



Flagler County Fire Rescue 2021-2026 *Strategic Plan*



ROUGH DRAFT

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Introduction

Flagler County Fire Rescue (FCFR) is an all hazards emergency and non-emergency service provider. This organization provides fire suppression, wildland fire services, advanced life support emergency medical services with patient transport, technical rescue, marine rescue, hazardous materials mitigation, state disaster mutual aid response, fire prevention inspections, and life safety education services to the residents, businesses, and visitors of Flagler County, Florida.

Flagler County Fire Rescue has provided quality services for the past 20 years and currently enjoys an Insurance Services Office (ISO) Class 3/3x rating effective November 2017. FCFR is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, which is the driving force behind creating this document. This strategic plan critically examines paradigms, values, philosophies, beliefs and desires of FCFR.

The work effort, documented by this Strategic Plan challenged the organization's stakeholders and FCFR members to work in the best interest of the 'team', and provided FCFR members with an opportunity to participate in the development of the department's long-term direction and focus, offering a road map for a justifiable and sustainable future.

ROUGH DRAFT

FLAGLER COUNTY FIRE RESCUE
STRATEGIC PLAN
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Organizational Background

Flagler County, incorporated in 1917, from portions of St. Johns and Volusia Counties, is located along the northeastern coast of Florida and named after Henry Morrison Flagler, who built the Florida East Coast Railway.

Fire suppression service throughout the county had long been provided by six independent volunteer fire departments until 1999, when Flagler County created the Emergency Services Department. Initially known as the Flagler County Fire Department, volunteer firefighters and paid firefighters provided fire suppression response, as a division of the Emergency Services Department.

In 2003, county commissioners elected to merge the county fire department and county ambulance service to create Flagler County Fire Rescue. With this change, came the need for personnel to become dual certified as a firefighter/paramedic. The following year, Station 41 (Hammock) was built.

Throughout the majority of 2005 and 2006, Flagler County was designated the fastest growing county in the nation, with an estimated population increase of 10.1%. Along with the growth in population, came an increase in calls for service and the hiring of additional personnel. In 2005, Flagler County entered into an interlocal agreement with Volusia County, to add 9 personnel and begin staffing Station 16 (Halifax).

With the downturn of the economy in 2007, the Emergency Services Department was dissolved, resulting in the elimination of the Emergency Services Director, Support Services Chief, two (2) Administrative Assistants and an Accountant all who directly supported the fire rescue and emergency management divisions. About that time, volunteer firefighters were no longer actively involved in responding to calls as training requirements from the state had become more stringent and many were required to work outside of Flagler County. This resulted in Station 31 (Korona) and Station 71 (St. Johns Park) no longer actively used, but maintained as auxiliary facilities.

In 2017, the City of Bunnell merged its volunteer fire department with Flagler County, which added Station #62 (Bunnell) to the facilities inventory.

Today, Flagler County Fire Rescue provides services to nearly 117,000 residents along with varied businesses and visitors within 571 square miles. Service is provided by 107 paid firefighters and approximately 20 volunteers. Mutual aid is also provided to, and received by, the neighboring jurisdictions of the City of Palm Coast, City of Flagler Beach, City of Ormond Beach, St. Johns County, Putnam County and Volusia County.

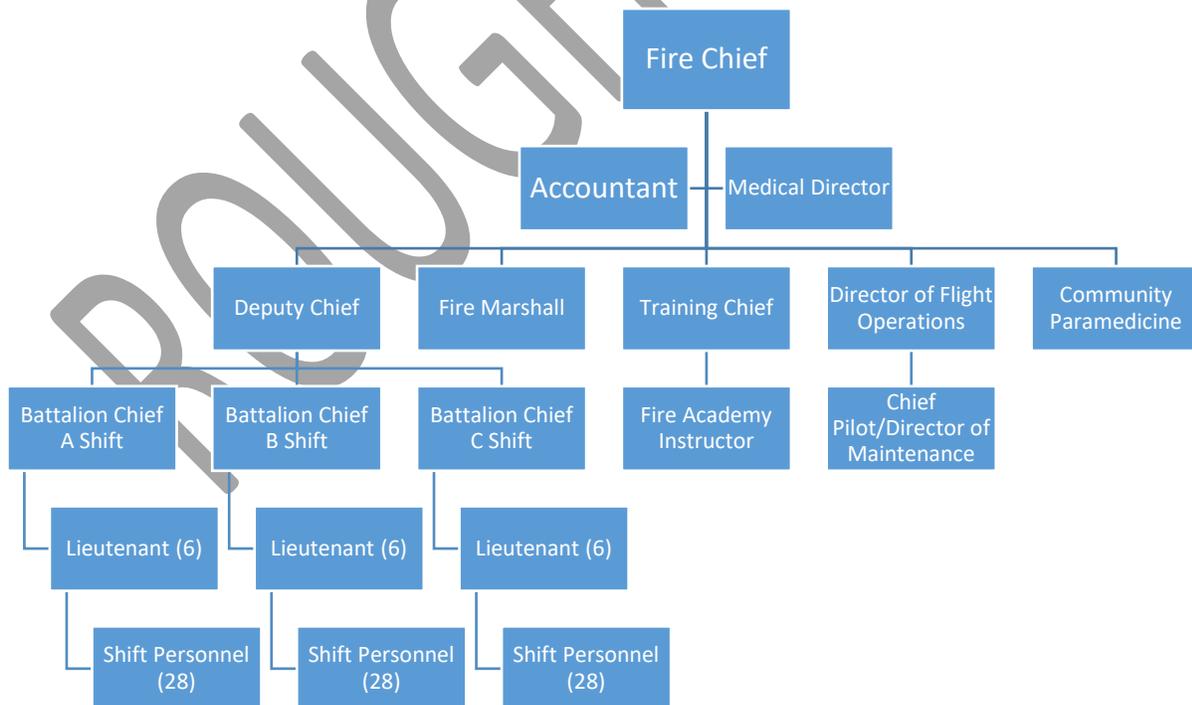
Responding to approximately 20,260 calls per year from ten active stations (six county/four city), the department utilizes a cadre of apparatus that includes: **seven (7) engines, eleven (11) rescues,**

six (6) attack trucks, five (5) tankers, one (1) helicopter, assorted support apparatus, with a ladder and other equipment available via automatic aid.

Organizational Structure

The Flagler County Fire Rescue Department, or FCFR, was formally established in 2003, when career firefighters were merged with six independent volunteer fire departments. The Flagler County Fire Rescue Department was established to provide professional fire and rescue services needed to secure, sustain and bolster the quality of life in Flagler County. FCFR is responsive to the needs of our citizens and provide rapid, compassionate and professional services essential to the health, safety and well-being of our community. Flagler County Fire Rescue consists of five divisions; Operations, Fire Prevention, Training, Flight Operations and Community Paramedicine. These divisions are made up of 115 full time employees including 84 Firefighter/Medics, 18 Lieutenants, 3 Battalion Chiefs, one Fire Marshall, one Training Chief, one Deputy Chief, one Fire Academy Instruction, one Community Paramedic, one Director of Flight Operation, one Chief Pilot/Director of Maintenance, one Accountant, one Medical Director and the Fire Chief. FCFR operates out of ten fire stations (six county/four city) located throughout the community, responding to over 20,000 calls annually and protecting over 117,000 full time residents. Table 1 provides the Fire Rescue Department’s organizational structure.

Table 1
Flagler County Fire Rescue Department Organizational Chart



The Flagler County Fire Rescue Department facilities inventory is comprised of seven fire stations, administrative offices, a training facility, a helicopter hangar, and two marine rescue sheds that service the entire County. Table 2 identifies the Fire Rescue Department’s buildings/facility inventory, as well as the corresponding physical location for each facility.

Table 2
Flagler County Fire Rescue Department Buildings/Facility Inventory

Station	Location	Address
Station 31	* Korona	5821 South U.S. 1, Bunnell, FL
Station 41	Hammock	5593 North Oceanshore Blvd., Palm Coast, FL
Station 51	Espanola	3055 County Road 13, Bunnell, FL
Station 62	Bunnell	1601 Old Moody Boulevard, Bunnell, FL
Station 71	St. Johns Park	89 East County Road 2006, Bunnell, FL
Station 81	* Rima Ridge	500 Rodeo Road, Ormond Beach, FL
Station 92	Airport	130 Airport Road, Palm Coast, FL
Fire Flight Hangar	Airport	170 Aviation Drive, Palm Coast, FL
Marine Rescue Shed	Malacompra	115 Malacompra Road, Palm Coast, FL
Marine Rescue Shed	Jungle Hut	125 Jungle Hut Road, Palm Coast, FL
Fire Administration	EOC	1769 E. Moody Blvd., Bldg. #3, Bunnell, FL
Fire Training Facility		655 Justice Lane, Bunnell, FL

* denotes volunteer station

In addition to these County owned facilities, Flagler County Fire Rescue operates out of four city fire stations as well as a Volusia County facility along our southern border. Table 3 identifies the other locations in which they operate out of, as well as the corresponding physical location for each facility.

Table 3
Other Buildings/Facility Inventory Owned by Others, Partially Staffed by FCFR

Station	Location	Address
Station 11	Flagler Beach	320 South Flagler Avenue, Flagler Beach, FL
Station 16	Halifax/Volusia Co.	3935 Old Dixie Highway, Ormond Beach, FL
Station 21	Palm Coast	4751 Belle Terre Parkway, Palm Coast, FL
Station 22	Palm Coast	307 Palm Coast Parkway, Palm Coast, FL
Station 24	Palm Coast	1505 Palm Harbor Parkway, Palm Coast, FL

The County has Automatic Aid Agreements with the Cities of Palm Coast, Flagler Beach and Ormond Beach, Volusia County, Putnam County and St. Johns County. The intent of the

Operations

The Operations Division is comprised of three rotating shifts each responsible for the 24-hour response to calls for emergency service and non-emergency assistance. Personnel are all-hazard, fire and life safety responders, handling a wide array of emergencies, including fire suppression, medical emergencies, marine rescue, hazardous material response and technical rescue operations. These members respond from ten (six county/four city) fire stations located throughout Flagler County. A Battalion Chief, who is responsible for the day-to-day operations of the crews, leads each shift. The Battalion Chief oversees six Lieutenants assigned to the various county fire stations, each of which supervises the respective Firefighter/Medics.

