

OCEAN CITY-WRIGHT FIRE CONTROL DISTRICT

2022-2027 STRATEGIC PLAN



Center for
Public Safety
Excellence

Message from the Fire Chief

It is my privilege to present the 2022 through 2027 Strategic Plan. The Ocean City-Wright Fire Control District has a deep community service tradition. This plan is our promise to continue providing high-quality services for all our residents and visitors to the Fire District. This document will also guide our management decisions, organizational structure, and efficient use of Fire District resources. A broad cross-section of community leaders, business and non-profit representatives, and partners from local healthcare systems participated in expressing what was important to them in the delivery of modern fire and emergency medical services. Through this effort, we identified community expectations, concerns, and priorities.

The Ocean City-Wright Fire Control District members 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 and peers with a diverse group of ethnicities, generations, backgrounds, and years of service. Our members did more than create a strategic plan; they developed new norms, behaviors, and expectations for our organization. It is the goal of the Ocean City-Wright Fire Control District 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 Fire District and workforce evolve. We will have to make progressive modifications to stay competitive in the constantly changing fire and emergency medical service industry. The strategic plan process offered inspirational glimpses of the potential successes the Fire District can achieve.

The Ocean City-Wright Fire Control District has a long history of service to the community, which is the sole reason we exist. We should never forget the service portion of being a fire and emergency service agency. In closing, I want to thank the dedicated members of the Fire District, our Fire Commissioners, and our community stakeholders for their continued support of this great organization. We look forward to continuing to serve our community each day.

In service,

W. Mark Bundrick

W. Mark Bundrick, Fire Chief

OCEAN CITY-WRIGHT FIRE CONTROL DISTRICT STRATEGIC PLAN

Table of Contents

Organizational Background	1
Organizational Structure.....	1
Community-Driven Strategic Planning.....	2
Process and Acknowledgements.....	3
Community Group Findings	4
Community Priorities.....	4
District Stakeholder Group Findings	5
Mission.....	6
Values.....	7
Programs and Services.....	7
SWOT Analysis	8
Critical Issues and Service Gaps.....	8
Strategic Initiatives.....	8
Goals and Objectives.....	9
Vision.....	24
Performance Measurement	25
The Success of the Strategic Plan	26
Glossary of Terms, Acronyms, and Initialisms.....	27
Appendix 1 – Community Comments	29
Community Expectations.....	29
Areas of Community Concern	30
Positive Community Feedback	31
Other Thoughts and Comments.....	32
Appendix 2 - SWOT	33
Strengths.....	33
Weaknesses	34
Opportunities	35
Threats.....	35
Appendix 3 – Critical and Service Gap Issues	36





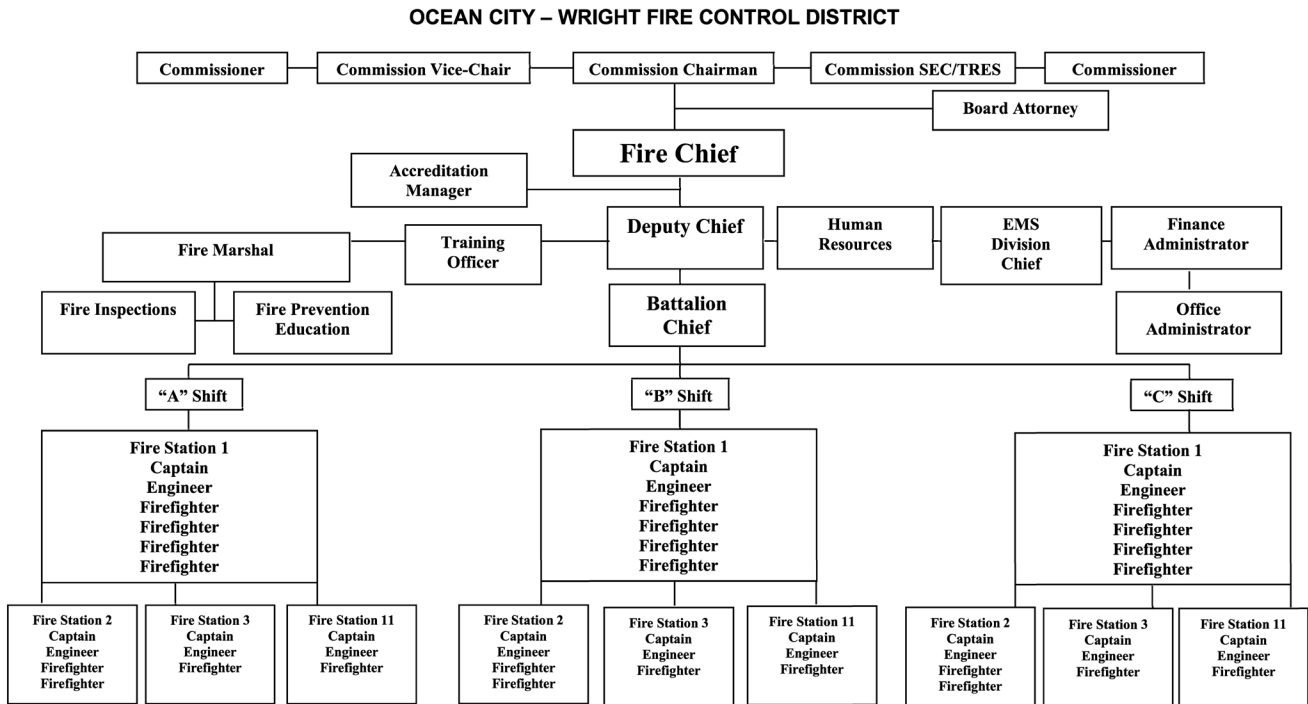
Organizational Background

The Ocean City-Wright Fire Control District was first organized in 1962. Over the years, the organization evolved from its original all-volunteer form to the present all-hazards response team. The Ocean City-Wright Fire Control District’s personnel have been highly effective in providing services and community involvement.

The district serves an approximate population of 67,000 residents. In addition, the local area has thousands of visitors and many others employed within the community. Growth and increase in population have and will provide for specific risks for which The OCWFCD considers, prepares, and deploys its resources and personnel.

Today, the district reflects on its history and remains committed to providing all-hazards emergency services and education to its community with courage, leadership, and duty. The Ocean City-Wright Fire Control District continues to honor its community with the provision of quality services through its proactive focus on risks and deployment from four stations that are located strategically throughout the 17.5 square miles of coverage area. Staffed to support the community, OCWFCD embraces its future vision and excellence in service delivery.

Organizational Structure





Community-Driven Strategic Planning

For many successful organizations, the community's voice drives their operations and charts the course for their future. A community-driven emergency service organization seeks to gather and utilize the needs and expectations of its community in the development and/or improvement of the services provided. To ensure that the community remains a focus of an organization's direction, a community-driven strategic planning process was used to develop this strategic plan.

