



# STRATEGIC PLAN 2022-2027



Lake Mary Fire Department

Lake Mary, FL

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## A MESSAGE FROM THE CHIEF-

I am pleased to present the Lake Mary Fire Department's 2022-2027 Strategic Plan. The plan is action- oriented and driven by five (5) Key Strategic Priorities executed through nineteen (19) Specific, Measurable, Achievable, Relevant and Time Bound (SMART) goals. Every member (48) of the Department participated in the development of this living document, guiding our focus for the next five years. Our City leadership team, business partnerships and customer surveys, played a vital role in ensuring our vision was in line with a "community driven" mission. The Lake Mary Fire Department's 2022-2027 Strategic Plan took a commonsense approach with urgency and action driven focus to prepare for future demands and shared needs of our community – starting today.

The Lake Mary Fire Department is proud to be an Internationally Accredited Fire Agency through the Center for Public Safety Excellence. Annual appraisals identify mission needs and enhancements through a constant quality improvement model. We strive to continue this success by benchmarking our agency with other industry standard models of success. Our professional team of men and women proudly serve and are committed to providing the highest level of service to our citizens, business community and the visitors of Lake Mary through our mission "Service Before Self."

Saving lives and protecting property is who we are. Our participation in the First Response Agreement provides critical resources in the most efficient and economical means through a shared Computer Aided Dispatch (CAD) system. At the City of Lake Mary, however, we take our responsibility a step further through prevention efforts. Our community outreach programs are core in preventing emergencies from happening in the first place. Feel The Beat CPR training, pre-fire plans, friendly collaborative inspections, plans review and our family loved mascot Sparky are just a few of the highlights where our team creates an enhanced quality of life where preventing emergencies is priority.

I look forward to the future success of the City of Lake Mary and being part of enhancing the quality of life for our citizens.

Michael Johansmeyer

Fire Chief



## Organizational History

The City of Lake Mary, Florida was incorporated in August 1973 and operates under a “Commission/City Manager” form of government consisting of full-time professionals who manage the daily processes and an elected City Commission who maintain policy objectives and strategic planning processes. The Chief Administrative Officer for the City is the City Manager. Responsibilities include implementation and administration of all ordinances and policies adopted by the City Commission, as well as preparation and administration of the City’s annual budget. The City’s current leadership includes:



Bottom Row: City Manager Kevin Smith and Mayor David Meador Top Row: Commissioner Justin York, Commissioner George Duryea, Deputy Mayor Sidney Miller, and Commissioner Jordan Smith

The Fire Department was established by the City of Lake Mary with Ordinance 655 on July 15, 1993, although its existence as a volunteer organization began as early as 1951.

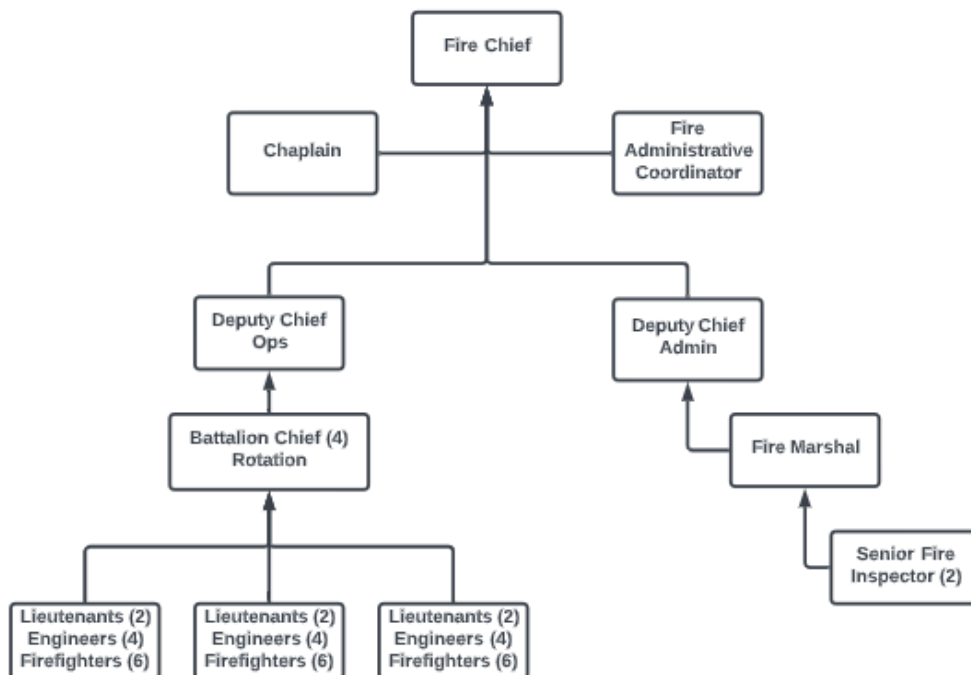
The City is located in Central Florida, approximately eighteen miles north of the City of Orlando and covers an area of 9.6 square miles with a population of over sixteen-thousand permanent residents. The membership of the department consists of forty-eight personnel operating out of two fire stations with an annual budget for fiscal year 2022 of \$6,509,907.00.

Services provided include public safety education, fire safety and new construction inspections, emergency management, emergency medical and fire rescue services. During the calendar year of 2021, the department responded to 5488 calls for assistance of which 2183 were medical transports, 1459 fire alarms and 1846 miscellaneous alarms.

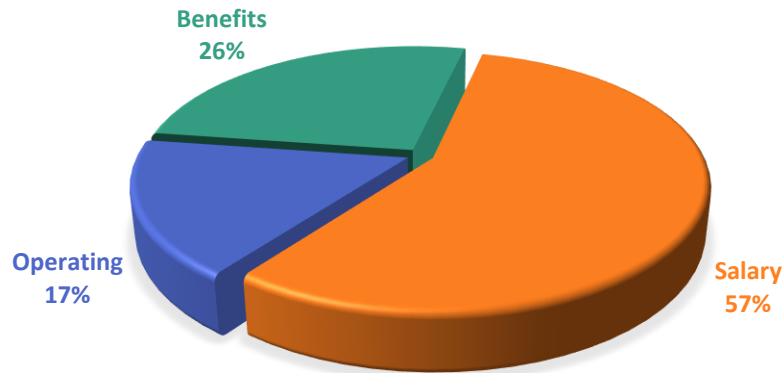
### Structure of Organization

The following chart was adopted in 2020 and depicts the current structure of the fire department. The chart will be updated with the adoption of the 2022-2027 Strategic Plan.

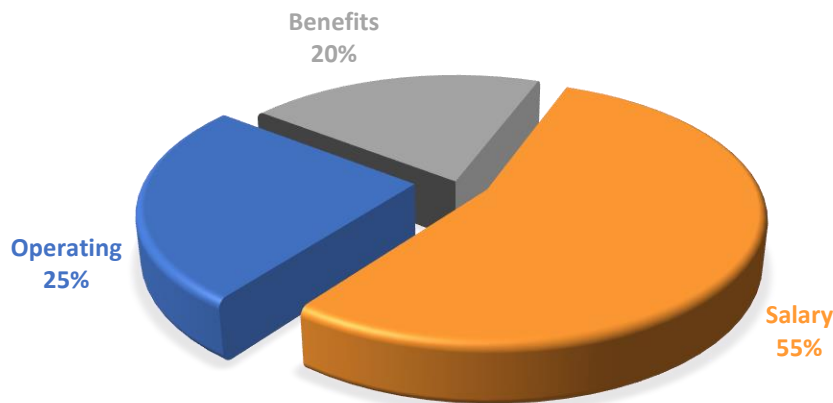
2020 Strategic Plan Organizational Chart



### FIRE (BY EXPENDITURE TYPE)



### FIRE PREVENTION (BY EXPENDITURE TYPE)



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

The services provided by our team are directly influenced by the voice of the community we serve. A “community-driven organization” is defined as one that maintains a focus on the needs and expectations of our customers.



To achieve this focus, a community-driven strategic planning process was used to develop this plan. This document includes valuable input from the citizen's, business community, external City departments, City leadership as well as our department membership.