The Flagler County Fire Rescue Department provides countywide EMS and medical transport services throughout the County. FCFR also provides primary Fire response to the City of Bunnell, Town of Beverly Beach, Town of Marineland, and the Unincorporated Areas of Flagler County. Through the County's Automatic Aid Agreements with the City of Palm Coast and the City of Flagler Beach, FCFR is primary response first due in many areas of these two Cities. Flagler County also participates in the Florida Fire Chiefs Mutual Aid Response System, and has an Automatic Response Agreement with the Florida Forest Service in response to wildland or brush fires. Additionally, the U.S. Coast Guard relies on FCFR to assist with marine emergencies due to the distance they must travel.

Flagler County Fire Rescue response area includes several major transportation systems; Interstate-95, U.S. Highway 1, A1A, State Road 11, State Road 100; one major North-South freight rail corridor; and one North-South Intracoastal Waterway System. There are nineteen miles of beach on the eastern border of the county. FCFR has the potential to respond to thirteen extremely hazardous substance sites, and protect a State and Federal telecommunications tower that is a critical link between Orlando and Jacksonville, Florida.

Flagler County was once deemed the fastest growing county in the nation during the years of 2005-2006, and has since experienced a steady increase in population. This flow of population growth has increased the call load of Flagler County Fire Rescue. Looking at the trend over the past ten years, in 2010, Flagler County Fire Rescue ran approximately 11,905 calls. In 2020, Flagler County Fire Rescue increased its call by 70% and ran approximately 20,687 calls. Table 5 depicts the rising increase in calls for service experience by Fire Rescue. It is estimated that because of the increasing population within Flagler County this trend in call volume will continue to grow exponentially.

Flagler County Fire Rescue currently runs an average of 56 calls per day/ 1,724 calls per month.

Table 5
Flagler County Fire Rescue Calls for Service

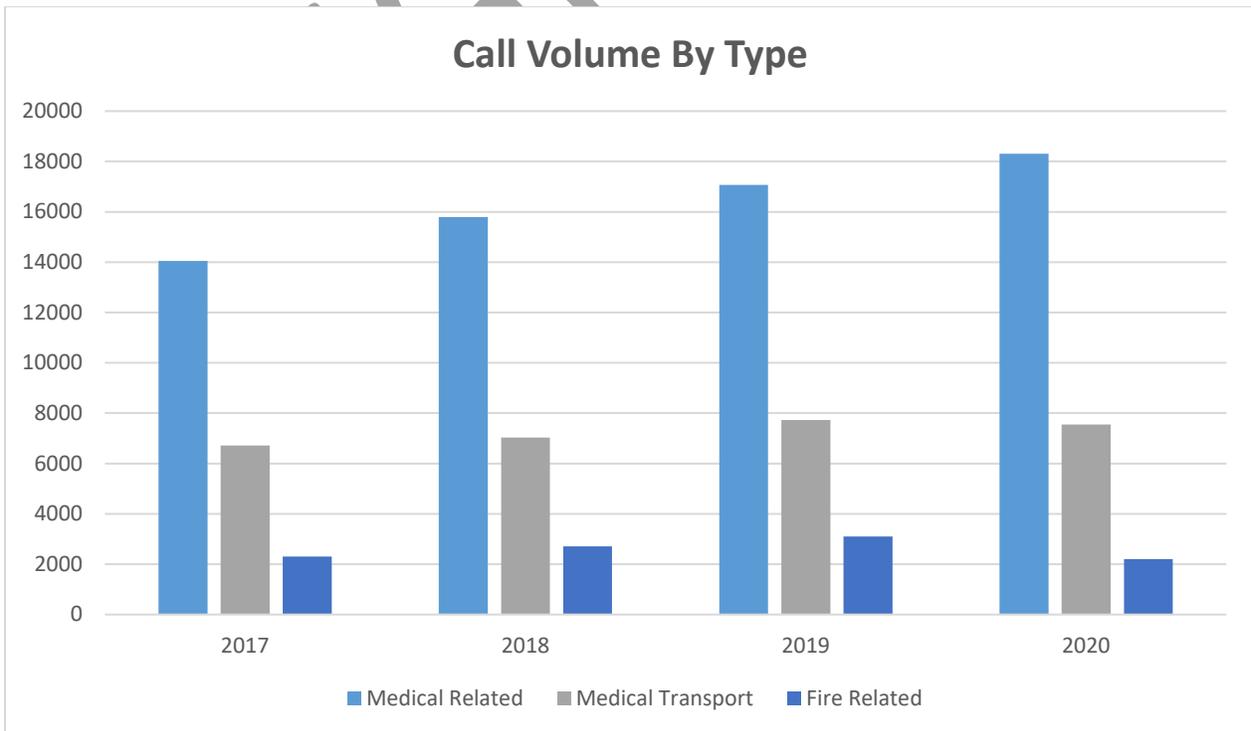
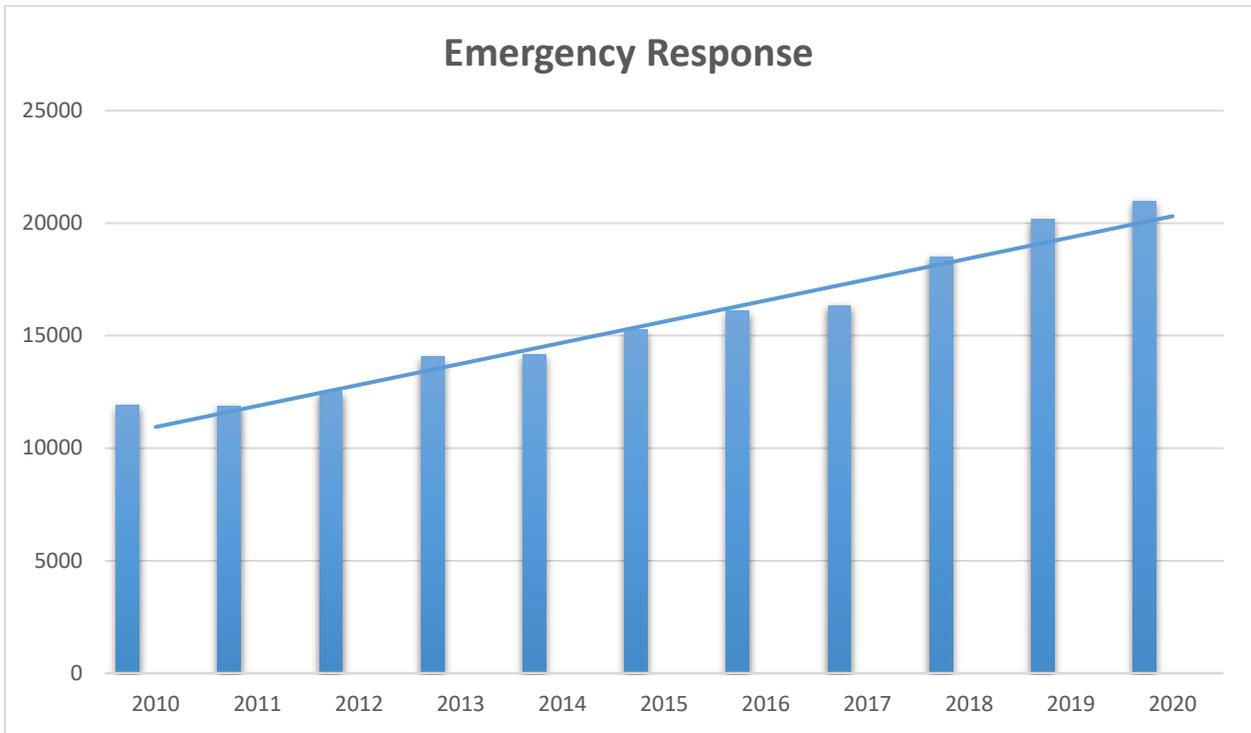
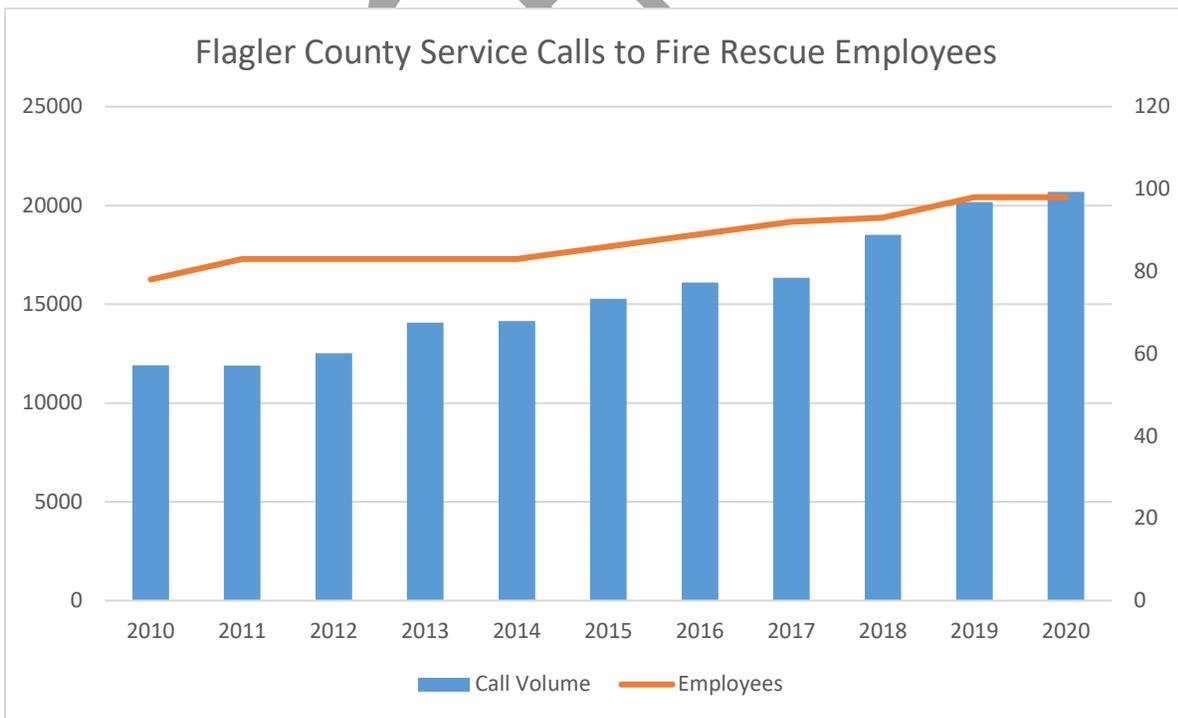
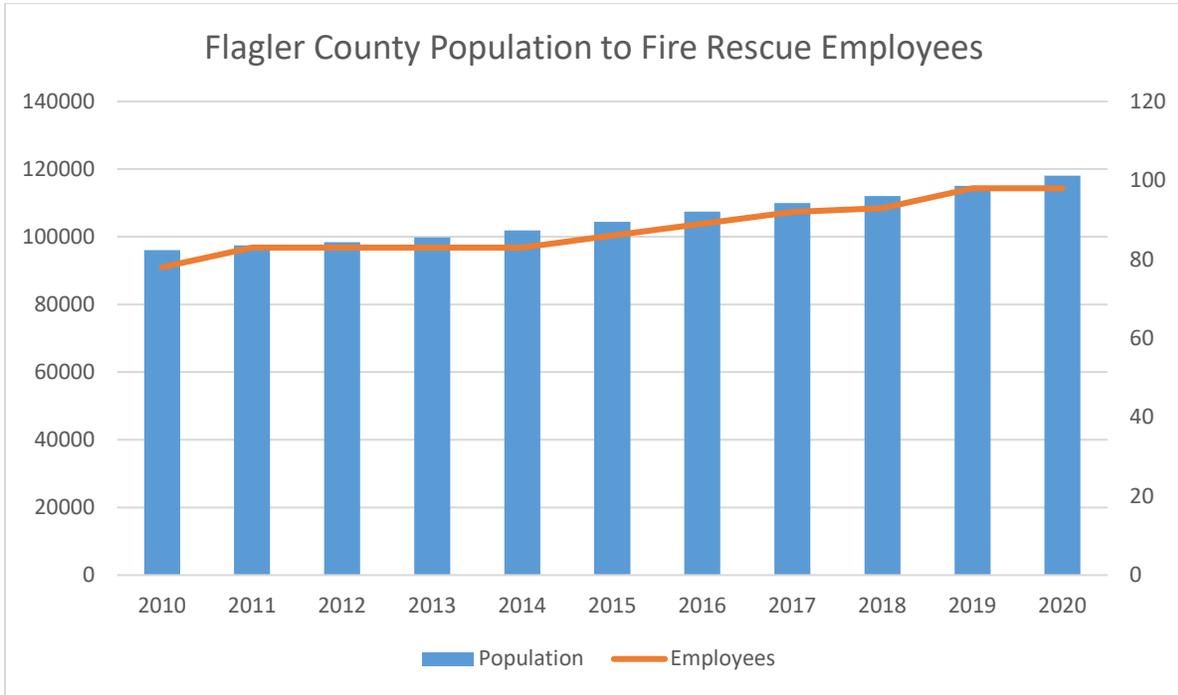
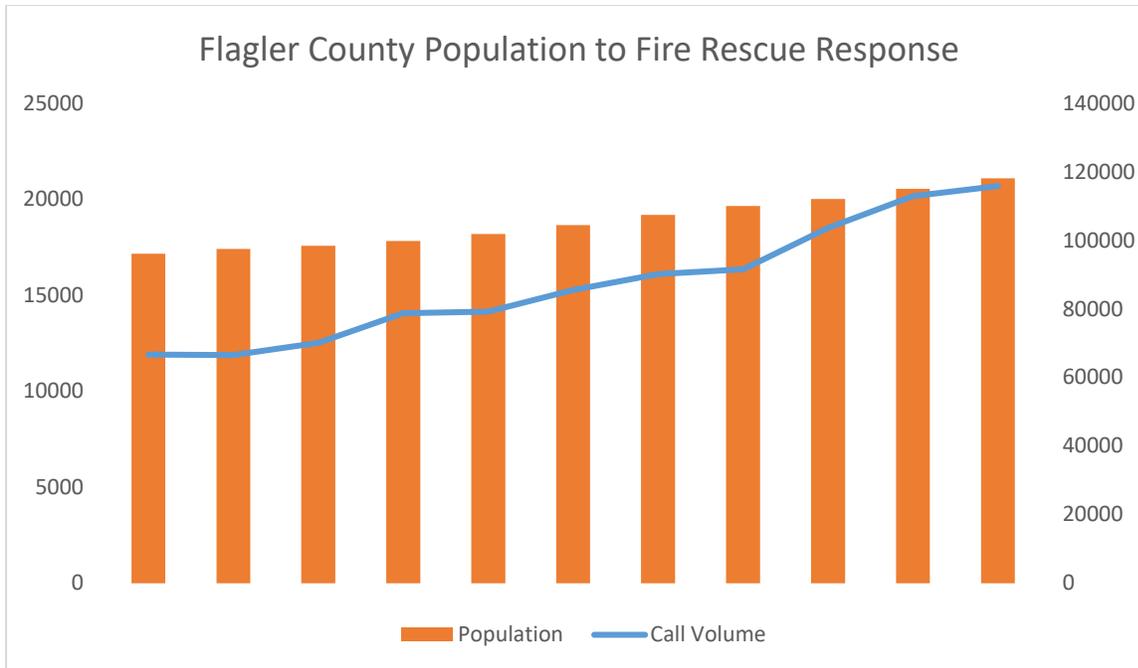