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes the use of resources. Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process with no clear beginning and no defined end. While plans can be developed regularly, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a shared understanding of where the organization is going, how everyone involved can work toward that common purpose, and how progression and success will be measured.

The Community-Driven Strategic Planning Process Outline

1. Define the programs provided to the community.
2. Establish the community's service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization and aspects of the organization that the community views positively.
4. Revisit the mission statement, giving careful attention to the services and programs currently provided and which logically can be provided in the future.
5. Revisit the values of the organization's membership.
6. Identify the internal strengths and weaknesses of the organization.
7. Identify areas of opportunity or potential threats to the organization.
8. Identify the organization's critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.



Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community and district stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Mark Bundrick and the team of professionals that participated for their leadership and commitment to this process.

Development of this strategic plan took place in March 2022, beginning with meetings hosted by a representative from the CPSE for members of the community (as named in the following table). The district identified community stakeholders to ensure broad representation. The community stakeholders were comprised of some who reside or work within the Ocean City-Wright Fire Control District’s coverage area and some who were recipients of OCWFCD’s service(s).

Ocean City-Wright Fire Control District Community Stakeholders

Heidi Anderson	Kita Cummins	Bobbi Omarra
Terry Best-Rennahand	John Fitch	J.D. Peacock
Grady Carpenter	Mark Franks	Edward Robbeloth
Jared Cobb	John Holqiun	Skip Royster
Ted Corkoran	Bryan Jones	Keith Wood



Community Group Findings

A key element of the Ocean City-Wright Fire Control District’s organizational philosophy is having a high level of commitment to the community and recognizing the importance of community satisfaction. Thus, the district invited community representatives to provide feedback on services provided by the district by first providing a prioritized perspective of the programs and services. Additionally, input was gathered during the meeting that revolved around community expectations and concerns (prioritized) and positive and other comments about the organization. Specific findings of the community stakeholders are provided in the appendix. The district stakeholders utilized the full feedback from the community stakeholders in understanding the current challenges encountered within the organization. Additionally, the community stakeholders’ feedback provided a process to ensure alignment with the work completed on the organizational mission, values, vision, and goals for improvement.

Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, the Ocean City-Wright Fire Control District needs to understand what the customers consider to be their priorities. With that, the community stakeholders were asked to prioritize the programs offered by the district through a process of direct comparison. The results were as follows:

Programs	Ranking	Score
Fire Suppression	1	89
Emergency Medical Services	2	85
Hazardous Materials	3	59
Domestic Preparedness Planning and Response	4	57
Fire Prevention	5	45
Technical Rescue	6	42
Public Fire and Life Safety Education	7	24
Fire Investigation	8	19

See Appendix 1 for a complete list of the community findings, including expectations, areas of concern, positive feedback, and other thoughts and comments.



District Stakeholder Group Findings

The district stakeholder work sessions were conducted over three days. These sessions served to discuss the organization’s approach to community-driven strategic planning, focusing on the district’s mission, values, core programs, and support services. Additional focus was given to the organization’s perceived strengths, weaknesses, opportunities, and threats. The work sessions involved participation by a stakeholder group representing a broad cross-section of the district, as named and pictured below.

Ocean City-Wright Fire Control District Stakeholders

Jennifer Arne	Blake Good	Jared Nystrom	Paul Smith
Jennifer Benedict	Matthew Gregory	Jennifer Rimes	Michael Soto
Mark Bundrick	Jonathan Mette	Brad Sasser	Coral Torres-Heard
Cody Clark	Sean Nelson	Cale Secondine	Lincoln Williams
Clint Cooper			



District Stakeholders



Mission

The mission provides an internal aspect of the existence of an organization and, to a degree, an empowering consideration for all district members. The purpose of the mission is to answer the questions:

- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom?

A workgroup met to revisit the existing mission, and after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

The mission of Ocean City-Wright Fire Control District is to respond with highly trained, physically and mentally prepared professionals who protect, serve, and improve the health and safety of those in need.



District Stakeholders Work Session



Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values and proposed a revision that was discussed, enhanced further, and agreed upon by the entire group:

Commitment - Providing a high standard service to the community with a focus on preparedness and wellness.

Service - Professional emergency response delivery that is continuously evolving for the benefit of our community.

Protection - Dedicated to protecting life, community, and property.

Teamwork - Instilling a culture of integrity, passion, and perseverance.

The mission and values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up the Ocean City-Wright Fire Control District are guided in accomplishing the goals, objectives, and day-to-day tasks.

Programs and Services

To ensure a deeper focus exists in determining issues and gaps within an organization, there must be a delineation between core programs and supporting services. Core programs are those core deliverables provided by the district. Supporting services are all the internal and external programs and services that help the OCWFCD deliver its core programs.

The importance of understanding the difference is that issues and gaps may exist in core programs or supporting services, and the district's strategic approach may bring forth different considerations for improvement. Additionally, supporting services may be internal or external to the organization and requires understanding how the difference impacts their location within the analysis of strengths, weaknesses, opportunities, and threats if identified. Finally, it is important that the district stakeholders understand that to deliver the identified core programs, many local, state, and national supporting services support delivery.

Through a facilitated brainstorming session, the district stakeholders agreed upon the core programs provided to the community and many of the supporting services that support the programs. This session provided the sought understanding of the differences and the important key elements of the delineation.



SWOT Analysis

Through a SWOT analysis (strengths, weaknesses, opportunities, and threats), an organization candidly identifies its positive and negative attributes. The SWOT analysis also provides an opportunity for an organization to evaluate its operating environment for areas in which it can capitalize and those that pose a danger. District stakeholders participated in this activity to record OCWFCD’s strengths and weaknesses and the possible opportunities and threats. Information gathered through this analysis provides guidance toward the larger issues and gaps within the district. The information gleaned will assist the district in finding its broader critical issues and service gaps.

Appendix 2 consists of the SWOT data and analysis collected by the district stakeholders.



District Stakeholders Work Session

Critical Issues and Service Gaps

Following the identification and review of the district’s SWOT, two separate groups of district stakeholders met to identify themes as primary critical issues and service gaps (*found in Appendix 3*). The critical issues and service gaps identified by the stakeholders provide further guidance toward identifying the strategic initiatives, which will ultimately lend direction for developing goals, objectives, critical tasks, and timelines.

Strategic Initiatives

Based upon all previously captured information and the determination of critical issues and service gaps, the following strategic initiatives were identified as the foundation for the development of goals and objectives.

Human Resources	Physical Resources	Training
Health, Wellness, and Safety	External Communications	Accreditation



Goals and Objectives

To continuously achieve the mission of the Ocean City-Wright Fire Control District, realistic goals and objectives with timelines for completion must be established. These will serve to enhance strengths, address identified weaknesses, provide a clear direction, and address the concerns of the community. These should become a focus of the district’s efforts, as they will direct the organization to its desired future while reducing the obstacles and distractions along the way. Leadership-established work groups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with the OCWFCD’s leadership.