In 2017, the Department conducted its second strategic planning process. The results of that effort yielded many successes over the past several years. These included, but were not limited to:

- Revisited vision, values, and mission statements.
- Implemented data management system (Mobil Eyes) for fire inspections which included a pre-plan program, company inspections and fully electronic inspection process.
- Enhanced the Department's CPR program to include "Hands Only" CPR. The Feel the Beat Hands Only program included new brochures, handouts and videos as well as training across the community and to all City employees.
- Established and implemented an annual firefighter health and wellness program.
- Created a Department PEER Support Program.
- Developed a training program to meet the professional needs of the Department.
- Implemented a new program to help maintain all equipment and facilities in a mission ready state.
- Received accreditation from the Center for Public Safety Excellence (CPSE).
- Improved ISO rating from a Class 3 to a Class 2.



The next plan was due in 2021, however the COVID pandemic had affected operations at many levels and occupied most of the Department's time. While delayed, the new plan includes a refocus and a few new priority areas. This change was also the drive behind making this a five-year plan vs. a three-year.

## Listening to Our External Stakeholders

### Define the programs and services provided to the community.

To accomplish this, we broke down and examined our organization in four major categories. They include Life Safety, Emergency Operations and Response, Facilities and Equipment and Administration and Emergency Management.

We reviewed each category to identify what current services are provided. These include basic and advanced life support and transport, fire suppression, public education and information, rescue services, code enforcement and emergency management.

### Establish the community's service program priorities and expectations.

To assist the Lake Mary Fire Department in identifying these priorities and expectations, we surveyed the community to help identify and prioritize services and programs.



The previous plan utilized a survey tool that was effective in capturing the community's voice. After updating and expanding, a similar tool was used to measure the community's satisfaction of current services along with identifying future expectations and requests. The survey was distributed via the City's website, social media outlets, utility bills, and to homeowner and business associations. In person meetings were not held during this time due to COVID and the desire to maintain social distancing for all involved.

The results were calculated through the survey tool and used to provide vital information to our team in directing our goals for the next five years. It's important to note that 69.9% of those surveyed had a direct experience with the Lake Mary Fire Department within the past 3 years.

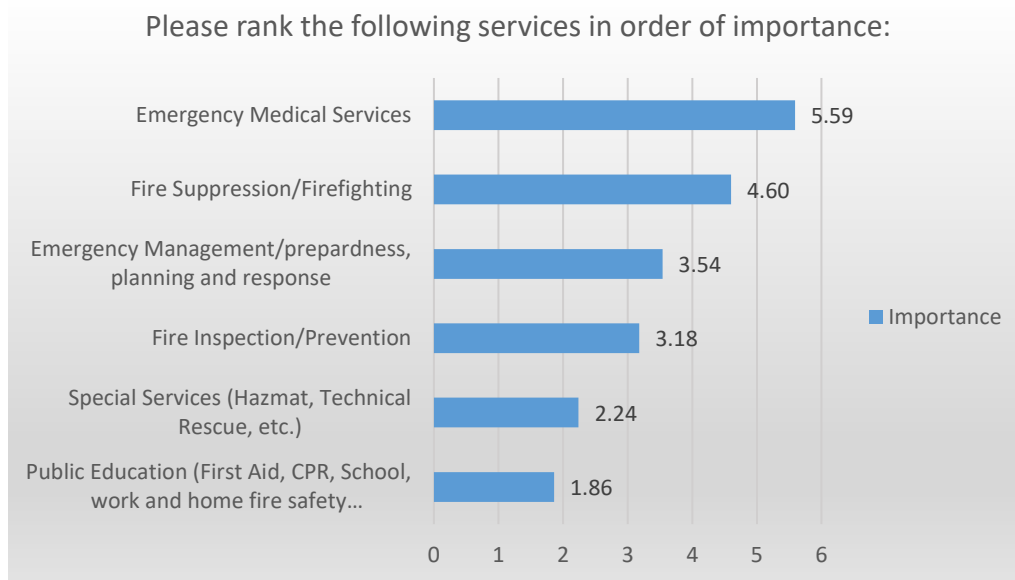
## Community Survey Results

When we asked the community to please rank the following services in order of importance, here is what they indicated:

- 1) Emergency Medical Services (EMS)
- 2) Fire suppression
- 3) Emergency Management
- 4) Fire inspection and prevention
- 5) Specialized services (Hazardous Materials, Technical Rescue, etc.)

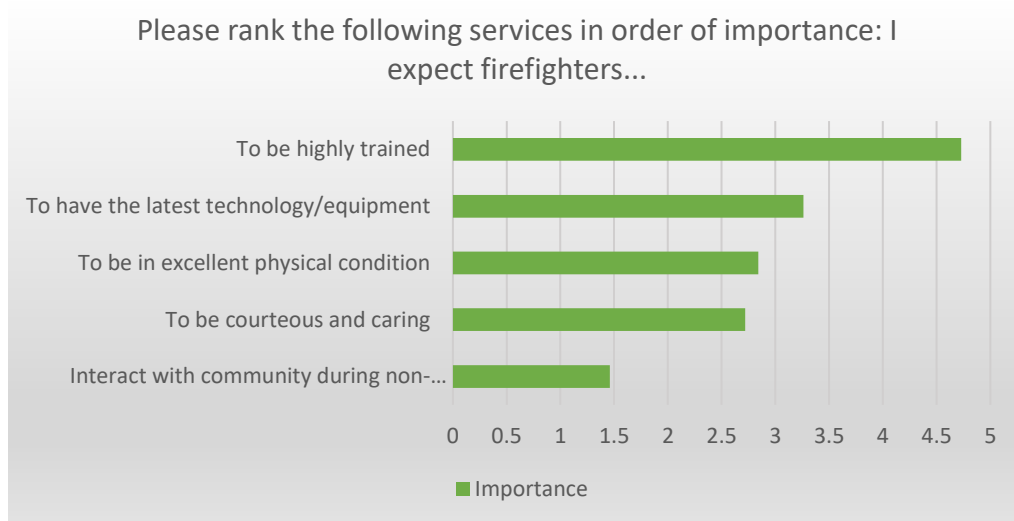


6) Public education including first aid, CPR, school, work, and home safety programs/community events



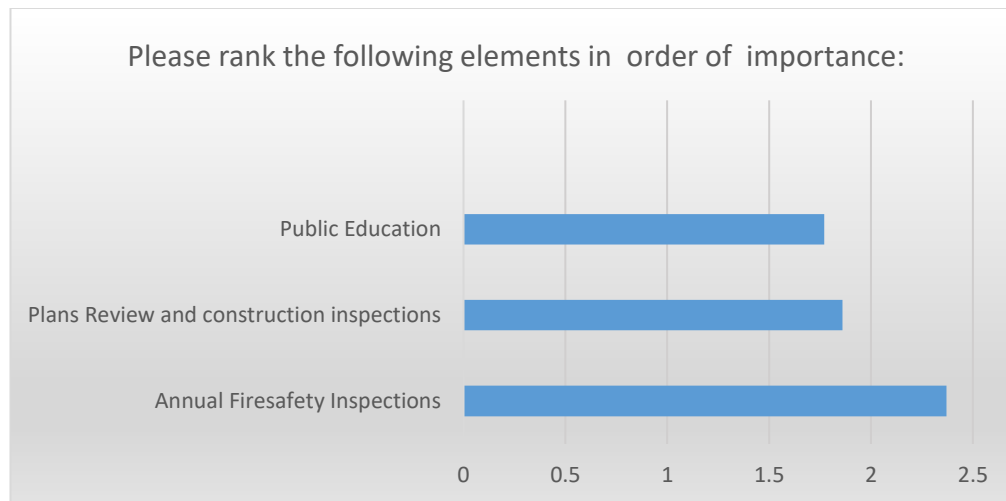
As with the last survey, EMS continues to be the most important service provided to our community. We saw some slight adjustments from the previous survey when asked to rank the top three expectations of our members.