Table 6
Flagler County Fire Rescue Comparisons





Community Paramedicine

In 2017, Flagler County created the Community Paramedicine Program as a direct response to the Florida Department of Health - Division of Emergency Medical Services statewide strategic plan of engaging County EMS services to provide some type of access to care and to avoid duplicating existing services.

Flagler County Community Paramedicine is an innovative and evolving model of community-based healthcare designed to provide more effective and efficient services at a lower cost. The Community Paramedicine program allows paramedics to operate in expanded roles by assisting with public health and primary healthcare and preventative services to underserved populations within Flagler County. This program consists of one Community Paramedic, who works a typical forty-hour workweek, Monday thru Friday.



The Purpose of the Community Paramedicine Program is to:

- Increase access to primary and preventive care,
- Provide wellness interventions within the medical home model,
- Reduce 911 abuse,

- Decrease emergency department utilization,
- Save healthcare dollars, and
- Improve patient outcomes using emergency medical services (EMS) providers in an expanded role.

Table 6
Flagler County Community Paramedicine Programming

Program Year	Number of Clients	Total Number of Calls
2017	15	N/A
2018	45	274*
2019	71	453
2020	100	XXX

*Information collection from 4/13/2018 thru 12/31/2018

Table 6 depicts the annual client base and number of calls related to the Community Paramedicine Program since its inception. The program identifies new patients for the program by monitoring the Flagler County Fire Rescue reporting system and receiving referrals from paramedics who have visited a patient's home multiple times in the past week. The patient population typically includes individuals who experience chronic heart failure, chronic obstructive pulmonary disease (COPD), emphysema, diabetes, and falls. Program staff perform home safety inspections, hospital discharge education, blood sugar education for patients with diabetes, and vital sign checks for patients with chronic heart failure and COPD. Some program staff are also certified to administer vaccinations to patients. The program receives supplemental help from paramedics on light duty and program volunteers with a clinical background. Due to the increase in clients since the inception of this program, there is a long-term need for additional staff to assist with the administration of this program.

Fire Prevention

The Fire Prevention Division is primarily responsible for conducting fire and life safety building inspections, plan reviews, quality fire and life safety public education programs, and fire origin and cause investigations. Through fire inspections, we are able to identify hazards and take mitigating action with the goal of educating occupants in order to protect lives and property. The Flagler County Fire Prevention Division consists of the Fire Marshall, who works a typical forty-hour workweek, Monday thru Friday. The Fire Marshall works with the County Building Department to review plans and perform inspections on fire separation, fire sprinkler, fire suppression and fire alarm construction permitted throughout the unincorporated areas of Flagler County. Fire investigation, sometimes referred to as origin and cause investigations, is the analysis of fire-related incidents. After firefighters extinguish a fire, an investigation is launched to determine the origin and cause of the fire or explosion. Investigations of such incidents require a systematic approach and knowledge of fire science. The Fire Prevention Division offers a diverse Fire and Life Safety Education Program to the community. The division continually assess the potential risk and hazards in the community and designs, develops and implements new programs accordingly.

Training

The mission of the Fire Rescue Training Division is to provide emergency personnel with current, high-quality training and education that enables them to perform their duties safely and effectively.

In conjunction with classroom space at the Flagler County Emergency Operations Center, the Flagler County Fire Rescue John R. Keppler Training Center provides a full-service training facility for Flagler County Fire Rescue personnel. It conducts fire, EMS and hazmat training for all new hires. The training center conducts Firefighter 1 classes for all department volunteer firefighters and ongoing training for volunteers. Continuing education is provided to all department career personnel, in fire, EMS and hazmat techniques. Personal development programs for company officers and leadership skills enhancement are also provided through the Training Division.

