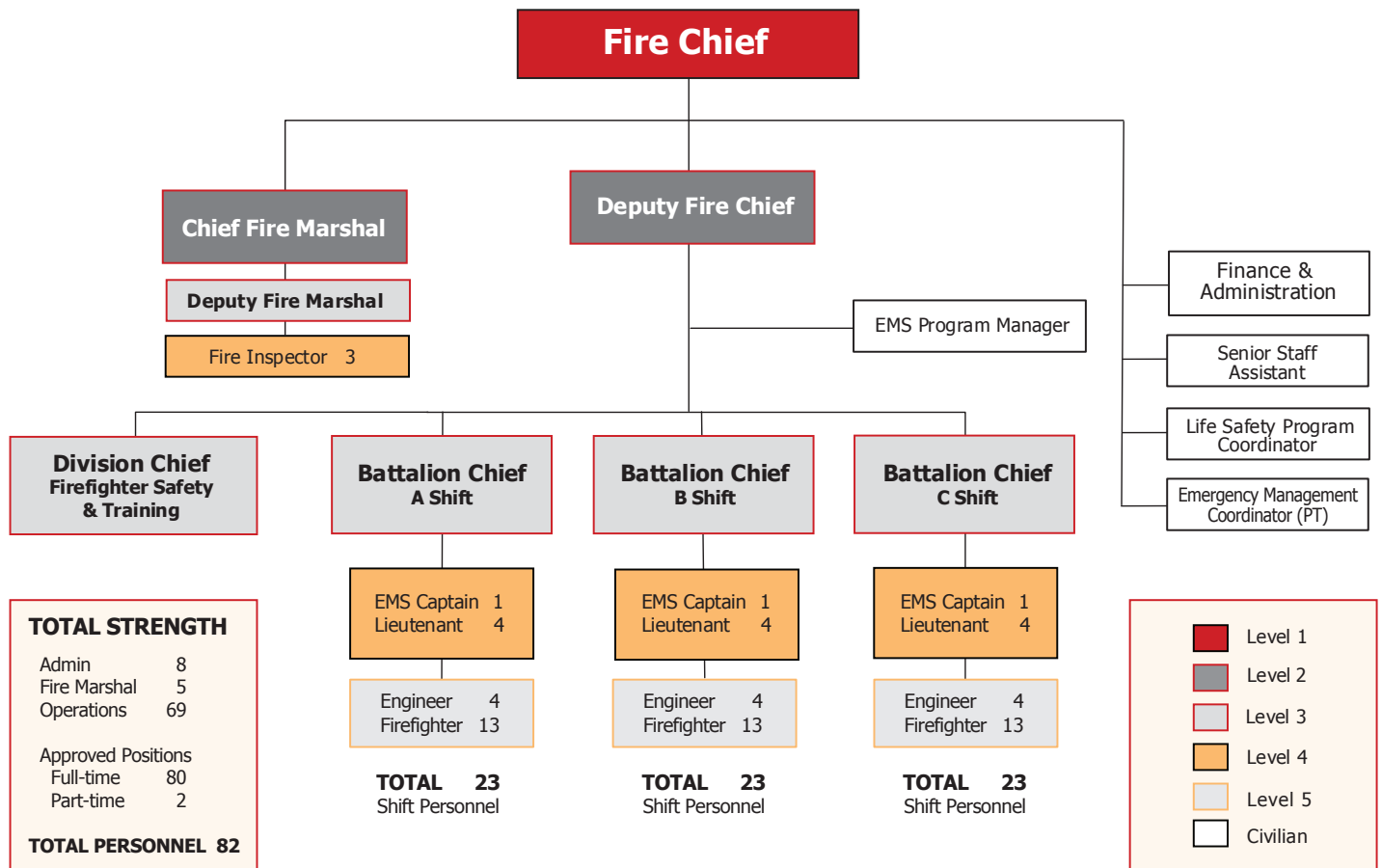
Accountability We value accountability by holding each other responsible for our performance and ownership of resources bestowed upon us by the community. Our demonstration of talented, purposeful, reliable, and professional behaviors earns the trust of our community and promotes personal integrity and empowerment.

Respect We value respect and recognize the worth of others while consistently exhibiting professionalism and compassion for those in need. We respect each other and the value, dedication, talent, and commitment each co-worker brings to the job every day. We hold ourselves to ambitious standards and strive to be industry leaders in every aspect.

Empathy We value an empathetic workforce that seeks to support, understand, and meet the needs of our community and each other. Services will always be delivered free of bias, as we recognize and appreciate the diversity within our community and workforce.

