

Winter Park Fire-Rescue Department

2025 | **Strategic Plan**



# WPFD STRATEGIC PLAN



## From the Fire Chief

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On behalf of the members of the Winter Park Fire-Rescue Department, I am proud to present our 2026-2028 Strategic Plan. This document represents both where we are today and, more importantly, where we are headed as an organization committed to excellence, accountability, transparency, collaboration, continuous improvement and service to our community.

Strategic planning is not simply about producing a document — it is about setting clear direction, aligning our efforts, and ensuring that every decision we make supports our mission to protect and preserve the City of Winter Park through prompt, professional and compassionate service. This plan is the result of a thoughtful, community-driven process that engaged internal members, external stakeholders and city partners in open dialogue about our strengths, challenges, and opportunities for growth.

Our Strategic Plan is grounded in our mission, vision and values, which serve as the foundation for everything we do. From there, the plan is organized around five Strategic Pillars that represent the core functional areas of our department:

- **Operations** | Ensuring safe, effective and timely emergency response
- **Office of the Fire Marshal** | Focusing on prevention, risk reduction and community safety
- **Training** | Preparing our workforce through continuous learning and professional development
- **Administration** | Supporting the organization through sound governance, fiscal responsibility and accountability
- **Wellness** | Prioritizing the physical, mental and emotional well-being of our members

Each pillar includes defined outcomes, goals, objectives, and tasks that translate our vision into measurable action. Together, they provide a clear roadmap for service delivery, organizational improvement, and responsible resource allocation. Just as important, this plan is also designed to be a living framework—one that is reviewed, measured, and adjusted as conditions evolve and new challenges emerge.

This Strategic Plan is a shared promise to our residents, elected officials, and members that Winter Park Fire-Rescue will remain forward-thinking, resilient, and responsive to the needs of the community we are privileged to serve.

Thank you for taking the time to review this plan and for your continued support of the Winter Park Fire-Rescue Department.

Respectfully,

**Dan Hagedorn**

Fire Chief

Winter Park Fire-Rescue Department

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## Executive Summary

Fitch & Associates, LLC was engaged by the Winter Park Fire Department to facilitate a Community Driven Strategic planning process aimed at strengthening the agency's ability to deliver high quality fire-rescue services for the entire city. Over the course of three days (July 9-11), a diverse group of 42 internal and external stakeholders worked together to assess organizational strengths and challenges, shape a shared vision, and define key strategic priorities for the future. This Strategic Plan was developed in alignment with the City of Winter Park's community plans, aligning agency priorities with broader jurisdictional goals and long-term development strategies.

### PROCESS OVERVIEW

This structured planning approach helped stakeholders translate broad priorities into actionable objectives through:

- Facilitated discussions on service delivery and organizational growth.
- Stakeholder input through a survey and SWOT analysis.
- Review of key documents, including past plans, financial reports, and industry standards.
- Confirmation of Mission, Vision, and Values to align with future needs and creation of Ethos Statement.

### STRATEGIC & OPERATIONAL PLAN DEVELOPMENT

During the workshop, stakeholders identified 5 Strategic Pillars, each representing a core functional area of the agency. These were Office of the Fire Marshal (OFM), operations, training, administration, and wellness. Groups were then formed around each Pillar to develop Desired Outcomes, which laid the groundwork for:

- **Strategic Goals** | Broad priorities that turn the agency's vision into action.
- **Objectives** | Specific, measurable steps that support each goal.
- **Tasks** | Concrete actions that drive implementation and progress.

The resulting Operational Plans serve as guides for implementation, accountability, and alignment with the agency's long-term vision. These plans also create a roadmap for budget allocation - reinforcing the cyclical connection between strategic planning and financial decision-making.

### COMMITMENT TO CONTINUOUS IMPROVEMENT

With over 40 years of experience in public safety consulting and system design, Fitch & Associates recognizes the agency's commitment to growth, innovation, and service excellence. This plan is not a static document but a living strategy, requiring ongoing evaluation and adaptation. As conditions evolve, the Strategic and Operational Plans will provide a framework for decision-making, performance measurement, and organizational resilience.

The leadership's team engagement in this process reflects the agency's readiness to adapt, lead, and drive meaningful progress for the community.



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## What is Strategic Planning?

Strategic planning, by general definition, is a structured process in which stakeholders within a shared arena evaluate the present and future direction of an organization. Through a process of establishing common vision, values, and goals, strategic planning produces a living document by which an organization can guide its short-term and long-term decision making.

Public sector agencies can further enrich this process by engaging in it, the very community that they serve. This Community-Driven Strategic Planning blends the expectations of community stakeholders with the vision and purpose of the service providers. As a result, the efforts and resources of public service entities are better poised to be expended in a manner that meets their community's expectations. In the simplest sense, Community-Driven Strategic Planning is about groups of people with a shared interest or common purpose, coming together to determine what they want to accomplish and how they will do it.

The environment in which public safety agencies operate has become increasingly uncertain and more challenging than ever before. A host of factors regularly influence the operation of these agencies such as the political climate, the economy, and public sentiment. Consequently, due to the interconnected nature of this environment, any changes or challenges that arise often have a reverberating effect throughout the community. These attributes require the following fivefold response from public safety organizations:

- They must think strategically as never before.
- They must translate their insights into effective strategies to cope with changing circumstances.
- They must develop the rationales required to adopt and implement their strategies.
- They must build coalitions capable of protecting and adopting these strategies.
- They must build capacity for the ongoing implementation of strategic change.

Strategic planning will help the stakeholders execute this fivefold response. At its best, strategic planning makes extensive use of analysis and synthesis in deliberative settings to help leaders and managers successfully address the major challenges that their organization faces. However, the real value of strategic planning is in its ability to help an organization create public value.

## COMMUNITY-DRIVEN STRATEGIC PLANNING

The process allows agencies to develop their vision and mission in collaboration with the community, ensuring the Strategic Plan reflects actual needs and priorities rather than assumptions. This approach fosters community ownership, aligns stakeholders around a shared vision, and increases the likelihood of successful implementation.



