



PALM BEACH GARDENS FIRE RESCUE

2024-2028

STRATEGIC PLAN



Facilitated by



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Excellence

The Center for Public Safety Excellence® (CPSE®) acknowledges and thanks the community and Palm Beach Gardens Fire Rescue (PBGFR) stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Keith Bryer and all who participated for their commitment to this process.

This community-driven strategic plan was developed in September 2023, beginning with a meeting facilitated by representatives from the CPSE for community members, as named below. The community stakeholders' feedback considered by department stakeholders in developing this strategic plan can be found in [Appendix A](#).

Community Stakeholders

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Kristofer Berntsen	Keith Haas	Andrew Lysy	Jon Rosenthal
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The department stakeholder work sessions, conducted over three days, involved a group representing a broad cross-section of PBGFR, as named below.

Department Stakeholders

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Message from the Fire Chief

As part of our commitment to excellence, Palm Beach Gardens Fire Rescue is continuously looking for ways to improve the level of service to our community. Feedback from our external and internal stakeholders is crucial to ensure that we are meeting expectations.

We are proud to announce that the department met every goal outlined in our previous 2018-2023 community-driven strategic plan. Meeting these goals was a team effort between fire rescue personnel and those we serve.

This new five-year community-driven strategic plan is key to making certain that Palm Beach Gardens Fire Rescue remains a premier fire rescue agency that meets the demands for service and the expectations of our residents and business owners. This strategic plan provides a roadmap for the next five years and outlines three specific goals that will be implemented to strengthen our mission and vision. Proper planning has ensured that our department has taken advantage of the latest trends and best practices in emergency response, training, and firefighter health and wellness, which we look forward to sustaining.

Thank you to everyone who contributed their time, ideas, and opinions throughout the development of this strategic plan. We are fortunate to have the support of our community, city manager, city council, and firefighters committed to ensuring that Palm Beach Gardens Fire Rescue continues to be a leader in the fire service.



Keith Bryer, CFO
Fire Chief

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Introduction

The community serviced by Palm Beach Gardens Fire Rescue (PBGFR) receives high levels of professionalism and efficiency from the department's proactive approach to risk reduction and emergency mitigation. As such, PBGFR contracted with the CPSE to facilitate a community-driven strategic plan. The process utilized by the CPSE aligns with the Commission on Fire Accreditation International® (CFAI®) fire and emergency services accreditation model but also considers all parameters prescribed by the authority having jurisdiction.

The CPSE's approach to community-driven strategic planning gathers feedback and input from community and department stakeholders while focusing on future change beyond the status quo. Beliefs, concepts, current processes, and values were among the many pieces considered and questioned to bring this planning document to reality. PBGFR exhibited a commitment to the implementation and execution of this plan to become more efficient and effective in alignment with its community.

Process

Understanding what the customer desires is vital to the success of any organization. In this case, the customer is the community that Palm Beach Gardens Fire Rescue serves. This applies even if the service organization is a governmental entity. Community-driven strategic planning ensures the community remains a focus of the organization's direction, and community feedback is at the heart of all deliberations and development of this strategic plan.

The process of community-driven strategic planning and the plan represents the embrace of transition away from how an organization has always done things, seeking to find efficacies and outcomes based on change. The community-driven strategic plan provides a management roadmap built on a shared vision and structured for measurable results. With the involvement of a diverse group of department stakeholders, Palm Beach Gardens Fire Rescue's community-driven strategic plan encompasses various experiences, perceptions, and perspectives that can also work to build more internal organizational symbiosis. For the desired, measurable results to be realized, the process and the strategic plan must focus on substance, not form. Only then will PBGFR truly benefit from the process and realize its ultimate vision.

Community Stakeholder Findings

- ✓ Identify, from the community perspective, things the department should and should not change.
- ✓ Identify the community's expectations for the department, concerns about or for the department, and aspects the community views as strengths or positives.
- ✓ Define the programs provided to the community.
- ✓ Establish the community's prioritized view of the programs and services provided by the department.

Department Stakeholder Work

- ✓ Identify the department's strengths, opportunities, aspirations, and results.
- ✓ Revisit the mission statement, giving careful attention to the services and programs currently provided and which logically can be provided in the future.
- ✓ Revisit/Determine the values of the department's membership.
- ✓ Determine/Revisit the department's current vision considering the consensus built from the strengths, opportunities, aspirations, and desired results.
- ✓ Identify the department's challenges, service gaps, and causal effects through a thematic sifting process.
- ✓ Determine, by consensus, strategic initiatives for outcome-based organizational improvement.
- ✓ Develop strategic goals, SMART objectives with relative timelines, and comprehensive critical task concepts focusing on outcomes.



Department Stakeholder Work Session

Department Background



Palm Beach Gardens Fire Rescue was first organized in 1963 and was initially formed as a volunteer fire department. The department was formally recognized as a branch of the City's government in 1968. To complement its fire suppression program, the department began delivering advanced life support for emergency medical service incidents in 1995. It has continued to evolve into the present all-hazards response team. Palm Beach Gardens Fire Rescue personnel have been highly effective in providing services and community involvement and boast an Insurance Services Office (ISO) rating of 2. In addition, the department is a dually accredited fire department through the Commission on Fire Accreditation International (CFAI) and the Commission on Accreditation of Ambulance Services (CAAS). PBGFR is the first department in Palm Beach County, FL to achieve this accomplishment.

