

# City of Orlando Fire Department

## Strategic Plan



2018-2022

## ***Introduction***

In January 2002 the Orlando Fire Department (OFD) implemented its first Strategic Plan outlining a five year vision. Since then the Orlando Fire Department has completed many of its goals set forth in previous plans. This Strategic Plan is not only an update of the previous Strategic Plan but is a road map for the Orlando Fire Department for the next five years. The Strategic Plan for the Orlando Fire Department is intended to support the Public Safety Initiative implemented by the Mayor of Orlando, Buddy Dyer, and was built upon OFD's Mission and Vision statements. - The City of Orlando also has a vision of being an international city with a diversified, high tech economy, and is committed to building a "safe, livable community" with public safety being a top priority. To accomplish this, the City must maintain a high Public Safety presence in its communities.

This Strategic Plan provides a "road map" based on community and membership input and sets forth a continuous improvement plan for a justifiable and sustainable future. The basic concept surrounding strategic planning is allowing the agency to look at where it has been, where it is now, and where it wants to go. The strategies employed within the plan assist –with decision-making on all levels of the organization with sights remaining on the common, established goals.

OFD's strategic management and planning emphasis is based on a standardized All-Hazards emergency service approach throughout new and existing areas of the City. OFD's systems approach recognizes the interdependence of preparedness, response, recovery and mitigation. The goals and objectives that describe specific direction for achieving excellence in all aspects of emergency service delivery and consequence management are outlined in this plan. OFD will continue to successfully respond to calls for assistance, manage current workloads and provide training to employees and citizens to the maximum extent that is possible with current resources. OFD's focus on customer service will be enhanced by process improvements, enhanced deployment strategies and appropriate use of technological advances. In addition, the agency and city of Orlando have recently worked with a consultant to review the EMS service delivery for the city. If and when changes are made to the agency's deployment model all appropriate documents will be updated.

The goals and objectives to be implemented over the next five years will be reviewed, tracked and updated annually. They will be modified periodically for priority changes, budgetary constraints, and planning refinements and will consistently provide an overview of anticipated activities and requirements. General economic conditions and the City's ability to fund projects will play a crucial role in determining the actual time that resources are secured and projects completed.

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## ***Organizational Background***

Established in 1885, the Orlando Fire Department began as a group of dedicated volunteers. Operating as "*Orlando Hook and Ladder Company No. 1,*" "*Orlando Hose Company No. 1,*" and "*Mechanics Hose and Engine Company No. 2,*" these men proudly served to protect the lives and property of the 1,666 citizens of Orlando.

The Orlando Fire Department's organization was the result of two significant events in 1884. The first was the major Downtown fire; the second was a series of articles written by E.H. Gore in the Orange County Reporter. He wrote his concerns over the need for fire protection and fires that had ravaged other Florida cities. This combination resulted in the organization of the Orlando Fire Department in 1885.

Today the more than 600 men and women of the Orlando Fire Department proudly continue this tradition with 17 Fire Stations serving a population of more than 277,173 people within a 118.31 square mile area.

In March 2008 the Orlando Fire Department was assessed by the Insurance Service Office (ISO) specific to the Public Protection Classification (PPC) which includes the ability to answer emergency calls, deliver adequate water and provide a well-trained and equipped firefighting force. The assessment rating awarded the department a Classification of 1, maintaining the rating from the previous assessment. The city was reviewed by ISO again in 2013 and 2017 and received the coveted ISO Class 1 rating, placing the department in the nation's top one percent.

In August 2013 the agency first achieved International Accreditation from the Commission on Fire Accreditation International (CFAI). The department is striving for re-accreditation in 2018.

## ***Definition of a Community-Driven Strategic Plan***

The fire service continues to be a very competitive evolutionary cycle, requiring timely adjustments to ensure a high level of service. Public demands continue to increase, while funding and other resources continue to shrink. These trends place increased pressure on the modern fire service manager, policy makers, as well as full-time and volunteer staff to develop ways to be more effective and more efficient. In many cases, the public is demanding the accomplishment of specific goals, objectives, and services with fewer resources. The Orlando Fire Department strives to work more efficiently with the available resources, while establishing its direction based on constructive efforts, and eliminating programs that do not serve the community.

To ensure that community needs were incorporated, the Community–Driven Strategic Planning process was used to develop the OFD Strategic Plan. The late Allen Brunacini, retired fire chief for the City of Phoenix, stated that “customer-centered means that the customer’s needs, perceptions, and feelings begin to design and drive how the delivery system looks and behaves....” Businesses employ this type of process to identify market trends, allowing the service provider to focus efforts while reducing risk and wasted effort. This process was adapted to meet OFD’s specific needs.

This document is the result of several strategic planning sessions and includes valuable community input.

### **What is a Strategic Plan?**

It is a living management tool that:

- Provides short-term direction
- Builds a shared vision
- Sets goals and objectives
- Optimizes use of resources

***“What we have to do today is to be ready for an uncertain tomorrow.”***

Peter F. Drucker,  
Professor of Social Science  
and Management

Effective strategic planning benefits from a consistent and cohesively structured process are employed across all levels of the organization. A sense of urgency pervades the customer-driven organization.

Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. The planning process should be flexible and dynamic. New information from customers, like-providers, and life changes are to be factored into the planning process. ***The strategic plan should be an operationally functional document.***

Community Driven Strategic Planning creates a platform for a wide range of beginnings, and comes to life by being shared, debated, and implemented in the context of organizational realities.

Successful organizations, ranging from government agencies to Fortune 500 companies, have recognized that attaining customer focus is essential. Aware of this necessity, public safety agencies must strategically plan how they will deliver high quality products and services to the public and other customers through better, faster, and less expensive programs.

Once the strategic goals are established, agency leaders must establish performance measures, for which they are fully accountable, to assess and ensure that their departments and agencies are truly delivering on the promises made in their strategic plans. Goodstein, Nolan, & Pfeiffer define Strategic Planning as

*a continuous and systematic process  
where the guiding members of an organization make decisions about its future,  
develop the necessary procedures and operations to achieve that future, and  
determine how success is to be measured.<sup>1</sup>*

The US Federal Consortium Benchmarking Study Team goes on to explain that, to fully understand strategic planning, it is necessary to look at a few key words in the strategic planning definition:

- **continuous** refers to the view that strategic planning must be an ongoing process, not merely an event to produce a plan;
- **systematic** recognizes that strategic planning must be a structured and deliberate effort, not something that happens on its own;
- **process** recognizes that one of the benefits of strategic planning is to undertake thinking strategically about the future and how to get there, which is much more than production of a document (e.g., a strategic plan);
- **guiding members** identifies not only senior unit executives, but also employees. (It also considers stakeholders and customers who may not make these decisions, but who affect the decisions being made);
- **procedures and operations** means the full spectrum of actions and activities from aligning the organization behind clear long-term goals to putting in place organizational and personal incentives, allocating resources, and developing the workforce to achieve the desired outcomes; and
- **how success is to be measured** recognizes that strategic planning must use appropriate measures to determine whether the organization has achieved success.