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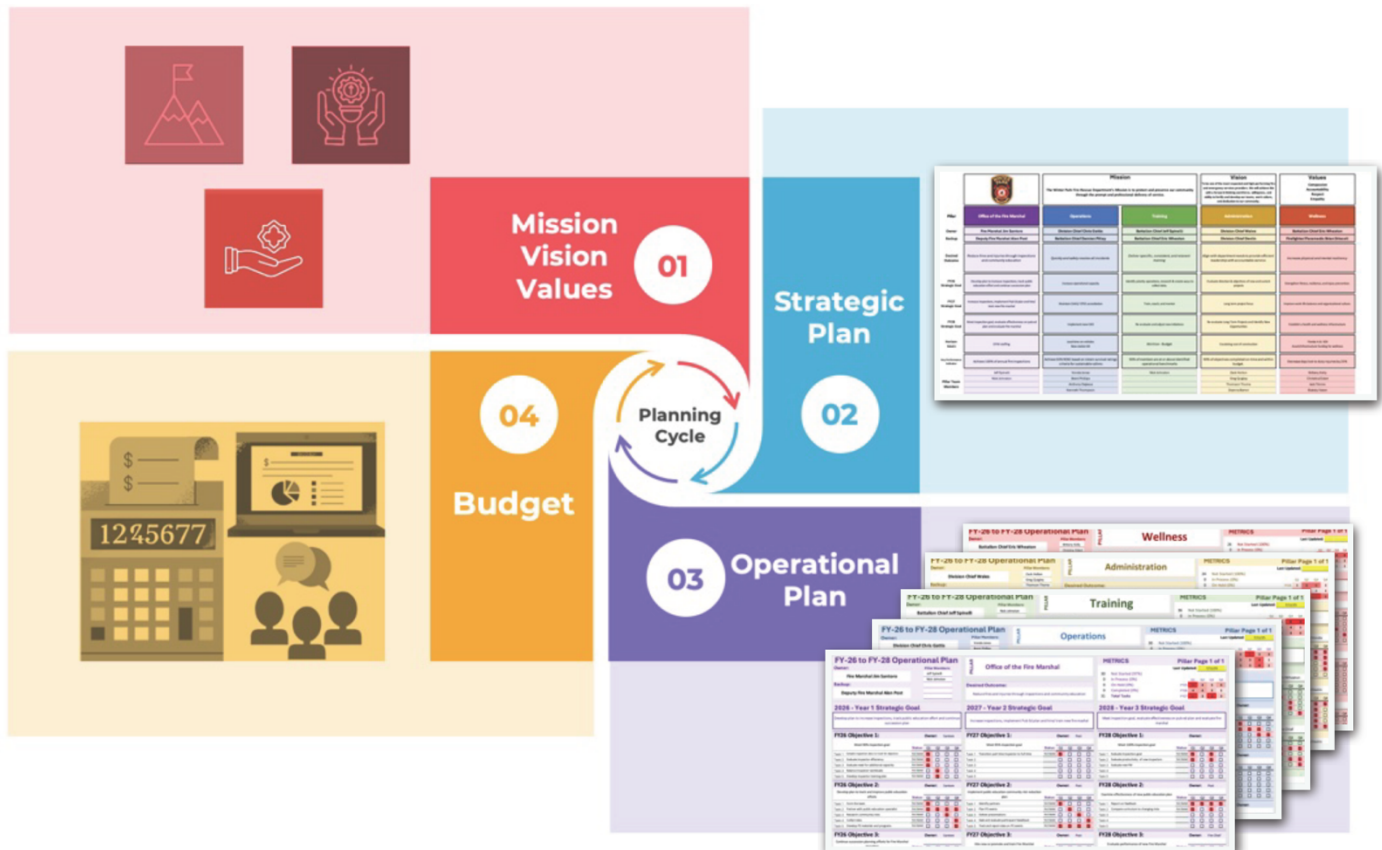
## Strategic Linkage

The strategic planning process is inherently cyclical, creating a continuous feedback loop that aligns organizational priorities with budgetary decision-making. At its foundation are the Mission, Vision, and Values, which define the organization’s purpose, guiding principles, and long-term aspirations.

Building on these core elements, the Strategic Plan defines five key functional areas, referred to as Strategic Pillars. Each pillar is assigned Strategic Goals that guide the department in pursuing new initiatives, service enhancements, and operational advancements. These goals are structured within Strategic Pillars, representing the major functional areas of the organization. Each pillar is further developed through Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) Objectives, which break broad goals into actionable steps.

This structured approach directly informs budget planning, as funding allocations must align with strategic priorities. By identifying clear goals and measurable outcomes, the Strategic Plan guides decision-makers on where jurisdictional resources should be directed, ensuring that financial investments support long-term organizational growth, operational efficiency, and community impact.

Because each major function is interdependent, the Strategic Plan and budget cycle must work in tandem. Regular evaluation of progress informs future funding priorities, making strategic planning an ongoing, iterative process that adapts to emerging needs, financial realities, and organizational performance.



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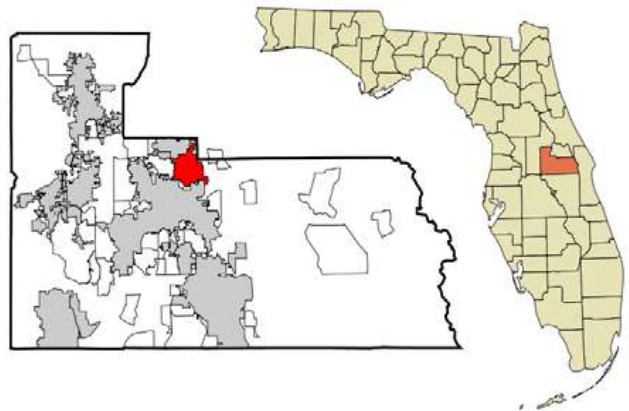
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## Background

Every organization is shaped by its journey. This section provides an overview of Winter Park Fire-Rescue Department's growth and evolution, offering context for the development of this strategic plan. While the future is the focus, recognizing the organization's foundations ensures that the strategy remains grounded in experience, informed by progress, and positioned for success.

### COMMUNITY OVERVIEW

The City of Winter Park spans 8.76 square miles and has an estimated population of 29,894, reflecting a 7.3% growth since 2010. The city's demographic composition includes 16.8% of residents under 18 years of age, followed by 23.5% of residents aged 65 and older. Housing in the city consists of approximately 12,653 households, with a 66% homeownership rate. The median household income stands at \$98,076, while approximately 9.1% of residents live below the poverty level. General fund revenues for the city are projected to be 29.9% of for general fund expenditures for FY26.



### FIRE & EMERGENCY MEDICAL SERVICES

Emergency response services in Winter Park are provided through career personnel. The Winter Park Fire-Rescue Department maintains 3 fire stations, staffed by firefighter/paramedics, ensuring continuous emergency response coverage.