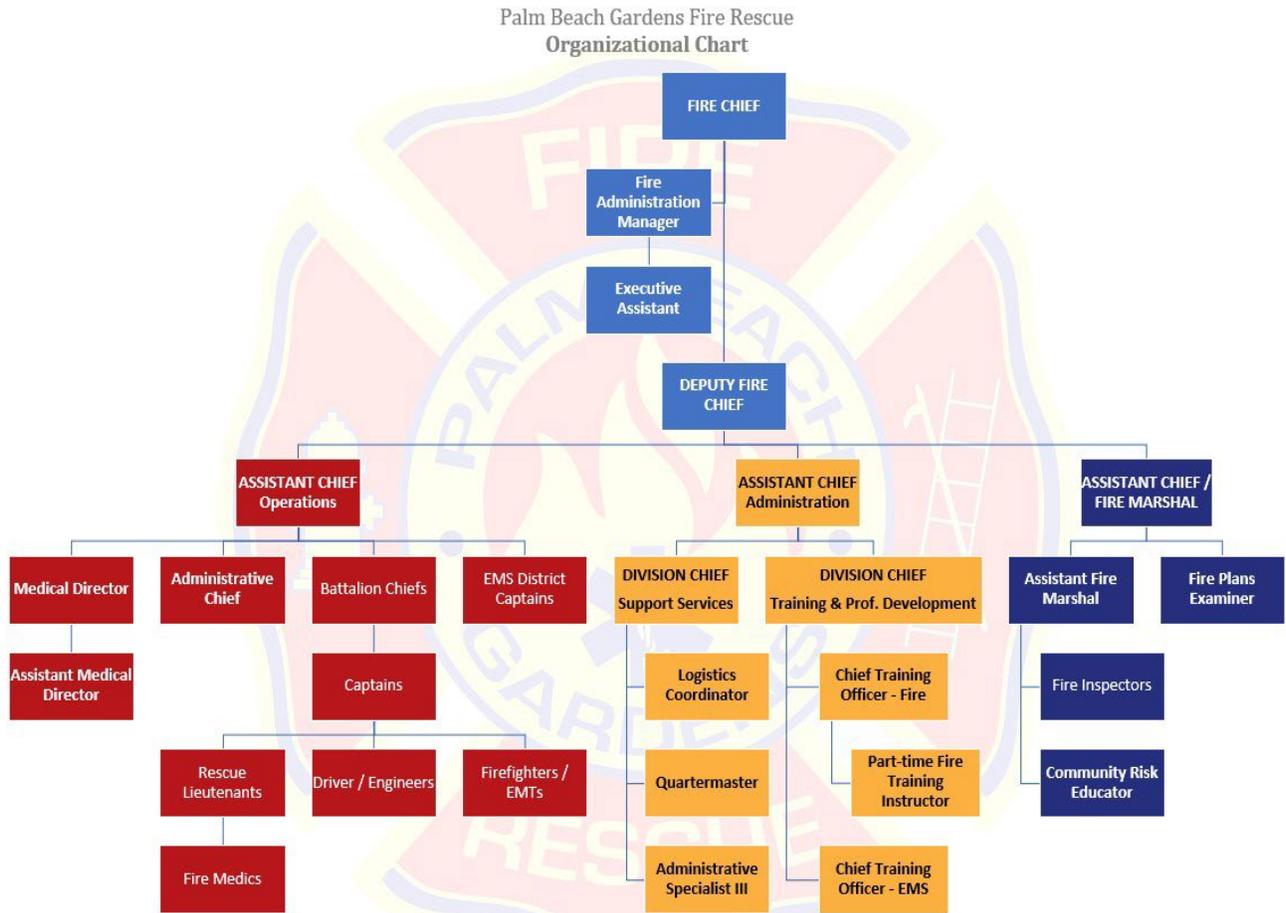


Palm Beach Gardens Fire Rescue serves an approximate population of 61,000 residents. In addition, the local area has thousands of visitors and many others employed within the community. Growth, increased population, and annexed areas have and will continue to provide specific risks for which Palm Beach Gardens Fire Rescue considers, prepares, and deploys its resources and personnel.



Today, PBGFR reflects on its history and remains committed to providing all-hazards emergency services and education to its community, embracing excellence in all they do. Palm Beach Gardens Fire Rescue continues to protect its community by providing quality services through its proactive focus on risks and deployment from five stations that provide service to the 59.48 square miles of coverage area. Staffed to support the community, PBGFR embraces its future vision and continued excellence in service delivery.

Organizational Chart



Updated 06/2023



Department Stakeholder Work Session Participants

Mission

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

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

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

Dedicated professionals serving our community by protecting lives and property through the delivery of exceptional and innovative services.

Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values and made some adjustments that were agreed upon by the entire group.

Trust – The expectation that we will act with integrity, accountability, and in the best interest of those we serve.

Compassion – A genuine desire to meet the needs of the community with empathy, respect, and preparedness.

Unity – A strong sense of camaraderie and support that extends from our department into our community.