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<sup>1</sup> Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*

Most importantly, strategic planning is an opportunity to unify the management, employees, stakeholders and customers through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and levels will measure success.

### **Where Does the Community Fit into the Strategic Planning Process?**

For many successful organizations, the voice of the community drives their operations and charts the course for their future. Companies, as well as state and city governments, have begun focusing on their community of customers as one of the key motivators in planning for the future.

A "community-driven organization" is defined as one that  
*maintains a focus on the needs and expectations, both spoken and unspoken,  
of customers, both present and future,  
in the creation and/or improvement of the product or service provided.<sup>2</sup>*

Again, it will be useful to use the US Federal Consortium Benchmarking Study Team's definitions of the specific terms used in the above definition:

- **focus** means that the organization actively seeks to examine its products, services, and processes through the eyes of the customer;
- **needs and expectations** means that customers' preferences and requirements, as well as their standards for performance, timeliness, and cost, are all input to the planning for the products and services of the organization;
- **spoken and unspoken** means that not only must the expressed needs and expectations of the customers be listened to, but also that information developed independently "about" customers and their preferences, standards, and industry will be used as input to the organizational planning; and
- **present and future** recognizes that customers drive planning and operations, both to serve current customers and those who will be customers in the future.

### **Performance Assessment**

Implied within every stage of the planning process is the ability to determine progress made toward the goals or targets set. This assessment ability is a monitoring function that simply tracks activities. It may be as simple as a "To Do List" or as complicated as a plan of action with milestones and performance measures. Also implied within the planning process is the ability to measure effectiveness of the actions taken in the conduct of the organization's business.

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<sup>2</sup> Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*

### The Community-Driven Strategic Planning Process Outline

The specific steps of the process are as follows:

1. Define the services provided to the community.
2. Establish the community's service priorities.
3. Establish the community's expectations of the organization.
4. Identify any concerns the community may have about the organization and its services.
5. Identify those aspects of the organization and its services the community views positively.
6. Develop the mission statement, giving careful attention to the services currently provided and which logically can be provided in the future.
7. Establish the values of the organization's membership.
8. Identify the strengths of the organization.
9. Identify any weaknesses of the organization.
10. Identify areas of opportunity for the organization.
11. Identify potential threats to the organization.
12. Establish realistic goals and objectives for the future.
13. Identify implementation tasks for each objective.
14. Develop a vision of the future.
15. Develop organizational and community commitment to the plan.

## ***Previous Accomplishments by OFD***

Previous iterations of the OFD Strategic Plan have engendered many accomplishments from the established goals and objectives. The following reflect those accomplishments (by Division) completed between 2013-2017.

### **Communications Division**

- Reaccredited as an Accredited Center of Excellence (ACE) Emergency Medical Dispatch (EMD) center
- Upgraded to Emergency Medical Dispatch (EMD), version 13 within the Communications Center
- Delivered two presentations on the role of Communications in active shooter incidents
- Answered over 80,000 phone calls each year, all within 10 seconds of the first ring

### **Emergency Management Division**

- Achieved Emergency Management Accreditation Program (EMAP) certification
- Responded to the Pulse Shooting Incident and facilitated the coordination of the Family Reunification Center and the Family Assistance Center
- Responded to Hurricane Irma which had an impact to the city of Orlando and neighboring communities

### **Emergency Medical Services (EMS) Division**

- Commission on Accreditation of Ambulance Services (CAAS) (in progress)
- Secured funding for ballistic vests, helmets, and drag devices
- Improved EMS education through the implementation of high-fidelity medical simulation (ACLS, drive-in and drive-out training)
- Deployment of active shooter/active threat equipment on all OFD chief officer vehicles, engines, trucks, and rescues
- Deployment and implementation of new electronic patient care reporting software and hardware devices
- Multiple safety practices introduced that are aimed at reducing employee injuries (power-load, new IV catheters, rescue re-design, four-point crew restraint in rescues, chest compression devices, response of District Chief to scenes of violence)

### **Field Operations Division**

- Delivered OFD's first comprehensive Officer Development Program: OFD GOLD in harmony with Fire Chief William's "Succession Planning" pillars
- Upgraded Tower Trucks with an advanced hydraulic extrication tool package

- TECC training for all FOB (Field Operations Bureau) personnel and equipped each position with ballistic vests for increased safety on scenes of violence and active shooter incidents

### **Fire Safety Management Division**

- Fire Safety Management published the new Fire Prevention Code for the City of Orlando to ensure compliance with all codes, ordinance-, laws, and other regulations. This document is critical in maintaining a fire safe environment for our citizens and visitors to the area.
- The Fire Alarm Registration program was re-launched to accurately identify required fire protection systems. This endeavor was designed to provide the Orlando Fire Department with updated business owner and system information in case of an emergency.
- Continuing Education for fire inspectors was initiated in Target Solutions (online training).

### **Fiscal Management**

- Closer oversight of expenses and budgeting, which may lead to OFD savings in excess of one million dollars
- Added two full-time positions to assist with Payroll, Budget, Revenue Collection, and other fiscal important tasks
- Implemented policies and procedures to ensure OFD Fiscal follows best practices
- Certified public expenditure funding secured in 2017 for EMS Transport (reimbursable from federal government)

### **Health and Safety (H&S) Division**

- Pre and post-training vital signs are now taken on all personnel for hands-on training drills in an effort to catch and prevent potential health issues
- The Fire Chief has authorized H&S to pre-approve the set monthly training drill (MTD) training schedule, prior to conducting the drills, to provide another set of eyes in order to avoid any safety issues, minimize potential accidents and remove unnecessary hazards
- H&S is currently re-writing the Critical Incident Stress Management (CISM) policy aimed at incorporating the Peer Support Team members while on-shift and better define the avenue to address mental wellness concerns
- Decontamination Kits have been placed on Engine Company apparatus in order to reduce carcinogenic contamination of personnel, gear and firehouses after a fire

### **Information Technology/Data Division**

- Provided data specific to each department's operations and performance measurements

- Integrated the use of software and analysis processes to support decision-making processes that include resource allocation, grant acquisition, and other fire department needs
- Contributed to the organization's ability to access reports for internal monitoring and controls
- Provided data that supports the expanded service needs of the organization
- Completed the first-ever Fire-based EMS report based on five years of retrospective data analysis
- Executed functions needed to assist in drafting a plan to support the expansion of EMS services provided by the fire department
- Collaborated with external auditors to provide information needed to ensure compliance with internal processes such as revenue, billing, and other core functions of EMS service delivery
- Solidified the process for data collection and analysis to support receipt of external funding / reimbursement for services provided by the EMS operations
- Assisted the EMS Division in preparing for Commission of Ambulance Accreditation (CAAS) application and process (ongoing)