- 1) To be highly trained
- 2) To have the latest technology/equipment
- 3) To be in excellent physical condition



When asked about aspects of our fire prevention division, they placed the following in order of importance:

- 1) Fire inspection of existing buildings
- 2) Plans review and new construction inspections
- 3) Public Education



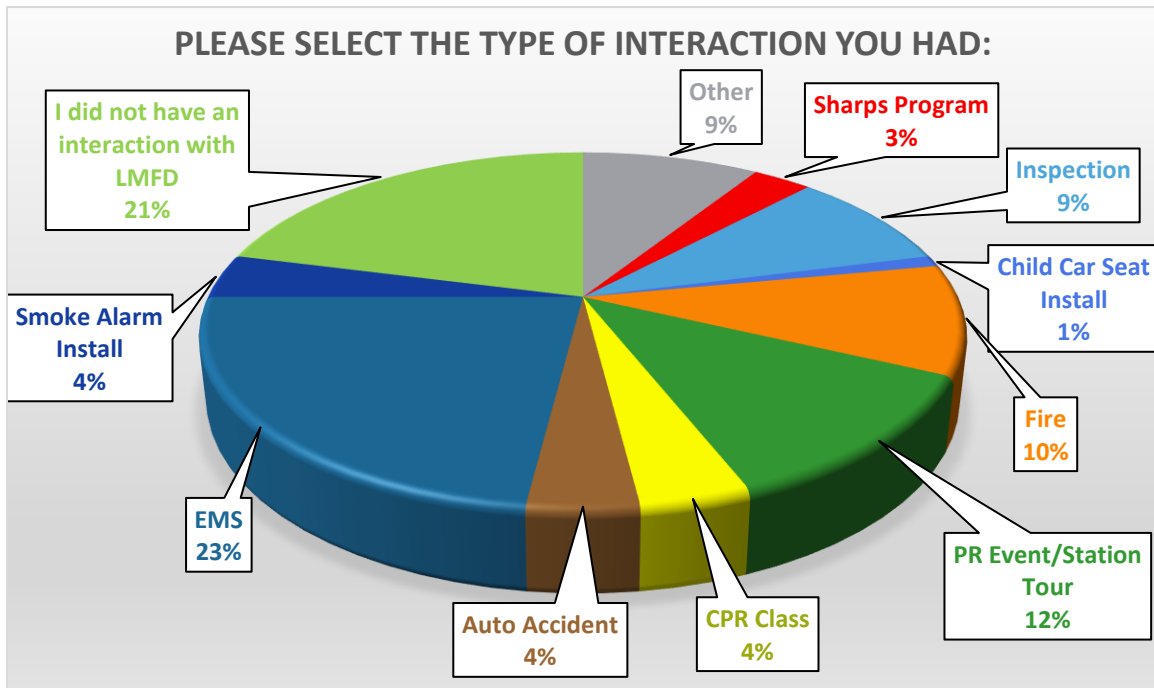
Identify any concerns the community may have about the department, along with aspects of the organization that the community views positively.

We asked the community several questions about their interactions with the department and how they felt about the Lake Mary Fire Department overall. The responses were positive and reflected that they are very happy with the services provided by the department.

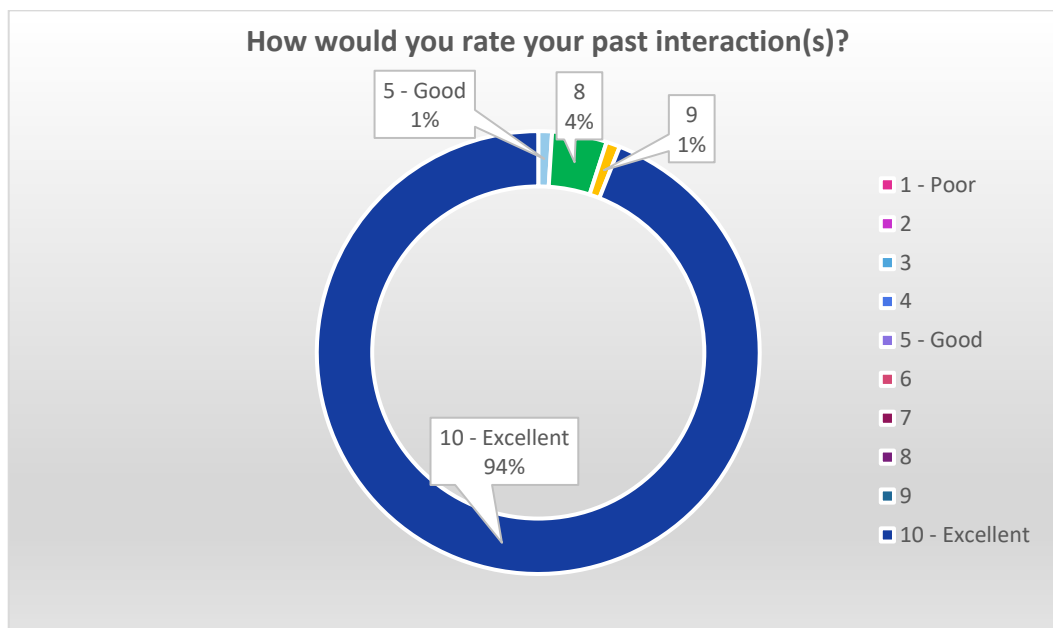
For those who had interactions, we asked them to provide what type of interaction they had, here is what they indicated:

- 1) EMS
- 2) I did not have any interaction
- 3) PR event/station tour
- 4) Fire
- 5) Inspection

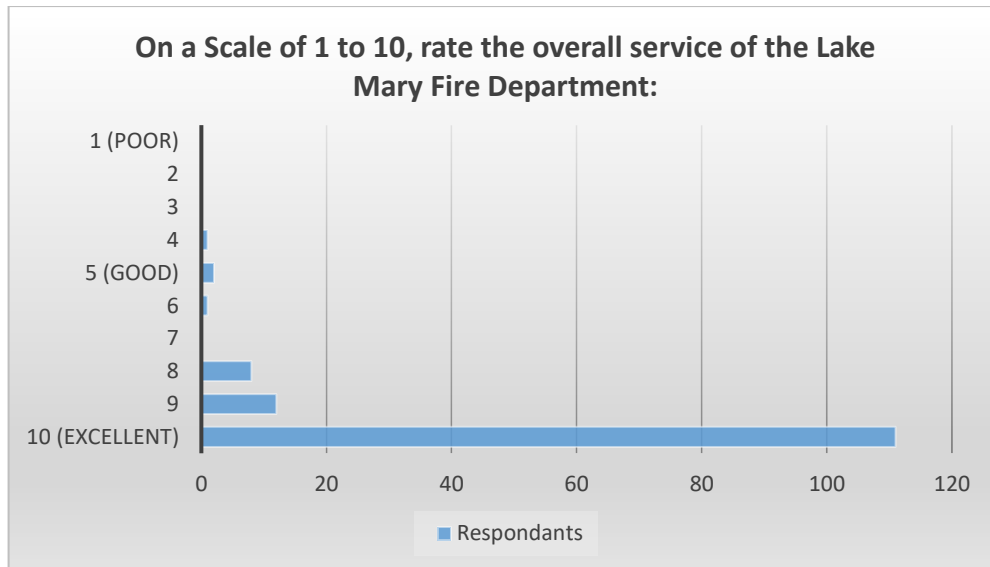




We then asked them to rate their interaction –

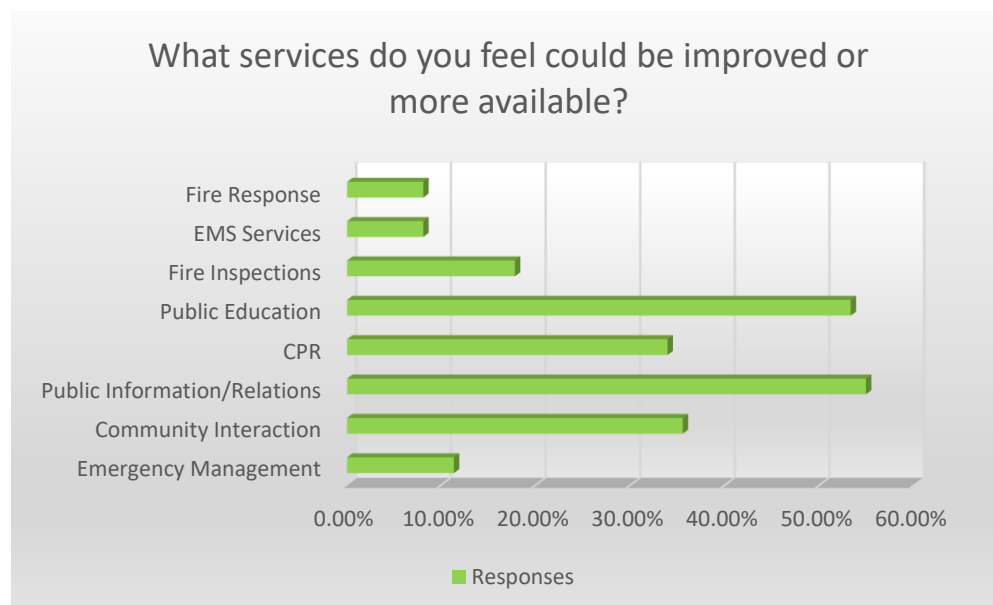


At the end of the survey, we asked them to rate the overall service provided by the Lake Mary Fire Department and the result was overwhelmingly “excellent”.