The mission and values are the foundation of this department. Thus, every effort will be made to keep these current and meaningful to guide the individuals who make up the Palm Beach Gardens Fire Rescue to accomplish their goals, objectives, and day-to-day tasks.

Vision

An organizational vision exists to keep all department members focused on the successful futurity of Palm Beach Gardens Fire Rescue and to guide quality change and improvement in alignment with the community. In support of the futurity created within the community-driven strategic planning process, the CPSE facilitated the revision of PBGFR's vision for the future. The department will support the reality of this vision through successful plan implementation and goal achievement.

It is Palm Beach Gardens Fire Rescue's vision to be recognized as a premier department that provides high quality, self-sustaining, all-hazards emergency and community risk reduction services driven by the following principles:

Growth

Accountability

Resiliency

Diversity

Excellence

National Recognition

Service-Driven



Department Stakeholder Work Session

Goals

Community feedback and the SOAR process led to determining strategic initiatives representing the high-level issues the department stakeholders developed into goals. PBGFR must now make these goals a focus of efforts that will direct the department to its desired future. Goals with complete objectives, tasks, timelines, and assignments are included in a separate **Management and Implementation Guide**.



Improve Palm Beach Gardens Fire Rescue’s workforce management and partnerships to provide our community with the highest level of service and safety.



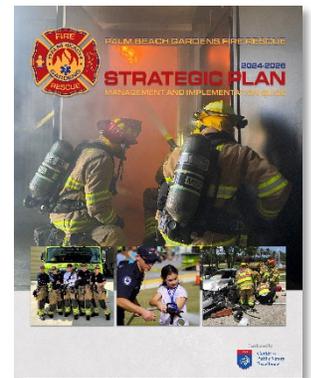
Develop a comprehensive community outreach program to increase awareness of the department’s services and capabilities.



Evaluate and implement appropriate emergency response capabilities to provide our community with the highest level of service.

Conclusion

This strategic plan was developed by working with community and department members from all levels ...but the work is truly just beginning. Department stakeholders will execute and institutionalize the plan to ensure the community’s expectations and Palm Beach Gardens Fire Rescue’s vision remain congruent. The accompanying **Management and Implementation Guide** will assist PBGFR in the mechanics of implementation. The guide is not intended to be all-inclusive; rather, it provides flexibility to ensure future success.



“...we will chase perfection, and we will chase it relentlessly, knowing all the while we can never attain it. But along the way, we shall catch excellence.”

Vince Lombardi

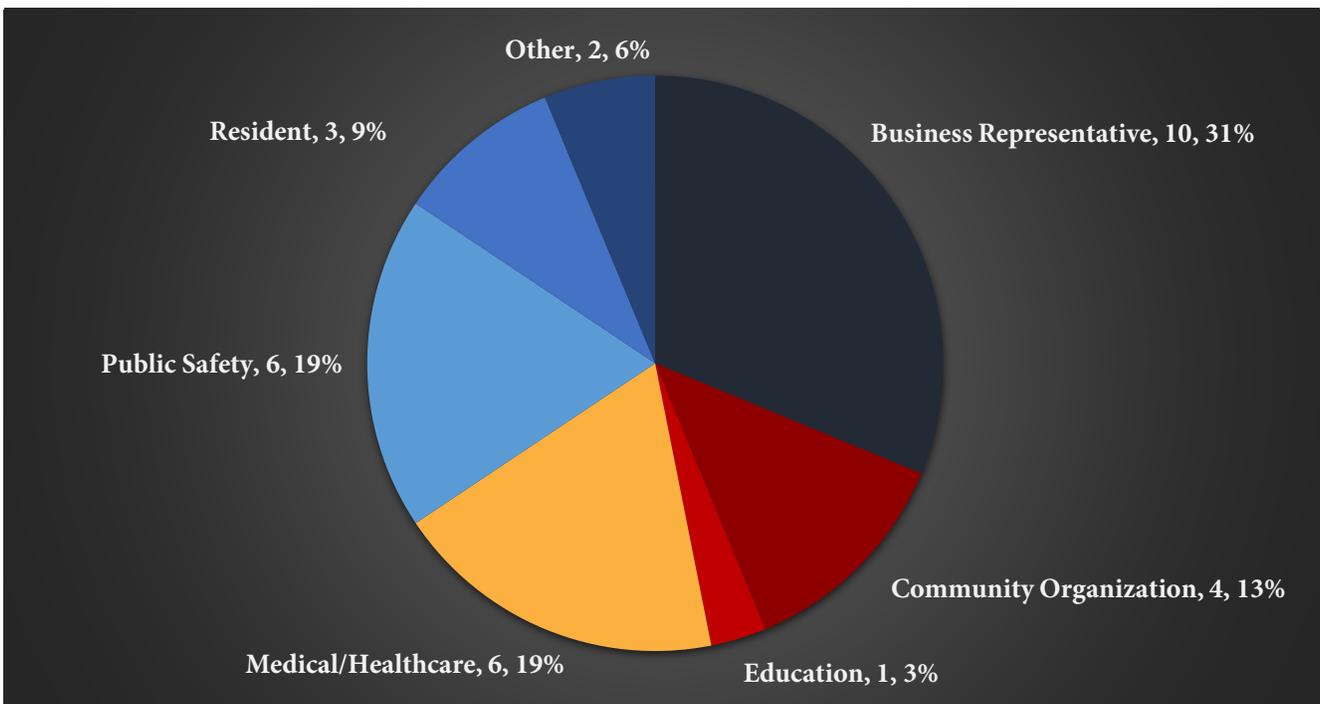
Recalculation may need to occur to find the success desired during this growth journey through change and improvement. This strategic plan is a roadmap to help Palm Beach Gardens Fire Rescue navigate that change and futurity. The ability to pivot to meet the current environment as institutionalization and implementation occur provides a greater likelihood that the desired outcomes and efficacies will be realized as envisioned.