### Logistics

- OFD Tower trucks have increased their storage compartment space, ladder bucket size and boom length, which has increased from 95' to 100', current design includes a shortened wheel base to improve maneuverability
- OFD rescue trucks have increased safety by upgrading stretchers to the "Power Load" design, aimed at reducing possible occurrences of back injury
- The Orlando Fire Department has also begun ordering rescue trucks with increased patient care areas.
- Engine Company apparatus now have onboard firefighting water tanks that have increased from 500 to 750 gallons
- All diesel engines have Diesel Emission Fluid (DEF) systems, required to reduce diesel emission / pollution
- OFD has improved equipment tracking / data gathering to curtail lost equipment and associated cost.
- Implemented standardized inventory for all units
- OFD has maintained requirements for ISO PPC 1 and international accreditation
- Annual mandatory hose testing is now completed by a private company to reduce injury and increase efficiency

### Planning and Resource Management Division

- Relocated and opened – new OFD Station 2 - This facility is a 4-bay drive-thru station having 12,456 gross square feet. Apparatus assigned include Engine 2, Heavy Rescue, Rescue 2, a Reserve Rescue, and a Tactical Rescue Trailer.
- District 5 Tower apparatus funded for June 2018 and personnel budgeted for July-August 2018
- Plans for future replacement OFD Station 6 will consist of 4 drive-thru bays and accommodations for an EMS District Chief
- Peak Rescue (R-901) with a downtown deployment was added in 2015. A second Peak Rescue unit (R-102) was added in mid-November 2017.
- Fitch study was done using pertinent data for current needs as well as future needs of the department regarding EMS Transport models to meet the current needs of the city

### Public Relations Division

- CPR training of more than over 100,000 citizens
- Five Community Open Houses from April – December 2017
- Continuing the Smoke Alarm Blitz program and being awarded \$25,000 in grant funding
- Participants in over 600 events per year

### Special Investigative Services (SIS) Division

- Development and implementation of OFD Drone Program (EOD)
- Obtained and ordered two novo's x-ray systems and new FX robot
- Obtained two EOD 10 bomb suits (Most advance technology in the industry)

### Training Division

- In collaboration with Valencia School of Peace and Justice, the Training Division delivered a 2-day workshop for all Company Officers. The training focused on Emotional Intelligence, Conflict Management, and Employee Well-Being.
- The Training Division was able to provide multiple training opportunities for members at Wet N' Wild. This training included Technical Rescue Operations, Hazardous Materials Operations, and Live Fire Training - Commercial Operations.
- Target Solutions was implemented and is a Learning Management Resource Center that allows for efficient tracking of all training records and has provided a platform for OFD to deliver web-based training.

***Process and Acknowledgements***

The development of the Orlando Fire Department’s (OFD) Strategic Plan update took place from June – November 2017, during which time both external and internal stakeholders provided feedback.

The External Stakeholders Group is comprised of Orlando residents that attended an Orlando Fire Station Open House and participated in an online survey, whereas the Internal Stakeholders Group was staffed by individuals associated with or employees of the Orlando Fire Department.

***External Stakeholder Group Findings***

A key element of OFD’s organizational philosophy is having a high level of commitment to customers, as well as recognizing the importance of customer satisfaction. Therefore, the agency asked representatives from their community to participate in a meeting, which would focus on their needs and expectations of that agency. Discussion centered not only on the present services provided, but also on priorities for the future.

***Customer Priorities***

In order to dedicate time, energy and resources on services most desired by its customers, OFD needs to understand what the customers consider to be their priorities. The external stakeholders were asked to prioritize the services offered by the agency through a process of direct comparison. The Ranking is the result of combined customer responses rating the services 1 – 8, with 1 being the most important or highest priority to the customer.

**Orlando Fire Department External Stakeholder Service Priorities**

Services	Ranking	Score
<b>Emergency Medical Services (EMS)</b>	1	6.30
<b>Fire Suppression (Firefighting)</b>	2	6.29
<b>Technical Rescue (i.e. dive operations, search and rescue, building collapse rescue)</b>	3	4.35
<b>Domestic Preparedness, Planning, and Response (Emergency Management)</b>	4	4.05
<b>Hazardous Materials Mitigation</b>	5	3.98
<b>Fire Safety Management (Building Inspections)</b>	6	3.92
<b>Public Education – Fire Prevention</b>	7	3.57
<b>Fire Investigation</b>	8	3.54

### *Customer Expectations*

Understanding what the community expects of its fire and emergency services 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 customer needs. In certain areas, education on the level of service that is already available may be all that is required. The following are expectations of the community's external stakeholders. *The Ranking is the result of combined customer responses rating the expectations 1 – 5, with 1 being the greatest expectation or highest priority to the customer.*

### **Orlando Fire Department External Stakeholder Expectations**

<i>What aspects of our firefighters are most important to you?</i>	Ranking	Score
<b>Technical expertise (i.e. search and rescue, dive operations, building collapse rescue)</b>	1	3.79
<b>Physical fitness of firefighters</b>	2	3.45
<b>Courteous and caring when interacting with the community</b>	3	2.98
<b>Education level of firefighters</b>	4	2.93
<b>Diversity of firefighters</b>	5	1.84

<i>What portions of the fire department's equipment are most important to you?</i>	Ranking	Score
<b>Equipping the fire department with the best firefighter workforce</b>	1	4.19
<b>Equipping the fire department with the newest technologies</b>	2	2.97
<b>Equipping the fire department with more ambulances</b>	3	2.66
<b>Equipping the fire department with more fire trucks</b>	4	2.60
<b>Equipping the fire department with more fire stations</b>	5	2.59

<i>Which types of community involvement by the fire department are most important to you?</i>	Ranking	Score
Public education programs and training (i.e. fire safety demonstrations, emergency preparedness, hands-only CPR)	1	3.76
Outreach to local schools	2	3.03
Joint outreach with the Orlando Police Department & other city services	3	2.84
Community service programs (i.e. blood pressure checks, fire station tours)	4	2.76
Outreach in local neighborhoods (i.e. open houses at fire stations)	5	2.60

<i>What are the most important responsibilities of the fire department?</i>	Ranking	Score
Fire department's response time to emergencies	1	4.33
Fire department's emergency preparedness/preparing the community for emergencies	2	3.62
Fire department's ability to conduct fire inspections quickly, efficiently, and accurately	3	2.60
Fire department's community outreach (i.e. safety education for residents)	4	2.38
Fire department's fiscal responsibility to taxpayers	5	2.07

<i>What are the fire department's most important fiscal responsibilities?</i>	Ranking	Score
<b>Additional personnel, including firefighters/paramedics</b>	1	4.00
<b>Additional fire stations and equipment to ensure future coverage as the City of Orlando's population continues to grow</b>	2	3.64
<b>Additional community education programs (i.e. fire safety, CPR training, emergency preparedness)</b>	3	2.83
<b>Hire a recruitment officer to continue to bring the best employees to the department while meeting the City of Orlando's diversity initiatives</b>	4	2.31
<b>Fire department's ability to provide discounted tuition for firefighters to attend public colleges</b>	5	2.22

### *Other Thoughts and Comments*

In general, external stakeholders and the public view the quick and efficient response of firefighters to emergency medical service (EMS) and fire calls as being the most important services OFD offers. Additionally, the stakeholders value the firefighters having the best equipment and training for the job, allowing for quick response times and heightened emergency readiness.