While the community has an overall positive impression of the fire department, we wanted to know which areas they feel could be improved or more available and the response was:

- 1) Public Education
- 2) Public Information/Relations
- 3) Community Interaction



## Summary

We understand that technology continues to change, and the way people receive their information is changing with it. We surveyed our community to see how they felt we were communicating and how they prefer to receive important updates and information. We heard their message and will use these responses as we move forward in communicating with our customers. Most felt we were adequately communicating our services, most preferred to receive updates via email, and most follow the City's Facebook page over other social media platforms. This will be critical in our outreach in the future.

COVID changed the way we did many things and was a significant impact on every aspect including response, EMS, Emergency Management (EM), and public information and education. We were interested to see how/if it changed the perception of EM and where we could have done better for our customers. Majority of the responses said that it did not change their view of emergency management and that we adequately communicated our messages.



Our external stakeholders provided a great deal of feedback to help guide our steps into the future. Interesting to note that while they rated public education as

least important in two separate questions, they also stated that public education, public information, and community interaction were the three top areas needing improvement or more available. They expect their fire department members to be highly trained, have top of the line equipment and be in good physical condition. Overall, they have a very positive impression of the department and want more interaction.

## **Working with Our Internal Stakeholders**

### Examine the current strengths and weaknesses of the department.

In order to compare and contrast external stakeholders' feedback with our internal vision, we conducted a SWOT (strengths, weaknesses, opportunities and threats) process along with a survey of our team to find out how our responses would compare to external stakeholders. The survey results mirrored much of what was indicated by the community with the exception of one key area. The community put more importance on inspecting existing buildings than they did on public education. Our department members thought that public education would have been number one in fire prevention.



**Results of the SWOT process**

<b>Strengths</b>	<b>Weaknesses</b>
Equipment Community support Joint response agreement Financial stability Our personnel Accredited Peer fitness program Political backing Diversity Location Forward thinking Apparatus Funding for training CISM/Peer Support Program Most employees are paramedics Public education Fire safety company inspections Quality service Leadership Pension Strong values Well-kept facilities Opportunities for promotion Community outreach Cancer prevention program Company officers Engineer position Size of Department Support from administration Good equipment Financial and community support. Well trained, professional and dedicated employees. Established public education and inspection programs. Strict local codes.	Communication Policy development Professional Development Lack of succession planning Small response fleet Battalion Chief not assigned to a dedicated shift Competitive salary Opportunities for leave No training grounds/division Increased inclusion with decision making/planning EMTs do not attend patients during transports Lack of career pathing Chain of command not consistent Minimal use of social media platforms Improvement in cancer prevention programs Taking strengths of personnel for granted Not enough diversity Abnormal business office hours (9-5) Annual rotation of stations No community paramedics program Number of employees Training funding Increased workload Complacency Lack of adequate time for recovery (24/48) Five-year capital budget Strategic Plan out of date Paramedic precepting process Line personnel doing projects at the right level (Engineer, Lieutenant, or Battalion Chief) Retention Paramedic incentives pay structure. Leadership training Lack of a City owned training center. Educational funding Preparation for unexpected emergencies Buy in from all employees. Unorganized equipment replacement program

<b>Opportunities</b>	<b>Threats</b>
Training New community outreach programs such as Community Paramedics Grants Expansion of services Recruitment efforts Benchmarking and risk reduction (CAAS and ISO) Partnerships with public safety and health agencies Succession planning	Annexation Privatization Economic decline Legal action No emergency fuel reserve Politics Geographically small Supply shortages Unable to meet service demands due to growth

Reorganizing our career pathing Promotional opportunities Expanded use of social media Increased recruitment efforts Develop a Battalion Chief mentor program After the fire support for the community Participate with other agencies (FL Task Force4, SCFD) Grant application Keeping up with trends Forward planning Succession planning Added community services Annexation of local areas Fire training facility Continuing education	Turnover Not meeting training demands Complacency Resistance to change Failure to grow Failure to compete Loss of experienced personnel Economy Politics Loss of funding Consolidation
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### **Identify critical issues and gaps in service demands**

The SWOT process and customer survey identified critical issues internally and external service gaps that need to be addressed. All data was reviewed and immediately placed into a priority initiative. These areas will be continuously monitored and evaluated along with all key program areas through daily and monthly reviews and annual program appraisals.

The Department is part of the Seminole County and Cities First Response Agreement and operates under several countywide specific guidelines which include Incident Management System (IMS), EMS Protocols, Prevention and Emergency Management. Smart practices, critical issues and service gaps are reviewed on a regular basis through joint groups and meetings.



The Seminole County Department of Emergency Management provides current threat and risk assessments to all countywide agencies including the city emergency management team. Information bulletins and alerts are distributed at several levels allowing our leadership team to evaluate potential issues/threats and then prepare accordingly.

Utilizing the FEMA Hazard and Vulnerability Assessment Tool, the areas of risk are identified for the City and surrounding area:

NATURAL HAZARDS:		
LOW THREAT	MEDIUM THREAT	HIGH THREAT
<ul style="list-style-type: none"> <li>• Agriculture Infestations/ Diseases</li> <li>• Earthquakes</li> <li>• Winter Storms</li> </ul>	<ul style="list-style-type: none"> <li>• Extreme Heat</li> <li>• Fires/Wildfires</li> <li>• Severe Weather</li> <li>• Sinkhole</li> </ul>	<ul style="list-style-type: none"> <li>• Drought/Water Shortage</li> <li>• Floods</li> <li>• Tornadoes</li> <li>• Tropical Cyclones</li> </ul>

TECHNOLOGICAL HAZARDS:		
LOW THREAT	MEDIUM THREAT	HIGH THREAT
	<ul style="list-style-type: none"> <li>• Hazmat</li> <li>• Mass/Planned Events</li> </ul>	<ul style="list-style-type: none"> <li>• Critical Infrastructure Disruption</li> <li>• Cybersecurity</li> </ul>

HUMAN-CAUSED HAZARDS:		
LOW THREAT	MEDIUM THREAT	HIGH THREAT
<ul style="list-style-type: none"> <li>• Financial Collapse</li> <li>• Mass Migration/ Repatriation</li> </ul>	<ul style="list-style-type: none"> <li>• Civil Disorder</li> <li>• Terrorism</li> <li>• Transportation</li> <li>• Violent Acts (Non-Terror)</li> </ul>	<ul style="list-style-type: none"> <li>• Disease/Pandemic</li> </ul>