Managing the needs of the operations staff falls to the Division Chief of Fire and EMS Operations. This position is responsible for supervising the three Battalion Chiefs and the EMS Manager, Division Chief, and all agency training. The battalion chiefs oversee the daily operations of each shift. Shifts operate on a 24-hour on, 48-hour off schedule within a twenty-one-day work period.

Three engines, one truck company, two advanced life support transport rescues (ambulances), one emergency medical services supervisor and one battalion chief deliver fire and EMS operational service.

The agency maintains technical rescue capabilities. Specializing in vehicle/machinery rescue, building collapse, elevated rope rescue, and confined space operations, the agency is equipped to initiate rescue operations as needed. The agency has established a mutual agreement with the City of Orlando Fire Department and Orange County Fire Rescue for backup or augmented technical rescue needs. Through and interlocal agreement, the City of Orlando also provides hazardous materials responses as needed given the extremely low risk of hazardous materials incidents beyond the awareness level within the City of Winter Park.



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## Mission | Vision | Values

When taken together, the mission, vision, and values define the guiding principles and core identity of Winter Park Fire-Rescue Department. They articulate purpose, direction, and ethical commitments that shape decision-making, inspire action, and ensure alignment across all strategic initiatives.



### MISSION

To protect and preserve our community through the prompt and professional delivery of service.

The **mission** defines Winter Park Fire-Rescue Department's core purpose, guiding its actions and decisions in service to the community.



### VISION

To be one of the most respected and high-performing fire and emergency services 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.

The **vision statement** outlines Winter Park Fire-Rescue Department's future orientation and aspirations, shaping its direction from current initiatives to long-term impact.



### VALUES

Compassion | Accountability | Respect | Empathy

The **values** represent the core principles that shape Winter Park Fire-Rescue Department's culture, decisions, and commitment to the community. They ground leadership and daily operations in purpose and intention.

Participants in the strategic planning workshop engaged in a series of collaborative exercises designed to review, refine, and, where necessary, reimagine the mission, vision, and values. Through facilitated discussions, reflective activities, and consensus-building exercises, stakeholders explored how these foundational elements align with the organization's evolving needs, community expectations, and long-term objectives.

Through robust discussion the department created a motivational ethos statement which resulted in the following phrase for internal use: For Them, for Each Other, for All!

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## Community Insights | External Stakeholders

Through engagement with external stakeholders, Winter Park Fire-Rescue Department gathered valuable insights on service priorities, areas for improvement, and opportunities for growth. This feedback empowers the strategic plan's alignment with those it serves, fostering trust, transparency, and accountability.

The community brunch brought together a diverse group of external stakeholders representing residents, local government officials, leaders in business and economic development, healthcare and social services, and community organizations. Their participation provided valuable insights into the community's needs, expectations, and priorities. Their perspectives on what is working well, what could be enhanced, and new opportunities to consider for the future. Their feedback reflects a strong appreciation for the services provided by Winter Park Fire Department and a shared commitment to continued excellence.



### EXTERNAL STAKEHOLDERS PRESENT

Ansley Butts	Business Owner
Bill Times	Resident
Carina Sexton	Resident
Declan Williams	Watercrest Assist Living Facility
Denise Gillespie	Small Business Owner
Elizabeth Ingram	Resident

Gigi Papa	Resident
Mitch Maulfair DO	WPFD Medical Director
Morgan Bellows	Sydgan Corporation
Paul Twyford	Winter Park Distilling Company
Stacey Cox	Winter Park Chamber of Commerce
Steve Leary	Former Mayor/ Business Owner



## Community Insights | External Stakeholders

### What's working well

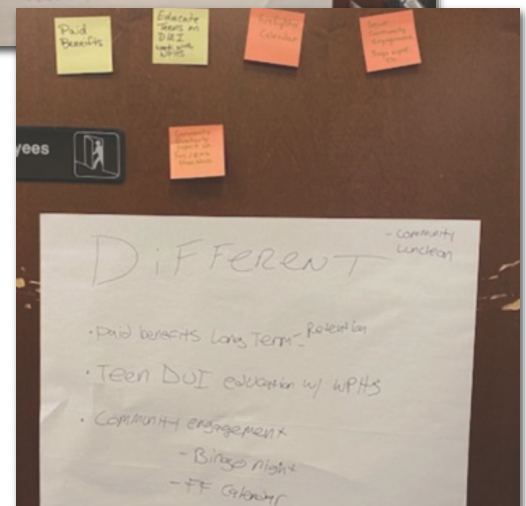
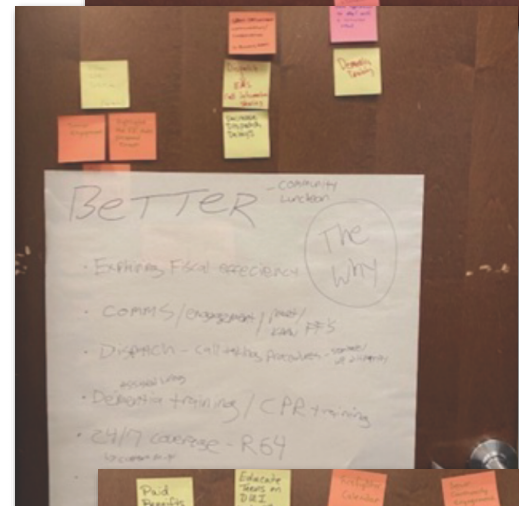
- Medical care
- Equipment
- Fire marshal's office
- Professional
- Community engagement

### What could be enhanced

- Explaining fiscal efficiency
- Dispatch
- Comms/Engagement/Meet FF
- Dementia/CPR training
- 24/7 coverage - R64

### What could be done differently

- Paid benefits-retention
- Teen DUI education
- Community engagement
- Quarterly statics report



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## Document Review

While strategic planning looks ahead, it must be rooted in the past and present. Before conducting a gap analysis and setting strategic objectives, the planning team reviews key guiding documents, including past strategic plans, budgets, deployment models, jurisdictional mandates, and relevant laws and standards.

This document review helped teams understand:

- Jurisdictional priorities in master and land use plans.
- Current financial investments and spending patterns.
- Community feedback from past engagement efforts.
- Previous department initiatives and their outcomes.
- Long-range projects already in progress.
- Opportunities for improvement in coverage and service delivery.

By grounding the strategic plan in existing frameworks and commitments, teams were able to set meaningful, achievable objectives that align with both organizational realities and future needs.