Agency Structure

Agency Organizational Chart



*Real heroes are those who fall and fail and are flawed,
but win out in the end because they've stayed true
to their ideals and beliefs and commitments.*

— Kevin Costner



Scope of Service

WPFD is a full-service, high-performance, emergency-service agency operating under nine programs.

| Program | Details |
|--|---|
| Hazardous Materials Mitigation | Prevent and resolve hazardous materials from escaping and/or causing larger issues to residents & businesses. Examples include spills and leaks involving chemical, gases, and other corrosive materials. |
| Firefighter Education, Certification & Leadership Development | Professional training center focusing on continued education in Fire, EMS and Rescue with emphasis on maintaining the highest quality emergency services. All operations personnel are certified firefighters and either state Emergency Medical Technicians or Paramedics. Ongoing leadership growth and development programs. |
| Fire Suppression | Protecting the community from the ravages of uncontrolled fire. Firefighters are well-trained and well-equipped to search for and remove victims, strategically attack, and rapidly control fires to hold these events to the areas of origin and minimize loss of life and property. |
| Rescue: Basic & Technical | Perform rescues of victims from what are considered complex or unique "technical" situation - rescue in complex motor vehicle accidents, building confined space, structural collapse, high angle, industrial accidents, etc. |
| Community Involvement & Communication | Empower our community with the tools and knowledge to prevent and respond when faced with fires or EMS related emergencies. Participation in community and city-sponsored events and charity programs. Outreach through social media channels: Facebook, Instagram, and Nextdoor. We continuously gather feedback provided through mailed surveys and social media responses. |
| Domestic Threat Planning, Communication & Response | Emergency Operations Center and Activation: Prepare and respond to situations of natural disasters. Inform the community of emergency situations using various methods of communication. Examples: terrorism, active shooter and tornados. |
| Fire Prevention, Investigation, Inspection & Plan Reviews | Reduce the frequency, probability and severity of fire resulting in loss of life and property. Conduct frequent quality inspections in all commercial buildings, review construction blueprints for code compliance and fire investigations. |
| Public Fire/EMS Safety & Education | The Fire & Life Safety Program conducts public education and community outreach. Examples include CPR certification, Safe Sitter® classes, apparatus displays, fire prevention training, smoke detector installation, and fall prevention. |
| Emergency Medical Services | Provide out-of-hospital acute care and transport to definitive care to patients with illnesses and injuries which the patient believes constitute a medical emergency. Personnel are trained in the rescue, stabilization, transportation, and advanced treatment of traumatic or medical emergencies. |



Strategic Planning Defined



Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on how to set priorities to pursue this strategy. It may also extend to control mechanisms for guiding the implementation of the strategy. Strategic planning became prominent during the 1960s and remains an important aspect of strategic management. It is executed by strategic planners who involve many parties and research sources in their analysis of the organization and its relationship to the environment.

Strategic planning is a process that involves inputs, activities, outputs and outcomes. It may be formal or informal and is typically frequent, with feedback loops throughout the process. Some elements of the process may be continuous, and others may be executed as discrete projects with a definitive start and end during a period.

Strategic planning provides inputs for strategic thinking, which guides the actual strategy formation. Typical strategic planning efforts include the evaluation of the organization's mission and strategic issues to strengthen current practices and determine the need for new programming. The result is the organization's strategy, including a diagnosis of the environment and competitive situation, a guiding policy on what the organization intends to accomplish, and key initiatives or action plans for achieving the guiding policy.

Plan Goal & Process

The overall goal is to obtain cross-functional, strong leadership engagement, buy-in and ownership based on a series of external and internal assessments with intermediate and long-term goal setting.

| Objective | Actions |
|--------------------------------------|--|
| Process & Timing | <ul style="list-style-type: none"> » Determine roles & objectives of leadership team and workgroup team » Identify budget, location & other restraints » Conduct Strategic Plan kick-off to validate plan process, timing, set expectations, and map out mitigants for roadblocks & constraints |
| Previous Strategic Plan | <ul style="list-style-type: none"> » Review and evaluate previous plan's successes and issues; what went well and what did not » Measure results against goals and analyze opportunities |
| Focus Groups | <ul style="list-style-type: none"> » Conducted three focus groups: Community leaders, internal WPDF employees & WPDF partners » Feedback & suggestions provided on how WPDF can be even more successful » Map into SWOTS [Strengths, Weaknesses, Opportunities, Threats, Surprises]; validate alignment & identify gaps/missing points |
| Competitive Advantage | <ul style="list-style-type: none"> » Conduct research with fire departments across the country identified to be "knocking it out of the park" or have figured out how to succeed at a critical need for WPDF » Extract best practices to use with the new Strategic Plan |
| Current & Future Projects | <ul style="list-style-type: none"> » Create a list of current or future projects that are already in the works » Determine budget and timing approval » Align to new Strategic Plan work |
| Driving Forces | <ul style="list-style-type: none"> » Identify values and behaviors as "the way things are done": Reality » Compare desired or differing values and behaviors from actual & draw conclusions |
| Strategic Plan Development | <ul style="list-style-type: none"> » Use collected data, feedback, current information & future desires to build the plan » Roadblocks, speed humps & hiccups: what could get in the way? » Potential risks or impacts; minimize or stop from occurring » Finalize plan objectives, SMART goals & accountable leaders |
| Post Plan Success | <ul style="list-style-type: none"> » Gain personal commitment, buy-in and ownership » Internal & external communication plan: actively demonstrate ongoing plan progress » Unite the organization with consistent "We Heard You" content & solicit ongoing feedback » Measure results and ongoing inspection of progress of goals & objectives every 1-3 months » We Heard You: focus group check-back with validation of Strategic Plan progress |



Keys to a Successful Plan

*Don't compare your path with anybody else's.
Your path is unique to you.*

— Ram Dass

Allow time for big-picture thinking.