### ***Internal Stakeholder Group Findings***

Following the external stakeholder session, the internal stakeholder work session was conducted. The purpose of these work sessions was to review and discuss the agency’s approach to “Community-Centered Strategic Planning.” The work sessions generated a high level of interest and participation by the broad agency representation in attendance.

Discussion in the work sessions focused on the OFD mission, values, core services and supporting programs, as well as the organization’s perceived strengths, weaknesses, opportunities and threats.

In the process of strategic planning, the following are important:

- Reviewing the agency’s history, culture and evolution;
- Identifying the current status of the department; and
- Determining where and what the agency desires to be in the future.

This process could not have been completed without the participation of the members of the Orlando Fire Department, whose insights were invaluable in developing this strategic plan.

Participants included the following:

<b>Orlando Fire Department Internal Stakeholder Group</b>		
Chris Cottrill	Bryan Davis	Raphael Ferreira
Gary Fussell	Jennifer Garrison	Tammy Hughes
Danette Jameson	Kevin Jerelds	John Jockin
Matt King	Butch Lemieux	Walter Lewis
Jackson Maddox	Nicholas Massot	Gregg McLay
Ashley Papagni	Kevin Preston	Tysha Resnick
Kevin Reynolds	Hezedean Smith	Manuel Soto
Joe Szewczyk	April Taylor	Rich Wales
JJ White	Roderick Williams	Stacy Ivie

### ***Mission***

#### City of Orlando Mission Statement

*Enhance the quality of life in the City by delivering public services in a knowledgeable, responsive and financially responsible manner.*

#### Orlando Fire Department Mission Statement

*Safeguarding lives and property through our duty to act, prevent, train and educate.*

### *Values*

Establishing values embraced by all members of an organization is extremely important. Values recognize those features and considerations that make up the personality of the organization.

**We take PRIDE in our community through professionalism, respect, integrity, duty, and empathy. We encourage all department members to embark on a quest for personal excellence by being professional in their actions, practicing the highest degree of ethical behavior, and to use their best judgment in making decisions.**

***We do this because we have PRIDE!***

#### **P**rofessional

**We value professionalism by striving to always provide excellent and reliable service, sharp appearance and a “can do” attitude.**

#### **R**espect

**We value respect for ourselves and every resident and visitor, and recognize the worth of others while consistently exhibiting professionalism and empathy for those in need. We take pride in being charged with promoting dignity, fairness, and equal opportunities for others.**

#### **I**ntegrity

**We value integrity through consistently displaying honesty and acting with the highest standards of ethical conduct. We do what is right without expecting anything in return.**

#### **D**uty

**We value the duty to respond and act in a professional, legal, and moral way to accomplish all tasks to our fullest ability.**

#### **E**mpathy

**We value an empathetic workforce that seeks to support, understand, and meet the needs of the community and each other in a professional and non-judgmental manner. Service will always be delivered free of bias, as we recognize and appreciate the diversity within the community and our workforce.**

### *Programs and Services Provided*

The agency’s internal stakeholder group was asked to identify the SWOTs, while following the steps of the community-driven strategic planning process outline based on the OFD core services.

<b>OFD Core Services</b>
<b>Domestic Preparedness, Planning, and Response (Emergency Management)</b>
<b>Emergency Medical Services (EMS)</b>
<b>Fire Investigation</b>
<b>Fire Safety Management (Building Inspections)</b>
<b>Fire Suppression (Firefighting)</b>
<b>Hazardous Materials Mitigation</b>
<b>Public Education – Fire Prevention</b>
<b>Technical Rescue (i.e. hazardous materials, dive operations, search and rescue, high angle, confined space and building collapse rescue)</b>

### ***S.W.O.T. Analysis***

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis is designed to have the agency candidly identify their positive and less-than-desirable attributes. The agency participated in this analysis and recognized its strengths and weaknesses, as well as the possible opportunities and potential threats.

### **Strengths**

It is important for any organization to identify their strengths in order to assure that they are capable of providing the services requested by customers 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. Through a consensus process, the Internal Stakeholders identified the strengths of OFD as follows:

<b>Strengths</b>	
<b>Proactive response approach</b>	<b>Strong public outreach &amp; response times</b>
<b>Robust Fire Protection &amp; Mitigation division</b>	<b>All encompassing department, many special teams within OFD to respond to a variety of emergencies and needs</b>
<b>Talented individuals performing fire inspections</b>	<b>Great political support</b>
<b>Talented personnel within fire department</b>	<b>Good working relationships and connections to other agencies, federal, state and local</b>

Strengths	
Standard Operating Procedures (aggressive interior fire searches)	High level of customer service
High level of training and safety which has helped in low injury rates for OFD personnel and the public	Perform detailed risk assessments
Responsibility to provide good service	Comprehensive decontamination policy and two sets of gear per firefighter
Obtaining updated Computer Aided Dispatch (CAD) technology	Ballistic vests available for personnel
Strong local union	International fire accreditation and an ISO Class 1 department
OFD has served as a model for other agencies	Advanced EMS providers (paramedics and EMTs)
Good use of data analysis	Good quality EMS equipment
Competitive salaries and benefits for civil service personnel	Strong EMS program
Recent increases in grant funding opportunities	Community Partnerships (Hospitals, Lynx, Universal Studios Resorts, etc.)

### Weaknesses

Performance or lack of performance 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 organization's overall problems, it is unusual for organizations to be able to identify and deal with these issues effectively on their own.

For any organization to begin or continue to move progressively forward, it must 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 to be identified later in this document, but rather those day-to-day issues and concerns that may inhibit progress. The following items were identified by the Internal Stakeholders as weaknesses:

Weaknesses	
Computer Data - Enhance automation in data collection and analysis	Community outreach - Need additional ways to share fire safety messages
Succession Planning - Need clearer pathways to promotion and leadership opportunities, in addition, provide overlap/smooth transitions for all staff and personnel movements and reassignments	911 Education - Communicate to our own personnel what other resources people could utilize, such as 211 or 311 instead of calling 911