Goal 1

Improve and further develop a comprehensive workforce program that supports the commitment to individual development, organizational excellence, and community improvement.

Objective 1A	Evaluate and improve recruitment efforts to ensure effective staffing which supports a high level of community service.	
Timeframe	18-24 months	Assigned to:
Critical Tasks	<input type="checkbox"/> Reenergize and staff a hiring committee to ensure the following groups are represented: <ul style="list-style-type: none"> ○ Line and personnel ○ Prevention personnel ○ Administrative personnel <input type="checkbox"/> Task committee to inventory current recruitment efforts. <input type="checkbox"/> Task committee to research and analyze industry best practices in recruitment. <input type="checkbox"/> Develop a recruiting strategy based on current efforts and industry best practices. <ul style="list-style-type: none"> ○ Consider college instructor opportunities ○ Consider career fair opportunities ○ Consider college and technical school recruitment visits ○ Consider scholarship programs <input type="checkbox"/> Submit recruiting strategy to the fire chief for approval. <input type="checkbox"/> Implement the recruiting strategy. <input type="checkbox"/> Review progress biannually (January and July). <input type="checkbox"/> Revise as needed.	



Objective 1B **Develop and implement an effective strategy for retaining tenured employees, to support continuity of operations.**

Timeframe 18-24 months **Assigned to:**

- Staff a retention committee and ensure the following groups are represented:
 - Line personnel
 - Prevention personnel
 - Administrative personnel
 - Union personnel
- Conduct a retention and department climate survey to determine employee’s preference for benefits and workplace conditions to:
 - Improve employee onboarding process.
 - Improve employee exit process to capture satisfaction deficits.
 - Develop and implement annual department climate survey.
- Task committee to inventory current:
 - Benefits
 - Morale
 - Leadership involvement/engagement
 - Training opportunities
 - Incentive opportunities
- Task committee to research benefit and or initiatives shortfalls and district resources.
- Construct a benefits package based on research.
- Propose newly constructed benefit package to fire chief for approval.
- Submit the fire chief-approved benefit package to the commission for approval.
- Implement benefit package.
- Task committee and administrative personnel to implement morale, leadership involvement/engagement, training, and incentive opportunity remedies garnered from the annual department climate survey.
- Conduct a department climate survey annually to monitor employee satisfaction.
- Revise department climate survey as needed.

Critical Tasks



Objective 1C Encourage professional growth and create leadership opportunities to develop the next generation of leaders.

Timeframe 12-18 months **Assigned to:**

- Task personnel of the grade of captain to identify engineer training shortfalls and develop an engineer preparation course.
- Task personnel of the grade of battalion chief to identify captain training shortfalls and develop a captain preparation course.
- Task personnel of the grade of battalion chief and division chief to identify battalion chief training shortfalls and develop a battalion chief preparation course.

Critical Tasks

- Task division chief to recruit prospective paramedics from the employee pool and communicate department needs and requirements for advanced certifications.
- Implement preparation courses.
- Create pre- and post-assessment tools to measure employee positional understanding and task knowledge.
- Review preparation courses bi-annually.
- Revise preparation courses as needed.



Goal 2

Develop and improve OCWFCD facilities, vehicles, and equipment to provide the highest level of service to our community.

Objective 2A	Identify and renovate district facilities to ensure safety and functionality, and improve the quality of life for employees.	
Timeframe	12-24 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Select a board consisting of line personnel and administrative staff. <input type="checkbox"/> Assign board to develop station renovation survey. <input type="checkbox"/> Conduct station renovation survey to identify needs at each facility with an expected return of thirty days. <input type="checkbox"/> Assign board to analyze station renovation survey results. <input type="checkbox"/> Assign the board to develop recommended priority list based on survey results. <input type="checkbox"/> Assign board to submit results to fire chief within thirty days of board analysis for approval and funding. <input type="checkbox"/> Assign board to obtain bids and perform procedures for RFP or RFQ, as required. <input type="checkbox"/> Assign board to review and submit budget package to fire chief/board of fire commissioners. <input type="checkbox"/> Seek Funding through outside sources or allocation through the fiscal year budget. <input type="checkbox"/> Upon funding approval, assign the board to begin renovation work scheduling. <input type="checkbox"/> Assign the board to appoint a project manager to oversee construction. <input type="checkbox"/> Project manager will update the board weekly on construction progress. <input type="checkbox"/> Upon project(s) completion, the board will provide the fire chief/board of fire commissioners final project report. <input type="checkbox"/> Assign the board to annually review and confirm we are accomplishing the objective of ensuring safety and functionality of district facilities. 	



Objective 2B Determine critical areas for service within the district to establish the need for additional stations or training facilities.

Timeframe	12-36 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Select a board consisting of line personnel and administrative staff. <input type="checkbox"/> Assign the board to review the Standards of Cover (SOC) study to identify the need for additional stations/training facilities within the district. <input type="checkbox"/> Assign the board to develop a priority list based on SOC results. <input type="checkbox"/> Assign board to submit results to fire chief within thirty days of board analysis for approval and funding. <input type="checkbox"/> Assign board to obtain bids and/or perform procedures for RFP or RFQ, as required. <input type="checkbox"/> Assign board to review and submit budget package to fire chief/board of fire commissioners. <input type="checkbox"/> Seek Funding through outside sources or allocation through the fiscal year budget (i.e., Grants, State and County Appropriation, Foundation). <input type="checkbox"/> Upon funding approval, assign the board to begin construction work scheduling. <input type="checkbox"/> Assign the board to appoint a project manager to oversee construction. <input type="checkbox"/> Project manager will update the board weekly on construction progress. <input type="checkbox"/> Upon project(s) completion, the board will provide the fire chief/board of fire commissioners final project report. <input type="checkbox"/> Quarterly review data to determine the efficacy of the emergency response program. <input type="checkbox"/> Assign the board to annually review and confirm we are accomplishing the objective of identifying critical areas for service to ensure the community needs are met. 	

Objective 2C Identify and replace aging apparatus and service vehicles to ensure safe and reliable emergency response for our community.

Timeframe	3-36 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Select a board consisting of line personnel and administrative staff. <input type="checkbox"/> Assign the board to identify the need to replace aging apparatus/service vehicles. <input type="checkbox"/> Assign the board to develop a priority list based on the results found. <input type="checkbox"/> Assign board to submit results to fire chief within thirty days of board analysis for approval and funding. <input type="checkbox"/> Assign board to design apparatus based on needs of the community. <input type="checkbox"/> Assign board to obtain information for State of Florida awarded contracts and agreements or perform procedures for RFP. <input type="checkbox"/> Assign board to review and submit budget package to fire chief/board of fire commissioners. <input type="checkbox"/> Seek funding through outside sources or allocation through the fiscal year budget (i.e., Grants, State and County Appropriation, Foundation). <input type="checkbox"/> Upon funding approval, the board will assign a board member manager to oversee vehicle procurement. <input type="checkbox"/> Board manager will update the board quarterly on manufacturing progress. <input type="checkbox"/> Upon apparatus build completion, the board will provide the final project report to the fire chief/board of fire commissioners. <input type="checkbox"/> Annually review maintenance, repair, and expense data to identify future replacement needs. 	