## COMPREHENSIVE PLAN

Future land use annexing, population increase, sewer and water expansion, electrical vehicles, \$142M in streets projects over next 20 years.

## PREVIOUS STRATEGIC PLAN

The plan discussed new alerting systems for the stations, the need to update policies/ SOGs, domestic threat preparedness, external communications/ public education and station remodeling for FF health.

## STANDARD OF COVERAGE

This comprehensive document evaluates the community risks, hazards and current practices of the organization. This includes response times, station location and call volume.

## CITY OF WINTER PARK BUDGET

Fire Operations uses 19.6% (\$16 million) of the total City budget, 83% (\$13 million) of which is used for payroll and benefits. The group discussed how the fiscal responsibilities affect the five pillars.

## INTERNAL SURVEY

Members of the department evaluated and discussed the internal survey that resulted in topics such as training, increase coverage of R64 and the continued success due to a positive culture.

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## Organizational Inputs | Internal Stakeholders

To properly structure an organization's future vision and direction, it must also be evaluated through the eyes of its internal stakeholders. These individuals represent members with a vested and active interest in Winter Park Fire-Rescue Department. The Internal Stakeholder Survey conducted in the weeks leading up to the workshop, the document review, and the information from the community luncheon brought out insights from workshop participants that informed the SWOT analysis, offering a comprehensive perspective on the organization's strengths, challenges, and growth opportunities. Together, these inputs shape the strategic plan by grounding it in operational realities while aligning with the organization's long-term vision and strategic priorities.

The process is a broad-based stakeholder gap analysis where the Opportunities and Threats are more focused on external origins and Strengths and Weaknesses are more focused in internal origins.

### SWOT Analysis

	Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (attributes of the organization)	<p><b><u>STRENGTHS</u></b></p> <ul style="list-style-type: none"> <li>Equipment</li> <li>Training</li> <li>Community Relations</li> <li>EMS Capabilities</li> <li>Teamwork</li> </ul>	<p><b><u>WEAKNESSES</u></b></p> <ul style="list-style-type: none"> <li>R64 Staffing</li> <li>Officer Development</li> <li>CAD</li> <li>Experience</li> <li>Succession Plan</li> </ul>
External origin (attributes of the environment)	<p><b><u>OPPORTUNITIES</u></b></p> <ul style="list-style-type: none"> <li>Interagency Training</li> <li>Local Partnerships</li> <li>Grants</li> <li>Community Paramedicine</li> <li>Public Q&amp;A</li> <li>Host Outside Classes</li> </ul>	<p><b><u>THREATS</u></b></p> <ul style="list-style-type: none"> <li>Budget</li> <li>Population</li> <li>Public Trust</li> <li>Natural Disasters</li> <li>Recruitment</li> <li>Call Volume</li> </ul>

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## Strategic Plan Overview

The Strategic Plan Overview provides a high-level look at the organization's key priorities and initiatives for the coming years. Serving as an overarching guide, it translates the mission, vision, and values into actionable strategies that drive growth, efficiency, and community impact. It is made up of four main features: **strategic pillars**, **owners** and group members, **desired outcomes**, and **strategic goals**. This Strategic Plan was developed in alignment with the Winter Park's community plans, aligning fleet priorities with broader jurisdictional goals and long-term development strategies.

### STRATEGIC PILLARS

Strategic pillars define the core operational areas that shape the effectiveness and impact of the fire service. During the strategic planning process, Winter Park Fire-Rescue's internal stakeholders evaluated all service areas within the system to identify the key activities that form these pillars. As a result, they established five strategic pillars:



Office of  
Fire Marshal



Operations



Training



Administration



Wellness



### OWNERS & GROUP MEMBERS

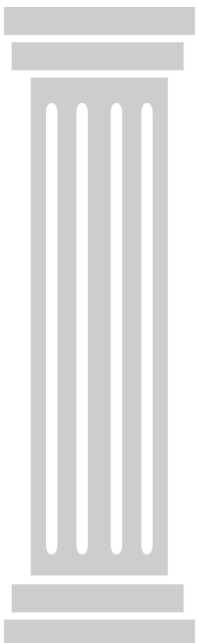
Each Strategic Pillar is led by an owner who provides direction, aligns initiatives with the organization's mission, and monitors progress. Group members contribute expertise, support implementation, and evaluate results. Together, they drive each pillar's efforts, keeping it focused and aligned within the broader strategic plan.

### DESIRED OUTCOMES

Desired Outcomes define the long-term impact of each Strategic Pillar, articulating its purpose and role within the organization. These statements serve as a guiding vision, shaping the priorities and strategies needed to achieve meaningful progress.

### STRATEGIC GOALS

To advance each Desired Outcome, pillar groups identified Strategic Goals that establish broad priorities for action. These goals set the foundation for progress, aligning efforts with the organization's long-term vision while providing a structured focus for measurable results.



# Strategic Plan Overview

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	<p><b>Winter Park Fire-Rescue</b></p> <p>Office of the Fire Marshal</p> <p>Fire Marshal Jim Santoro</p> <p>Deputy Fire Marshal Allen Post</p>	<p><b>Mission</b></p> <p>The Winter Park Fire-Rescue Department's Mission is to protect and preserve our community through the prompt and professional delivery of service.</p>	<p><b>Vision</b></p> <p>To be one of the most respected and high-performing fire and emergency services 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.</p>	<p><b>Values</b></p> <p>Compassion Accountability Respect Empathy</p>
Pillar	<p><b>Operations</b></p> <p>Division Chief Chris Gattis</p> <p>Battalion Chief Damien Pillay</p>	<p><b>Training</b></p> <p>Battalion Chief Jeff Spinelli</p> <p>Battalion Chief Eric Wheaton</p>	<p><b>Administration</b></p> <p>Division Chief Wales</p> <p>Division Chief Devlin</p>	<p><b>Wellness</b></p> <p>Battalion Chief Eric Wheaton</p> <p>Firefighter/Paramedic Brian Driscoll</p>
Desired Outcome	<p>Quickly and safely resolve all incidents</p>	<p>Deliver specific, consistent, and relevant training</p>	<p>Align with department needs to provide efficient leadership with accountable service</p>	<p>Increase physical and mental resiliency</p>
FY26 Strategic Goal	<p>Increase operational capacity</p>	<p>Identify priority operations, research &amp; create ways to collect data.</p>	<p>Evaluate direction &amp; objectives of new and current projects</p>	<p>Strengthen fitness, resilience, and injury prevention.</p>
FY27 Strategic Goal	<p>Maintain GAAS/ CQSE accreditation</p>	<p>Train, coach, and mentor</p>	<p>Long term project focus</p>	<p>Improve work-life balance and organizational culture.</p>
FY28 Strategic Goal	<p>Implement new CAD</p>	<p>Re-evaluate and adjust new initiatives</p>	<p>Re-evaluate Long-Term Projects and Identify New Opportunities</p>	<p>Establish a health and wellness infrastructure.</p>
Horizon Issues	<p>Lead time on vehicles New station 60</p>	<p>Attrition - Budget</p>	<p>Escalating cost of construction</p>	<p>Florida H.B. 929 Asset/infrastructure funding for wellness</p>
Key Performance Indicator	<p>Achieve 50% ROSC based on Ustein survival ratings criteria for sustainable rhythms</p>	<p>90% of members are at or above identified operational benchmarks</p>	<p>90% of objectives completed on-time and within budget.</p>	<p>Decrease days lost to duty injuries by 25%</p>
Pillar Team Members	<p>Vonda Jones Brent Phillips Anthony Dejeus Kenneth Thompson</p>	<p>Nick Johnston</p>	<p>Zack Holton Greg Quigley Thomson Thome Deanna Baron</p>	<p>Brittany Kelly Christina Eldert Jack Timms Blakely Vaseen</p>