Located on the training grounds, is a state of the art fire simulator, training tower, and burn building.

Flagler County Fire Rescue Training Center is certified by the Florida State Fire Marshal, Bureau of Fire Standards and Training as a full-service training facility. Classes are offered to all career and volunteer personnel to help in education and safety, as well as providing training to the public, a variety of numerous governmental agencies and other organizations throughout Florida.



The Training Division consists of two personnel, the Training Division Chief and the Fire Academy Instructor. Due to the department's on-going training requirements and anticipated departmental growth, there is a need for additional staff to assist with training. Currently, the only on-duty training that can occur is online computer training through Target Solutions. Additional training staff would provide for more on-duty training while keeping the zone coverages intact.

Fire Leadership Academy

Flagler County Fire Rescue, in cooperation with the Flagler County School Board, has developed a classroom-to-career curriculum called "Fire Leadership Academy" that began in 2016. Students enroll in the four-year program during their freshman year, and have the potential to certify to "Firefighter 2" under Florida State Standards. The state-certified Fire Leadership Academy provides all course materials on the high school campus. Students are encouraged to enroll in Emergency Medical Technician (EMT) training through the Flagler Technical Institute, using Flagler County Fire Rescue instructors and equipment.



This coursework has been granted approvals through the Florida State Bureau of Standards and Training, as well as through the Florida State Fire College, and the Florida State Department of Education. It is the first course of its kind in the nation that goes further than preparing students entering a fire academy; it prepares students to enter the workplace. The Fire Leadership Academy falls under the Training Division and managed by the Fire Academy Instructor, who is certified as a Firefighter/Paramedic.

Flight Ops

The Flight Operations Division provides 12-hour immediate response and recovery public safety services for all of Flagler County. For the other 12 hours, on call staff is prepared to respond, if needed, for aerial support. Fire Flight has three missions prioritized as wildfire mitigation as its first priority, medical transport as its second priority, and law enforcement as its third priority.

Fire Flight is a 1998 American Eurocopter AStar AS350B3 helicopter, purchased in January 2002. Fire Flight is an imperative part of mitigation and response for containment of wildfires starting in remote and difficult to access areas of Flagler County. Fire Flight is able to reach any area of the County in under fifteen minutes with a 210 gallon water bucket to quickly suppress and slow a fire before it can potentially build into an out of control wildfire.



Fire Flight is a State Certified Air Ambulance and responds directly to trauma related accident scenes with a Flight Paramedic. Patients are quickly loaded into the helicopter and flown to the nearest appropriate hospital reducing the transport time by at least half as compared to ground ambulances.

Flight Operations plans and participates with all local law enforcement agencies to provide

aerial surveillance on request. Fire Flight is equipped with the latest hi-tech devices including a FLIR infrared camera and a 30,000,000-candle power Night Sun spotlight, and the crewmembers are equipped with night vision goggles.

Fire Flight is equipped and ready to assist for most search and rescue missions. In addition to the FLIR, Night Sun and night vision goggles, Fire Flight has an airborne deployable 4-man life raft, and rescue basket.

Table 7
Flagler County Fire Flight Statistics

Performance Measure	2013	2014	2015	2016	2017	2018	2019	2020
EMS Flights	25	22	29	30	37	35	23	35
Fire Reconnaissance Flights	48	83	105	168	150	104	121	121
Fire Suppression Flights	19	11	39	45	24	10	14	12
Mutual Aid Flights	2	1	0	0	0	1	1	0
Law Enforcement Flights	15	7	2	27	30	43	44	46
Maintenance Flights	6	7	10	2	4	9	8	7
Search & Rescue Flights	16	15	10	6	8	12	11	13
Training Flights	41	56	28	33	23	25	22	24
Community Service Flights	8	16	30	28	20	26	32	66

The highest priority for Flight Operations is to provide countywide aerial support efficiently and effectively when requested. Operational mandates for Flight Operations include directives from the Federal Aviation Authority, Department of Homeland Security, Department of Defense, Florida Division of Forestry, Florida Department of Transportation, Flagler County Airport Procedures, Flagler County Codes, and Florida Department of Law Enforcement.

The Flight Operations Division has two employees, Director of Air Operations and Chief Pilot/Director of Maintenance, that operate and maintain the Fire Flight helicopter. Each pilot is scheduled to work 12 hours per day, 7 days on and 7 days off. The hours of operation for the aircraft is 0800 hours to 2000 hours (8am to 8pm). There is a need to add at least one pilot to allow the current pilots time away from work. As it stands now, if a pilot uses personal leave or becomes sick, the helicopter is out of service. Additionally, adding another pilot would allow for an increase in the hours of operation, from 12 hours per day to 24 hours per day.



Special Operations

In addition to providing fire and advanced emergency medical response, Flagler County Fire Rescue Department delivers a wide range of emergency specialized responses and technical rescue operations.

Working in conjunction with the Florida Fire Marshal's Office, in 2005, Flagler County Fire Rescue developed a **Light Technical Response Team**, identified as Team 312 part of Florida's Urban Search and Rescue Program. This Technical Rescue Team comprised of thirty-five (35) members, is multi-disciplined capable of conducting search, rescue and recovery in the technical disciplines to include; light frame, light wall, light floor and unreinforced construction structural collapse, rope rescue, vehicle extrication, machinery extrication, and confined space operations, and



identify trench, excavation and water rescue operations needed in a technical rescue environment.

This team is capable of light operations for up to 12 hours, and requires assistance from additional teams for sustained operations. Although this team is utilized primarily for local response, it can respond to larger disaster responses as a force multiplier attached to engine

strike teams. FCFR has the basic cache needed for this operational level and ensures that minimum staffing of six (6) trained personnel are ready to respond at a moment's notice.

Flagler County Fire Rescue formed its **Marine Rescue Team** in 2010, with twenty (20) trained personnel certified for the team. Team members undergo specialized training several times



throughout the year to stay proficient and ready to respond whenever they are needed. Equipment resources are strategically staged at two beachfront parks (Malacompra and Jungle Hut) to ensure a quick and efficient response.

Flagler County Fire Rescue personnel are trained for **Hazardous Materials Response** providing 24/7 support and technical assistance to manage and mitigate

hazardous material emergencies. All personnel are trained at hazmat operations-level firefighters with a role to analyze the situation, decide if more resources are needed, implement a strategy and evaluate the progress of the incident. Currently, there are nine (9) team members who have received additional training and perform as hazmat technicians, with a more aggressive role using chemical protective ensembles to stop leaks by plugging, patching or other means in hazardous atmospheres. St. Johns County Fire Rescue Hazmat Team will respond for large-scale emergencies.



Wildfire Response

Each year, across the State of Florida, thousands of acres of wildland fires occur and many homes are destroyed as a result. These fires can erupt at any time of the year from a variety of causes, including arson, lightning, and debris burning. Flagler County Fire Rescue has seen its fair share of disastrous wildland fires over the years and have developed a **Wildfire Response Team** with



some of the highest trained firefighters in the realm of wildland firefighting. All personnel are trained to the minimum standards for wildland firefighting, with several members who have received additional training, performing as engine leaders, crew boss, and strike team leaders. These members not only respond locally, they are also deployed throughout the State of Florida with the

Florida Forest Service as well as nationally with the U.S. Forest Service.

In addition to the use of Fire Flight to combat these types of fires, the wildland firefighting vehicles in our fleet include:

- Six (6) Type 6 Wildland Trucks
 - F550 chassis with a 400 gallon water tank, 40 gallon foam tank, and 150 gpm pump
- Three (3) Type 5 Light Military Transport Vehicles
 - LMTV's with a 700 gallon water tank, 40 gallon foam tank, and 150 gpm pump

Organizational Assets

Staffing

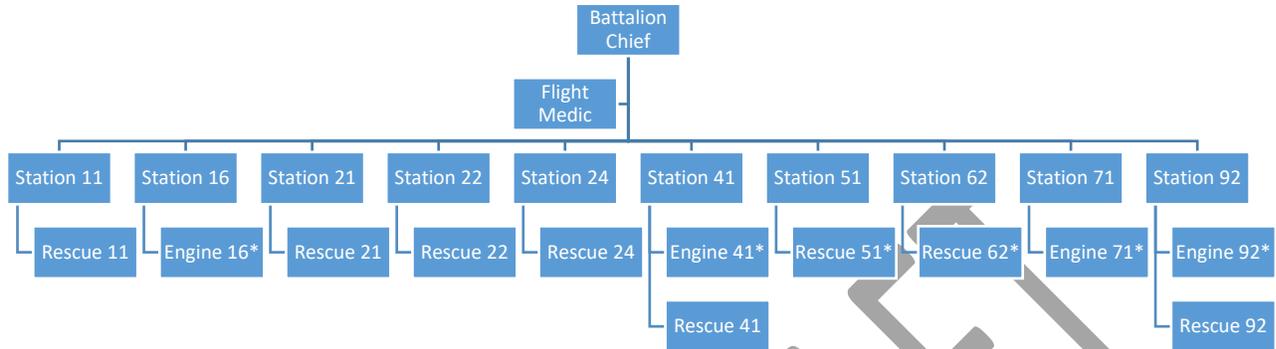
In September 2020, Flagler County Fire Rescue received notification that they had received a \$3.26 million FEMA Staffing for Adequate Fire and Emergency Response (SAFER) Grant to hire 15 additional firefighters over the next three years. This grant will help to bring the county's fire department staffing up to industry standards by adding additional personnel on fire engines. Typically this type of grant requires a local match with decreasing grant dollars over the three year period, however based on the need, FEMA waived the requirement for the grant match and has funded this staffing increase for the full three-year period.

Based on the additional personnel from the SAFER Grant, Flagler County Fire Rescue consists of 115 full time positions. This includes 84 Firefighter/Medics, 18 Lieutenants, 3 Battalion Chiefs, one Fire Marshall, one Training Chief, one Deputy Chief, one Fire Academy Instruction, one Community Paramedic, one Director of Flight Operation, one Chief Pilot/Director of Maintenance, one Accountant, one Medical Director and the Fire Chief.