Appendices

A. Community Stakeholder Findings

Palm Beach Gardens Fire Rescue demonstrates a commitment to its community via a focus on community input and satisfaction. A community stakeholder session was held to gather feedback from the respondents on the department and its various services delivered. The information gathered from the community stakeholder feedback provided understanding to the department stakeholders of any misalignment with its organizational foundation and performance or values-based expectations or concerns from which new improvement strategies and processes may be created.

Community stakeholders were identified by the department to ensure broad representation. The breakdown of groups represented is presented here:



Respondents were asked to list, in priority order, up to three subjects relative to expectations, concerns, and strengths or positives for PBGFR. Expectations and concerns were then analyzed for themes and weighted. The numbers in the parentheses are the cumulative weighted values that correlate with the themes identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. Strengths or positives are listed verbatim and may be repeated based on different respondents.

The specific data and findings from the community stakeholder respondents are provided to follow.

Community Expectations of Palm Beach Gardens Fire Rescue

(in priority order)

1. **Emergency Response Times.** Quick Response. Response time simulation. To respond to calls for service in a timely manner. Speedy emergency response by well-trained personnel. Show up to the scene ASAP. Fast. Quick response to emergencies. (89)
2. **Training/Education.** Job knowledge, follows procedures. Professionally trained to handle emergency situations. Expertly trained medical/fire personnel to provide care to the community. Knowledge. Readiness training - equipment maintenance. Education/professional development. To have qualified personnel on staff (training). (59)
3. **Personal Qualities.** High level of care and respect. Respectful and professional interactions. Staff that are professional and courteous at all times. Professionalism. Courtesy. Dependability. To be understanding of the patient (Dementia). Maintain personal/professional excellence. Delivering a caring and focused service. (25)
4. Continuous availability. Availability. Willing to help when asked. Always be available. (14)
5. Strategically placed personnel to facilitate quick response time amid traffic gridlock. Well-staffed with healthy, capable firefighters. Ability to keep the quality of service with all of the growth. (14)
6. To have appropriate, up-to-date equipment in top working order. Well-maintained equipment. State-of-the-art equipment. Current/advanced equipment. Best equipment and technology. (13)
7. Community engagement. Community obligations to inform. Community outreach - help educate to prevent the need for services. Clear communications. Community involvement. (10)
8. Top-level service (Fire/EMS). EMS service. Advanced medical care. (9)
9. Thorough assessment of emergency situation in order to guide further needed needs. Interventions. Open dialogue to follow-ups on patients that were brought into hospital. (8)
10. Put out fire and clean up scene/make secure ASAP. Fire/rescue; put fire out. (7)
11. Life safety. Responses driven on best life-saving standards. (6)
12. Continued partnerships on training exercises. Building relationships to work together with community calls on-site. (4)
13. Property conservation. (3)
14. Notification of changes in processes in advance. (3)
15. System maintenance (private systems). (3)
16. Storm weather rescue. (3)
17. Fire prevention. (3)
18. Modest fiscal responsibility. Resource management. (2)
19. Continuity of operations. (1)
20. Do their job efficiently and safely. (1)
21. Informative programs. (1)

Areas of Community Concern about or for Palm Beach Gardens Fire Rescue

(verbatim, in priority order)

1. **Community Growth.** Concern about gridlock traffic impacting emergency response amid population growth and Brightline snags. The growth of South Florida not being kept up by the growth of the department. Annexation of new City areas. PBG is growing fast; are there enough personnel to manage the increase/are there enough firehouses? Resource changes in the next five years - election? Ability to keep up with the growth of the community. Accessibility to western communities. (49)
2. **Recruitment/Retention.** When hiring new team members/promoting the expectation of requiring certain metrics or qualifications; also, recruitment is important. Future recruitment of qualified candidates. Recruiting new candidates. Recruitment of fresh talent. Recruitment of the right staff, dedicated to the job and community. Expansion to new department can be positive, but also bring staffing challenges -- Training plan for new hires? Recruitment/retention of quality employees. (30)
3. **Education/Training.** Continuing education. Formal education (Bachelor's Degree). Gardens has a certain level of medical responses - is the necessary training happening so responders have a baseline on all situations - even odd and abnormal? Well-trained personnel. (17)
4. **Staffing.** Not enough qualified firefighters. Enough personnel. Shortage of staff. Sufficient staffing. (17)
5. **Health and Safety.** Current firefighters may not be healthy enough to carry out duties. Not being physically able to carry out tasks (limited strength, increased injuries). Being able to perform job physically. Adequately addressing mental health of fire department employees. (16)
6. Safety of its members. Minimal resources dedicated to illness/injury. (10)
7. Equipment maintenance. Having the right equipment/resources. Enough equipment. (10)
8. Quality of applicants coming into fire/medical service. Will they be able to deliver the same quality of care that the older ones bring and be able to uphold the reputation that PBGFR has built? Decrease in quality of personnel. (8)
9. Cost. Maintaining level of service within current budget needs. (8)
10. Hazmat response. Ability to respond to special hazmat or extreme calls without assistance from county. (8)
11. The department may incur a budget reduction. Being asked to "do more with less." Funding. (7)
12. Zero past communications outside of annual inspections. (5)
13. They may become "soft" because PBG is a very pleasant community. (5)
14. Continue to maintain standards and quality with increased demands of next expectations. (5)
15. What are the department's capabilities in confined space rescue? (5)
16. Personnel responding to repeat non-emergency calls and depleting the staffing of the station and the station back-filling. (5)
17. Working together with community security staff during calls to better assist with response to residents/patients. (5)
18. Shared services with other communities - backup plan? (3)
19. Minimal quality improvement program partnerships with hospitals; relationships are great, but QI and data related to QI is limited. (3)
20. Inability to get fast treatment amid understaffed hospitals and lack of needed meds. (3)
21. Capacity. (3)