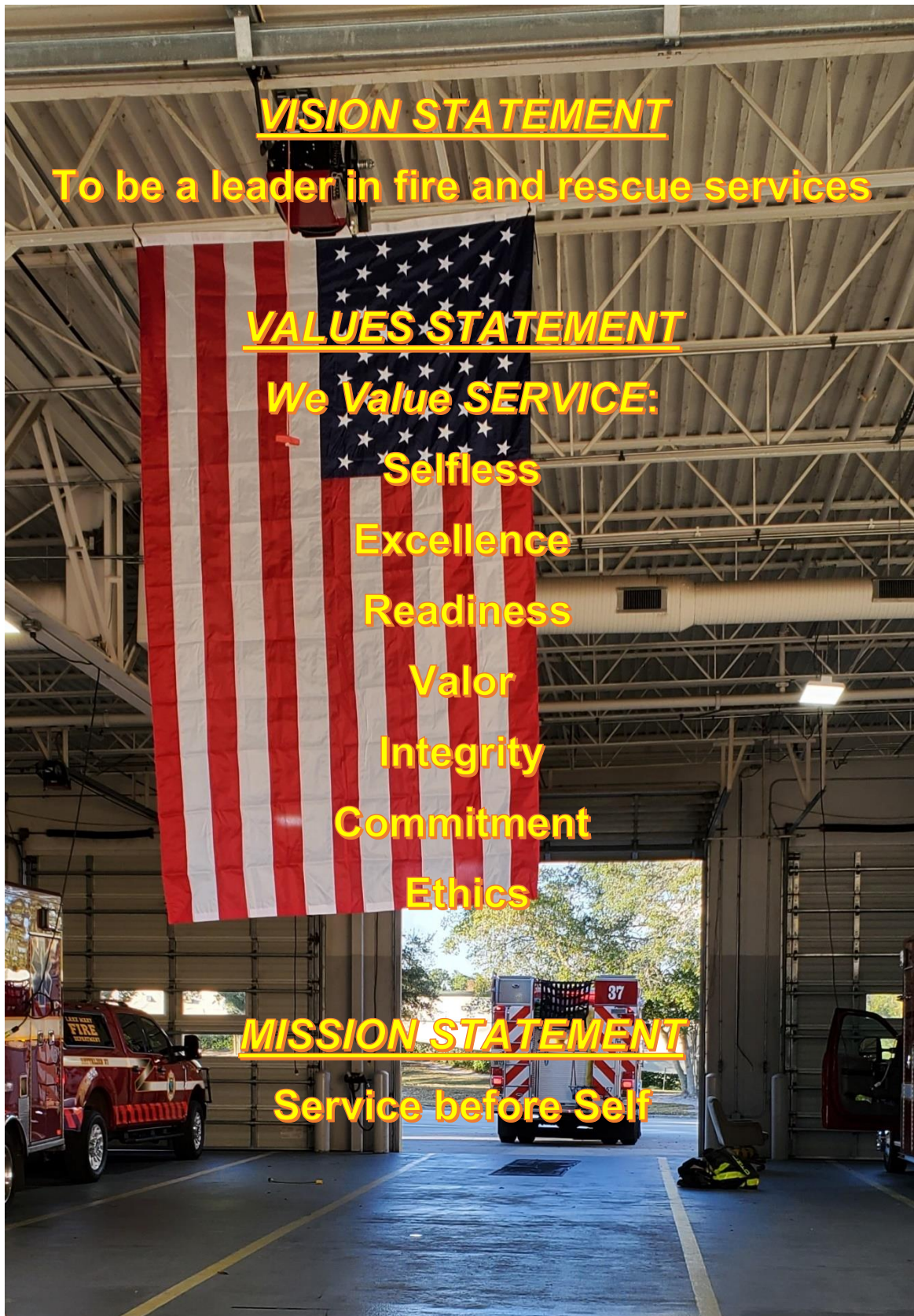
The current joint Seminole County and Cities Incident Management System addresses these incidents with the exception of cybercrimes. Response to these incidents fall under the guidance of our Information Services Departments, law enforcement agencies, and the Seminole County Communications Center.

### **Revisit the Vision, Values, and Mission Statements**

After reviewing the aforementioned information, we revisited our Vision, Values, and Mission Statements to see if they still accurately represented our current and future programs and services.

After careful deliberation, it was clear our vision, mission and values statement define us perfectly and are embraced by our members.





## **Key Strategic Priorities**

A new Fire Chief was appointed to lead the Department in March 2022. A call to action came quickly thereafter creating focus to establish a new five (5) year Strategic Plan. The Executive Staff observations, SWOT analysis, and external/internal customer feedback information was analyzed for alignment resulting in the development of five (5) Key Strategic Priorities.



- Personnel Health and Safety
- Organizational Performance Measures and Accreditation
- Succession Plan, Career Pathing and Credentialing
- Program Fiscal Responsibility
- Community Risk Reduction

We have created the following key strategic priorities, goals, objectives and tasks to guide our work focus and activities during the next five (5) years, including setting benchmarks for completing them.

Professional / Personal Growth	<b><u>Succession Plan, Career Pathing and Credentialing</u></b> <ul style="list-style-type: none"> <li>• Officer Development and Sustainment</li> <li>• Diversity, Equity, Inclusion and Sponsorship</li> <li>• Experience Gap</li> <li>• External Assessment Center</li> <li>• Professional Credentialling</li> <li>• Recruitment</li> <li>• Member participation in Local, Regional, State and National Committee.</li> <li>• Acquire Training Grounds</li> </ul>	<b>S:</b> School/training Funding, Diversity, Majority Paramedic, Our personnel, location, # of Paramedics, leadership, strong values, promotions, Company Officers, Engineer position  <b>W:</b> Training, Shift BC, Communication (Why), Succession Plan, Career Path, Formal COC, professional development, inclusion with decisions, EMT transport, training funding, precepting process, line personnel doing projects at right level, retention,  <b>O:</b> Training, recruitment efforts, reorg career pathing, Participate in FL-TF4, BC mentor program,  <b>T:</b> turnover, too many disciplines master of none
	<b><u>Customer Priority 1</u></b> <b>I expect Firefighters be highly trained</b>	