Ask the hard questions.

Concentrate on what moves the dial.

**Allow for open & free discussion,
regardless of each person's position.**

**Be flexible » no plan should
be written in stone.**

Keep it simple & clear.

Make strategy planning a habit.

Have fun & celebrate successes.

The Top 10 Projects Identified

Upon reviewing data, conducting multiple fact-finding activities, and analyzing focus group verbatim [community members, partners & fire-rescue department], we named the top 10 projects for this Strategic Plan.

This success was attributed to everyone:

- » Concentrating on what moves the dial
- » Remaining focused but flexible
- » Keeping it simple & clear
- » Acknowledging this plan is not a “one & done”



WPFD's Top 10

1. New Fire Station Alerting System
2. New Computer Aided Dispatch Software
3. Centralized Communications & Messaging
4. Updated Policies & Standard Operating Guidelines
5. Staff Additions
6. Fire Training Center
7. Domestic Threat Preparedness
8. External Communication & Public Education
9. Station Remodel for Firefighter Health & Safety
10. Promotions, Development & Training



Your true success in life begins only when you make the commitment to become excellent at what you do.

— Brian Tracy



PROJECT

1.

Fire Station Alerting System

Update alerting system resulting in reduced call handling times.

- » **Accountable Leader** Deputy Fire Chief Ryan Fischer
- » **Work Team** Dan Devlin, Michael Templeton, Mark Adams & Vonda Jones
- » **Multi-Phase Work Effort** Start & Completion dates | Installed September 2021
- » **High-level Goals**
 - System that integrates with WPFD systems, is user-friendly, customizable, scalable and reliable
 - Includes industry standard alerting safety measures to improve firefighter health and well-being
- » **Potential Roadblocks | Hiccups | Speedbumps**
Budget, IT, facilities, training, existing hardware, dispatch capacity

PROJECT

2.

New Computer Aided Dispatching (CAD) system

New communication software that fully integrates with Project 1. New Fire Station Alerting System.

- » **Accountable Leader** Deputy Fire Chief Ryan Fischer
- » **Work Team** Dan Devlin, Michael Templeton, Mark Adams & Vonda Jones
- » **Multi-Phase Work Effort** Purchase October 2021 | Installation September 2022
- » **High-level Goals**
 - Software must integrate with new Alerting System
 - Posses strong interoperability, customizable reporting & be app compatible
- » **Potential Roadblocks | Hiccups | Speedbumps**
Budget, IT, facilities, training, existing hardware, dispatch capacity

PROJECT 3.

Centralized Communications & Messaging

Communicate with Fire-Rescue, the Fire Marshal and administrative personnel in a frequent, transparent and deliberate manner.

- » **Accountable Leader** Deputy Fire Chief Ryan Fischer
- » **Work Team** Chief Dan Hagedorn & Battalion Chiefs
- » **Multi-Phase Work Effort** Begin October 2020 | monthly activity execution
- » **High-level Goals**
 - WPFD will create synergy and accountability through proactive and planned communication
 - Personnel will have consistent, accessible & 2-way communication
 - Improve firefighter satisfaction
- » **Potential Roadblocks | Hiccups | Speedbumps**
Buy-in; multi-media users vs. "old school"; miscommunication, time, work email access, inconsistency, misinterpretation, capacity and challenge to measure

PROJECT 4.

Additional rescue with personnel & full-time inspector

Add EMS and Fire Marshal staff to keep up with growing demands.

- » **Accountable Leader** Fire Chief Dan Hagedorn
- » **Multi-Phase Work Effort**
Continual of system performance | budgetary process
Begin September 2021 | Completion September 2023
- » **High-level Goals**
 - Add six rescue FTE
 - Create hiring process for Fire Marshal
- » **Potential Roadblocks | Hiccups | Speedbumps**
Budget, drop in call volume, COVID-19, reduction in growth & businesses



PROJECT 5.

Updated Policies & Standard Operating Guidelines (SOGs)

Policies, procedures and SOGs are the guiding principles and processes for all actions, communication, and activities within the department.

- » **Accountable Leader** Deputy Fire Chief Ryan Fischer
- » **Work Team** Battalion Chiefs & EMS Captains
- » **Multi-Phase Work Effort** Definition of process | December 2020
- » **High-level Goals**
 - Create an end-to-end process for updating policy/SOGs that is streamlined, modernized & improves delivery of services
 - Make it quick and easy to implement and execute flawlessly
- » **Potential Roadblocks | Hiccups | Speedbumps**

Too many hands & steps in the process; keeping current, complex approval process; time, accountability, communication, complexity gets in the way of understanding

PROJECT 6.

Fire Training Center

Multi-purpose, stand-alone facility to train fire fighters and retain certifications on live fire, search and rescue according to WPFD and national standards.