22. What are the department's capabilities to handle multiple rescue incidents simultaneously and post-hurricane events? (3)
23. Sufficient staffing and locations. (3)
24. Preparation of middle management for succession. (3)
25. Water issues (like Maui); regular checks of fire hydrants? (1)
26. Environmental? What else can the department do to help community response to hurricane prep? (1)
27. Text alert system for community. (1)
28. What are the department's capabilities to reach high flames in a large (tall) building? (1)

Positive Community Comments about Palm Beach Gardens Fire Rescue

(verbatim, in no particular order)

- Recruit training process is very well organized.
- Leaders are great to work with.
- Seems like they take care of their firefighters very well.
- Communication of opportunity to build a relationship with PBGFR.
- Professional and diligent.
- Great team in place, knowledgeable about the community and its needs.
- Respond quickly.
- Professionalism.
- A sense of community.
- This meeting demonstrates that PBGFD is thinking about the future.
- Professional relationships with the community.
- Good relationships with hospitals in the community.
- Community education programs are excellent.
- Professionalism of staff at all levels and interactions.
- Communication-responsive to comments sent, annual report.
- Professionalism is top-notch.
- Level of service meets the needs of the community.
- Level of service, community engagement is top-notch.
- Commitment to health/wellbeing of employees.
- Quick response.
- Constant communications.
- Excellent customer service.
- Good training is evident.
- Good staffing is evident.
- Active programs.
- I like how approachable the fire department is; I feel comfortable reaching out to ask questions.
- The fire trucks and team uniforms are easily identifiable around the City. This gives me a sense of comfort as a resident of PBG.

- Very professional.
- Present in the community.
- Cooperation and service.
- Well-respected leadership in command.
- Timeliness of responses.
- Involving the community through this process and the focus group meetings.
- All members are consummate professionals.
- Training is top-notch.
- Admin staff.
- Training facilities.
- Interactions with other departments-private sector.
- Great command staff structure and leadership.
- Stations and vehicles are always well-maintained and clean.
- Great response times for calls to the community.
- Training commitment.
- Outstanding customer relationships.
- Confidence of the community.
- Appreciate first aid education sessions.
- This meeting, the continuous improvement endeavor.
- Always professional, courteous, and respectful.
- Always well prepared for issues/events.
- Staff always smiling, friendly, and love their job.
- Leadership within the department.
- They are visible-everywhere-every event.
- Professionalism.
- Strong leadership in admin and operations.
- Transparent with partners.
- Well-integrated with state fire/rescue committees.
- Work together with Chief Bessette to review outcomes.
- Partnering to recognize the team for performing measures to save a life.
- Professional staff members who conduct themselves accordingly.
- Response times to calls is awesome.

Other Community Comments about Palm Beach Gardens Fire Rescue

(verbatim, in no particular order)

- Thank you for the opportunity.
- I appreciate the opportunity to participate in this session; thanks to leadership for undertaking this exercise.
- Always answer requests and/or concerns.
- Good attitude to work things out all the time.

- I took the CPR class last year and I appreciate that it was offered. I feel more comfortable in an emergency situation now.
- Is there a response plan in place for railway/trains?
- What agreements are in place to receive service assistance from other agencies during an emergency?
- Do they have the approximate equipment and training to handle confined space emergencies at construction sites or building collapse?
- Representing private security with paramedic services, cross-training would be valuable so that scenes are properly prepared for firefighters' arrival.
- Thanks for hosting today's meeting. Great lunch spread!
- Need adequate drug overdose treatments, i.e., Narcan. Need better system for administering vaccines during pandemics. Be liaison with hospitals for stroke treatment.
- Thanks for including us for feedback.
- As a safety manager, I would additionally like to know if I am doing/meeting my requirements with more information on items as Tier I/II forms.
- It is great to be included in the process, I think the outcome will be fruitful.