Objective 2D	Determine the need to acquire new technological tools and replace outdated equipment to ensure exceptional services to our community.	
Timeframe	1-12 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Select a board consisting of line personnel and administrative staff. <input type="checkbox"/> Assign the board to identify the need to replace aging equipment. <input type="checkbox"/> Assign the board to develop a priority list based on the results found. <input type="checkbox"/> Assign board to submit results to fire chief within thirty days of board analysis for approval and funding. <input type="checkbox"/> Assign board to obtain bids and/or perform procedures for RFP as required. <input type="checkbox"/> Assign board to review and submit budget package to fire chief/board of fire commissioners. <input type="checkbox"/> Seek Funding through outside sources or allocation through the fiscal year budget (i.e., grants, state and county appropriation, foundation). <input type="checkbox"/> Upon funding approval, the board will assign a board member manager to oversee equipment procurement. <input type="checkbox"/> Board manager will update the board quarterly on manufacturing progress. <input type="checkbox"/> Upon receiving the equipment, the board will provide the final purchase report to the fire chief/board of fire commissioners. <input type="checkbox"/> Annually review maintenance, repair, and expense data to identify future replacement needs. 	

Goal 3

Strengthen existing fire and EMS training programs to align with state and federal statutory guidelines and maintain highly qualified professionals.

Objective 3A	Enhance the leadership and development program to ensure step-up roles meet or exceed department standards.	
Timeframe	9-12 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Appoint a training committee comprised of admin and line personnel, including battalion chief, captain, engineer, and firefighter. <input type="checkbox"/> Training committee will be responsible for all related activities. <input type="checkbox"/> Survey line personnel to identify strengths and weaknesses in current training. <input type="checkbox"/> Analyze data collected from surveys to develop a training plan. <input type="checkbox"/> Develop a list of required training props and consumables with associated costs. <input type="checkbox"/> Submit proposed training plan and budget request to fire chief for approval. <input type="checkbox"/> Implement training plan. <input type="checkbox"/> Review plan annually. <input type="checkbox"/> Revise as needed. 	



Objective 3B Strengthen existing training programs with surrounding agencies to promote a more cohesive operational relationship.

Timeframe	18 months	Assigned to:
Critical Tasks	<input type="checkbox"/> Expand the joint training committee to include OCSO and OCEMS. <input type="checkbox"/> Poll included agencies to determine all training needs. <input type="checkbox"/> Develop a training schedule that encompasses all agencies. <input type="checkbox"/> Seek funding and approval from department leadership. <input type="checkbox"/> Implement the new training plan. <input type="checkbox"/> Review plan annually. <input type="checkbox"/> Revise as needed.	

Objective 3C Enhance current fire training to meet or exceed department, state, and federal

Timeframe	12 months	Assigned to:
Critical Tasks	<input type="checkbox"/> Appoint a training committee comprised of admin and line personnel, battalion, captain, engineer, and firefighter. <input type="checkbox"/> Training committee will be responsible for all related activities. <input type="checkbox"/> Survey line personnel to identify strengths and weaknesses in current fire training. <input type="checkbox"/> Analyze data collected from surveys to develop a training plan. <input type="checkbox"/> Create a report with collected data. <input type="checkbox"/> Develop a list of required training props and consumables with associated costs. <input type="checkbox"/> Submit proposed training plan and budget request to fire chief for approval. <input type="checkbox"/> Implement training plan. <input type="checkbox"/> Review plan annually. <input type="checkbox"/> Revise as needed.	

Objective 3D Enhance current emergency medical services training to meet or exceed department, state, and federal standards.

Timeframe	12 months	Assigned to:
Critical Tasks	<input type="checkbox"/> Appoint a training committee comprised of the medical chief, one paramedic, and one EMT. <input type="checkbox"/> Training committee will be responsible for all related activities. <input type="checkbox"/> Survey line personnel to identify strengths and weaknesses in current training. <input type="checkbox"/> Analyze data collected from surveys to develop an EMS training plan. <input type="checkbox"/> Create a report with collected data. <input type="checkbox"/> Develop a list of required training props and consumables with associated costs. <input type="checkbox"/> Submit proposed training plan and budget request to fire chief for approval. <input type="checkbox"/> Implement training plan. <input type="checkbox"/> Review plan annually. <input type="checkbox"/> Revise as needed.	



Objective 3E Enhance current specialty team training to meet or exceed department, state, and federal standards.

Timeframe	12 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Appoint a training committee comprised of deputy chief, division chief, and team leaders from each discipline. <input type="checkbox"/> Training committee will be responsible for all related activities. <input type="checkbox"/> Survey line personnel to identify strengths and weaknesses in current training. <input type="checkbox"/> Analyze data collected from surveys to develop a training plan. <input type="checkbox"/> Create a report with the collected data. <input type="checkbox"/> Develop a list of required training props and consumables with associated costs. <input type="checkbox"/> Submit proposed training plan and budget request to fire chief for approval. <input type="checkbox"/> Implement training plan. <input type="checkbox"/> Review plan annually. <input type="checkbox"/> Revise as needed. 	

Objective 3F Evaluate and improve the current fire training facility to provide a dynamic and challenging training environment.

Timeframe	36 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Expand current training facility committee members to include a firefighter. <input type="checkbox"/> Training committee will be responsible for all related activities. <input type="checkbox"/> Survey line personnel to identify strengths and weaknesses in current training. <input type="checkbox"/> Research neighboring state-of-the-art fire training facilities. <input type="checkbox"/> Analyze data collected from surveys to determine the needs of our facility. <input type="checkbox"/> Develop a list of required training props and consumables with associated costs. <input type="checkbox"/> Submit proposed improvements and budget requests to the fire chief for approval. <input type="checkbox"/> Implement an improvement plan. <input type="checkbox"/> Review plan annually. <input type="checkbox"/> Revise as needed. 	



Goal 4

Improve health, wellness, and safety resources to benefit district employees during and after their careers.