- » **Accountable Leader** Fire Chief Dan Hagedorn
- » **Work Team** Jeff Spinelli, Eric Wheaton & Damien Pillay
- » **Multi-Phase Work Effort** Completion January 2023
- » **High-level Goals**
 - Improve firefighter satisfaction
 - Built & maintained to fire department standards
 - Quality center that can be rented to other agencies
- » **Potential Roadblocks | Hiccups | Speedbumps**

Budget for building, equipment & ongoing maintenance; politics; change of standards could require modifications - liability, zoning, time

7.

Domestic Threat Preparedness

Emergency Operations Center and activation for response to natural disasters, pandemics, active shooter, and terrorism. Inform community of emergency situations using various methods of communication.

- » **Accountable Leader** Fire Chief Dan Hagedorn
- » **Work Team** Joe Celletti, EM Coordinator, Risk Management & City Management
- » **Multi-Phase Work Effort** Begin December 2020 | Completion December 2022
- » **High-level Goals**
 - Ability to provide training & communication
 - Response & mitigation of multiple types and sizes of threats to the city
 - Infrastructure [personnel & online] is flexible and adaptable with the ability to adjust to any situation
- » **Potential Roadblocks | Hiccups | Speedbumps**

Ability to communicate; unknown staff impact; inability to partner/use other resources; impact to short & long-term goals; difficult to measure impacts; budget, timing

8.

External Communication & Public Education

Consistent external delivery of information to help the community of Winter Park in areas of fire prevention, health, property safety, recruiting and more.

- » **Accountable Leader** Lauren Luna
- » **Work Team** Public Education Specialists & Erica Hall
- » **Multi-Phase Work Effort**

August 2020 [hiring video] | March 2021 [training]
December 2021 [community proactively publishing, getting emails, etc.]
- » **High-level Goals**
 - Communications & Public Education team is provided marketing, social media, videographer and communication knowledge/training
 - Internal department social media training
 - Community is publishing & proactively talking about WPFD
- » **Potential Roadblocks | Hiccups | Speedbumps**

Time; personnel to work on the project consistently; internal negative perception; videographer gap; buy-in & priorities among the department [need top-down reinforcement]; inconsistency of coverage & help across all shifts; other events outside our control [COVID-19, hurricane]; timing, budget



PROJECT 9.

Station Remodel for Firefighter Health & Safety

Make improvements to current stations and equipment to make the environment more firefighter friendly, safe, easy-to-use and enjoyable.

- » **Accountable Leader** Division Fire Chief Jeff Spinelli
- » **Work Team** Erica Hall, Brennan Moore, Quint Wharton, Jacob Gercak & Safety Committee
- » **Multi-Phase Work Effort** Began July 2020 | Completion December 2022
- » **High-level Goals**
 - Reduce firefighter injury & illness
 - Improve overall firefighter mental & physical well-being
 - Eliminate outdated station equipment, set-up & processes
- » **Potential Roadblocks | Hiccups | Speedbumps**
Securing funds to budget for projects; retrofitting existing facilities & apparatus to current industry standards

PROJECT 10.

Promotions, Development & Training

Expand and update current programs to meet changing needs of current and incoming staff and community.




- » **Accountable Leader** Division Fire Chief Jeff Spinelli
- » **Work Team** Battalion Chiefs, Scott Ketcham & Travis Tacner
- » **Multi-Phase Work Effort** Began September 2020 | Completion December 2022
- » **High-level Goals**
 - Improve retention and internal promotion rates
 - Improve staff satisfaction
 - Create a predictable process for internal growth
 - Determine impacts of new training center to training programs
- » **Potential Roadblocks | Hiccups | Speedbumps**
Mentor qualifications, time, initiative, willingness to participate; open communication; hard to measure success; prevent groundhog days; budget

Learning from Others

Knowing your successes and opportunities is critical to any organization's ability to sustain year-over-year growth. Being willing to admit others may have a better, quicker, easier way of resolving an issue or accomplishing a goal, is key to setting yourself apart from the competition. In addition, it:



1. Prevents an organization from committing the same mistakes
2. Saves time consumed in developing and testing solutions
3. Cuts down costs and potential errors in problem-solving
4. Allows the organization to accelerate and arrive at flawless execution faster

We asked focus group and workgroup participants which fire stations they believed knocked it out of the park or were making a name for themselves. We then reached out to learn about these fire departments' best practices and programs. While Winter Park Fire-Rescue Department does many things extremely well, there are areas in which we can and should "borrow shamelessly."

| Categories | Department | Best Practices & Key Items |
|--|---|---|
| Training & Communication |  Seattle Washington | <ul style="list-style-type: none"> » MedicOne Name of Paramedic Program » Resuscitation Academy 3-day program to learn in-the-street to hospital to data gathering. » Training Information Program » Daily Activity Scheduler |
| Training & Department |  Orange County Florida | <ul style="list-style-type: none"> » Promotion academies Engineer, Lieutenant & Captain; includes internal leadership & command schools. » Command School Working incidents to include decision making, administrative work, complaints, etc. » Uses technology to record and improve response times. Budget requests and new stations will now match growth/call volume. |
| Customer Service, Communication, Personnel & Community |  Phoenix Arizona | <ul style="list-style-type: none"> » Customer service HUGE focus "We make house calls." » Relationships by Objectives (RBO) Brings labor and management together to work on mutual objectives and to discuss areas of disagreement or conflict. » Focus around service Everything, including test study guides, includes the "PFD Way"; Service is in SOG. » Frequent social media posts include Fire Prevention Tips; also on website. |