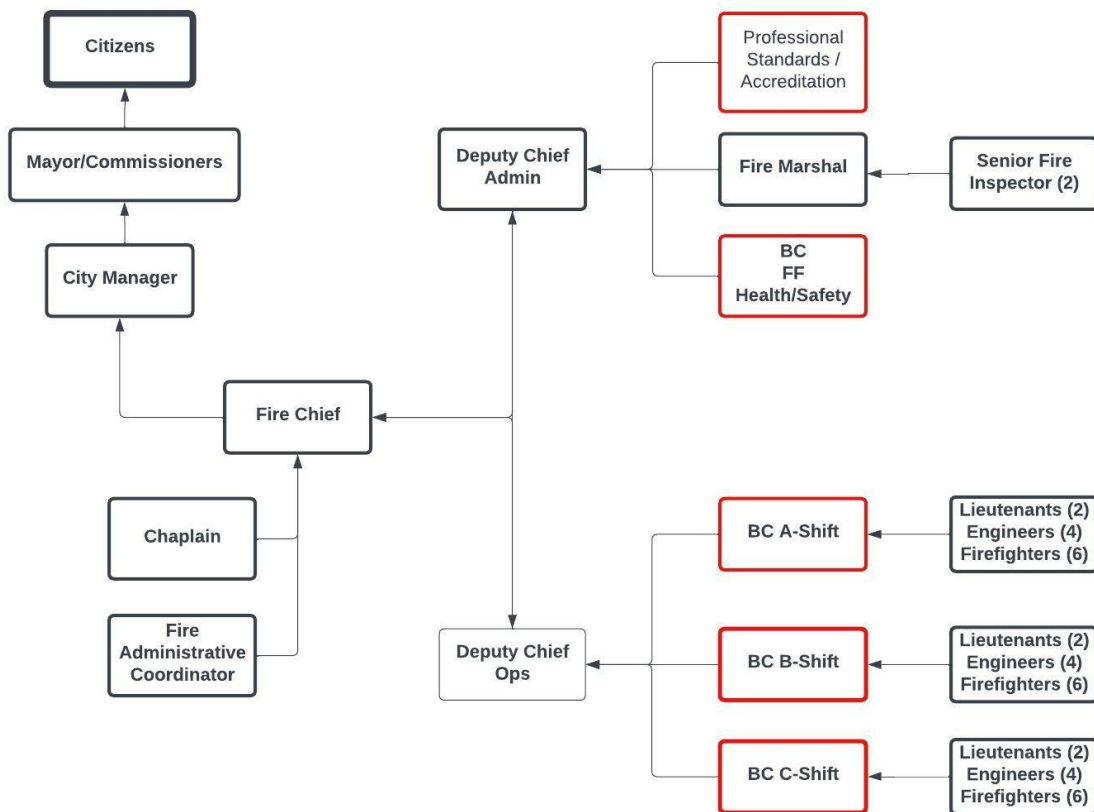


Finance	<p><b><u>Program Fiscal Responsibility</u></b></p> <ul style="list-style-type: none"> <li>Competitive Member Benefits <ul style="list-style-type: none"> <li>Avoidance of Compression and Inversion</li> <li>Benefits Package</li> <li>Employee Capital</li> </ul> </li> <li>Establish 5 year Capital program <ul style="list-style-type: none"> <li>Fleet / Facilities Enhancements</li> <li>Enhance preventive maintenance programs</li> <li>Establish 2<sup>nd</sup> spare engine</li> </ul> </li> </ul> <p><b><u>Customer Priority 2</u></b>  <b>I expect firefighter to have the latest technology and top of the line equipment –</b></p>	<p><b>S:</b> Apparatus, Equipment, Fiscally sound, pension, facilities,</p> <p><b>W:</b> Salary, Time Off, Representation, Overtime Filling, Small Fleet, Comp. Salary, leave, 5 years capital budget,</p> <p><b>O:</b> Forward planning, grants, EMS billing</p> <p><b>T:</b> Salary, time off, political climate change, Representation, funding, merger, privatization, economic decline, legal action, supply shortages, non emergency fuel reserve,</p>
HR and Risk	<p><b><u>Firefighter Health and Safety</u></b></p> <ul style="list-style-type: none"> <li>Firefighting Protective Equipment (ensemble)</li> <li>Cancer Free Initiative and Good Habits</li> <li>Support Physicals and Health Monitoring</li> <li>Active Peer Support Program Sustainment</li> <li>Review of Internal Policies and Procedures</li> <li>Peer Fitness</li> </ul> <p><b><u>Customer Priority 3</u></b>  <b>I expect firefighter to be in excellent condition</b></p>	<p><b>S:</b> Peer Fitness, CISM, Peer Support, cancer prevention program,</p> <p><b>W:</b> Leadership by SOP, policy, leave, no training grounds, cancer preventions programs, abnormal business hours, annual rotation of shifts, increased workload, complacency, lack of recovery time,</p> <p><b>O:</b> Grants,</p> <p><b>T:</b> COVID, stress related illness,</p>
Operations	<p><b><u>Organizational Performance Measures and Accreditation</u></b></p> <ul style="list-style-type: none"> <li><i>Maintain Fire Accreditation</i></li> <li><i>ISO 1</i> <ul style="list-style-type: none"> <li>Place Quint 37 In Service</li> </ul> </li> <li><i>CAAS Accreditation</i></li> <li>Establish Intelligence and Analytics Program</li> <li>Identify Fire Department Key Performance Indicators</li> </ul> <p><b><u>Customer Priority 4</u></b>  <b>I expect firefighters to be courteous and caring</b></p>	<p><b>S:</b> Accreditation, Joint Responses, Political  Backing, forward thinking, Dept size</p> <p><b>W:</b> Number of employees, Strategic Plan out of date, Lack of Data Driven Decisions</p> <p><b>O:</b> low staffing, City Growth, County relations, CAAS and ISO benchmarking, emerging trends</p> <p><b>T:</b> Annexation, unmet demands due to growth,</p>

<b>Customer Service</b>	<p><b><u>Community Risk Reduction</u></b></p> <ul style="list-style-type: none"> <li>• CPR and Smoke Alarm Community</li> <li>• Community Paramedicine</li> <li>• Citizens Academy</li> <li>• Robust Social Media Program</li> </ul> <p><b><u>Customer Priority 5</u></b>  <b>I expect firefighters to interact with the community outside in non-emergent times</b></p>	<p><b>S:</b> Community support, political backing, company inspections, quality service,</p> <p><b>W:</b> Social Media presence, no community paramedic program,</p> <p><b>O:</b> Citizen Academy, Community Paramedicine, expansion of services, Partner on public safety and health,</p> <p><b>T:</b> Negative media attention</p>
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The Strategic Plan process drove the need for a new Organizational Chart. Those outlined in red are considered new positions or significant change in assignment.

Organizational Chart - Lake Mary Fire Department July 2022



## GOALS, OBJECTIVES and CRITICAL TASKS

July 1, 2022 through June 30, 2027

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### KEY STRATEGIC PRIORITY: ORGANIZATIONAL PERFORMANCE MEASURES AND ACCREDITATION

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#### Goal 1

Reduce the City of Lake Mary Fire Department's Insurance Services Organization (ISO) rating to Classification 1 by June 2024.

##### Objective 1.1

Review ISO report 2019 to identify areas for improvement and prioritize them by September 2022.



##### Objective 1.2

Gather data for the assessment.

#### Critical Tasks

- Collect the following records based on ISO requirements before January 1, 2023.
  - Hose, pump and ladder testing for years 2019, 2020, and 2021
  - Hydrants and water supply data for the City.
  - Training hours and subjects for 2019, 2020 and 2021
  - Response data for 2019, 2020, and 2021

- Community risk reduction and fire prevention efforts for 2019, 2020, and 2021.
- Communication capabilities and systems including performance measures for 2019, 2020, and 2021.
- Inventories of specified apparatus.

#### Objective 1.3

Place Quint 37 in service prior to January 1, 2023.

##### Critical Tasks

1. Take delivery of unit, outfit, and place in service.
2. Ensure run cards for First Response System are modified to include this new resource.
3. Ensure training of personnel is completed.
4. Ensure policies and procedures clearly define the roles and responsibilities of assigned personnel and operational parameters of the unit.
5. Identify feasibility of creating a service unit for continuity of operations if Quint 37 is out of service.

#### Objective 1.4

Prepare for an inspection and evaluation by ISO.

##### Critical Tasks

1. Prior to June 2023, perform a pre-inspection using the ISO requirements as a guide.
2. Prior to June 2023, place all pertinent data in one file on the City's intranet.
3. Schedule inspection for December 2023 or sooner.
4. Identify areas of collaboration with Seminole County for maximizing points such as water shuttles, long lay water supply in response and communications.

#### Objective 1.5

Assign subject matter experts/key personnel to ad-hoc working groups.

##### Critical Tasks

1. Provide opportunity for program managers to identify key team members.
2. Provide opportunity for all team members to make known areas they have interest.

### **Goal 2**

Seek department fire re-accreditation from the Center for Public Safety Excellence in 2024.

### Objective 2.1

Provide CPSE with annual appraisals as required for recertification.

#### Critical Tasks

1. Ensure annual appraisals are assigned to a program manager.
2. Program manager to gather information and complete requirements as outlined by CPSE.
3. Appraisals to be reviewed by command staff to identify enhancements and efficiencies needed.

### Objective 2.2

Complete a self-assessment of the department based on the guidelines from CPSE by December 2023.



#### Critical Tasks

1. Review the 2017-2020 Strategic Plan for achievements and areas where more work is needed.
2. Establish a 2022-2027 Strategic Plan compatible with fire accreditation process with consideration of ISO and C.A.A.S. Accreditation.
3. Update the Department's Standards of Cover document by September 2023.
4. Submit drafts of the SOC and self-evaluation to mentor for review.



5. Upload all documentation to the CPSE website.
6. Arrange for an on-site Inspection and evaluation prior to deadline for re-accreditation.

### **Goal 3**

Seek Department EMS Accreditation from the Commission on Accreditation of Ambulance Services (C.A.A.S.) by June 2026.

#### **Objective 3.1**

Gather data and identify areas of similarity with ISO and Fire Accreditation to capitalize on similarities by December 2025.

#### **Critical Tasks**

1. Visit triple certified agencies to obtain smart practices in avoiding duplication pitfalls.

#### **Objective 3.2**

Perform a self-assessment to identify gaps by March 2023.

#### **Critical Tasks**

1. Identify a program manager to oversee the process.
2. Group results into three categories (Doing Well, improvement Needed and Not Doing) and prioritize efforts.

#### **Objective 3.3**

Establish a C.A.A.S working group based on functional gaps (i.e., policy, equipment, vehicles).

#### **Critical Tasks**

1. Upload all documents to the department's intranet site.
2. Standardize and organize policies and procedures and ensure user familiarization and application.
3. Submit 1–3-year budget impacts by April 2023.
4. Arrange for on-site inspection and evaluation
5. Establish monitoring criteria for ISO and Accreditation performance measure requirement in the form of a daily and monthly report by December 2022.
6. Ensure information management systems (SharePoint, Microsoft Teams, etc.) are utilized to institutionalize reporting processes.

**Goal 4**

Identify an ISO/Accreditation/Professional Standards Manager by September 2022.