Objective 4A	Establish a high level of physical health for district employees.	
Timeframe	12-16 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> The medical chief will oversee the physical health of district employees based on annual physicals. <input type="checkbox"/> Review current department employee health standards. <input type="checkbox"/> Compare department standards with state and national consensus standards. <input type="checkbox"/> Create a report of recommended health standard updates. <input type="checkbox"/> Implement needed updates. <input type="checkbox"/> Review department, state, and national recommendations annually. <input type="checkbox"/> Update health standards as needed. 	
Objective 4B	Provide resources for employees and their families to aid in mental health improvement.	
Timeframe	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> The human resources (HR) department will review the current employee assistance program (EAP). <input type="checkbox"/> HR will oversee tasks associated with the mental health of employees and their families. <input type="checkbox"/> Check for additional resources, programs, and studies through state and local agencies. <input type="checkbox"/> Create a report for EAP updates. <input type="checkbox"/> Improve current EAP if needed. <input type="checkbox"/> Ensure employees and their families are aware of available assistance, including: <ul style="list-style-type: none"> o Station information boards o Department social media o Email o Annual EAP meetings <input type="checkbox"/> Review department EAP and check for additional resources, programs, and studies annually. <input type="checkbox"/> Update department EAP as needed. 	



Objective 4C Establish a cancer prevention policy for employees to increase health and awareness.

Timeframe 6-12 months **Assigned to:**

- Critical Tasks**
- Select a committee consisting of district employees.
 - Assign the committee to research and review existing cancer prevention programs and district policies and return information within thirty days of assignment.
 - Assign the committee to evaluate information findings and create a program outline within ninety days.
 - Submit preliminary draft to fire chief.
 - Once approved, assign committee positions to formulate a new cancer prevention policy.
 - Committee will have monthly meetings to discuss assignment progress.
 - The committee will meet and formalize a final program policy within 120 days of the fire chief's approval.
 - Committee will submit to the fire chief/board of commissioners for approval.
 - Upon approval, distribute the cancer policy program to employees.
 - Committee will review the policy annually.

Objective 4D Provide a safe working environment to prevent workplace accidents and injuries.

Timeframe 3 months-ongoing **Assigned to:** Safety Committee

- Critical Tasks**
- The current safety committee, comprised of district employees, will meet quarterly.
 - Review and discuss all accidents occurring within the quarterly period.
 - Suggest updates and changes to the safety manual.
 - Responsible for station health and safety guidelines in accordance with Okaloosa County Health Department and OCWFCD Infectious Disease Program.
 - Review the policy annually.



Goal 5

Strengthen communications and knowledge sharing, and bolster relationships with the community, neighboring agencies, and local governments to improve service delivery and increase awareness of district purpose and capabilities.

Objective 5A	Improve interoperability with other public safety agencies to enhance service delivery and on-scene cohesiveness.	
Timeframe	6-12 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Appoint liaisons for emergency medical services, emergency operations center, sheriff's office, and neighboring fire departments to establish interdepartmental contacts. <input type="checkbox"/> Liaisons will attend applicable meetings, forums, and events that pertain to their liaison commitment. <input type="checkbox"/> Task liaisons to deliver the status of relationship during quarterly department staff meetings. <input type="checkbox"/> Task liaisons to create possible solutions to remedy issues or less than positive relationships with other public safety agencies. <input type="checkbox"/> Liaisons and department personnel will implement possible solutions to bolster relationships. <input type="checkbox"/> Charge personnel at all levels to disseminate information up and down the chain of command regarding interoperability issues with other public safety agencies. <input type="checkbox"/> Revise liaison staffing as needed. 	
Objective 5B	Strengthen community engagement initiatives to promote a positive image and instill confidence in emergency response.	
Timeframe	6-12 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Task chief officers to generate social media post protocol to establish the frequency and included event types. <input type="checkbox"/> Seek for and appoint at least one social media representative for each shift. <input type="checkbox"/> Task battalion chiefs' general oversight to ensure social media engagement for their perspective shift. <input type="checkbox"/> Appoint a community engagement committee (CEC). <input type="checkbox"/> Task CEC to research possible community engagement opportunities. <input type="checkbox"/> Task CEC to develop a prospective list of community engagements for the fire chief's approval. <input type="checkbox"/> Execute the fire chief-approved list of community engagements to include administrative, prevention, and line personnel. <input type="checkbox"/> Conduct community stakeholder meetings to determine the effectiveness of community engagement and social media program. <input type="checkbox"/> Revise community engagement and social media efforts as needed. 	



Objective 5C	Proactively pursue relationships with local governments within and outside service areas to secure governmental support and operational opportunities for the department.	
Timeframe	6-12 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Task chief officers to establish a division of labor to attend and support local government meetings and events. <input type="checkbox"/> Attending chief officers will inform the fire chief of findings, issues, and points of interest. <input type="checkbox"/> At the fire chief's discretion, information garnered from local government meetings and events will be disseminated to the department for informational purposes or possible action. <input type="checkbox"/> Revise staffing to support local government meetings and event attendance as needed. 	

Goal 6

Prepare for, pursue, achieve, and maintain international accreditation to better serve our community and embrace excellence.

Objective 6A	Form team or committee structures with management components as needed to pursue and maintain accreditation.	
Timeframe	30 days	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Identify the needed team or committee structure(s) for the various components of the accreditation process. <input type="checkbox"/> Create management oversight positions to lead the teams or committees and the process overall. <input type="checkbox"/> Establish team or committee member criteria. <input type="checkbox"/> Determine the composition of the teams or committees. <input type="checkbox"/> Solicit participation to meet the composition of the teams or committees. <input type="checkbox"/> Develop and complete the workgroup selection process. <input type="checkbox"/> Provide the needed educational components available through the Commission on Fire Accreditation International to ensure the relevant members have the needed training. <input type="checkbox"/> Guide the established team or committee in constructing a work plan and associated procedures to manage the accreditation process. 	



Objective 6B Develop a community-driven strategic plan.

Timeframe	3 months and ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Hold an external stakeholder meeting where community members provide feedback on program priorities, service expectations, concerns, and strengths perceived about the district. <input type="checkbox"/> Provide district stakeholder work sessions to evaluate (and update if necessary) the mission, vision, and values; determine internal strengths and weaknesses, external opportunities, and threats. <input type="checkbox"/> Identify any critical issues and service gaps that exist. Determine specific strategic initiatives around the uncovered gaps. <input type="checkbox"/> Develop goals, objectives, critical tasks, and appropriate timelines, including levels of measurability, to achieve improvement over five years. <input type="checkbox"/> Create a district vision statement from the developed strategic plan. <input type="checkbox"/> Publish and distribute the formal strategic plan to stakeholders, including the authority having jurisdiction as determined by the organization. 	

Objective 6C Implement the community-driven strategic plan.

Timeframe	3 months, ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Create a strategic planning subcommittee to review the draft strategic plan. <input type="checkbox"/> Provide internal stakeholder work sessions to evaluate (and update if necessary) the draft mission, vision, and values; finalize internal strengths and weaknesses, external opportunities, and threats; establish critical issues and service gaps. <input type="checkbox"/> Evaluate goals and objectives within the draft plan and further define objectives and critical tasks as needed to ensure clarity with each goal. <input type="checkbox"/> Determine a work plan to accomplish each goal and implement the plan. <input type="checkbox"/> Continuously evaluate and revise the objectives and tasking as implementation occurs within the plan. <input type="checkbox"/> Report annual plan progress to community and district stakeholders. 	