Learning from Others

| Categories | Department | Best Practices & Key Items |
|---|--|--|
| Training, Communication & Community |  <p>Osceola County Florida FIRE-RESCUE</p> | <ul style="list-style-type: none"> » New hire program 8-week orientation & Out of Grade Packet; overseen by chief officer; has ability to grant continuation during orientation. » Mentor checklist Mini-task book. » Increased requirements Right Out of Grade packet: must meet all criteria to do a packet. » Conducts Online Surveys » File of Life Program Refrigerator magnet pouch with a card insert that contains medical and health information; used community betterment. » Grant funds for 10,000 of the magnets. |
| Personnel |  <p>Olathe Kansas LOCAL 2542</p> | <ul style="list-style-type: none"> » Mobile Integrated Health (MIH) Program Deploys paramedics and a nurse practitioner to assess individuals who do not need an emergency room » Community Emergency Response Team Trained thousands to help themselves, family, and neighbors to decrease demand for emergency services. Includes light fire suppression, first aid, emergency planning as well as basic search and rescue. |
| Department & Communication |  <p>Boulder Colorado FIRE-RESCUE</p> | <ul style="list-style-type: none"> » Data-driven Plan Speaks to "Hey, this is what we think we are good at." Shows measures of how they are running calls, response times and types of calls meeting industry standards. » Uses MySideWalk to produce professional data analysis [also Amarillo, TX & Springdale, AR » Uses Survey Monkey® to cast a wider net and more responses. |
| Community & Communication |  <p>Deland Florida FIRE-RESCUE</p> | <ul style="list-style-type: none"> » High level of involvement in community and schools; small department. » All FFs have strong desire to help the community Teach during Career Days, Pub Crawls, Pumper Events, 5K Run Sponsor. » Active on Facebook PIO and FFs manage. |

Focus Group Expectations

In February 2020, three focus groups were conducted that we comprised of

- » Winter Park Community Leaders and Residents
- » Internal Winter Park Fire-Rescue & Fire Marshal members
- » WPFDF Partners

During the three sessions, participants were asked what they thought were the department's strengths, where there were opportunities, what is important for them and their community, teammates, or co-workers, and how they would like to receive communication. They were given the chance to be "Chief for the Day" - what they would do if they were Chief Dan Hagedorn.

When asked to rank the department's nine programs, we saw a considerable variance between the three groups. While Public Education, Communication and work with the Fire Marshal's office received the most commentary during the focus groups, it was clear where the individual groups truly felt the department needed to excel.

| WPFDF Program | Community Ranking | WPFDF Ranking | Partners Ranking | Average Score |
|---|-------------------|---------------|------------------|---------------|
| Emergency Medical Services | 3 | 2 | 3 | 2.7 |
| Domestic Threat Planning, Communication & Response | 1 | 7 | 2 | 3.3 |
| Fire Suppression | 4 | 1 | 5 | 3.3 |
| Rescue: Basic & Technical | 5 | 4 | 4 | 4.3 |
| Hazardous Materials Mitigation | 9 | 6 | 1 | 5.3 |
| Public Fire/EMS Safety & Education | 2 | 8 | 6 | 5.3 |
| Firefighter Education, Certification & Leadership Development | 6 | 3 | 8 | 5.7 |
| Fire Prevention, Investigation, Inspection & Plan Reviews | 8 | 5 | 7 | 6.7 |
| Community Involvement & Communication | 7 | 9 | 9 | 8.3 |



Focus Group Feedback

Chief for a Day

Focus group participants were asked to wear Chief Hagedorn's helmet for the day. This is what they said they would do if they were Chief:

| Community Leaders | <ul style="list-style-type: none"> » Be more proactive with department's inability to rescue within the home – no jurisdiction in private residence. » Lead partnership with code & building enforcement – eliminate smokestacks. » Hire third Fire Marshal (FM) to be liaison to building & permitting/zoning/city to lessen the workload and reach more citizens. » Fire inspection should be standardized and consistent – too much left to interpretation by individuals. | <ul style="list-style-type: none"> » Have a top-down approach to break down barriers to inspections. » Have FMs be more involved and present throughout the whole evaluation – start to finish so there are no surprises, no changes due to interpretation, or as changes are made, they are informed. » Fill gaps for key services - Community Liaison. » Openly communicate the Strategic Plan and progress/impact. » Have roundtable roadblock remover sessions. |
|-------------------|---|--|
| Internal WPFD | <ul style="list-style-type: none"> » State of the Department – "Sit at the Kitchen Table" events to share the vision and how we all fit. » Increase staff by 25 – great new hires. » Build a training center. » New CAD Alerting system. » Ongoing mental & physical training programs. » Retirement & health care. » Telestaff. | <ul style="list-style-type: none"> » Rebuild relationships with neighboring departments. » Pay for performance – ranking, measuring results, minimum standards, fair pay and promotions. » Incentivize for consistently going above and beyond the call of duty. » Remodel all stations – build gear rooms. » Create a priority for FD with dispatch – have separate from police. |
| WPFD Partners | <ul style="list-style-type: none"> » All stations retrofitted to today's standards. » More consistent community involvement/marketing/interactions. » Dedicated community personnel – paramedics. » Onsite department training – provide to partners and community. » Staff a third rescue unit. » Add additional inspection staff as well as training for technology and systems. | <ul style="list-style-type: none"> » Fire department dedicated dispatch. » Be more present at your stations and at community events. » Update fire department communications – Computer Aided Dispatch (CAD). » Offsite EOC – make it fully functional [including mobile unit]. » S.A.F.E. Training for active shooter, etc. » Evaluate pay scale and make sure in alignment with other local departments. |