Table 8
Flagler County Fire Rescue Staffing

Administration (8)	Flight Operations (2)	Operations (105)
Fire Chief		
Deputy Chief		Battalion Chief (3)
Fire Marshall/Inspector	Director of Flight Operations	
Training Chief		Lieutenant (18)
Fire Academy Instructor	Chief Pilot/Director of Maintenance	
Community Paramedic		Firefighter Paramedic (84)
Accountant		
Medical Director		

Table 9
FCFR Field Operations Staffing



*Denotes placement of Lieutenants

There are thirty-five (35) personnel assigned to each shift (A-B-C); a Battalion Chief, a Flight Medic and thirty-three (33) assigned to response vehicles, (six Lieutenants and twenty-seven Firefighter Paramedics). All Engines are staffed with four personnel, unless personal leave is used. If personal leave is used, the engine will go down to three person starting with Engine 71, then 41, then 92, then 16. All Rescues are staffed with two personnel, all the time. Three certified flight medics per each shift rotate assignment on the aircraft, with one assigned each day. Since the operation of Fire Flight is a 12-hour shift, once the Flight Medic has completed their assignment they are re-allocated as an additional person on a Rescue or any open spot on an Engine. Since there is one Battalion Chief per shift, if they utilize personal leave, the vacancy is filled with overtime or with a Lieutenant riding-up as a Battalion. Per the Collective Bargaining Agreement, up to 3.5 people per shift are allowed off each day, excluding the Battalion Chief. With the current level of approved staffing, up to 4.5 people per shift can be off without utilizing overtime for coverage or reducing the staffing levels on the Engines. The industry standard for staffing a single position for a 24-hour shift is to hire 3.4 people in order to allow the appropriate amount of personnel off without utilizing overtime. Utilizing this formula, FCFR would need 119 people per shift (this includes the Battalion Chief, Lieutenants and Firefighter Paramedics), not including any administrative staff. This staffing level would equate to 39.66 personnel per shift, whereas we currently have 35 personnel per shift. Adding four additional personnel per shift would allow for additional training opportunities, and would allow for additional personnel to utilize personal leave without reducing staffing on engines or paying overtime.

Facilities

The Flagler County Fire Rescue Department provides quality emergency services within the county as well as fulfilling requests for mutual aid assistance. To increase efficiencies while minimizing response times to emergencies, Flagler County Fire Rescue career staff delivers fire, rescue and emergency medical services out of a total of ten fire stations, six county fire stations

and four city fire stations. Each fire station contains apparatus and equipment for fire suppression and advanced life support (ALS) medical services, with the city fire stations equipped with a Flagler County Fire Rescue ambulance staffed by two county employees. Flagler County Fire Rescue volunteer firefighters provide supplemental support from two additional county fire stations.

Flagler County's newest fire station was built in 2004 as a career fire station, with the remaining fire stations being constructed between the years of 1985 and 1995 as volunteer fire stations. Minor renovations have taken place at these older facilities to accommodate today's use by career staff to include sleeping quarters and enlarged kitchen space. The following is a brief overview of each facility.

Fire Station #31

Location: Korona
Address: 5821 South U.S. 1
Bunnell, FL 32110

Year Built: 1990

Status: Volunteer Station

Parcel ID: 05-13-31-3500-00110-0010
05-13-31-3500-00110-0040
05-13-31-3500-00010-0000

Notes: Facility is approximately 3,990 sq. ft. situated on approximately 1 acre. This facility was not designed for career emergency response and is used as a volunteer fire station to provide supplemental support.



Fire Station #41

Location: Hammock
Address: 5593 North Oceanshore Blvd.
Palm Coast, FL 32137

Year Built: 2004

Status: Career Station



Parcel ID: 40-10-31-0000-00010-0010

Notes: Facility is approximately 5,429 sq. ft. situated on approximately 3 acres. This facility can house up to six people while providing response with an engine, ambulance and water rescue. This facility is need of some life safety upgrades, interior renovations and minor expansion.

Fire Station #51

Location: Espanola

Address: 3055 County Road
13
Bunnell, FL 32110

Year Built: 1990

Status: Career Station

Parcel ID: None

Notes: Facility is approximately 3,350 sq. ft. situated within the right-of-way of CR 13 on approximately .5 acres. This facility can house up to four people while providing response with an engine, ambulance or attack truck. This facility was constructed as a volunteer station and has received minor improvements to the living and sleeping quarters. This station does not meet any life safety or fire codes.



Fire Station #62

Location: Bunnell

Address: 100 Utility Street
Bunnell, FL 32110

Year Built: 2000

Status: Career Station

Parcel ID: 11-12-30-0650-000C0-0010



Notes: Facility is approximately 4,158 sq. ft. situated on approximately 1 acre. This facility can house up to four people while providing response with an engine, ambulance, tender or attack truck. This facility is owned by the City of Bunnell and maintained by Flagler County.

Fire Station #71

Location: St. Johns Park

Address: 89 E County Road 2006
Bunnell, FL 32110

Year Built: 1985

Status: Career Station

Parcel ID: 27-12-29-5550-00130-0020

Notes: Facility is approximately 3,948 sq. ft. situated on approximately 1.7 acres. This facility can house up to three people while providing response with an engine, tender or attack truck. This facility was constructed as a volunteer station and has received minor improvements to the living and sleeping quarters. This station does not meet any life safety or fire codes.



Fire Station #81

Location: Rima Ridge

Address: 500 Rodeo Road
Ormond Beach, FL 32174

Year Built: 1995

Status: Volunteer Station

Parcel ID: 24-14-30-0000-03050-0000

Notes: Facility is approximately 2,310 sq. ft. situated on approximately 5 acres. This facility was not designed for career emergency response and is used as a volunteer fire station to provide supplemental support.



Fire Station #92

Location: Airport

Address: 130 Airport Road
Palm Coast, FL 32164

Year Built: 1990

Status: Career Station

Parcel ID: 07-12-31-0650-000D0-000A



Notes: Facility is approximately 3,960 sq. ft. situated on approximately 1 acre. This facility can house up to six people while providing response with an engine, ambulance, tender or attack truck. This facility was constructed as a volunteer station and has received minor improvements to living and sleeping quarters. This station is prone to flooding due to elevation and does not meet any life safety, fire codes or wind loads.

John R. Keppler Jr. Training Center

Location: Training Center

Address: Justice Lane
Bunnell, FL 32100

Year Built: 2006

Status: Active

Parcel ID: 15-12-30-0650-000D0-0060



Notes: Facility is approximately 1,892 sq. ft. situated on approximately 80 acres. This facility is three stories and used for various training opportunities. The site includes a flashover simulator and propane gas props. The site is in need of classroom space, permanent restroom facilities, electric and utilities.

Equipment

Fire equipment can be classified as expendable and capital. Items that break or get lost in fire rubble and items that can be replaced inexpensively are expendable. These items include things such as hand tools (axes, halligans, brooms and shovels). Capital items are items that are expected to perform and last for some time and are expensive. Personal protective equipment, self-contained breathing apparatus and fire apparatus are considered capital items.

Personal protective equipment (PPE) otherwise known as bunker gear is an item issued to each firefighter. The gear is considered a capital item. There are two sets issued to each firefighter, structural PPE and wildland PPE. Structural protective clothing differs from the wildland protective clothing. Structural PPE is used in situations where a firefighter needs protection from thermal build up and flash fires. The structural PPE is designed to keep the firefighters core temperature moderated while protecting them from the hostile environment they have entered. Wildland PPE is designed for flash protection in wildfire situations. Wildland PPE does not provide the same protective qualities as structural PPE. The two different PPE styles are not meant to be interchangeable. Firefighters cannot enter a burning building with wildland PPE and expect to survive, while structural PPE is too heavy and bulky and will not allow the firefighter to negotiate a wildland fire.

NFPA 1851 specifies that the firefighter protective ensemble or ensemble components must be retired from service no more than 10 years from the date the ensemble or ensemble component was manufactured – the date it was manufactured, not the date it was placed in service.

FCFR has developed a replacement program that is spread out over the years as to not create a financial burden on the county. Each firefighter is issued two sets of protective ensembles so that the exposure will be limited and a good set is always available. Each set of structural PPE costs approximately \$2,500.00 and wildland firefighting PPE costs approximately \$500.00. As staffing levels increase, additional PPE will need to be placed into service.

Self-Contained Breathing Apparatus (SCBA) is one of the most important safety devices the fire department owns. It can provide breathable air to a firefighter in an atmosphere that would be otherwise deadly. It is a common myth that the bottles that the firefighters wear on their backs are filled with oxygen. In reality, they are filled with compressed air supplied via a regulator much like a scuba diver.

Flagler County Fire Rescue purchased the latest version of SCBA in FY 2019 at a cost of \$337,000.00, complying with the 2018 NFPA standard. Flagler County Fire Rescue has in its inventory the latest most up to date SCBA ensemble available today with their 2019 purchase of 70 new SCBA harnesses. The NFPA standards are updated every five years with the next update in 2023, however, we are allowed to be two revisions behind. Therefore, we will keep the harnesses in service until the next update in 2028. The harnesses include the high pressure and low pressure regulators.

Each SCBA harness is required to have two SCBA bottles assigned per NFPA and OSHA regulations pertaining to IDLH atmospheres and breathing air. FCFR has 110 air bottles purchased in 2013, 2014, 2017 and 2018. The carbon wrapped bottles have a 15-year life span and FCFR will begin the replacement of the air bottles in 2025 and will spread the purchase out to 2028.

NFPA recommendations are updated to the new safety standards every 5 years. The last update pertaining to Self-Contained Breathing Apparatus was in 2018. The next update to the NFPA standards pertaining to SCBA will be in 2028. Each SCBA ensemble costs approximately \$7,000.00 with a bottle and mask. As staffing levels increase, additional SCBA units will need to be placed into service.