Objective 6D Conduct a comprehensive community hazards and risk assessment and document findings to develop standards of cover.

Timeframe	6 – 9 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Gather and consider geophysical characteristics data of the jurisdictional responsibilities. <input type="checkbox"/> Gather and evaluate population, population demographics, area economics, and socioeconomic data of the jurisdiction. <input type="checkbox"/> Gather and consider physical asset development, service, and transportation infrastructure types in the jurisdiction. <input type="checkbox"/> Describe the district’s programs, services, core deliverables, human and physical resources to establish baseline information. <input type="checkbox"/> Determine an appropriate methodology for dividing the area of responsibility into geographical planning zones. <input type="checkbox"/> Build a methodology that identifies, assesses, classifies, and categorizes risk in the jurisdiction’s response areas. <input type="checkbox"/> Document the information collected and the results of the applied methodologies in the risk assessment process. 	

Objective 6E Develop standards of cover based on community hazards and risk assessment results and combine results to complete the community risk and standards of cover study document.

Timeframe	3 - 6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Evaluate historical jurisdictional emergency response performance and coverage to produce baseline data. <input type="checkbox"/> Establish benchmark and baseline emergency response service level and performance objectives. <input type="checkbox"/> Develop methodologies and policies for qualifying and validating data sets. <input type="checkbox"/> Conduct a gap analysis of performance across classes, categories of risk in each of the established planning zones to illuminate opportunities for improvement. <input type="checkbox"/> Build a compliance methodology for monitoring, evaluating, and reporting the performance of the delivery system. <input type="checkbox"/> Utilize the overall system performance data to create short- and long-term plans for maintaining and improving the system’s response capabilities. <input type="checkbox"/> Combine and publish the community risk assessment and standards of cover study information, performance data, established objectives, and gap analysis results and <input type="checkbox"/> Maintain and annually update the community risk assessment/standards of cover document. <input type="checkbox"/> Present the CRA/SOC study results as updated annually to the authority having jurisdiction to provide transparency, build consensus, and align expectations. 	



Objective 6F Achieve district accreditation by the CFAI.

Timeframe	4 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Apply for “Candidate District” status with the CFAI. <input type="checkbox"/> Prepare for the CFAI peer assessment team visit. <input type="checkbox"/> Upload strategic plan, community risk assessment/standards of cover, and self-assessment documentation for review and comment by the CFAI peer assessment team. <input type="checkbox"/> Host the CFAI peer assessment team site visit for accreditation review. <input type="checkbox"/> Receive the CFAI peer assessment team recommendation to CFAI for Accredited status. <input type="checkbox"/> Review the peer assessment team’s recommendations to determine applicability to district processes or systems to determine the scope of the annual compliance report process. <input type="checkbox"/> Receive a vote during the CFAI hearings in favor of accredited status. 	

Objective 6G Maintain accreditation with the CFAI.

Timeframe	Ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Continue to collect and evaluate all relevant data to determine continuous improvement opportunities. <input type="checkbox"/> Submit initial required annual compliance reports. <input type="checkbox"/> Participate in as many offerings from CPSE as possible for continued education. <input type="checkbox"/> Participate in the accreditation process by providing “peer assessors” for external district review and identification of possible best practices. <input type="checkbox"/> Participate in the annual CPSE Excellence Conference for continued education and networking with other accreditation teams and accredited agencies. <input type="checkbox"/> Submit annual compliance reports as required by CFAI policies. <input type="checkbox"/> Establish succession development of the internal accreditation team in preparation for the next accreditation cycle. 	



Vision

On the final day of the process, the CPSE presented a strategic plan vision of where the organization will be in the future if the strategic plan is accomplished. This is not to override the district's global vision but rather to confirm the futurity of the work that the district stakeholders designed. This vision is intended as a target of excellence to strive toward and provides a basis for its goals and objectives.

"Vision is knowing who you are, where you're going, and what will guide your journey."

Ken Blanchard

Ocean City Wright Fire Control District: A professional fire service organization committed to compassionate service delivery and an example of teamwork and protection on the Emerald Coast.

Our vision is that by 2027, as an accredited fire and emergency services organization, we will have clearly demonstrated our loyal and unwavering commitment by way of an exemplary human resources initiative intended to bolster retention and assist with recruitment. Our actions will be aided by enhanced health, wellness, and safety processes designed to ensure the longevity of all personnel. Service delivery will be provided by an adaptable workforce supported by a robust and comprehensive training program designed to provide world-class fire and emergency programs to the community. Updated external communications processes will further align our programs with community expectations.

Efficacies in all of our processes will be realized by an enhanced physical resources program designed to improve the quality of life of those who work and live in the Florida panhandle. We endeavor to live our purpose and values as we deliver our mission, accomplish our goals, and bring this vision to fruition.



Performance Measurement

To assess and ensure that an organization is delivering on the promises made in its strategic plan, leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on assessing progress toward achieving improved output. Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

To establish that the district's strategic plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as "Managing for Results," will be utilized, which is based upon:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

A "family of measures" typically utilized to indicate and measure performance includes:

- **Inputs** - Value of resource used to produce an output.
- **Outputs** - Quantifiable units produced which are activity-oriented and measurable.
- **Efficiency** - Inputs used per output (or outputs per input).
- **Service Quality** - The degree to which customers are satisfied with a program or how accurately or timely a service is provided.
- **Outcome** - Qualitative consequences associated with a program/service, i.e., the ultimate benefit to the customer. Focused on the "why" of providing a service.

- **If you don't measure the results of your plan, you can't tell success from failure.**
- **If you can't see success, you can't reward it.**
- **If you can't reward success, you're probably rewarding failure.**
- **If you can't see success, you can't learn from it.**
- **If you can't recognize failure, you can't correct it.**
- **If you can demonstrate results, you can win public support.**

Reinventing Government

David Osborn and Ted Gaebler



The Success of the Strategic Plan

The district has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the organization during the development stage of the planning process. To assist in developing this plan, the district used professional guidance to conduct a community-driven strategic planning process. The success of this strategic plan will not depend upon the implementation of the goals and related objectives but on support from the authority having jurisdiction, the members of the organization, and the community at large.

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify district and community stakeholders. This can be accomplished through a jointly developed understanding of organizational direction, focusing on all vested parties working to achieve the mission, goals, and vision. Further consideration must be made on how the organization will measure and be accountable for its progress and successes.