Things the Community Feels Palm Beach Gardens Fire Rescue Should Change

(verbatim, in priority order)

1. I think there should be more emphasis on educating the public on when to call the fire department. Increase community education to avoid/decrease preventable emergencies. More public awareness of how good the department/service is. Communicate more on how good the department is. (4)
2. Increase in size due to the increase in population. Increase capabilities. Increase size. (3)
3. Color of trucks should be red. Color of the apparatus. (2)
4. Increase the focus on health of current firefighters.
5. Be careful to not live in a silo.
6. Up level communication with informational systems.
7. Private systems (maintenance).
8. Team up with private communities that have first responders within their security departments to collaborate in rendering aid.
9. Possibly be more involved with local charities.
10. Educational level of EMTs.
11. Risk reduction from emphasis on fire prevention to minimizing illness/injury.

Things the Community Feels Palm Beach Gardens Fire Rescue Should NOT Change

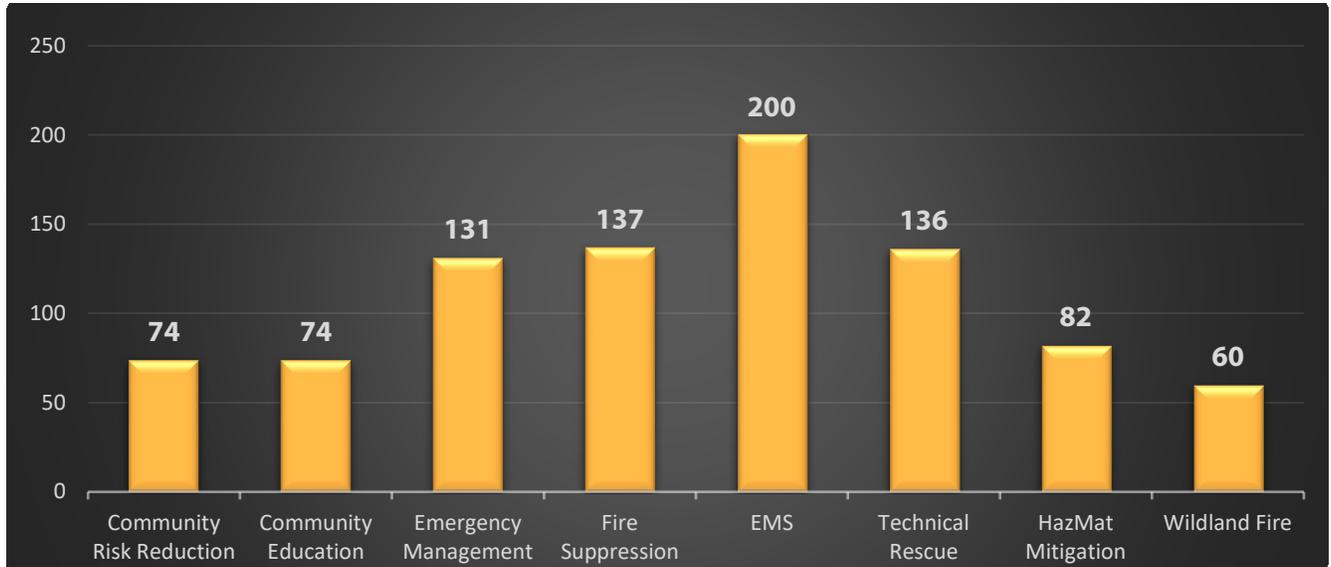
(verbatim, in priority order)

1. Level of service. Level of service/commitment. Service. Dedication of service level. (4)
2. Technical proficiency. Active training. Commitment to training. (3)
3. Response time to emergencies. How quickly they are able to respond. (3)
4. Direct community outreach; go inside and interact. Community outreach. Community outreach. (3)
5. Always working to improve. Openness for feedback. (2)
6. Level of professionalism. Professionalism in dealing with the public. (2)

- 7. Commitment to quality. Quality services. (2)
- 8. Great partnerships with local hospitals. Commitment to partnership with Palm Beach Gardens medical services. (2)

Community-Prioritized Programs

Understanding how the community prioritizes the department’s programs and services allows Palm Beach Gardens Fire Rescue to ensure its focus on resource allocation aligns. With that, prioritization feedback was garnered with an instrument that compared the prioritization of the programs and services offered by PBGFR. The results were as follows:



Community Stakeholder Work Session

B. Department Stakeholder Work

A group of department stakeholders representing the various segments of PBGFR attended a three-day work session to review the community feedback, develop or revise the department’s mission and values, and establish a quality focus on the way forward in developing this community-driven strategic plan. Additionally, the process included an environmental scan in the form of a strengths, opportunities, aspirations, and results (SOAR) analysis to better understand the current situational aspects impacting the department.

SOAR

The department’s internal stakeholders utilized a strategic environmental analytic method known as SOAR, where members consider the organization’s current **s**trengths, **o**pportunities, future **a**spirations, and strategic **r**esults to formulate a path for continuous improvement. The SOAR process was conducted for reflection, focus, and alignment with the organization’s set of values, its vision, and its mission. This appreciative inquiry process provided environmental scanning for strategic direction, associated plans by applying innovative ideas, and a positive strategic framework that brings clarity to the department’s vision for leadership in day-to-day functions.