Lifepak 15 monitor/defibrillator manufactured by Physio Control/Stryker is the standard in emergency care, providing a complete acute cardiac care response system designed for basic life support (BLS) and advanced life support (ALS) patient management protocols.

Through the Assistance to Firefighter Grant Program, FCFR purchased fifteen of these Lifepak 15 units in 2012. According to the recommended guidelines from Physio Control for age of device and use patterns, they state the American Hospital Association's 2004 Estimated Useful Lives of Depreciable Hospital Assets lists the life expectancy of a defibrillator at five years. The Department of the Army Technical Bulletin (TB MED 7) lists life expectancy of a defibrillator at eight years. Additionally, the use of the device in a busy service where you pull your monitor/defibrillator out on many calls, the unit will naturally suffer more wear and tear from daily use.

Although these units receive proper maintenance and battery replacement consistent with manufacturer guidelines, FCFR's Lifepak 15 devices are reaching the age of nine, and it is time to start considering a plan for replacement of these devices. The estimated cost for replacement is approximately \$40,000.00 per unit.

Fire apparatus are operated under extreme conditions. To drive fire apparatus takes special training to operate due to the large size and weight of the vehicle. Fire apparatus is used to get somewhere in a hurry, with cold starts, hard stopping and starting, and driving in extreme conditions. Once the apparatus arrives at the scene, it is left running at high idle for extended periods of time. Fire engines and ladder trucks carry water in a reserve tank adding to the weight and stress of the vehicle. The engine carries 1000 gallons of water adding 8,350 pounds to the weight of the vehicle, which is 20,000 pounds and an equipment load of 2,000 pounds (total of 30,350 pounds).

The life expectancy of fire apparatus is a hotly debated topic; some say the unit needs to be placed in reserve after 100,000 miles, while others say once the unit no longer complies with current standards. Most people say to remove the apparatus from service when the unit no longer provides a safe mode of transport or becomes unreliable.

NFPA 1901 Annex D Guidelines for first line and reserve apparatus states, "Fire service leaders should carefully consider the value (or risk) to their firefighters of keeping fire apparatus in first-

line service when it's more than 15 years old". Flagler County's Fleet Rolling Stock Replacement Plan provides for annual evaluation of the equipment with recommended replacement schedules. Table 10 depicts the current inventory for Flagler County Fire Rescue per the County's Replacement Plan.

Table 10
Flagler County Rolling Stock Replacement Plan - Fire Rescue (need to update plan based on FY2022 projections)

County Number	Year	Manufacturer	Description	Replacement Cost	Replacement Year
00008771	2014	FORD MOTOR COMPANY	FORD F250 4X4 3/4 TON	40,000	2022
00009895	2017	JOHN DEERE	GATOR HPX	13,000	2030
00000713	2002	STERLING	TANKER 31 - KORONA	300,000	2026
00000740	2002	FORD MOTOR COMPANY	ATTACK 51 - ESPANOLA	125,000	2022
00000778	2003	INTERNATIONAL HARVESTER	TANKER 81 - RIMA RIDGE	450,000	2028
00000898	2004	PIERCE	FIRE ENGINE - SPARE	560,000	2024
00000899	2004	PIERCE	FIRE ENGINE- SPARE	570,000	2025
00000918	2006	PIERCE	ENGINE 41 - HAMMOCK	560,000	2023
00000929	1999	FORD MOTOR COMPANY	ATTACK 81 - RIMA RIDGE	130,000	2023
00000930	1999	FORD MOTOR COMPANY	ATTACK 31 - KORONA	125,000	2022
00000931	2004	FORD MOTOR COMPANY	ATTACK 92 - AIRPORT	150,000	2026
00000933	2006	FORD MOTOR COMPANY	FORD F150 4X4 1/2 TON	39,000	2022
00001037	2009	BUSHOG	BUSHHOG 4430 4X4	14,500	2024
00001038	2009	ANDERSON	6X12 OPEN TRAILER	5,000	2023
00008257	2013	INTERNATIONAL	TANKER 51 - ESPANOLA	560,000	2033
00008518	2013	PIERCE	IMPEL PUMPER - ENGINE 16 HALIFAX	680,000	2033
00008639	2013	FREEDOM	DUAL AXLE TRAILER 20'	9,000	2028
00008693	2014	FORD MOTOR COMPANY	FORD TRANSIT VAN	25,000	2023
00008703	2015	PIERCE	ENFORCER - ENGINE 92 AIRPORT	585,000	2025
00008936	2012	FOREST RIVER	MASS CASUALTY TRAILER	176,000	2032
00009108	2015	YAMAHA	WAVE RUNNER	16,000	2025
00009109	2015	YAMAHA	WAVE RUNNER	16,000	2025
00009155	2015	MAGIC TILT	JETSKI TRAILER	1,800	2023
00009158	2015	HONDA	ATV	14,000	2025
00009159	2015	HONDA	ATV	14,000	2025

00009175	2015	TRIPLE CROWN	TRAILER 7X16 UTILITY	6,000	2025
00009255	2015	FORD MOTOR COMPANY	1/2 TON PICKUP F-150 4X4	35,000	2025
00009299	2016	FORD MOTOR COMPANY	RESCUE 51 - ESPANOLA	275,000	2022
00009670	2009	INTERNATIONAL	FIRE ENGINE-63 BUNNELL	600,000	2029
00009679	2017	FORD MOTOR COMPANY	1/2 TON PICKUP F-150 4X4	30,000	2027
00009681	2017	FORD MOTOR COMPANY	RESCUE 24 - PALM COAST	290,000	2024
00009682	2017	FORD MOTOR COMPANY	RESCUE 62 - BUNNELL	290,000	2024
00009687	2017	FORD MOTOR COMPANY	RESCUE 92 - AIRPORT	290,000	2024
00009688	2017	FORD MOTOR COMPANY	RESCUE 21 - PALM COAST	280,000	2023
00009701	2017	FORD MOTOR COMPANY	1/2 TON PICKUP F-150 4X4	35,000	2027
00009710	2017	FORD MOTOR COMPANY	F-550 ATTACK	196,500	2037
00010081	2018	FORD MOTOR COMPANY	FORD F-150 4X4	36,000	2028
00010475	2019	FORD MOTOR COMPANY	RESCUE 22 - PALM COAST	330,000	2029
00010491	2020	PIERCE	ENFORCER - ENGINE 92 AIRPORT	828,000	2039
00010561	2019	FORD MOTOR COMPANY	FORD F-150 4X4	36,000	2029
00010865	2020	FORD MOTOR COMPANY	FORD F-150 4X4 EXT	40,500	2030
0UNIT 28	2006	HAULMARK	AIR TRAILER (947)	75,000	2022
00000749	2002	STERLING	TANKER 92 - AIRPORT	310,000	2027
00000757	2003	PIERCE	LADDER 41 - HAMMOCK	1,000,000	TBD
00009669	2003	FREIGHTLINER	AIR TRUCK - BUNNELL	50,000	TBD

(Need to insert table showing replacement cost for each element and implementation years - i.e. Rolling stock, equipment, PPE, etc)

Mission

To protect and enhance the quality of life of the residents and guests through effective and efficient delivery of emergency and non-Fire Rescue.

Vision

We are committed to providing highly trained professionals and volunteers who are well equipped to carry out the mission statement.

Department Goals

Customer Focus – Monitors operation to enhance customer service and raise the quality of Fire and EMS Services.

- Develop department members to provide quality service, through training and by encouraging and supporting college education.
- Foster total quality customer service through employee empowerment, customer oriented service and loyalty to county services.

Financial Stability – Foster a correlative relationship between function and process of fire and EMS services in order to live within financial resource limits.

- Promote an awareness of fiscal responsibilities.
- Complete fiscal year with a balanced budget.

Future Vision – Strategically identify and respond to critical opportunities and challenges to enhance services provided and quality of life.

- Enhance the services provided by continually assessing the needs of the community and keeping pace with growth.
- Providing a force with the ability to respond with proficiency to any hazards presented.

Values

Integrity – Defined as being honest, moral, upright and sincere. Public trust can only exist with our integrity and respect for one another. The foundation of Flagler County Fire Rescue is the high level of integrity of its employees.

Professionalism – Recognizing the changing and diverse needs of the community, Flagler County Fire Rescue promotes and encourages a policy of professional and individual excellence which is delivered and enhanced by continuing education and training.

Commitment to Employees – The department recognizes that its employees are the vital component to the successful delivery of Fire and EMS services. We believe we can achieve our highest potential by actively involving our employees in problem solving and improving Fire and EMS services. We support an organizational climate of mutual trust and respect.

Loyalty – Department members shall strive to maintain their allegiance to the department's beliefs, mission and vision, while creating open lines of communication and continuing to work hard.

We realize fully the expression of ideas is meaningless unless actively practiced. The integrity and professionalism demanded of members of the Flagler County Fire Rescue shall ensure the proper, lawful, and unbiased application of Fire and EMS services.

S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis is designed to have an organization candidly identify its positive and less than desirable attributes, creating a framework used to evaluate the organization and to develop strategic planning. Internal stakeholders participated in this activity to record their strengths and weaknesses, as well as the possible opportunities and potential threats.

	Helpful	Harmful
I N T E R N A L	Strengths	Weaknesses
E X T E R N A L	Opportunities	Threats

Strengths

It is important for any organization to identify its strengths in order to assure that it is capable of providing the services requested by the community and to ensure that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of 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 reviewed to evaluate the rate of return on staff time and allocated funds.