Glossary of Terms, Acronyms, and Initialisms

Accreditation	A process by which an association or district evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an organization.
AFEV	Air Force Enlisted Village
CFAI	Commission on Fire Accreditation International
CPSE	Center for Public Safety Excellence
Customer(s)	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the district.
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
FWB	Fort Walton Beach
Input	A performance indication where the value of resources is used to produce an output.
JTC	Joint Training Committee
Mission	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
OCEMS	Ocean City Emergency Medical Services
OCSO	Ocean City Sheriff's Office
Outcome	A performance indication where qualitative consequences are associated with a program/service, i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is identified.
RFP	Request for Proposal
RFQ	Request for Quote
SERP	State Emergency Response Program



- Stakeholder** Any person, group, or organization that can place a claim on, or influence the organization’s resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.

- Strategic Goal** A broad target that defines how the district will carry out its mission over a specific period. An aim. The final result of an action. Something to accomplish in assisting the district in moving forward.

- Strategic Objective** A specific, measurable accomplishment required to realize the successful completion of a strategic goal.

- Strategic Plan** A long-range planning document that defines the mission of the district and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.

- Strategic Planning** The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop procedures and operations to achieve that future, and determine how success is to be measured.

- Strategy** A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.

- SWOT** Strengths, Weaknesses, Opportunities, and Threats

- TDC** Tourist Development Council

- TFT** Technical Rescue Team

- Vision** An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.



Appendix 1 – Community Comments

Community Expectations

Understanding what the community expects of its fire service organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community's needs.

Respondents were asked to list, in priority order, up to three subjects relative to the expectations they have for the Ocean City-Wright Fire Control District. Responses were then analyzed for themes and weighted. The weighting of the prioritized responses was as follows: if it was the respondent's first entry, then it received five weighted points, the second entry received two weighted points, and the third entry received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlate with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the expectation responses of the community stakeholders (themes in priority order):

1. Competency and Training: Highly trained emergency personnel – Knowledge of all techniques for safety – Cross-train with other responders in the county – Be prepared and ready – Fit for the job – Follow procedures laid out by the organization – Engage in self-care – Support each other as a team. (59)
2. Fast Response Times: Keep response times to a minimum – Should have clear expected response times – Prompt response to emergencies – Timely response to calls for service-Quick response times. (32)
3. Buildings and Equipment: Maintain buildings and equipment – Appropriate equipment to provide high level of service – Adequate equipment and vehicles – To be properly equipped – Keep equipment up to date. (22)
4. Commitment to Excellence: Act and look professional. Achieve accreditation – Lower ISO rating – Responsiveness to the community's desired level of service – Commitment to excellence. (17)
5. Staffing: To be fully staffed – Maintain manpower with positive behavior towards staff – To be adequately resourced to meet the geographic area of responsibility and its hazards – Be adequately staffed. (15)
6. Adequate Budget and Fiscal Services: Adequate and properly managed budget – Good stewardship of resources provided – Be reasonable on the cost to the taxpayers – Concerned about this program's cost and the actual return on investment to the community and fire district – Work within your allotted budget. (14)
7. Community Engagement: Community interaction – Involvement in the community – Commitment to the community's safety education – Good communications between OCWFCD and its residents – Community outreach and education. (13)
8. Innovative Solutions: Meds in all vehicles – Consolidation – Non-emergency lift-assist for the elderly – Innovative solutions to the public safety mission. (9)
9. Interoperability: Interoperability with other public safety agencies. (4)



Areas of Community Concern

The planning process would be incomplete without an expression from the community stakeholders regarding concerns about the organization. Some areas of concern may be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information, understanding, or incorrect information.

Respondents were asked to list, in priority order, up to five concerns they have about or for the district. Responses were then analyzed for themes and weighted. The weighting of the prioritized responses was as follows: if it was the respondent's first entry, then it received five weighted points, the second entry received two weighted points, and the third entry received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlate with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the concerns of the community stakeholders prioritized and weighted accordingly:

1. Fiscal Control: Concern of overspending and increasing taxes – Does this program actually reduce the cost to the fire department? – Concern for adequate funding – Operational costs. (23)
2. Member Health/Wellness/Safety: Concerned that the members of the department don't receive help for the trauma experienced – Concerned about the level of stress on the job – Preventing burnout and psychological damage – Concern for member health – Stress –Heart disease. (20)
3. Adequate Coverage and Response Times: Stagnant resourcing despite explosive population and coverage area growth – Not having enough stations to meet needs and response times – Concern of adequate resources to produce optimum results – Long response times due to non-contiguous service area – Concerned when all engine companies are at station one at the same time. (16)
4. Public Safety Agency Relationships: How do they get along with the surrounding districts/cities – Should collaborate with area fire departments for business decisions – Need to work with surrounding fire departments and work together. (14)
5. Community Support: Ensure that the fire district feels that they have community support – community support for adequate budget/funding - Ensure that the department has the resources they need to protect the community. (12)
6. Adequate Staffing and Pay: Concern for adequate staffing – Adequate staff and pay –
7. Replacement of staff when others retire and leave. (8)
8. Training and Development: Sufficient training – workforce development. (7)
9. Organization Structure: Make sure that the department doesn't get too top-heavy. (4)
10. Technology: Able to acquire the newest technology. (3)
11. Fire Apparatus: Why white fire trucks? (2)
12. EMS Field Experience: How much experience do the medics have? (1)



Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community's view of the organization's strengths must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some of the identified weaknesses. The following are the verbatim positive comments received:

- The district leadership has made a great effort to be engaged with the community.
- The current leadership has put effort into strengthening community relationships.
- Leaders have engaged the political process as a partner.
- The work towards accreditation is a testament to excellence in leadership.
- First-class department both staff and appearance.
- Great leadership.
- Seem to have a team culture.
- Best fire department in our county.
- Customer service.
- Professional.
- Attitude.
- I think our department and chief do an excellent job at having a presence in the community and showing they care.
- I think their response time and professional demeanor are a testament to their hard work.
- Very responsive when called upon for service, questions or concerns.
- Involved in the community and first to volunteer for public events.
- I do not know anyone who works here, however have heard nothing but positive
- comments on the staff's attitude and approach.
- Amazing community support.
- Great service when in the field.
- Employees who care about the community.
- New up-to-date station.
- Great leadership that supports numerous projects.
- Always available and responsive to need.
- Fire equipment appears functional at scenes.
- OCWFD is always professional and kind to our residents.
- Response times are great.
- Response times have been good.
- Firefighters have positive attitude when dealing with situations.
- Pleased that they are striving to be better and get accredited.
- Non-emergent response.
- Multiple locations to serve the community.
- Training.



- Good understanding of community needs and community risks.
- Keeping up with or replacing aging equipment.
- Experience.
- Good communication with residents/businesses.
- Continuing effort in maintaining apparatus and facilities.
- Continuing emphasis on training and education.
- I work with the inspection side of the department more than any other side. They are very well organized and do a very good job reviewing plans and inspections.
- Professionalism.
- Community-focused – always willing to help.
- They only want to improve every single day.
- Chief Bundrick and Chief Wagner are consummate professionals who care deeply for their subordinates and serving their community.
- Newer facilities on Racetrack were very long overdue and the addition of an even longer overdue emergency traffic signal to ensure response times.
- Professionalism of staff.
- Get the job done attitude despite any resourcing constraints.
- Being great stewards of taxpayer dollars.