<b>Weaknesses</b>	
<b>Provide more Officer Development opportunities</b>	<b>Incentive programs to entice OFD personnel to volunteer their time assisting in other areas or divisions</b>
<b>Need to increase the communication between divisions</b>	<b>Fleet mechanics need more specialized training because of advanced OFD apparatus</b>
<b>Increase the number of Fire Safety Management personnel, potentially use trained off-duty firefighters to assist with fire safety inspections</b>	<b>Dedicated Public Safety IT Support/GIS</b>
<b>Increase personnel in Training Division and EMS Division</b>	<b>Fire Protection Engineer-Better relationship with this position in City, earlier engagement during building and growth</b>
<b>Continue to investigate options for an OFD training facility to include classroom space</b>	<b>Increase City Planning/Fire Department engagement</b>
<b>Shape of city boundaries creates challenges in service delivery/deployment model</b>	<b>Need impact fees dedicated to future FD growth</b>
<b>Diversity - Encourage more women and minorities to join the fire service</b>	<b>High demands on Public Relations and community outreach events</b>
<b>Lack of bilingual personnel especially Spanish -investigate providing an incentive for this skill</b>	<b>Culture - Foster an environment encouraging change</b>
<b>More training for officers who assist in other areas such as Emergency Management to Human Resources / fiscal training</b>	

## Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced and improved. 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. Many opportunities exist for OFD. The Internal Stakeholders identified the following opportunities:

<b>Opportunities</b>	
<b>Provide better mechanism for Fire Safety Management to be notified of new building permits - currently FSM is reactive with new buildings, work to become more proactive in this process</b>	<b>Engage younger, newer firefighters to create strong future leaders</b>

Opportunities	
Utilize Target Solutions for more training enhancement/opportunities	Better utilize current technologies available to the department
Enhance relationships with other divisions and increase communication	Better communication/technology through Divisions
Increase the utilization of social media/marketing	How can we improve future fire station construction - learn from recent building processes
Enhance public/private partnerships - i.e. hospitals, theme parks, etc.	Better bridge and communication with Orlando Police Department (OPD)
Fires decreasing but need for Special Teams is increasing (i.e. motor vehicle accidents, technical rescue, water rescue)	Use OFD Explorer program (high school aged program) together with OPD Explorer Program
Provide cross-training amongst divisions to prepare personnel to serve in different positions within OFD (Training/EMS/Logistics)	Use UCF/Valencia students to assist with special projects
Use retired firefighters to share information as mentors	Formal mentorship program = career development
Create/develop OFD specific training institute	Have OFD involved with Economic Development and Planning/Growth. Current processes provide land for fire stations, but no funding.
Officer training - provide training for officers on how to handle information discrepancies when responding to a call (i.e. gate codes, incorrect or missing addresses)	Address frequent 911 callers - Engage other social services-potentially could advise people who they should be call (i.e. 211,311,etc) - provide OFD field units a comprehensive list of services available in the community and who to contact
Fire Museum - Better utilization as a community resource	Increase use of mobile technologies while responding to calls
Provide more training in vacant buildings	Utilizing the new CAD to its fullest potential- build out Accreditation and ISO functions
Attract a more diverse candidate pool	Improve full-scale exercises
Produce Public Service Addresses (PSAs) to increase fire safety information getting into the community	

### 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 Internal Stakeholders were as follows:

<b>Threats</b>	
<b>Disharmony within the agency</b>	<b>Local and national economy</b>
<b>Rumors based on incorrect information</b>	<b>Personnel injuries</b>
<b>Consolidation or privatization</b>	<b>Stagnation - need to continue to be a progressive agency</b>
<b>Terrorism and natural disasters</b>	<b>Public image</b>
<b>Private ambulance reliance</b>	<b>Inspection of vacant buildings - and the hazards found inside of them</b>
<b>Burning out of personnel - could cause decrease in level of service</b>	<b>Unknown research and hazards we don't know about yet</b>

## ***Critical Issues and Service Gaps***

After reviewing OFD's core services, the organizational strengths and weaknesses, the opportunities and threats posed by industry and the community environment in which the agency operates, the Internal Stakeholders identified the primary critical issues that face OFD. By participating in the Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis, the agency was able to produce a tangible list of critical issues that provided the foundation for the establishment of goals and objectives, in order to meet the future vision of OFD.

The list below reflects the issues identified by the Internal Stakeholders that pose the greatest risk to the department's services and organizational health. In addition, the group also identified gaps in the agency's activities that need to be filled in order to provide the levels it has pledged itself to fulfill.

### **Identified Critical Issues**

- The demographics and population of the city is always changing
- Individuals using 911 for non-emergency calls
- OFD communication with families after an emergency call – need a continuation of care in fatality incidents - Chief officers should speak to families
- Accountability system during incident - personnel accountability
- Field Radios – units are approaching end of service life
- Dispatch criteria for deploying units (example: continually reviewing deployment model based on current hazards)
- Revise procedures to have OPD call for OFD when scene or patient is ready rather than OFD staging for long periods of time
- Reduce patient off-load times at local emergency rooms
- Working to bridge the communication gap between OFD and OPD on an active scene

### **Identified Service Gaps**

- EMS transport model – study completed by consultant
- Deployment model – shape of city can provide deployment model challenges
- Service in new areas of city (continually revise as new areas are annexed)
- Meet the demands of off-duty events (i.e. special events within the city)

### Goals and Objectives

The Community-Driven Strategic Planning Process implemented have, to this point, dealt with establishing the Mission, Values, Critical Issues and Service Gaps of The Orlando Fire Department. Additionally, the identification of internal strengths and weaknesses, as well as external opportunities and threats was accomplished.

In order to achieve the mission of OFD, realistic goals and objectives must be established. Goals and objectives are imperative to enhance strengths, to address identified weaknesses, to provide the individual members with clear direction and to address the concerns of the citizens. In order to establish the goals and objectives, the Internal Stakeholders met to complete this critical phase of the planning process.

Goals and objectives are management tools, which will be updated on an on-going basis to identify what has been accomplished and to note changes within the organization and the community. Attainment of a performance target should be recognized and celebrated to provide a sense of organizational accomplishment.

The goals and objectives should now become the focus of the efforts of the agency. Care was taken by OFD to ensure that the critical needs and areas of desired enhancement previously identified were addressed within the goals and objectives.

By following these goals and objectives carefully, the Orlando Fire Department can be guided toward its desired future. Also these established goals and objectives should greatly reduce the number of obstacles and distractions for the agency and its members.

The Internal Stakeholders set priorities for the accomplishment of specific objectives. Those objectives that carry higher priority have been identified for completion first and those objectives with a lower priority can be accomplished later. Overall, these goals and objectives may provide very specific timelines within the next two years and more general timelines beyond that period of time. OFD’s management team will establish workgroups to meet periodically, directed to review progress toward these goals and objectives, as well as adjust timelines and specific targets as needs and the environment change.