PLEASE NOTE: items above are included in SWOTS categories on the following pages.



Focus Group Feedback

SWOTS Breakdown » Strengths

- » Available to answer questions (especially with inspections and OFM matters); quick and responsive to public need and emergency.
- » Well-funded – City Commission provides active supports facilities and the best equipment.
- » Dedication & kindness to residents and neighbors during accidents.
- » Invited FD to our building and they were very responsive.
- » They responded kindly to a mix-up with constant false fire alarms; very respectful.
- » We have the best fire rating a community can get. We all benefit from the well-funded dept. We never say we are an ISO1 when out in the community.
- » Fire Marshal interactions & communication is excellent and professional.
- » The OFM is thorough, excellent, and never rude. Just need more education and communication.
- » "A" rating – CPR, Babysitting class.
- » They go above and beyond; Sacrifice staffing for public image and training.
- » All were at the St. Patrick's Day Parade. I think they try to make their way around the city.
- » Overall great presence. Good to see them at Publix, on Park Avenue, etc. – overall, in surprisingly good shape. Shows pride in what they do.
- » Community has a high level of appreciation for the FD; Close-knit – like family; They do community & family events.
- » Cutting edge, well-trained; They care about the community – during Hurricane Irma brought oxygen to an elderly man.
- » Good social media – not sure how many know how to access; used to provide public education.
- » Safety conscience – do things the right way.
- » Highly regarded; Professionalism – act & look the part; tough to find something wrong.
- » Strong presence in community when not on calls; Always "high & tight"; encouraging.
- » FD and PD are the heartbeat of the city; Compliments from transport patients at the ER.
- » Retention and growth within the department – Keep things fresh.
- » Strong leadership level – leaders represent the department well; they have a good reputation and strong talent.
- » Personal development and opportunity for promotions; Employee retention and positive work environment.
- » I (partner) feel they help us more than we help them due to scheduling/staffing levels.
- » Never seen a department clean up after fires like WPFd – they extract the water and have even cleaned up bloody floors.
- » FD is the most professional; can always count on them; After dumpster fire, crew took opportunity to interact with children.



Focus Group Feedback


SWOTS Breakdown » Things to Improve

- » Communicate what the rules are (FM) more like we're working together, like a partnership.
- » Lack of communication within the city between fires/runs [building & permitting, public works, etc.].
- » Good social media – unsure how many know how to access.
- » More communication/drills with schools regarding active shooter, etc.
- » Ongoing communication and training with Dispatch; building relationships.
- » Accountability – people lose or damage equipment without repercussion.
- » Retention and growth within the department – keep things fresh.
- » Succession planning - officer development.
- » Technology – station alerting and reporting systems.
- » Broken or not fixed equipment not being documented, addressed quickly or at all – compromises safety.
- » Lead partnership with code & building enforcement – eliminate smokestacks.
- » Good use of OT for events. Staffing not to effect daily operations – difficult to get people to staff off-duty events. Scheduling events in advance.
- » Pre-fire planning – we need a better program.
- » The fire operations and OFM reporting systems are not compatible.
- » Administrative onboarding needs more time and more hands on to learn systems and process.
- » There appears to be a disconnect between us and them– teach leaders or provide the “why” changes are made and help everyone understand and get on board; eliminate room for speculation.
- » Feels like a disconnect between FM and Fire Operations/Rescue.
- » Need our leaders to be led and directed so they can lead and direct us.
- » Monthly internal communications/ presentations on goals and objectives .
- » Pump Operations – Need more education between major events to review what worked and what could be improved, annual education and formal process; would like a pump-ops refresher.
- » At one point we had a community paramedic. That was a benefit to the community.
- » Pay for Performance – ranking, measuring results, minimum standards, fair pay and promotions.
- » Personal development – lack of experience; aspiring officers; open to whole department; quarterly meetings with lieutenant; provide a mentor program.
- » FD dedicated dispatcher to prevent call delays; Dispatch under police – fire feels secondary.
- » Building department could benefit from Fire Marshal training.
- » Fire extinguisher training – how to use, when to replace, etc.
- » Need to use like or common language (FM) so we're all speaking on the same levels/terms with residents & businesses.
- » Suggest all department heads get together once a week to discuss level of service provided and how ensure consistency.
- » Lack of education and coordination between PD and FD at scenes; prevent getting in each other's way or damaging each other's scenes/evidence.
- » Suggest ride-alongs to help with understanding between police, nurses, dispatch, and others.
- » More reserve units & resources needed – personnel in the field could reduce response times.
- » Incentivize for consistently going above and beyond the call of duty.
- » Good bargaining unit but can also be a hinderance.
- » Need to post pictures about what we're doing, when we're doing it, and show pride in all we do.