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## Operational Plan Overview

The Operational Plan translates strategic objectives into actionable steps, outlining how each Strategic Pillar will approach implementation at a functional level. It provides a structure for coordinated action across departments, aligning daily operations and specific projects with long-term strategy.

## Operational Plan Development

The Operational Plans were developed through a collaborative, group-driven process, translating elements from the Strategic Plan into more granular, actionable steps. While the Strategic Plan outlines the organization's long-term direction and priorities, the Operational Plans serve as detailed extensions, breaking down each Strategic Pillar into specific components that guide day-to-day execution.



Each Operational Plan follows a structured, tiered approach by drawing together the desired outcomes and strategic goals from the strategic plan and adding the measurable objectives and time-bound tasks.

### OBJECTIVES

Objectives are specific, measurable steps that advance each Strategic Goal in alignment with the

### TASKS

Tasks are concrete actions required to implement strategies, track progress, and achieve Desired



The result is a comprehensive, well-informed set of Operational Plans that bridge the gap between strategic vision and on-the-ground execution.

The following pages present the Operational Plans for each Strategic Pillar, detailing how the Strategic Plan translates into actionable steps. Each plan refines the broader Desired Outcomes and Strategic Goals into Objectives and Tasks, creating a manageable pathway for implementation.

# Strategic Pillar | Administration

## FY-26 to FY-28 Operational Plan

<b>Owner:</b>	Zack Holton
<b>Backup p:</b>	Greg Quigley Thomson Thome Deanna Barron

## Administration

**Desired Outcome:**  
Align with department needs to provide efficient leadership with accountable service

## METRICS

24	Not Started (100%)	Q1	Q2	Q3	Q4
0	In Process (0%)				
0	On Hold (0%)				
0	Completed (0%)				
24	<b>Total Tasks</b>				

### 2026 Year 2 Strategic Goal

Evaluate direction & objectives of new and current projects

### 2027 Year 3 Strategic Goal

Long term project focus

### 2028 Year 3 Strategic Goal

Re-evaluate Long-Term Projects and Identify New Opportunities

#### FY26 Objective 1:

Assist on CAD and Training Center Construction (in other pillars)	Owner:	Wales/Vonda			
	Status:	Q1	Q2	Q3	Q4
Task 1. Provide information on processes for CAD	Not Started	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Task 2. Provide information on processes for new TC	Not Started	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Task 3		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 4		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 5		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### FY27 Objective 1:

Continued work on CAD and TC (in other pillars)	Owner:	Wales/Vonda			
	Status:	Q1	Q2	Q3	Q4
Task 1. Provide information for CAD	Not Started	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Task 2. Provide information for TC	Not Started	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Task 3		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 4		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 5		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### FY28 Objective 1:

Continued support on delivery and implementation of CAD and TC (in other pillars)	Owner:	Wales/Vonda			
	Status:	Q1	Q2	Q3	Q4
Task 1. Provide information for CAD	Not Started	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Task 2. Provide information for TC	Not Started	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Task 3. Finalize financial accounting records for CAD	Not Started	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 4. Finalize financial accounting records for TC	Not Started	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 5		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### FY26 Objective 2:

Capital improvement planning	Owner:	Wales/Devlin			
	Status:	Q1	Q2	Q3	Q4
Task 1. Assist with LP-35 and power load rep (in ops)	Not Started	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 2. Research grants and non-GOF funding	Not Started	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Task 3. E-61, P-64, P-62 Replacement	Not Started	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Task 4. Station 62 evaluation	Not Started	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Task 5. Combined PD/FD fitness center feasibility eval.	Not Started	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

#### FY27 Objective 2:

Capital Improvement	Owner:	Wales/Devlin			
	Status:	Q1	Q2	Q3	Q4
Task 1. Continued roll out of LP-35's	Not Started	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 2. Continued monitoring of new apparatus orders	Not Started	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Task 3. Develop specs for new portable radios	Not Started	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Task 4. Finalize Station 62 Improvement plan	Not Started	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Task 5. Research PFAS free bunker gear	Not Started	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

#### FY28 Objective 2:

Capital Improvement	Owner:	Wales/Devlin			
	Status:	Q1	Q2	Q3	Q4
Task 1. Begin design of station 60	Not Started	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Task 2. Conduct improvements at station 62	Not Started	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Task 3. Evaluate infrastructure needs at stations 61/64	Not Started	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Task 4. Place new radios into service	Not Started	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Task 5. Place new apparatus into service	Not Started	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

#### FY26 Objective 3:

	Owner:	Wales/Devlin			
	Status:	Q1	Q2	Q3	Q4
Task 1		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 2		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 3		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 4		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 5		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### FY27 Objective 3:

Capital Improvement cont'd	Owner:	Wales/Devlin			
	Status:	Q1	Q2	Q3	Q4
Task 1. Fund new PFAS free bunker gear	Not Started	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 2		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 3		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 4		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 5		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### FY28 Objective 3:

	Owner:	Wales/Devlin			
	Status:	Q1	Q2	Q3	Q4
Task 1. Fund new PFAS free bunker gear	Not Started	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 2		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 3		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 4		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 5		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Pillar Page 1 of 1