<b>Goal 1</b>	<b>Enhance the EMS program to include comprehensive training, improved patient care, thorough documentation, and consistent internal communication.</b>
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<b>Objective 1A</b>	<b>EMS Transport</b>
<b>Timeline</b>	1 – 3 years
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Expand EMS transport model to incorporate civilian-based model</li> </ul>

	<ul style="list-style-type: none"> <li>• Identify and promote EMS Chief Officers to provide field EMS Supervisors</li> <li>• Deploy new EMS transport units to support / replace units and support EMS transport model</li> <li>• Establish a process for scheduling civilian employees to staff EMS only units</li> <li>• Establish educational process for civilian EMS employees</li> <li>• Establish a full time EMS Logistics Officer</li> <li>• Establish a full time EMS Quality Assurance Coordinator (with a data emphasis)</li> <li>• Establish a EMS Quality Improvement Coordinator</li> <li>• Establish policies specific to EMS Transport model</li> </ul>
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<b>Objective 1B</b>	<b>EMS Grants</b>
<b>Timeline</b>	Complete within 1 year
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Seek grant opportunities aimed at expanding chest compression, video laryngoscopes, simulation equipment</li> <li>• Secure support for expansion of Mobile Incident Command (EMS / FIRE) unit</li> <li>• Explore partnerships with local transit authority to procure Mass Casualty/Mass Gather patient transport/firefighter rehab unit</li> </ul>

<b>Objective 1C</b>	<b>EMS Education</b>
<b>Timeline</b>	Complete within 1 year
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Establish a civilian EMS training officer position to support the EMS Training Lieutenant.</li> <li>• Expand the delivery of simulation based EMS training through acquisition of mobile simulation unit.</li> <li>• Increase the competencies of all instructors involved in simulation training.</li> <li>• Take advantage of opportunities to quarterly integrate EMS training with fire training drills</li> <li>• Continue Active Shooter preparedness training for all personnel</li> <li>• Continue Drive-out training to supplement the ongoing training</li> <li>• Expand the use of the LMS to include educational videos developed internally and supported by the AV Division</li> <li>• Develop and update EMS Field Training Officer program</li> <li>• Continue to meet with EMS Focus Committee at least quarterly</li> </ul>

<b>Objective 1D</b>	<b>Interdisciplinary Collaboration</b>
<b>Timeline</b>	Complete within 1 year
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Continue to collaborate with educational activities with local hospital providers.</li> <li>• Seek opportunities to continue to collaborate with local academic institutions</li> <li>• Support mentorship of youth, young adults, and students enrolled in local institutions such as Valencia College, Mid-Florida Technical Institute, Seminole State College and others.</li> <li>• Attend State and Local EMS Advisory meetings</li> <li>• Participate in State Legislative activities</li> <li>• Volunteer on State EMS Advisory boards such as Quality Improvement, Data Committee, Legislative Committee, Trauma Committee, EMS Chiefs Committee</li> <li>• Seek membership in National Association of EMS Managers, IAFC, etc.</li> </ul>

<b>Objective 1E</b>	<b>EMS Public Education</b>
<b>Timeline</b>	Complete within 1 year
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Support Emergency Management Division initiatives during CERT training</li> <li>• Support city-AED program management</li> <li>• Support PulsePoint program as needed</li> <li>• Assist the Pub Ed Division in developing messages to educate the public on the use of 911</li> </ul>

<b>Objective 1F</b>	<b>EMS Performance</b>
<b>Timeline</b>	Complete within 1 year
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Seek and obtain ambulance accreditation from Commission on Ambulance Accreditation (CAAS)</li> <li>• Establish critical success factors specific to EMS competencies</li> <li>• Measure and report hospital offload times to local and internal stakeholders</li> <li>• Achieve airway management performance to</li> <li>• Provide internal reporting by comparing first and last pain scale values, what percentage of trauma patients older than 13 years of age reported decreased pain, increased pain, or no change in pain.</li> </ul>

	<ul style="list-style-type: none"> <li>Analyze what percentage of patients received a 12-lead ECG (over age 35 with suspected cardiac chest pain) and provide documented educational intervention to improve performance</li> <li>Analyze and report the percentage of patients who received an aspirin. Provide documented educational intervention to improve performance.</li> <li>Analyze and report the mean and 90th percentile emergency patient response time, trauma alert scene times, STEMI scene times, stroke alert scene times and intervals</li> <li>Analyze cardiac arrest data and provide report monthly on outcomes to field personnel</li> <li>Provide annual report summarizing all performance indicators</li> <li>Provide annual report of accidents involving EMS transport units</li> <li>Provide annual report of injuries to employees specific to EMS transports</li> <li>Provide annual report of number and types of calls reviewed by Quality Improvement team</li> </ul>
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<b>Objective 1G</b>	<b>EMS Customer Service</b>
<b>Timeline</b>	Complete within 1 year
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Provide customer service cards for the family of patients involved in cardiac arrest or other situations</li> <li>Institute customer satisfaction surveys for specific types of patients with monthly reporting to senior staff and other internal stakeholders.</li> <li>Acknowledge the contributions of the local hospital</li> </ul>

<b>Objective 1H</b>	<b>EMS Policies and Procedures</b>
<b>Timeline</b>	Complete within 1 year (will be iterative)
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Continue to create EMS policies based on the drafts currently in place.</li> <li>Present 2-3 policies per month to Senior Staff for processing and review.</li> <li>Review current EMS policies to ensure that they are up to date and relevant.</li> <li>Review EMS Memos that are on PowerDMS</li> </ul>

<b>Objective 1I</b>	<b>EMS Logistics and Support</b>
<b>Timeline</b>	Complete within 1 year (will be iterative)
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Order 3 UCAPit machines by end of FY 2017</li> <li>Expand the use of Operative IQ (narcotics control for off-duty and other events as appropriate)</li> </ul>

	<ul style="list-style-type: none"> <li>Operative IQ used to track EMS equipment (expand to cardiac monitors, AEDs, AutoPulse, Airtraq devices, stretchers, etc.)</li> <li>Provide annual an end of year (EOY) narcotics report to Senior Staff and Medical Director.</li> </ul>
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<b>Goal 2</b>	<b>Improve performance measures and improve department technology/programs/software.</b>
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<b>Objective 2A</b>	<b>Improve call processing times</b>
<b>Timeline</b>	3 – 6 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Modify call process handling to improve time from initial receipt of call to dispatch in order to meet national standards</li> <li>Utilize components of an update computer-aided dispatch system to route calls more efficiently by including the use of third-party software as necessary (LiveMum or similar software)</li> </ul>

<b>Objective 2B</b>	<b>Continue to monitor turnout and response times</b>
<b>Timeline</b>	Ongoing
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Monitor to ensure the Fire Department continues to meet national standards</li> <li>Implementation of a dashboard that provide EMS providers and supervisory staff with data trends, analysis and other information aimed to improve turnout and response times</li> <li>Establish a more efficient and reliable means of capturing response data through the implementation of available technology</li> </ul>

<b>Objective 2C</b>	<b>Implement the new Computer Aided Dispatch (CAD) System</b>
<b>Timeline</b>	Complete within 1 year
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Provide interagency communication about CAD system replacement between OFD, OPD, and Information Technology (IT)</li> <li>Begin procurement process (i.e. RFI and/or RFP)</li> <li>Purchase new hardware</li> <li>Provide training on new CAD system</li> </ul>