Focus Group Feedback

SWOTS Breakdown » Opportunities

- » Better commitment to support events; Community event pay to allow them to attend and stay present.
 - » Citizens Fire Academy.
 - » Quarterly coffee with the captain at the stations; Semi-Annual coffee with the Chief.
 - » Communicate to all the importance of the 5-year Strategic Plan.
 - » Communicate what you have at your disposal regarding the "cool and fun" toys.
 - » Communication is infrequent – help us feel like part of the department – share department goals so we can contribute and feel ownership.
 - » Continue to encourage critical thinking and keep lines of communication open.
 - » Would like to see Department updates via email.
 - » Communicate using Email & Facebook; Email list - Neighborhood watch email.
 - » Emails – allow for opt-in from website; monthly.
 - » EMS training – More of it, schedule in advance.
 - » Every two weeks via email, tell us about training classes in advance.
 - » Family Fun Days at the stations for employees.
 - » Give time for messages to circulate – can't send out something that's "due" in 2 days and expect all to get it on time.
 - » Have roundtable roadblock remover sessions.
 - » Quarterly info on how the department handles domestic threats and how it wants the community to respond.
 - » Not the Chief's job to make staff happy. Needs to be able to rely on his leaders to communicate better and create steps to help them get there.
 - » More safety – better education.
 - » More time spent at the schools and businesses with large employee base to educate on emergencies – quarterly.
- 
- » Mutual training with Public Works.
 - » Need to communicate the appropriate way to open and close hydrants so they don't compromise water pressure and pipe system. They need to open slowly and close slowly but that doesn't happen.
 - » Newsletter – monthly; ability to sign up via website.
 - » Once a year co-training with ER staff.
 - » One thing I'd like to see them do is familiarize people with the FD – stop at the little league game – let them talk to the people they serve.
 - » Openly communicate the Strategic Plan and progress/impact.
 - » There are a lot of other programs WPFd is charged with in addition to fire – what are they?
 - » Provide OFM where we are going – overall scope and vision and connectivity to others .
 - » Conduct quarterly feedback sessions [like this focus group].
 - » Remodel all stations – build gear rooms.
 - » Siren system – not sure what it's for or action to take should it go off - inform public.
 - » Quarterly smoke detector/carbon dioxide program and training.
 - » State of the Department - annually.
 - » Suggest expanding training to internal and external resources.
 - » Talk to the landlords about fire codes. Provide information in a newsletter when code changes.



Focus Group Feedback

SWOTS Breakdown » Opportunities [continued]

- » Annually provide a scorecard or report card; brag about ratings and benefits to the community.
- » Taken out of service is a limitation - need more staff when resources are diverted.
- » Use eTVs more widely; great idea for downstairs – how can WPPFD contribute?
- » Utilize a mentor program to help disseminate information and develop others.
- » A partnership with training in Emergency Rooms.
- » We see visits from them 2x a year for school evaluations. Good career choice – Do kids down the line know this is an option for a career?
- » Move in the same direction with consistency.
- » What is our identity with the new leadership – what is our story?



SWOTS Breakdown » Threats

- » Bicycle helmets and lockbox program – in the event of calls, they can get in WPPD Programs.
- » All stations retrofitted to today's standards.
- » Better at showing community what we do daily that is newsworthy and how we positively impact people/lives [for example: EMS saves – nobody really cares about a gas leak].
- » Call volume cannot duplicate experience.
- » Communicate fire code changes to water and other departments – as they occur.
- » Community Trailer to show off Fire-Rescue tools, boast about work, and conduct training/mobile classes.
- » Do not have authority to enforce code at the state level.
- » FD needs better way of sending out info.
- » Fill gaps for key services – Community Liaison – perform wellness checks is this WPPD?
- » Lack of resources, time and money.
- » Need more public education people.
- » Offsite EOC – make it fully functional [including mobile unit].
- » FM has a broad berth when it comes to executing statute. FD needs to figure out how to communicate with building & permitting. It would be a real breakthrough.
- » Opportunity to include programming in utility bill.
- » Our budgets should not be diminished. Must be well-funded and well-trained all the time.
- » Personal development and opportunity for promotions; Employee retention with positive work environment.
- » Personnel contact information – monthly.
- » Pre-review meetings – at least two weeks before.
- » Recorded videos of things we are doing, we've done, key messages – monthly.
- » Retirement & health care.
- » Staffing events with outside units not allowed with city charter.
- » Use of fire alarm for domestic terror attack to evacuate building. Concerned about training and communication on active shooter; trying to schedule training with PD.
- » Need a Civilian Fire Academy.