Last Updated:



# WPFD STRATEGIC PLAN

# Strategic Pillar | Operations

## FY-26 to FY-28 Operational Plan

**Owner:** Division Chief Chris Gattis

**Backup:** Battalion Chief Damien Pillay

**Pillar Members:**  
 Vonda Jones  
 Brent Phillips  
 Anthony Dejesus  
 Kenneth Thompson

### 2026 - Year 1 Strategic Goal

Increase operational capacity

#### FY26 Objective 1:

Owner:	Fire Chief
R64 in service full time	
Status:	Q1 Q2 Q3 Q4
Task 1 Obtain funding	Not Started <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Task 2 Hire additional personnel	Not Started <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Task 3 onboard new employees	Not Started <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
Task 4	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Task 5	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

#### FY26 Objective 2:

Owner:	
Order eleven Lifepack 35's and 2 Rescue units	
Status:	Q1 Q2 Q3 Q4
Task 1 Secure quotes from vendors	Not Started <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Task 2 Confirm funding	Not Started <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Task 3 Select vendor	Not Started <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Task 4 Take delivery of Lifepacks	Not Started <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
Task 5 Train crews	Not Started <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>

#### FY26 Objective 3:

Owner:	
Form CAD committee to develop specifications	
Status:	Q1 Q2 Q3 Q4
Task 1 Decide on team size and makeup	Not Started <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Task 2 Lay out CAD timeline and meeting frequency	Not Started <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Task 3 Begin work on CAD specs	Not Started <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Task 4 Complete CAD specs	Not Started <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
Task 5	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

## Operations

### Desired Outcome:

Quickly and safely resolve all incidents

### 2027 - Year 2 Strategic Goal

Maintain CAAS/ CPSE accreditation

#### FY27 Objective 1:

Owner:	Brent
CPSE Re-Accreditation	
Status:	Q1 Q2 Q3 Q4
Task 1 Work through pre-site visit requirements	Not Started <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Task 2 Conduct site visit	Not Started <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
Task 3 Conduct hearing and obtain Re-accred status	Not Started <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
Task 4	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Task 5	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

#### FY27 Objective 2:

Owner:	
CAAS Re-Accreditation	
Status:	Q1 Q2 Q3 Q4
Task 1 Complete pre-site visit requirements	Not Started <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Task 2 Conduct site visit	Not Started <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
Task 3 Conduct hearing and obtain Re-accred status	Not Started <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
Task 4	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Task 5	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

#### FY27 Objective 3:

Owner:	
Issue CAD Request for Proposal (RFP) for fire department	
Status:	Q1 Q2 Q3 Q4
Task 1 Finalize document	Not Started <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Task 2 Legal review	Not Started <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Task 3 Make any necessary adjustments	Not Started <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
Task 4 Issue RFP	Not Started <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
Task 5	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

## METRICS

**Pillar Page 1 of 1**  
**Last Updated:** 7/11/25

	Q1	Q2	Q3	Q4
30 Not Started (100%)				
0 In Process (0%)				
0 On Hold (0%)				
0 Completed (0%)				
30 Total Tasks	3	3	3	3
	3	3	4	1
	3	3	4	2

### 2028 - Year 3 Strategic Goal

Implement new CAD

#### FY28 Objective 1:

Owner:	
Implement new CAD system	
Status:	Q1 Q2 Q3 Q4
Task 1 Contract signed	Not Started <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Task 2 CAD provisioning	Not Started <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Task 3 Training and go - live	Not Started <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
Task 4	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Task 5	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

#### FY28 Objective 2:

Owner:	
2 new Rescues ready for service	
Status:	Q1 Q2 Q3 Q4
Task 1 Final inspection of rescues	Not Started <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Task 2 Take delivery	Not Started <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Task 3 Uprift and equip	Not Started <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
Task 4 Training and place into service	Not Started <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
Task 5 Rotate old rescues into reserve	Not Started <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>

#### FY28 Objective 3:

Owner:	
2 new Rescues ready for service	
Status:	Q1 Q2 Q3 Q4
Task 1 Final inspection of rescues	Not Started <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Task 2 Take delivery	Not Started <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Task 3 Uprift and equip	Not Started <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
Task 4 Training and place into service	Not Started <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
Task 5 Rotate old rescues into reserve	Not Started <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>



# WPFD STRATEGIC PLAN

# Strategic Pillar | Office of the Fire Marshal

# WPDF STRATEGIC PLAN



### Office of the Fire Marshal

**Desired Outcome:**  
Reduce fires and injuries through inspections and community education

### Pillar Page 1 of 1

Last Updated: 7/11/25

	Q1	Q2	Q3	Q4
30 Not Started (97%)	6	4	3	4
0 In Process (0%)				
0 On Hold (0%)				
0 Completed (0%)				
<b>31 Total Tasks</b>	<b>6</b>	<b>3</b>	<b>6</b>	<b>3</b>

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### FY-26 to FY-28 Operational Plan

**Owner:** Fire Marshal Jim Santoro

**Backup:** Deputy Fire Marshal Alen Post

### 2028 - Year 3 Strategic Goal

Meet inspection goal, evaluate effectiveness on pub ed plan and evaluate fire marshal

---

### FY-26 to FY-28 Operational Plan

**Owner:** Fire Marshal Jim Santoro

**Backup:** Deputy Fire Marshal Alen Post

### 2027 - Year 2 Strategic Goal

Increase inspections, implement pub Ed plan and hire/ train new fire marshal

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### FY-26 to FY-28 Operational Plan

**Owner:** Fire Marshal Jim Santoro

**Backup:** Deputy Fire Marshal Alen Post

### 2026 - Year 1 Strategic Goal

Develop plan to increase inspections, track public education effort and continue succession plan

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#### FY26 Objective 1:

Meet 90% inspection goal

Task 1	Form the team	Not Started	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 2	Partner with public education specialist	Not Started	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Task 3	Research community risks	Not Started	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 4	Collect data	Not Started	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 5	Develop PE materials and programs	Not Started	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### FY27 Objective 1:

Meet 95% inspection goal

Task 1	Identify partners	Not Started	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 2	Plan PE events	Not Started	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 3	Deliver presentations	Not Started	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Task 4	Seek and evaluate participant feedback	Not Started	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Task 5	Track and report data on PE events	Not Started	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

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#### FY26 Objective 2:

Develop plan to track and improve public education efforts

Task 1	Form the team	Not Started	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 2	Partner with public education specialist	Not Started	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Task 3	Research community risks	Not Started	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 4	Collect data	Not Started	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 5	Develop PE materials and programs	Not Started	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### FY28 Objective 1:

Meet 100% inspection goal

Task 1	Evaluate inspection goal	Not Started	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Task 2	Evaluate productivity of new inspectors	Not Started	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Task 3	Evaluate new FM		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 4			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 5			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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#### FY26 Objective 3:

Continue succession planning efforts for Fire Marshal transition

Task 1	Develop list of training goals	Not Started	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 2	Evaluate current staff for promotion	Not Started	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 3	Provide additional training	Not Started	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 4	Evaluate progress	Not Started	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Task 5			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### FY28 Objective 2:

Examine effectiveness of new public education plan

Task 1	Report on feedback	Not Started	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Task 2	Compare curriculum to changing risks	Not Started	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Task 3			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 4			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 5			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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#### FY27 Objective 3:

Hire new or promote and train Fire Marshal

Task 1	Decide on candidate pool	Not Started	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 2	Finalize training plan	Not Started	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 3	Establish 1st year FM goals	Not Started	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 4	Complete hiring process	Not Started	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Task 5			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### FY28 Objective 3:

Evaluate performance of new Fire Marshal

Task 1	Evaluate new FM performance towards goals	Not Started	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Task 2	Adjust training as needed	Not Started	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Task 3			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 4			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 5			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# Strategic Pillar | Training

## FY-26 to FY-28 Operational Plan

<b>Owner:</b>	Battalion Chief Jeff Spinelli
<b>Pillar Members:</b>	Nick Johnston
<b>Backup:</b>	

### 2026 Year 2 Strategic Goal

Identify priority operations, research & create ways to collect data.

#### FY26 Objective 1:

Identify Priority Operations	Owner: Spinelli/Wheaton				
	Status:	Q1	Q2	Q3	Q4
Task 1 Develop Budget and Build Training Division	Not Started	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 2 Evaluate Fire/EMS Operations & Special Ops	Not Started	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 3 New Hire Orientation	Not Started	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Task 4 Officer Academy	Not Started	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Task 5 Company & Multi-Company Level Training	Not Started	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### FY26 Objective 2:

Collect and Evaluate Training Data	Owner: Wheaton/Johnston				
	Status:	Q1	Q2	Q3	Q4
Task 1 Research Best Practices	Not Started	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 2 Collaborate with Outside Agencies	Not Started	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 3 Define Common Goals & Language	Not Started	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Task 4 Build Data Collection Platform	Not Started	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 5 Build Roadmap - How to use data	Not Started	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### FY26 Objective 3:

Rollout First Round Beta Test	Owner: Spinelli/Wheaton				
	Status:	Q1	Q2	Q3	Q4
Task 1 Job Performance Indicators	Not Started	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Task 2 Data Input	Not Started	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Task 3 Analyze and Share Data with Members	Not Started	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Task 4 Identify Training Gaps	Not Started	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Task 5 Create Training Plans and Share	Not Started	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

## PILLAR Training

### Desired Outcome:

Deliver specific, consistent, and relevant training

### 2027 Year 3 Strategic Goal

Train, coach, and mentor

#### FY27 Objective 1:

Implement training plan	Owner: Spinelli/Wheaton				
	Status:	Q1	Q2	Q3	Q4
Task 1 Determine budget amount and source	Not Started	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 2 Consistent schedule of outside speakers	Not Started	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 3 Schedule multi-company training	Not Started	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Task 4 Provide resources for company level fire training	Not Started	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Task 5 Provide a conference training calendar	Not Started	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### FY27 Objective 2:

Specialized Training	Owner: Spinelli/Wheaton				
	Status:	Q1	Q2	Q3	Q4
Task 1 Create officer development program	Not Started	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Task 2 Conduct officer development training	Not Started	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Task 3 Examine new hire orientation	Not Started	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 4		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 5		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### FY27 Objective 3:

New Fire Academy	Owner: Fire Chief				
	Status:	Q1	Q2	Q3	Q4
Task 1 Secure funding	Not Started	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 2 Complete design	Not Started	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Task 3 Select construction manager	Not Started	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Task 4		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 5		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## METRICS

36	Not Started (100%)	<b>Pillar Page 1 of 1</b>			
0	In Process (0%)	<b>Last Updated: 7/11/25</b>			
0	On Hold (0%)	Q1	Q2	Q3	Q4
0	Completed (0%)	FY25	4	4	8
36	Total Tasks	FY26	4	3	4
		FY27	2	3	4

### 2028 Year 3 Strategic Goal

Re-evaluate and adjust new initiatives

#### FY28 Objective 1:

Evaluate effectiveness of new training programs	Owner: Spinelli/Wheaton				
	Status:	Q1	Q2	Q3	Q4
Task 1 Gather data and create report	Not Started	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 2 Present data to members	Not Started	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 3 Gather feedback	Not Started	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Task 4 Adjust training methodology	Not Started	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Task 5 Schedule next training cycle	Not Started	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

#### FY28 Objective 2:

New Fire Academy	Owner: Fire Chief				
	Status:	Q1	Q2	Q3	Q4
Task 1 Bid out project	Not Started	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 2 Construction	Not Started	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Task 3 Bid Equipment	Not Started	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 4 Take delivery of equipment	Not Started	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Task 5 Establish use protocols and go live	Not Started	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

#### FY28 Objective 3:

	Owner:				
	Status:	Q1	Q2	Q3	Q4
Task 1		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 2		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 3		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 4		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task 5		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