Other Thoughts and Comments

The community was asked to share any other comments they had about the district or its services. The following written comments were received:

- Keep up the fantastic work and thank you for what you do for our community.
- Very concerned about islands of territory belonging to Ft. Walton Beach requiring a response from a department which is not the closest to the community.
- AFEV will be building Victory Village – having a AFEV campus fire station would be great.
- We are looking at expanding our campus/business to approximately 80 acres with over 100 people. Long term, it would be nice to have FD/EMS on our location. We will have space to make that happen.
- Good fire chief.
- Amazing job working with local entities to get the word out about what they do and how they are willing to help.
- The discussion – ongoing for a year and never-ending – on consolidation interests regarding Fort Walton Beach – must be addressed.
- I think we have a good team of hard-working professionals who deserve the thanks of the community.
- Keep up the good work.
- Keep up the great work.
- This is what good leadership is about.



Appendix 2 - SWOT

Strengths

It is important for any organization to identify its strengths to ensure that it can provide the services requested by the community and that strengths are consistent with the issues facing the organization. Often, identifying organizational strengths leads to channeling efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time and allocated funds. Through a consensus process, the district stakeholders identified the district’s strengths as follows:

Daily training	Youth-open to change
Culture of respect	Positive morale
Robust apparatus, maintenance, procurement	Good stewards of community resources
Customer service	Good leadership
Motivated to serve	Strong prevention program
Strong community relationships	Continuing education
Fire commissioners	Organized infrastructure
Broad range of services	In-house instructors
Family oriented	Diverse skillset that benefits the department with a willingness to share
Willingness to self-reflect	Commitment to physical fitness
Self-sustaining on scene	Transparency
Do not waste dollars	Support from management
Admin and line personnel relationships	Diverse admin and line personnel
We play well with others	Social media presence



Weaknesses

For any organization to either begin or to continue to move progressively forward, it must be able to identify its strengths and those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document but rather those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the district stakeholders as weaknesses:

Lack of applicants for recruitment	Outlying district response
Number of paramedics	Staffing for minimum
Cost of overtime wages	Lack of experience
Turnover	Effect of external animosity
Aging facilities	Dissemination of information
Continuity of administrative duties	Aging support vehicles
Lack of interest in going to paramedic school	Aging TRT equipment
Lack of interest in obtaining incentive certifications	Lack of interest in EMT
Lack of leadership development	Lack of mentorship
Step-up program consistency	Live fire training variables
Water rescue	Outdated equipment
Training facility	Employee retention
Disconnect between prevention and operations	Work schedule
Lack of standard requirements	Communication



Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing services but on expanding and developing new possibilities inside and beyond the traditional service area. The district stakeholders identified the following potential opportunities:

State and local grants	Annexation and consolidation
Community donations	Potential funding from Tourist Development Council
Foundation-bingo money	Take over patient transport
State money for a new station	Increased visibility through community involvement
Professional development-Leadership Okaloosa, Fort Walton Beach Chamber	Training-state fire college, Joint Training Committee, State Emergency Response Program
Promotions	Multi-jurisdictional training
Political relationships	Swift water rescue
Social media	Beneficial relationships with other agencies
Deployment opportunities	Recruitment and proximity to colleges
Bob Hope/Air Force Enlisted Village partnership for a station	Having instructors at the college

Threats

By recognizing possible threats, an organization can reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the district stakeholders were as follows:

Loss of tax district	Economic downturn
Natural disasters	Terroristic threats
Pandemic	EMS provider short staffed
Higher-paying departments luring employees to leave	Statewide shortage of paramedics
Cyber security threat	Fuel prices
Interoperability with other agencies	Public perception
Municipal annexation	County communications systems
Constantly assisting other agencies	Supply chain delays
Minimum wage increase	Loss of critical vendor services
Increase in regulatory forced changes and requirements	



Appendix 3 – Critical and Service Gap Issues

The following information is the raw data comprised from the deliberation of the two workgroups. The information in each table is linked to a strategic initiative that the overall group, by consensus, determined was something the district should pursue for change and continuous improvement.

Critical and Service Gap Issues Identified by the District Stakeholders

Initiative Link	Group 1	Group 2
Human Resources	Human Resources <ul style="list-style-type: none"> ○ Recruitment ○ Adequate staffing ○ Pay ○ Retention ○ Lack of leadership development ○ Lack of mentorship ○ Lack of interest in the paramedic/EMT program ○ Lack of experience ○ Fire college instructors 	Human Resources <ul style="list-style-type: none"> ○ Lack of applicants ○ Retention ○ Health, wellness, and training ○ Recruitment opportunities ○ Minimum wage increase ○ Lack of motivation ○ No standard hiring requirements
Physical Resources	Physical Resources <ul style="list-style-type: none"> ○ Aging facilities ○ Training facility ○ Aging support vehicles ○ Knowledge of apparatus maintenance ○ Ability to acquire the newest technology 	Physical Resources <ul style="list-style-type: none"> ○ Aging facilities ○ Aging vehicles ○ Aging training equipment ○ Training facility ○ Natural disasters ○ General equipment ○ Additional stations ○ Vendor services ○ Aging HAZMAT
Training	Training <ul style="list-style-type: none"> ○ Sufficient training-workforce development ○ Adequate medical training ○ Cross-training with other agencies ○ Step-up training consistency ○ Lack of interest in the EMT/paramedic program ○ Live fire variables ○ Professional and leadership development ○ Lack of interest in incentive certifications 	Competency and Training <ul style="list-style-type: none"> ○ Lack of interest in obtaining additional certifications (incentives, EMT, paramedic) ○ Professional development ○ Lack of mentorship ○ Step up program ○ Lack of experience ○ Lack of specialty class availability ○ Training with multi-jurisdictional agencies



Initiative Link	Group 1	Group 2
<p style="text-align: center;">Health, Wellness, and Safety</p>	<p>Health, Wellness, and Safety</p> <ul style="list-style-type: none"> ○ Burnout and mental health ○ Health and wellness program ○ Self-care ○ Peer support ○ Family support ○ Stress reduction ○ Training and competency 	<p style="text-align: center;">N/A</p>
<p style="text-align: center;">External Communications</p>	<p>External Communications</p> <ul style="list-style-type: none"> ○ Interoperability with other public safety agencies ○ Community engagement ○ External animosity ○ Lack of community knowledge of district services ○ Lack of community understanding of funding ○ Responsiveness to the community’s desired level of service 	<p style="text-align: center;">N/A</p>



2022-2027 STRATEGIC PLAN