**Objective 4.1**

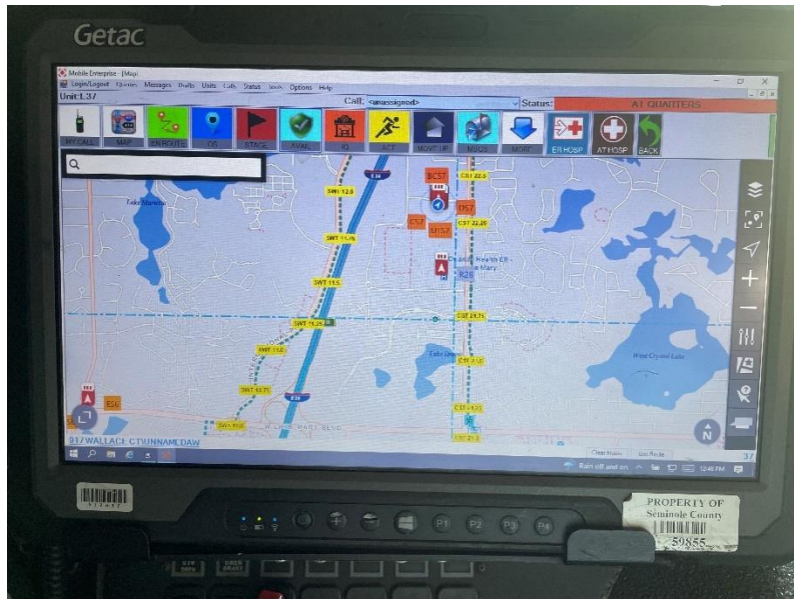
Perform a job analysis and determine time frame for hire.

**Critical Tasks**

1. Develop a job description in-line with industry standards by mid-June 2022
2. Obtain approval and funding for position by end of June 2022.
3. Post position and narrow qualified and experienced candidates by end of July 2022. Schedule and conduct interviews.
4. Make selection and complete onboarding process through Human Resources.
5. Identify work area, equipment and needs for position.

**Goal 5**

Establish technologies providing live information on performance measures and operational situational awareness in the hands of all personnel with emphasis on supervisors by June 2023.

**Objective 5.1**

Prioritize needs and align with known technologies already in place.

**Critical Tasks**

1. Gather applications available for enhancing operational tactics and strategies and make them known.
2. Ensure Incident Command personnel have the resources available to them.

**Objective 5.2**

Ensure City of Lake Mary Fire Department is included in any technological advancements through Computer Aided Dispatch (CAD) Executive Steering Committee and Seminole County and Cities First Response Subcommittees.

**Critical Tasks**

1. Collaborate with Seminole County Emergency Communications Center and Assistant Chief of Planning/Analytics to ensure economies of scale are realized with any app purchases and user fees.
2. Coordinate purchase and installation of technologies that enhance situation awareness, such as, WEBCAD monitoring, countdown timers, color indicators.
3. Identify fire department key performance indicators and core competencies for monitoring to align with accreditations/industry benchmarking.
4. Ensure Lake Mary Fire Department has access to software programs utilized for strategic planning, analytics, and specific accreditation requirements.

**Goal 6**

Seek City Emergency Management accreditation through the Emergency Management Accreditation Program (EMAP) by June 2027.

**Objective 6.1**

Gather data and identify areas of similarity with ISO, Fire Accreditation and C.A.A.S. to capitalize on similarities by March 2026.

**Critical Tasks**

1. Visit EMAP certified agencies to obtain smart practices in avoiding duplication pitfalls.

**Objective 6.2**

Perform a self-assessment to identify gaps by March 2023.

**Critical Tasks**

1. Subscribe to EMAP.
2. Identify a program manager to oversee the process.
2. Group results into three categories (Doing Well, improvement Needed and Not Doing) and prioritize efforts.

**Objective 6.3**

Establish a EMAP working group based on functional gaps (i.e., policy, Incident Management, Mutual Aid, Etc.)).

Critical Tasks

1. Upload all documents to the department's intranet site.
2. Standardize and organize policies and procedures and ensure user familiarization and application.
3. Submit 1–3-year budget impacts by April 2025.
4. Arrange for on-site inspection and evaluation
5. Establish monitoring criteria for EMAP performance measure requirement in the form of a daily and monthly report by December 2022.
6. Ensure information management systems (SharePoint, Microsoft Teams, etc.) are utilized to institutionalize reporting processes.



**PRIORITY 2:  
SUCCESSION PLAN,  
CAREER PATHING AND  
CREDENTIALING**

**Goal 7**

Establish a Lake Mary Fire Department Career Path / Succession Plan for all positions by December 2023.

**Objective 7.1**

Compile, review and revise (if necessary) job

descriptions for all positions found within the fire department by January 2023.

Critical Tasks

1. Contact Human Resources for a copy of all fire department job descriptions, new and old.

**Objective 7.2**

Ensure job descriptions align with performance objectives and align with organizational modeling by March 2023.

Critical Tasks

1. Identify local and state requirements specific to positions.
2. Utilize guidance documents such as NFPA Standards to assist with identifying job performance requirements and job performance tasks

### Objective 7.3

Seek best practices through review of other department's career pathing and succession planning documents.

#### Critical Tasks

1. Identify areas where diversity, inclusion and equity could be enhanced.
2. Institutionalize job descriptions for any critical needed positions not currently in place identified in Priority 1 and Priority 5.
3. Expand organizational chart to reflect growing needs and demands on department.
4. Perform a job analysis for all positions by January 2023.
  - a. Identify ideal candidate criteria.
  - b. Seek subject matter expertise in assessment and evaluation of promotional candidates.
5. Each officer will complete an CPSE application for their respective ranks by January 2023, if not already credentialed.
6. Identify required and preferred knowledge, skills, abilities, and other desirable traits (KSAs) for each position by June 2023.
  - a. Ensure personal accountability and expectations are clear with verification processes in place for each position
7. Identify currency training, skill evaluation and remediation processes for each position.
8. Identify strengths and weaknesses of workforce and provide opportunities through working groups, committees, projects, and programs for enhancing or honing KSAs.
9. Ensure department personnel are afforded professional development in the areas of executive planning, leadership and community risk reduction.

### Objective 7.4

Seek out national/industry models for career pathing regarding education and training throughout the organizational structure. For example, the *U.S. Fire Administration's Fire and Emergency Services Higher Education Recognition Program*.

#### Critical Tasks

1. Identify, evaluate, and consider local, regional, state, and federal programs for implementation.

### Objective 7.5

Develop a framework of success for one position of highest priority for replication throughout the fire department by September 2022 (new hires).

#### Critical Tasks

1. Evaluate the effectiveness of all processes and policies.



2. Provide opportunity for all City departments to utilize the framework.
3. Provide opportunities for personnel to participate in the process through working groups.

### Goal 8

Establish a Lake Mary Fire Department Training Center by June 2027.

#### Objective 8.1

Development a Fire Department Training Plan to identify all details required for the opening of a City of Lake Mary training facility by June 2023.



#### Critical Tasks

1. Identify funding sources needed to complete project.
2. Acquire property suitable for fire department training grounds by June 2024.
3. Begin building and design process by June 2025.
4. Have 90 percent completion by June 2026 with a move in with 100% completion by February 2027.

## KEY STRATEGIC PRIORITY: PROGRAM FISCAL RESPONSIBILITY

### Goal 9

Benchmark fire department position specific compensation utilizing a successful marketplace sustainable model by end of 2022.

#### Objective 9.1

Assign key personnel to evaluate comparison data and develop recommendations to enhance the department's workforce equity by September 2022.

#### Critical Tasks

1. Clearly and concisely identify parameters for the study.
2. Request information from agencies for analysis.
3. Identify key areas of satisfaction from the internal workforce.

## Objective 9.2

Seek out opportunities and smart practices to recruit and retain highly skilled personnel to ensure our attrition rate is within industry standards.

Critical Tasks:

1. Revamp hiring process and workflow to be in line with all other positions within the City of Lake Mary.
2. Market our core values and City culture in recruitment.
3. Ensure position benefits are clearly outlined for external candidates.

## Objective 9.3

Establish an educational reimbursement program for EMS and fire degrees offered by community partners – **Immediate.**

Critical Tasks

1. Develop an education policy for ensuring clear expectations on reimbursement are known.

**Goal 10**

Establish apparatus and equipment maintenance program workflows by October 2022.

## Objective 10.1

Review apparatus downtime and establish criteria that has the most impact to mission readiness.

Critical Tasks

1. Determine if inefficiencies exist and ensure data mining is acceptable for proper analysis of equipment/unit utilizations and service availability.
2. Seek enhanced partnership with City Fleet to increase unit availability.