# WPFD STRATEGIC PLAN

# Strategic Pillar | Wellness

# WPFD STRATEGIC PLAN



FY-26 to FY-28 Operational Plan		Wellness		Pillar Page 1 of 1																																																																																																																																																																																				
<b>Owner:</b> Battalion Chief Eric Wheaton	<b>Pillar Members:</b> Brittany Kelly Christina Eldert Jack Timms Blakely Vasen	<b>Desired Outcome:</b> Increase physical and mental resiliency		<b>Last Updated:</b>																																																																																																																																																																																				
<b>Backup:</b> Firefighter/Paramedic Brian Driscoll		<b>2026 Year 2 Strategic Goal</b> Strengthen fitness, resilience, and injury prevention.		<table border="1"> <tr> <td>26</td> <td>Not Started (100%)</td> <td>Q1</td> <td>Q2</td> <td>Q3</td> <td>Q4</td> </tr> <tr> <td>0</td> <td>In Process (0%)</td> <td>4</td> <td>3</td> <td>4</td> <td>4</td> </tr> <tr> <td>0</td> <td>On Hold (0%)</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>0</td> <td>Completed (0%)</td> <td>3</td> <td>5</td> <td>3</td> <td>2</td> </tr> <tr> <td>26</td> <td><b>Total Tasks</b></td> <td>1</td> <td>1</td> <td>1</td> <td>1</td> </tr> </table>		26	Not Started (100%)	Q1	Q2	Q3	Q4	0	In Process (0%)	4	3	4	4	0	On Hold (0%)					0	Completed (0%)	3	5	3	2	26	<b>Total Tasks</b>	1	1	1	1																																																																																																																																																					
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<b>2026 Year 2 Strategic Goal</b> Strengthen fitness, resilience, and injury prevention.	<b>2027 Year 3 Strategic Goal</b> Improve work-life balance and organizational culture.	<b>2028 Year 3 Strategic Goal</b> Establish a health and wellness infrastructure.																																																																																																																																																																																						
<b>FY26 Objective 1:</b> Establish 1 peer support representative per shift+ 1 in 40 hour role	<b>FY27 Objective 1:</b> Establish more public safety family events	<b>FY28 Objective 1:</b> FD/PO gym remodel	<b>FY26 Objective 2:</b> Invite 3rd party fitness programs	<b>FY27 Objective 2:</b> Relocate reserve apparatus to optimize current bay space used for wellness activities	<b>FY28 Objective 2:</b> Evaluate station G2 remodel (in admin pillar)																																																																																																																																																																																			
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Task 1 Research fitness/nutrition apps with beta test	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Not Started																																																																																																																																																																																			
Task 2 Use city purchasing process to select/purchase app	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Not Started																																																																																																																																																																																			
Task 3 Implement use of app	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Not Started																																																																																																																																																																																			
Task 4 Evaluate aggregate data	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not Started																																																																																																																																																																																			
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Task 2 Obtain estimates on cost of gear	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Not Started																																																																																																																																																																																			
Task 3 Work with admin pillar to create replacement plan	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Not Started																																																																																																																																																																																			
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# WPFD STRATEGIC PLAN



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## Looking Ahead: Commitment to Action

The completion of this Strategic Plan marks an important milestone in Winter Park Fire-Rescue Department's ongoing efforts to enhance its services, strengthen its operations, and align with the evolving needs of the community. This plan is not a static document but a living framework that will guide decision-making, resource allocation, and continuous improvement over the coming years.

### SUSTAINING PROGRESS

Achieving the objectives outlined in this plan requires ongoing commitment, accountability, and adaptability. Organizational leadership, stakeholders, and community partners will play key roles in monitoring progress, evaluating outcomes, and making necessary adjustments to remain responsive to emerging challenges and opportunities.

### NEXT STEPS

**Implementation & Execution** Teams will begin working on the actionable steps outlined in their operational plans.



**Monitoring & Evaluation** Progress will be tracked through performance measures, with regular check-ins to assess effectiveness.

**Adjustments & Growth** As conditions evolve, the strategic plan will be revisited and refined to ensure continued alignment with organizational goals.

### RELATIONAL COORDINATION

The recommended meeting cadence is designed to translate strategy into action by leveraging the seven Relational Coordination (RC) dimensions identified by Dr. Jody Hoffer Gittel. Relational coordination is effective communication and strong relationships that enhances task integration within organizations.

When supported by the right structures, it strengthens an organization's ability to achieve key outcomes, including quality, safety, efficiency, financial stability, well-being, learning, and innovation. This approach is especially critical in highly interdependent, uncertain, and time-sensitive environments, helping teams navigate both crisis situations and everyday challenges with greater coordination and resilience.

#### Relational Coordination Dimensions



# WPFD STRATEGIC PLAN



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## Looking Ahead: Accountability Plan



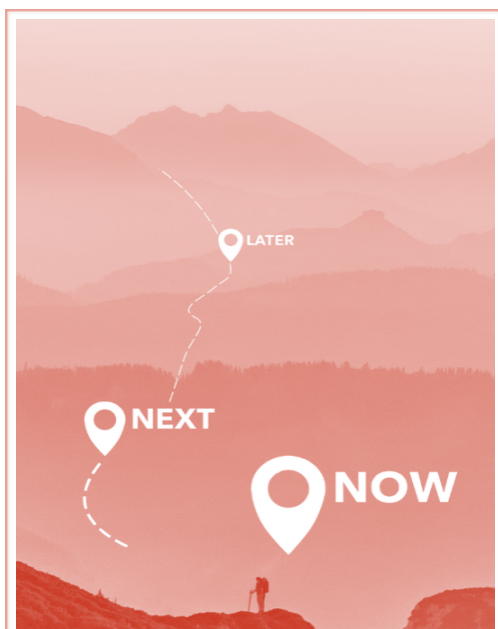
**Every week**, teams representing the department's major functional areas (pillars) should hold a 30-minute meeting to discuss (1) key accomplishments, (2) lessons learned, (3) priorities for the upcoming week, and (4) support needed. These discussions serve as a checkpoint, aligning ongoing work with the strategic and operational plans to keep efforts focused and consistent.



**Every month** at command staff/leadership meetings the operational plan should be updated. Each goal and objective should be marked as not started, in process, or complete. The same set of questions is offered for (1) major accomplishments, (2) learning, (3) focus for the upcoming month, and (4) help needed.



**Every 6 months**, the entire strategic planning team reconvenes to update each pillar's operational plan and discuss (1) major accomplishments, (2) key learnings, (3) priorities for the next 6 months, and (4) support needed. The team also reviews the overall direction, goals, objectives, and tasks to confirm their continued relevance. Adjustments may be necessary based on external factors, making it common to modify, pause, or refine goals as needed.



### A SHARED VISION FOR THE FUTURE

The success of this plan relies on the collaborative efforts of all stakeholders, whose engagement and commitment drive meaningful progress. By working together, the Winter Park Fire-Rescue Department will continue to be a resilient, forward-thinking, and community-driven organization, capable of adapting to evolving needs while remaining steadfast in its mission.

Fitch & Associates recognizes the dedication and hard work of all participants in this process. Their insights, expertise, and commitment to excellence have strengthened the foundation for long-term growth, sustainable impact, and a future that reflects the collective priorities and values of the organization and the community it serves.

Rosemount Fire Department, MN

**FITCH**

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& ASSOCIATES