Focus Group Feedback

SWOTS Breakdown » Unknowns

- » Stop by Little League games and other events while out or coming back from a run.
- » Do tours of our building; communicate to personnel about entrance to use.
- » They should communicate their open houses [someone said they already have it].
- » Need interpretation and communication with building & permitting so we see eye-to-eye. Remove the surprises and be more involved so there are no unexpected fire code violations. Let's meet earlier in the process. We're a small city – it shouldn't be that hard to talk to each other.
- » Work with the schools on recruiting for fire department personnel.
- » Put a work group together to talk about communication.
- » Community leaders rated Domestic Threat and Public Fire/EMS Safety & Education programs over EMS, Fire Suppression & Rescue.
- » Active shooter would be highest priority; school safety inspections & planned training.
- » Take the time to reach out to victims – follow ups/survey.
- » Get another FM to lessen the workload and reach more citizens.
- » Ownership and pride – equipment belongs to all of us – treat it accordingly.
- » Annual testing & driver training to maintain status.
- » Mutual communication and training with water department for trench rescues.
- » Not let the message get diluted or modified based on personal preferences, experiences or beliefs.
- » Students should be training EMS captains.
- » Call the hospital earlier when enroute [10-15 min notice is good target]; allows us to clear beds.
- » Need stronger lines of communication with electric company – calls to the electric call center is great when a powerline is down but the FD leaves before we can get there to ensure the scene is safe.
- » First-aid training – anytime they can offer.
- » Partner with City to offer Citizen CPR classes.
- » Partner Group placed Hazardous Materials Mitigation and Domestic Threat programs above EMS, Rescue and Fire Suppression.
- » Partner group felt the WPPD programs did not include internship programs (Explorer/Citizen Ambassador) and they should.
- » Onsite department training – provide to partners and the community.
- » Staff a third Rescue Unit.
- » Publish first aid kit supply list and best use of what to provide immediate onsite care.
- » Purchase and deploy AED units.
- » Formal Succession and Leadership Development Planning.
- » Bicycle helmets and lockbox program – in the event of calls, they can get in WPPD Programs.
- » CPR for the lay person.
- » Partner – could provide CPR training for them.



Roadblocks, Risks & Mitigation

Identifying roadblocks and risks is a critical step in the goal achievement process. This helps the group get ahead of the issues and take a more proactive approach to resolving or reducing risks to the project.

Key questions the group addressed:

1. What could get in our way during the project or achieving success?
2. What are the potential risks or impacts to the work and outcomes?
3. How can we stop or minimize? Are there some we just need to acknowledge and move on?
4. How will we measure results or impacts to ensure the mitigation plan is working?
5. Are there any strategic shifts we need to make?

Roadblocks

- » Ourselves/egos
- » Time
- » Lack of buy-in
- » Money/budget/economy
- » Disasters [hurricane, pandemic]
- » Unexpected/no internal actions
- » Poor Planning or poor execution
- » Depending on a few to do the work
- » Lack of focus
- » Wrong expectations/outcomes
- » Lack of teamwork
- » Too many take the lead rather than follow
- » Hiring or assigning the right people
- » Being afraid to ask the tough questions
- » Community support or expectations
- » Lack of communication & transparency



Risks

- » Loss of respect, momentum & morale
- » Loss of accreditation & credentials
- » Liability
- » Not achieving goals
- » Consolidation, shutting down stations
- » Loss of funding & reputation
- » Loss of people & confidence

Mitigants

- » Address the plan; keep it active
- » Be informed & keep others informed
- » Flexibility with the Plan & actions taken
- » Have checkpoints along the way
- » This is a process, not a project
- » Stay committed
- » Delegate activities & responsibilities
- » Create a baseline & measure results
- » Celebrate successes big & small

Plan Wrap Up

The Mission, Vision, Purpose and Values are based on input from the community, our partners and department. They are the foundation and guiding principles of this organization. Given our collective talents, skills, knowledge, experience and operating according to our stated values, we will achieve the goals stated in this Strategic Plan. We will demonstrate transparency and frequently communicate so the workforce maybe guided and motivated by the accomplishment of our collective goals, objectives, and day-to-day activities.



Alone we can do so little, together we can do so much.

— Helen Keller



FocalPoint Coach



Pam Hargis, a certified business coach, trainer and speaker, has 30+ years' experience in corporate strategic planning and process development. Her visionary skills develop production efficiencies and strategies that maximize profitability and productivity. Hargis' proven skills defining valuable use of time, developing efficient and cost-effective operations, and increasing profitability through personalized action plans have helped numerous solopreneurs, business owners and employees.

She provides one-on-one coaching, group coaching as well as customized training impacting life/work balance, simplifying operations, and quickly achieving goals and objectives. Her practice focuses on multi-year strategic planning, exit planning, new business start-ups, team engagement and retention, business growth with municipalities, corporations, non-profits, professionals and networking groups.

Pam joined FocalPoint after a successful 36-year career as a Bank of America executive. Heavily involved in the community, she is a leader for Florida4Warriors and IDignity Volusia. She is on several business advisory boards and chambers, and leads an Economic Development Council.

Both Florida natives, Pam and her high school sweetheart, Jim, a retired Sergeant Major, have been married 39 years and have two grown children. A true model of work hard, play hard with work/life balance, she enjoys relaxing on their boat, motorcycle riding, working in the yard, and suspense novels.

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