The department stakeholders identified the strengths of Flagler County Fire Rescue as follows:

Strengths of Flagler County Fire Rescue	
Dedicated Employees	Efficiency
Ability to adapt and come up with solutions	Community Involvement
New Communication Equipment	Support – Community, Administration, Commission
Experienced Personnel with excellent EMS Delivery	County Benefit Package
Willingness to embrace new technology	Resources – Automatic Aid, Mutual Aid
Minimum Staffing and Standards (SAFER Grant)	Decent Equipment
Drive for personal development and training	Working towards putting personnel in place/position

Weaknesses

Performance or lack thereof, within an organization depends greatly on the identification of weaknesses and how they are confronted. While it is not unusual for these issues to be at the heart of the organizations overall concerns, it is unusual for organizations to be able to identify and deal with these issues effectively on their own.

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all.

These areas of needed enhancements are not the same as threats, but rather those day-to-day issues and concerns that may slow or inhibit progress. The department stakeholders identified the weaknesses of Flagler County Fire Rescue as follows:

Weaknesses of Flagler County Fire Rescue	
Manpower Truck Hopping (Stations 51, 71, 62)	Recruitment & Retention of employees
Lack of pride within the department	Lack of career advancement opportunities
Members who fear the future within the department	Facilities need replacement or upgrades
Lack of communication up & down chain of command	Lack of leadership development and training
Morale and Employee Turnover	Lack of succession planning
Lack of Station Bidding	Lack of specialized apparatus (rely on city ladder)

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 service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The department stakeholders identified the following potential opportunities:

Opportunities for Flagler County Fire Rescue	
Grants and Diversified Revenue Streams	County & City Fire Department Cooperation
Ongoing education & professional development	Improved facilities & expansion for growth
Recruitment and expansion of personnel	Improved internal communications & recognition
Improve media coverage and feedback opportunities	Improved training opportunities & partnerships
Increase community engagement & involvement	Private & Community Partnerships

Threats

To draw strength and gain full benefit of any opportunity, the threats to the organization, with their new risks and challenges, must also be identified in the strategic planning process. By recognizing possible threats, an organization can greatly 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 department stakeholders were as follows:

Threats to Flagler County Fire Rescue	
Natural Disasters (hurricanes, beach erosion, etc.)	Lack of data/information sharing among other agencies
Economy and Stagnant Budget	Interdepartmental communication
Diminishing Grant Funding	Business growth stagnation

Federal/State Regulations & Requirements	Risk of litigation
Annexation of property	Increasing vendor/equipment costs
Continuously changing political environment	Loss of staff to other Fire Rescue Departments due to money, moral or specialized teams

Critical Issues and Service Gaps

Following the identification and review of the organizations S.W.O.T., the following themes were identified as primary critical issues and service gaps. Recognizing and addressing these critical issues and service gaps will allow the organization to increase their operational efficiencies while providing better customer service to the community.

Critical Issues and Service Gaps	
Communication <ul style="list-style-type: none"> ○ Distribution of communications ○ Consistency ○ Timeliness ○ Lack of good media platforms/PIO ○ Public education opportunities 	Technology <ul style="list-style-type: none"> ○ Managing ○ Implementing ○ Training ○ IT Support ○ Social Media ○ Consistent
Equipment <ul style="list-style-type: none"> ○ Research & Development ○ Replacement ○ Maintenance ○ Distribution ○ Consistent 	Facilities <ul style="list-style-type: none"> ○ Replacement ○ Renovations/Upgrades ○ Maintenance ○ Housing Employees
Staffing & Manpower <ul style="list-style-type: none"> ○ Response ○ Retain ○ Recruitment ○ Training ○ Support Staff ○ Combat ○ Volunteers 	Training & Development <ul style="list-style-type: none"> ○ Staffing ○ Funding ○ Time – On Duty and Off Duty ○ Resources ○ Contractual Issues ○ Technical & Specialized Training ○ Professional Development

Community Risk Reduction & Outreach <ul style="list-style-type: none"> ○ Staffing ○ Perception ○ Education ○ Youth Mentoring ○ Public Education ○ Inspections ○ Community Paramedicine 	Succession Planning <ul style="list-style-type: none"> ○ Institutional Knowledge ○ Mentorship ○ Recruitment ○ Testing – Promotional Exams ○ Knowledge/Skills/Abilities
Growth Management <ul style="list-style-type: none"> ○ Annexation ○ Economy ○ Desirable Community ○ Commercial/Industry 	Logistics <ul style="list-style-type: none"> ○ Staffing ○ Purchasing & Acquisitions ○ Servicing ○ Inventory & Supplies

Strategic Initiatives

Based on all previously captured information, the following strategic initiatives were identified as the foundation for development of goals and objectives.

Flagler County Fire Rescue Strategic Initiatives		
Communication	Logistics	Equipment & Facilities
Succession Planning	Community Risk Reduction & Outreach	Training & Development

Goals and Objectives

To continuously achieve the mission of Flagler County Fire Rescue, realistic goals and objectives with timelines for completion must be established to enhance strengths, address weaknesses, provide a clear direction, and address concerns of the community. These should become the department's efforts, as they will direct the organization to its desired future while having reduced 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 Flagler County Fire Rescue leadership.

Goal 1	Improve the internal communication process for consistent information throughout the department
Objective 1A	Identify the need for improved internal communication.
Timeframe	3 months
Critical Tasks	<ul style="list-style-type: none"> ○ Create a survey that focuses on internal communication issues. ○ Distribute the survey with a determined deadline. ○ Gather and analyze the data from the survey ○ Compile the information and report to the leadership team for further disposition
Objective 1B	Analyze current communication platforms.
Timeframe	4 months
Critical Tasks	<ul style="list-style-type: none"> ○ Identify each communication platform used by the department. ○ Develop measurement matrices for effectiveness determination. ○ Rate the effectiveness of each platform. ○ Conduct any further analyses needed. ○ Summarize the findings and report it back to department's leadership.
Objective 1C	Research different communication platforms.
Timeframe	4 months
Critical Tasks	<ul style="list-style-type: none"> ○ Conduct internet search for optional communication platforms. ○ Conduct local networking research for optional communication platforms. ○ Solicit assistance from the county's IT department to determine feasibility of other optional platforms. ○ Create a report summarizing the findings and recommendations for the leadership team.

Objective 1D	Enhance current communications processes.
Timeframe	2 months

- Critical Tasks**
- Add any platforms that have been approved, as providing enhancement to internal communications.
 - Eliminate any ineffective/obsolete systems.
 - Receive any needed approval from the County's IT department.
 - Conduct any identified training for all personnel.

Objective 1E	Conduct regular meetings with staff.
Timeframe	Quarterly, on-going

- Critical Tasks**
- Develop an agenda with leadership team for discussion.
 - Clarify the purpose of meeting and assign any action items.
 - Review the meeting.
 - Plan next steps and next agenda.

Objective 1F	Continually solicit feedback from employees.
Timeframe	Quarterly, on-going

- Critical Tasks**
- Perform open dialogue with staff on effectiveness of communications.
 - Update employee survey and conduct revisions if needed.
 - Distribute new survey to determine effectiveness of the communication platforms through Target Solutions.

Goal 2 Create a seamless transition of personnel that maintains the continuity of service to the community.

Objective 2A	Identify the need for a succession plan due to attrition and future growth.
Timeframe	3 months

- Critical Tasks**
- Monitor projected county growth within planning and zoning and/or the Growth Management Department.
 - Create a forecast modeling of anticipated staffing needs.
 - Create a report of findings and submit to the leadership team.

Objective 2B	Obtain financial data from appropriate county departments to create an analysis for future determination.
Timeframe	2 months
Critical Tasks	<ul style="list-style-type: none"> ○ Obtain a current retirement and/or DROP list (Human Resources). ○ Obtain current salaries on all employees (Human Resources/Financial Services) ○ Obtain projected salary plan with projected cost of living raises (Human Resources/Financial Services). ○ Obtain employee tenure list (Human Resources). ○ Create a report of findings and submit to the leadership team.
Objective 2C	Complete a comprehensive cost analysis to ensure sustainability of the succession plan.
Timeframe	6 months
Critical Tasks	<ul style="list-style-type: none"> ○ Collaborate with Human Resources and Financial Services Department to create a comprehensive spreadsheet that compiles the requested data. ○ Develop a cost analysis plan. ○ Review the spreadsheet with fire and county leadership to receive approval to move forward with the plan.
Objective 2D	Research and review current succession plans from fire departments of like size and scope.
Timeframe	6 months
Critical Tasks	<ul style="list-style-type: none"> ○ Identify and meet with fire departments of like size and scope to discuss their succession plans. ○ Conduct academic research on developing succession plans. ○ Evaluate promotional process for best practices. ○ Compile and review all information gathered during the research. ○ Develop the framework for department plan based on the research. ○ Submit plan for leadership team approval.
Objective 2E	Create a task book that identifies and explains a step-by-step method to ensure a smooth transition to the next position.
Timeframe	4 months
Critical Tasks	<ul style="list-style-type: none"> ○ Create a position task book that captures the KSAs for the related positions. ○ Build education and training components, which will affect the transition for each position. ○ Have the task books reviewed by peer reviewers. ○ Publish the task books.