<b>Objective 2D</b>	<b>Complete Pre-fire and Quick Action Plans for all commercial structures within the city</b>
<b>Timeline</b>	Present – 3 years
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Continue to have company officers develop the plans</li> </ul>

	<ul style="list-style-type: none"> <li>• Fire Safety Management to continue to upload plans into database (FireRMS)</li> <li>• Provide a mechanism to get information into CAD for dispatcher use</li> <li>• Improve the delivery and maintenance of Pre-fire and Quick Action Plans to ensure responders have the most accurate and up-to-date information immediately available on mobile computer terminals in apparatus</li> </ul>
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<b>Objective 2E</b>	<b>Improve communications between Fire Department and Information Technology (IT)</b>
<b>Timeline</b>	Ongoing
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Continue meetings with Deputy Chief and Information Technology Supervisors every two weeks</li> <li>• Establish continued efficient and streamline project management strategies aimed at maximizing the communications process between the fire department and IT</li> <li>• Provide human resources to support data analysis and management of CAD and other data</li> <li>• Utilize Fire Functional Data Analyst to help meet the data needs of the department</li> </ul>

<b>Goal 3</b>	<b>Implement Succession Planning at all ranks</b>
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<b>Objective 3A</b>	<b>Establish Officer Development Programs</b>
<b>Timeline</b>	6 – 12 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Re-evaluate officer development programs for Lieutenant and District Chief ranks</li> <li>• Implement an officer development program for the Assistant Chief rank</li> <li>• Continue to provide/ support leadership training and development through local academic institutions</li> </ul>

<b>Objective 3B</b>	<b>Provide professional development</b>
<b>Timeline</b>	1 – 2 years
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Develop a voluntary mentorship program for firefighters, with leadership and career potential, to shadow chief officers</li> <li>• Increase awareness regarding educational opportunities available at the National Fire Academy and Emergency Management Institute in Emmitsburg, MD.</li> </ul>

	<ul style="list-style-type: none"> <li>Identify and recommend Chief Officers to enroll in the Executive Fire Officer (EFO) and executive level programs</li> </ul>
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<b>Goal 4</b>	<b>Community outreach information and public education programs. Improve public relations with active community involvement.</b>
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<b>Objective 4A</b>	<b>Maintain the civilian CPR program</b>
<b>Timeline</b>	On-going
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Continue to seek funding for training equipment (i.e. grants)</li> <li>Train at least 25,000 residents in hands-only CPR annually</li> <li>Expand the civilian program to include Stop the Bleed campaign</li> <li>Expand the use and maintenance of AEDs within the city</li> </ul>

<b>Objective 4B</b>	<b>Disseminate more Public Safety Announcements (PSAs) to the public</b>
<b>Timeline</b>	Within 1 year
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Work toward presenting monthly PSAs regarding fire safety and when to use the 911 system</li> </ul>

<b>Goal 5</b>	<b>Continue a high quality training program for all OFD members</b>
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<b>Objective 5A</b>	<b>Develop and implement a mentor-style program for all ranks</b>
<b>Timeline</b>	Within 2 years
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Research other fire department mentor programs</li> <li>Assign personnel to assist in the development of this program</li> </ul>

<b>Objective 5B</b>	<b>Provide additional Driver Training</b>
<b>Timeline</b>	Within 1 year
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Send personnel to Driver 'Train the Trainer' Courses</li> <li>Approve policy for process of conducting remedial driver trainer for those involved in at-fault or avoidable traffic collisions.</li> </ul>

<b>Goal 6</b>	<b>Logistics</b>
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<b>Objective 6A</b>	<b>Work to co-locate all logistics for OFD</b>
<b>Timeline</b>	6 – 12 months

<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Explore and identify how OFD can co-locate all logistics for EMS and fire resources</li> <li>• Identify locations to quarter this function</li> </ul>
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<b>Objective 6B</b>	<b>Review and identify deficiencies within current programs that address facilities, apparatus, and equipment</b>
<b>Timeline</b>	6 – 12 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Define deficiencies in facilities, apparatus, and equipment (e.g. outdated equipment and aging structures) and create a depreciation schedule</li> <li>• Review available and potential funding</li> <li>• Prioritize resource requests – urgent and non-urgent</li> </ul>

<b>Objective 6C</b>	<b>Acquire an OFD dedicated training facility</b>
<b>Timeline</b>	1 – 5 years
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify potential properties/locations</li> <li>• Seek and secure funding</li> <li>• Develop blueprint for facility</li> <li>• Contact other departments that have explored similar advancements</li> </ul>

<b>Goal 7</b>	<b>Monitor the growth and future development in the City of Orlando and plan fire department resources accordingly</b>
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<b>Objective 7A</b>	<b>Plan for redesigned fire stations</b>
<b>Timeline</b>	1 – 4 years
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Redesign and build stations 6, 9, and 11 with emphasis on occupant safety and functionality</li> <li>• Plan and obtain funding for new fire stations, personnel and equipment in Southeast Lake Nona to meet development growth</li> <li>• Select/set aside donated buildable land parcels early in new developments that support the OFD Standards of Cover</li> <li>• Explore new funding opportunities with developers to share cost burden for construction of new fire stations and possibly joint fire and police facilities</li> </ul>

<b>Objective 7B</b>	<b>Monitor the I4 Ultimate project</b>
<b>Timeline</b>	Continuing until 2022
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Monitor the progress of the road construction</li> </ul>

	<ul style="list-style-type: none"><li>• Stay involved in standpipe discussions and placements along the redeveloped I4 corridor</li></ul>
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## *The Vision*

The next step in the process was to establish a vision of what the Orlando Fire Department should be in the future, building upon the framework and foundation of the Mission. Vision statements provide targets of excellence that the organization will strive toward and provide a basis for their goals and objectives.

### **Orlando Fire Department Vision**

*To impact and inspire a safer Orlando.*

**132 years of PRIDE and counting...**

Our vision for the Orlando Fire Department is to be an internationally recognized leader in fire, emergency medical, and public safety services. Our desire for International Accreditation will be to promote continuous quality improvement that is consistent with our 132 year history and PRIDE values. Our culture is to provide **professional** and **respectful** services while having **integrity** for what we do by demonstrating a **duty** to respond and **empathy** and compassion for our community.

Through new and effective community involvement initiatives and the use of various external communications methods, we will ensure that our service offerings are made available and understood by our citizens and visitors. By proactively identifying and analyzing Orlando's evolving risks, and the dynamic demands of those risks, we will improve our response capabilities while implementing resource and deployment strategies which are in the best interest of our community.

Our internal culture will reflect a friendly and team-oriented atmosphere nurtured by improving internal communication processes. The increased efforts in workforce planning will increase the value of our human capital, and will ensure the future success and health of our members and our agency. We will continue to have properly prepared and equipped members who will deliver services in the safest manner possible. The effective management of our physical resources and enhanced utilization of information technology will provide for continued improvements in all core services.