Strengths

Personnel are well-trained, professional, empathetic, experienced, involved, enthusiastic, committed, and dedicated.	Progressive and innovative medical protocols and technical SOGs; nationally recognized medical directors’ input during protocol review.
Tax base allows for ample support.	Community partnerships are strong.
City and council support.	Strong sense of ownership and identity.
Resources are top-notch, including equipment, vehicles, training facilities (fire/EMS).	Strong relationships with automatic aid agreements and departments.
The ability to identify and quickly implement change.	Work ethic and high-level productivity of personnel.
Our ability to work through labor issues.	A true open-door policy across the ranks.
Community outreach, CPR, and fire prevention programs.	Personnel have a strong desire to develop professionally.
Solicitation of ideas from all ranks.	Progressive fire code adoption and enforcement.
Strong officer corps that takes initiative, seek mentorship opportunities, and commits to continual quality improvement.	Robust inspection program with mandates to inspect all occupancies annually and all high-risk occupancies bi-annually.
Ability to develop a vision and implement it.	Passionate employees are second to none!
Coordinated efforts between operations and community risk reduction department.	One of the only departments that have obtained accreditation in both CFAI and CAAS.
Ability to meet standards of cover regarding response times.	City-wide cooperation and teamwork.
Employees have a strong bond and relationships that extend outside the workplace.	Logistics and fleet maintenance timely response to department needs.
The only HEARTSafe community in Florida.	New recruit training is progressive and encompassing.

Opportunities

Maintain recruitment and staffing to serve the City’s anticipated growth.	Eliminate or minimize reliance on outside entities (i.e., Technical Rescue Teams, dispatch, EM)
Develop new and maintain existing community partnership.	Continue to train and educate on emerging health and safety trends.
Seek out innovative and emerging practices to improve our level of service.	Provide inter-agency (gated community private EMS) training for continuity of care.
PSA/education on when and how to access 911.	Improve our visibility within our local charities.
Expand community education programming.	Expand the emergency management program.
Improve recruitment opportunities (i.e., change to CBA, better communication of firefighter benefits, and fire department qualities).	Look into sharing our annual report with all citizens to educate them on what we do (i.e., magazine, digital, and hard copy).
More fire stations, more personnel, more promotions, larger tax base through annexation.	Continued hospital education on protocols, transport decisions, and closed-loop communication.
Explore the idea of 24–72-hour shift work for firefighter health and safety benefits.	Increase social media presence to show how great we are and to provide information to the public.
Increase fleet resiliency by adding more personnel and apparatus by increasing unit and station reliability.	

Aspirations

Providing citizens with high-quality services while delivering exceptional services to the community.	Engage with active contractors in the City to prevent hazards and false alarms.
Due to growth, look into adding another battalion or a battalion chief/EMS captain.	Develop an all-inclusive recruitment and training center that lessens reliance on outside educational institutions.
For every home to have a functioning fire alarm.	Reducing all occupational health-related incidents.
Every residential property should have a sprinkler system.	In-house EMT/paramedic/firefighter I and II.
Institute a program (MIH) to decrease the load on frontline units.	Maintain and/or improve response times to keep pace with growth in the community.
Self-sufficiency with no reliance on other municipalities.	Empowering our community to be self-reliant.
Create safety, CPR, fall prevention videos to provide to assisted living facilities, HOAs, and social media outlets.	In-house social media marketing team (i.e., videographer, photographer, and PIO).
To become a self-sustained, all-hazards emergency services agency while being hyper-focused on firefighter health, safety, fire prevention, public education, and public-based health programs.	

Results

GROUP 1	GROUP 2	GROUP 3
<ul style="list-style-type: none"> - Continued positive feedback. - Continued budgetary support. - Increased neurologically intact outcomes. - Increased number of hands-only CPR-trained citizens. - Increased involvement in training opportunities. - Larger candidate pool due to competitive benefits. - Overall reduction in fire loss through fire codes and education. - Reduced arbitrations. - Reduced compensation claims. - Reduction in priority three transports. - Increase in the number of fire stations and personnel. - Increased social media interaction and exposure. - Increased candidate pool and qualification of candidates. - Code adoption and implementation in new residential properties. 	<ul style="list-style-type: none"> - Fully equipped, trained, and staffed technical rescue teams. - Establish an integrated police and fire dispatch center. - All stations and vehicles are staffed at the same level. - Recruit and hire non-certified personnel, provide training, and retain employment. - Baseline performance is better than established benchmarks. - Improved efficiency to City and residents. - Less down or out of service time. - Accomplished goals. - Larger candidate pool due to in-house fire and EMT training programs. - Fewer transports to local emergency rooms. - Increased usage of a MIH system. - Reduction in false alarms. 	<ul style="list-style-type: none"> - A safer community with fewer accidents and injuries. - Less dependence on outside resources, resulting in reduced City costs and staff time. - Personnel are more satisfied with future opportunities in their career. - Add more stations and personnel to newly annexed property throughout the City. - We are continuously setting new goals and conducting self-assessments by continuing to obtain both CFAI and CAAS accreditation. - Decreased response time and increased reliability. - More prepared to handle natural disasters and mitigate damage. - With 72 hours off duty, firefighters will have the ability to recuperate their mental and physical health. - A more self-reliant community.