**Objective 10.2**

Evaluate current practices for opportunities of improvement regarding scheduling, reporting, maintaining, financial impacts, and replacing apparatus and equipment.

**Critical Tasks**

1. Review and revise Check It program to ensure appropriate notification are taking place.
2. Develop procedures and rules for monitoring results and establishing processes for critical needs and sustainment of apparatus.
3. Develop priority levels for repairs and acceptable day ranges for completion.
4. Develop a checks and balance regarding invoices being processed no later than 90 days from the date of service (vendor delays).

**Objective 10.3**

Monitor supply chain demands, increasing costs, and time of delivery.

**Critical Tasks**

1. Ensure opportunities for costs and time savings are considered at 24 months ahead of replacement schedules identified in the Capital Improvement Budget.

**Goal 11**

Monitor forces of change that are impacting and/or predicted to impact goods and services - ongoing.

**Objective 11.1**

Identify critical products and ensure policies in place account for supply chain delays and price increases.

**Critical Tasks**

1. Utilizing FEMA's *Crises Response and Disaster Resilience 2030: Forging Strategic Action in an Age of Uncertainty*, the Department will review, identify and execute practices which ensures Social, Technological, Environmental, Economic, and Political (STEEP) are identified as complicating factors in the future emergency management environment
2. Hedge uncertainty;
3. Avoid strategic surprises;
4. Promote information sharing across disciplines and organizations;
5. Understand what changes could affect emergency management; and
6. Prepare and plan to operate more effectively in our future environment.



## KEY STRATEGIC PRIORITY: COMMUNITY RISK REDUCTION

### Goal 12

Ensure the City of Lake Mary's Comprehensive Emergency Management Plan, Continuity of Government and Continuity of Operations Plan are updated by April 2023.

#### Objective 12.1

Request County Emergency Management intern be assigned to Lake Mary to assist with the collection and completion of the City CEMP, COG and COOP.

#### Critical Tasks

1. Seek collaboration with county wide CEMP.
2. Assign annexes to each department director and have them update their personnel and review their role in emergencies.
3. Conduct an emergency management drill with all department directors and support staff by May 2023 utilizing the new CEMP as a guide.



### Goal 13

Establish a program that encapsulates and highlights the uniqueness of the City of Lake Mary's EMS, Fire Prevention and response culture.

#### Objective 13.1

Establish pillars of the program and evaluate which pillars of the program are not being currently met and prioritize.

#### Objective 13.2

#### Critical Tasks

1. Ensure 100% of pre fire plans are completed.
2. Ensure 100% of fire inspections are completed.
3. Require 100% of all City employees are trained in CPR (Feel the Beat), AED and tourniquet application.
4. Ensure 100% of construction-related plans review meet time criteria for approval.

5. Ensure 100% of the homeowner associations (HOA) in the City limits are afforded an opportunity for a safety presentation, smoke detector installation, CPR (Feel the Beat) and AED training at least once every other year.
6. Ensure all Target Hazards are afforded an opportunity for a safety presentation, , CPR (Feel the Beat) and AED training at least once every other year (daycare, school, nursing home).
7. Ensure 75% Paramedic staffing is maintained and pursue 100% paramedic staffing.
8. Ensure AED and Stop the Bleed stations are maintained throughout the City of Lake Mary buildings.
9. Ensure property saved from fire is recorded utilizing REMI modeling.
- 10. Create a unique, identifiable program name focusing on our culture of prevention and importance of life/life safety i.e. Guardians of Life by September 2022.**
11. Continue to identify areas proven to enhance the quality of life of citizens.
  - a. Triple Certified ISO 1, C.A.A.S. and Fire Accreditation.

### Objective 13.3

Look for opportunities to embrace partnerships with other City of Lake Mary departments to expand the program citywide.

#### Critical Tasks

1. Meet with department needs to explain the program and identify where expansions can be made.

### Goal 14

Establish a community paramedicine program by October 1, 2024.

### Objective 14.1

Seek information from current local programs and establish criteria for our own program by April 2023.

#### Critical Tasks

1. Look locally for successful programs currently in place.

### Objective 14.2

Identify critical needs and budget impacts for all budget requests.

#### Critical Tasks

1. Identify a Program Manager to successfully implement.



2. Seek opportunities for a phase in approach to ensure our goals meet citizen expectations.



## Goal 15

Enhance social media presence to inform the community of programs and services offered by the fire department.

### Objective 15.1

Work with the City Manager's office in establishing a social media program that addresses the needs of the fire department and community.

### Objective 15.2

Identify and train personnel to lead the fire department's social media platforms.

### Critical Tasks

1. Provide training opportunities for identified personnel.
2. Ensure program is synonymous with citywide marketing.

## Goal 16

Establish a Citizens Public Safety Academy by June 2023.

### Objective 16.1

Meet with law enforcement partners in outlining a timeline and lesson plan.

#### Critical Tasks

1. Department heads will meet to outline program details and cooperation opportunities.
2. Identify program critical needs and determine if they can be addressed with in-kind services.
3. Run a pilot program to gather feedback for success and opportunities for improvement by end of March 2023.



## KEY STRATEGIC PRIORITY: HEALTH AND SAFETY

### Goal 17

Identify a Firefighter Health and Safety Officer by September 2022.

#### Objective 17.1

Develop a job description in-line with industry standards by July 2022

Critical Tasks

1. Review job descriptions for positions no longer identified in the Fire Department Organizational Chart.
2. Research job descriptions through professional organizations, i.e., International Association of Fire Chief's KnowledgeNet.
3. Seek input from human resources to ensure any job descriptions meets the fundamentals for the City of Lake Mary.

**Objective 17.2**

Reorganize Battalion Chiefs to accommodate department needs while enhancing functional assignments.

Critical Tasks

1. Identify work area, equipment and needs for position.
2. Notify department of organizational changes and announce new Firefighter Health and Safety Officer.

**Goal 18**

Establish key performance indicators for our current Peer Support and Peer Fitness programs and celebrate achievements annually.



**Objective 18.1**

Continue participating in local and regional collaboration.

**Critical Tasks**

1. Ensure there is a “bench” of personnel to support programs when primary personnel are unavailable.
2. Seek out retired personnel to train and become part of the Peer Support Team.
3. Establish minimum and continuing education and participation requirements.
4. Ensure the policies and procedures regarding Peer Support and Peer Fitness are updated to current industry standards and ensure city wide policies coincide.
5. Identify emergency procedures for personnel who have exceeded the parameters of the Peer Support Team.
6. Ensure all efforts are encompassing with the City wide U-Matter program.

**Goal 19**

Evaluate and determine level of compliance with industry standards on cancer free initiatives - IMMEDIATE.

**Objectives 19.1**

Prioritize results into three categories (Doing Well, Improvement Needed, Not Doing).

**Critical Tasks**

1. Prioritize critical needs and identify opportunities for grants and alternative funding where internal budget planning is not in place.
2. Ensure all policies and written procedures are followed in application and ensure supervisors address any deviation of policy.
3. Incorporate firefighter cancer free initiatives within the culture of the Fire Department safety and health programs.

**Goal 20**

Enhance annual health physicals for all members by identifying diagnostics, scheduling, and follow up smart practices in line with industry standards by October 2023.

**Objective 20.1**

Evaluate the benefits of the current program and weigh outcomes against other available resources by October 2023.

**Critical Tasks**

1. Identify operational impacts of the scheduling and attendance of annual physicals.
2. Identify any opportunities for increased health screening as it relates to firefighter health and wellness.

**Goal 21**

Support firefighter nutrition and daily health by seeking subject matter expertise and supporting inhouse programs.

**Critical Tasks**

1. Require personnel to complete annual CEU training on nutritional and daily health habits.
2. Highlight benefits of Chaplaincy Program and formalize position within Organizational Chart.
3. Support annual physical fitness evaluations and provide personnel with opportunities to improve their health all year long.
4. Embrace a healthy diet as part of the culture of the Lake Mary Fire Department.
5. Sustain station workout areas and equipment in good working order.

**Closing**

The true success of the LMFD Strategic Plan 2022-2027 will depend greatly on the support of our community, city leadership and dedication and commitment of the men and women of the Lake Mary Fire Department. Our success comes with the pride that we stand on the shoulders of all before us and those who made the ultimate sacrifice.