Our leadership and workforce will hold one another individually accountable for applying our mission and values, while continuously striving to reach our goals. It is our vision, through these efforts, that the Orlando Fire Department will consistently meet or exceed the expectations of our community.

## ***Performance Measurement***

### **“Managing for Results”**

As output measurement can be challenging, the agency must focus on the assessment of progress toward achieving improved output. Collins states “What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results, and then tracking your trajectory with rigor.”<sup>3</sup> The agency must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes. It has been stated that:

...successful strategic planning requires continuing review of actual accomplishments in comparison with the plan...periodic or continuous environmental scanning to assure that unforeseen developments do not sabotage the adopted plan or that emerging opportunities are not overlooked.<sup>4</sup>

### **Why Measure Performance?**

It has been said that:

- ***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**

In order to establish that OFD's Strategic Plan is achieving results, performance measurement data should be implemented and integrated as part of the plan. An integrated process, known as “Managing for Results,” is recommended, which is based upon the following:

- Identifying strategic goals and objectives
- Determining resources necessary to achieve them
- Analyzation and the evaluation of performance data
- Utilization of that data to drive continuous improvement in the organization

<sup>3</sup> Collins. Good to Great and the Social Sectors. Boulder, 2009.

<sup>4</sup> Sorkin, Ferris and Hudak. Strategies for Cities and Counties. Public Technology, 1984.

A “family of measures” that is typically utilized to provide indication and measure of performance include the following:

- **Inputs** – Value of resource used to produce an output.
- **Outputs** – Quantity or number of 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. Outcome focuses on the ultimate “why” of providing a service.

*To effectively manage for results, it is recommended that performance measures be established for each goal and objective in the strategic plan. Performance measures should also be established for each of OFD’s program areas.*

### **The Success of the Strategic Plan**

OFD approached its desire to develop and implement a Strategic Plan by asking for and receiving input from the community and members of the agency during the development stage of the planning process. The agency utilized professional guidance and the Community-Driven Strategic Planning Process to compile this written document. The success of OFD’s Strategic Plan will not depend upon the implementation of the six (6) goals and their related objectives, but from the support received from the authority having jurisdiction, the administration and membership of the agency and the community at-large.

The OFD Strategic Plan creates a platform for a wide range of beginnings. This Strategic Plan will come to life by being shared, debated, and implemented in the context of organizational realities.

The final step in the Community-Driven Strategic Planning Process is to develop organizational and community commitment to the plan. Everyone who has a stake in the present and the future of OFD also has a role and responsibility in this Strategic Plan.

***“No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point.”***

**Good to Great and the Social Sectors**

**Jim Collins**

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 internal and external stakeholders through a jointly developed understanding of organizational direction;

how all vested parties will work to achieve the mission, goals, and vision; and how the organization will measure and be accountable for its progress and successes.<sup>5</sup>

### **Orlando Fire Department Mission Statement**

***Safeguarding lives and property through our duty to act, prevent, train and educate.***

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<sup>5</sup> Matthews (2005). *Strategic Planning and Management for Library Managers*.

## ***Appendix A: Glossary of Terms***

For the purposes of the Customer-Driven Strategic Planning, the following terms have the meanings set forth below:

<b>Term</b>	<b>Definition</b>
<b>Accreditation</b>	A process by which an association or agency 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 agency.
<b>Accredited</b>	The act of accrediting or the state of being <b>accredited</b> , especially the granting of approval to an institution or agency by an official review board or organization that has established nationally accepted standards.
<b>Customers</b>	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 department or agency.
<b>Efficiency</b>	A performance indication where inputs are measured per unit of output (or vice versa).
<b>Environment</b>	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.
<b>Input</b>	A performance indication where the value of resources are used to produce an output.
<b>Key Performance Indicator</b>	Measurable factors of extreme importance to the organization in achieving the strategic goals, objectives, vision, and values that if not implemented properly would likely result in significant decrease in customer satisfaction, employee morale, and financial management.
<b>Master Planning</b>	A combination of the organization’s strategic plan and its operational plans. Master plans take the various plans and integrate them into one document. Master plans help define the anticipated future of the community’s demographics and how the community is expected to develop or change in the timeframe covered by the master plan.
<b>Mission</b>	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.

<b>Term</b>	<b>Definition</b>
<b>Outcome</b>	A performance indication where qualitative consequences are associated with a program/service, i.e., the ultimate benefit to the customer.
<b>Output</b>	A performance indication where a quality or number of units produced is identified.
<b>Performance Management</b>	The monitoring for improvement of performance through the ongoing process of goal setting, allocation of budget resources to priorities, and the evaluation of results against pre-established performance criteria.
<b>Performance Measure</b>	A specific measurable result for each goal and/or program that indicates achievement.
<b>Service Quality</b>	A performance indication that identifies the degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
<b>Stakeholder</b>	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.
<b>Strategic Direction</b>	The organization's goals, objectives and strategies by which they plan to achieve its vision, mission and values.
<b>Strategic Goal</b>	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim, the final result of action. Something to accomplish in assisting the agency to move forward.
<b>Strategic Management</b>	An integrated systems approach for leading and managing in a changing world by building consensus of the leadership group both in shared vision of the desired future and a clarified mission for the organization, and by gaining support and participation of the people in the organization to identify the specific changes that must be made, implementing them, and assessing organizational performance.
<b>Strategic Objective</b>	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
<b>Strategic Plan</b>	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provide the framework for more detailed annual and operational plans.

<b>Term</b>	<b>Definition</b>
<b>Strategic Planning</b>	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.
<b>Strategy</b>	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
<b>Support</b>	As used in the objectives and strategies outlined in this plan, support may include, but is not limited to: information, facilitation, coordination, technical assistance or financial assistance.
<b>Vision</b>	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.

***Appendix B: Acronyms***

<b>Term</b>	<b>Definition</b>
ALS	Advanced Life Support
AVL	Automatic Vehicle Locator
BLS	Basic Life Support
CAD	Computer Aided Dispatch
CERT	Community Emergency Response Team
CFA	Citizens Fire Academy
CFAI	Commission on Fire Accreditation International
CISM	Critical Incident Stress Management
CPR	Cardiopulmonary Resuscitation
CPSE	Center for Public Safety Excellence, Inc.
EFO	Executive Fire Officer
EMS	Emergency Medical Services
FOB	Field Operations Bureau
FSM	Fire Safety Management
H&S	Health and Safety
ISO	Insurance Services Office
IT	Information Technology
MTD	Monthly Training Drill
NFPA	National Fire Protection Association
NIMS	National Incident Management System
OFD	Orlando Fire Department
OPD	Orlando Police Department
PIO	Public Information Officer
RFI	Request for Information
RFP	Request for Proposal
SME	Subject Matter Expert
SOG	Standard Operating Guideline
SOP	Standard Operating Procedure
SWOT	Strengths, Weaknesses, Opportunities, and Threats
UASI	Urban Area Security Initiative

## ***Appendix C: References***

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