Objective 2F	Formally introduce the succession plan to fire rescue personnel and solicit feedback.
Timeframe	2 months
Critical Tasks	<ul style="list-style-type: none"> ○ Create a comprehensive presentation to introduce plan and task books. ○ Develop a feedback form for future review. ○ Set dates and time to introduce to all employees (nine dates). ○ Conduct the introduction to all personnel. ○ Solicit the feedback.
Objective 2G	Revise and finalize the succession plan.
Timeframe	2 months
Critical Tasks	<ul style="list-style-type: none"> ○ Apply and revisions recommended from the feedback. ○ Finalize the succession plan. ○ Submit to leadership team for approval.
Objective 2H	Implement the succession plan
Timeframe	1 month
Critical Tasks	<ul style="list-style-type: none"> ○ Assign position specific task books to potential candidates. ○ Assign candidates to mentor. ○ Adjust staffing to allow for mentoring if possible. ○ Ensure the all personnel are encouraged, recognized and rewarded for pursuing advanced certifications and continued education.
Objective 2I	Continuously monitor through quality assurance and evaluate the effectiveness of the succession plan.
Timeframe	On-going
Critical Tasks	<ul style="list-style-type: none"> ○ Monitor individual estimated completion dates. ○ Create a program survey for the mentor and candidate. ○ Submit surveys to the succession plan committee for review and potential revision. ○ Revise plan as needed. ○ Evaluate promotional process for best practices.
Goal 3	Develop, implement and maintain physical resource programs to ensure all fire department facilities, apparatus and equipment reflect a professional image.
Objective 3A	Establish a comprehensive facilities management program.
Timeframe	9 months, On-going

Critical Tasks

- Complete a comprehensive facilities assessment to implement needed improvements (GS- Facilities Management).
- Develop a standard for station condition/placement.
 - NFPA Standards
 - Florida Building Codes
 - Physical Condition
 - Long-term Maintenance & Replacement Needs
 - Safety/Health
- Address immediate health/safety issues.
- Develop a long-range facilities management plan and work with County CIP team for future funding needs and replacement schedule.
- Develop a long-range station location placement plan based on future growth with input from the cities.
- Annual inspection and bi-annually update the facilities plan to adapt to changes.

Objective 3B

Establish a comprehensive apparatus management program.

Timeframe

9 months, On-going

Critical Tasks

- Develop a standard for vehicle conditions/replacement (GS- Fleet Management).
 - NFPA
 - ISO
 - FDOT
 - PM Schedule
 - Longevity (5 first-out/5 back-up, 10 first-out/10 back-up)
- Address immediate safety issues.
- Develop a long-range apparatus management plan to provide funding (Financial Services, GS - Fleet Management)
- Annual inspection and bi-annually update the apparatus plan to adapt to change.

Objective 3C

Establish a comprehensive fire/EMS equipment management program.

Timeframe

9 months, On-going

Critical Tasks

- Develop a standard for equipment condition/replacement.
 - NFPA
 - ISO
 - OSHA
 - Policies/SOG's
 - Standardization
 - Research and Development
 - Training
 - Address immediate safety issues.
 - Develop a long-range equipment management plan to provide funding (Financial Services)
 - Annual inspection and bi-annually update the apparatus plan to adapt to change.
-

Goal 4	Improve and maintain the department's training and development program to deliver exceptional services to the community.
Objective 4A	Identify current industry standards and technologies relative to training and development.
Timeframe	1 year
Critical Tasks	<ul style="list-style-type: none"> ○ Hire additional training staff. ○ Solicit feedback from company officers regarding training needs. ○ Compile industry standard documentation (e.g. NFPA, IFSTA, IFSAC, ProBoard, etc.) ○ Summarize collected information for future use.
Objective 4B	Identify current Training programs and conduct a needs assessment.
Timeframe	6 months
Critical Tasks	<ul style="list-style-type: none"> ○ Compile the program components currently used. ○ Evaluate the program components currently used. ○ Compare program components to industry standards and best practices. ○ Summarize and create a report for leadership team to review and act on.
Objective 4C	Identify, design and implement new program components.
Timeframe	1 year
Critical Tasks	<ul style="list-style-type: none"> ○ Create a justification of the proposed new program to include: <ul style="list-style-type: none"> ○ Rationale of industry standards ○ Instructor requirements ○ Delivery methods ○ Resources/Equipment ○ Facility ○ Target Audience

Critical Tasks

- Solicit the Fire Chief's review and approval to acquire a decision factor reflecting:
 - Approval/denial/adjustment
- Develop the curriculum for any training or development program components approved to include:
 - Goals and Objectives
 - Development of any training materials
 - The agenda
 - Evaluation methodology
- Amend the Master Training Calendar to reflect the new program components.
- Publish the Master Training Calendar
- Implement the Master Training Calendar
- Ensure that all personnel are encouraged, recognized and rewarded to pursuing advanced certifications and college degrees annually.
- Work with training staff and fire administration to ensure that accommodations to support higher education will be made.

Objective 4D

Review and evaluate the new program components and the overall program.

Timeframe

6 months, On-going

Critical Tasks

- Develop and post a training survey to evaluate training program.
- Administer the survey.
- Evaluate the survey results and share the results with all instructors and leadership team.
- Incorporate survey results into annual appraisal process.
- Modify program as needed per appraisal.

Goal 5

Improve current logistics program to meet future needs of the department.

Objective 5A

Implement new daily checklist and inventory software.

Timeframe

2 years

Critical Tasks

- Create a checklist to track issuance of equipment, supplies, uniforms, etc.
 - Create a checklist to record inspection and condition of equipment, and repairs needed.
 - Evaluate and implement inventory software (bar coding).
-

Objective 5B	Determine location for a logistics and storage of equipment and supplies.
Timeframe	2 years
Critical Tasks	<ul style="list-style-type: none"> ○ Identify location to house personal protective equipment, uniforms, medical supplies, station cleaning supplies and a small equipment cache. ○ Provide work area to repair SCBAs, nozzles, hydraulic tools and small equipment ○ Establish logistics storage as remote inventory warehouse site.
Objective 5C	Develop and implement a comprehensive staffing plan.
Timeframe	2 months, 2 years, On-going
Critical Tasks	<ul style="list-style-type: none"> ○ Research other agency's staffing plans for logistics. ○ Formulate a plan to eliminate deficiencies and improve efficiency. ○ Develop a financial plan (Human Resources. Financial Services) ○ Stakeholder buy-in. ○ Secure funding. ○ Hire additional logistics personnel. ○ Train to integrate new personnel. ○ On-going assessment of needs and efficiency
Goal 6	Reduce community risk through effective fire prevention practices.
Objective 6A	Identify and create methods to enforce both Florida and National Fire Codes.
Timeframe	2 months, On-going
Critical Tasks	<ul style="list-style-type: none"> ○ Program to track and follow-up with existing business inspection. ○ Stay current with NFPA 1 and 101 (FFPC) ○ Consolidate all inspection and pre-fire plan information on a singular accessible database (shared with all jurisdictions). ○ Consider the need and benefit of additional fire prevention staff correlating with ongoing growth and development.

Objective 6B	Identify and assist areas in the community at risk.
Timeframe	12-24 months
Critical Tasks	<ul style="list-style-type: none"> ○ Conduct a needs assessment for at risk population groups (i.e. elderly, low income, non-English speaking, etc.) ○ Work with FFS to locate fire prone areas within residential areas at risk. ○ Identify areas in need of alternate water supply (i.e. horizontal wells, dips sites for Fire Flight, dry hydrants, etc.) ○ Survey the community to identify target hazards and itemize them. ○ Evaluate fringe areas and a comprehensive list of ways to address response times. ○ Analyze urban development with GIS mapping against fire-rescue resources
Objective 6C	Implement training for personnel to deliver professional and effective fire prevention programs and practices.
Timeframe	4 months, On-going
Critical Tasks	<ul style="list-style-type: none"> ○ Identify continuing education programs available and necessary. ○ Increase availability of classes and training opportunities. ○ Develop fire and life safety program.
Goal 7	Develop, implement and maintain a comprehensive public education and community outreach program to engage and involve our community.
Objective 7A	Identify current industry standard regarding public education and community outreach.
Timeframe	12-18 months
Critical Tasks	<ul style="list-style-type: none"> ○ Expand Community/Public Education Personnel. ○ Create a focus group, which involves internal and external stakeholders. ○ Compile industry standards and best practices, focusing on needs, wants and practices from external members. ○ Summarize and report the data to the leadership team for further disposition.
Objective 7B	Identify and create methods to improve and enhance public education
Timeframe	6-12 months
Critical Tasks	<ul style="list-style-type: none"> ○ Up to date fire prevention programs for schools. ○ Enhance the smoke detector program. ○ Elderly fall prevention program. ○ Continually modify education according to changing county/regional/national trends.

Objective 7C	Identify, design and implement new program components,
Timeframe	1 year, On-going
Critical Tasks	<ul style="list-style-type: none"> ○ Create a justification of the proposed new program to include: <ul style="list-style-type: none"> ○ Rationale of industry standards ○ Facilitator requirements ○ Delivery method ○ Resource/Equipment/Technology (vendors) ○ Location/Platform ○ Target Audience ○ Solicit the Fire Chief's review and approval to acquire a decision factor reflecting: <ul style="list-style-type: none"> ○ Approval/denial/adjustment ○ Develop the curriculum for any identified content approved
Objective 7D	Assign a community relations officer.
Timeframe	6-12 months, On-going
Critical Tasks	<ul style="list-style-type: none"> ○ Keep up-to-date social media posts. ○ Communicate with local media (ex. television, radio, newspaper) ○ Outline specific guidelines and procedures for the position. ○ Youth mentoring and Fire Leadership Academy.
Objective 7E	Develop a positive presence in the community.
Timeframe	6 months, On-going
Critical Tasks	<ul style="list-style-type: none"> ○ Involvement in community events (ex. fair, park events). ○ Involvement in community clubs and organizations (ex. Rotary Club and Kiwanis) ○ Station open house. ○ School zone awareness on opening day. ○ Immediately inform community of events/threats (ex. website, social media) ○ Continue and expand Community Paramedicine Program
Objective 7F	Assign a community relations officer.
Timeframe	6-12 months, On-going
Critical Tasks	<ul style="list-style-type: none"> ○ Keep up-to-date social media posts. ○ Communicate with local media (ex. television, radio, newspaper) ○ Outline specific guidelines and procedures for the position. ○ Youth mentoring and Fire Leadership Academy.

Need to add

- Current stations laid out
- Combined stations/moved for coverage laid out
- Implementation Plan (showing staging of years)
- Capital costs
 - Equipment
 - Construction
- Annual Operating Costs
- Personnel Costs
- Coverage Maps (County and Cities)
- Replacement plan for Fire Flight

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