Programs and Services

It is imperative that department stakeholders distinguish between the core deliverables (programs and services) provided by Palm Beach Gardens Fire Rescue and those supporting services that help the department provide the core programs and services. With this understanding, the department stakeholders can further define where the issues and gaps exist within the organization and provide more basis for the environmental scan that is conducted. To bring this understanding to fruition, the CPSE provided guidance and gained consensus understanding with the entire group so that the difference between the deliverables and the supporting functions were understood.

Challenges and Service Gaps

After sifting through data and feedback provided by the community stakeholders, and the internal environmental scan conducted, the department stakeholders, by consensus and through group effort, determined that the following challenges and service gaps exist within Palm Beach Gardens Fire Rescue. Each challenge or gap listed is accompanied by the causal effects determined by the two groups. They are then linked to the strategic initiative identified by the department stakeholders.

Group 1	Group 2	Initiative Link
Human Resources <ul style="list-style-type: none"> ○ Recruitment/Retention ○ Education ○ Training ○ Staffing ○ Future personnel ○ Improve labor relations between the local and the City 	Workforce Management <ul style="list-style-type: none"> ○ Succession planning ○ Outreach at local high schools (i.e., career days, education on what we do) ○ Recruitment (meet with local tech schools, provide handouts about us) ○ Labor relations ○ Expanding Explorer program and sponsorships 	Workforce Management
External Communications <ul style="list-style-type: none"> ○ Social media presence ○ Not enough communications ○ Support charities ○ Community partnerships ○ Inter-agency partnerships 	Community Outreach <ul style="list-style-type: none"> ○ PSA education on when/how to access 911 ○ PSA on fire prevention, fall prevention, and drowning ○ Hurricane preparedness ○ Social media presence (reels, Facebook, Instagram) ○ PIO for community outreach ○ HOA's ○ Medical facilities (hospitals, adult living facilities) ○ Styker partnership 	Community Outreach
N/A	Emergency Response Programs <ul style="list-style-type: none"> ○ Technical rescue teams ○ Dispatch ○ Emergency preparedness for hurricanes, large events, etc. ○ Hazmat ○ Specialized training ○ Best innovative practices 	Emergency Response Programs

Strategic Initiatives

Based on all previously captured information and determining critical issues and service gaps, the following strategic initiatives were identified as the foundation for developing goals and objectives.

Workforce Management

Community Outreach

Emergency Response Programs



Department Stakeholder Work Session

C. Compliance Crosswalk with Category III

The table below provides an overview of the department’s compliance with Category III of the *Quality Improvement for the Fire and Emergency Services, 10th ed.* model. Category III provides the foundation for establishing goals and objectives for the department.

Performance Indicator			Reference Location
CC	3A.1	The agency has a current and published strategic plan that has been submitted to the authority having jurisdiction (AHJ).	<ul style="list-style-type: none"> • PBGFR Public Website • PBGFR Internal FireNet Site • Signature Page
	3A.2	The agency coordinates with the jurisdiction’s planning component to ensure the strategic plan is consistent with the community master plan.	<ul style="list-style-type: none"> • Signature Page • 2024-2028 Strategic Plan Management & Implementation Guide
CC	3B.1	The agency publishes current, general organizational goals and SMART objectives, which use measurable elements of time, quantity, and quality. These goals and objectives directly correlate to the agency’s mission, vision, and values and are stated in the strategic plan.	<ul style="list-style-type: none"> • 2024-2028 Strategic Plan Management & Implementation Guide
	3B.2	The agency conducts an environmental scan when establishing its goals and objectives.	<ul style="list-style-type: none"> • SOAR Analysis
	3B.3	The agency solicits feedback and direct participation from internal and external stakeholders in the development, implementation, and evaluation of the agency’s goals and objectives.	<ul style="list-style-type: none"> • List of Community and Department Stakeholders • Community Stakeholder Findings • Department Stakeholder Work • 2024-2028 Strategic Plan Management & Implementation Guide
	3B.4	The agency uses internal input to implement and evaluate its goals and objectives and to measure progress in achieving the strategic plan.	<ul style="list-style-type: none"> • 2024-2028 Strategic Plan Management & Implementation Guide
	3B.5	The governing body reviews the agency’s goals and objectives and considers all budgetary and operational proposals in order to ensure success.	<ul style="list-style-type: none"> • Signature Page • Annual budget development process
	3B.6	When developing organizational values, the agency seeks input from its members and is alignments with its community.	<ul style="list-style-type: none"> • Values
CC	3C.1	The agency identifies personnel to manage its goals and objectives and uses a defined organizational management process to track progress and results.	<ul style="list-style-type: none"> • 2024-2028 Strategic Plan Management & Implementation Guide
	3C.2	The agency’s personnel receive information explaining its goals and objectives.	<ul style="list-style-type: none"> • Email notifications to personnel
	3C.3	The agency, when necessary, identifies and engages appropriate external resources to help accomplish its goals and objectives.	<ul style="list-style-type: none"> • 2024-2028 Strategic Plan Management & Implementation Guide
CC	3D.1	The agency reviews its goals and objectives annually and modifies as needed to ensure they are relevant and contemporary.	<ul style="list-style-type: none"> • CRA/SOC (Performance Evaluation, Compliance Strategy, and Compliance Verification Reporting section) • Accreditation meeting minutes
CC	3D.2	The agency reviews, at least annually, its overall system performance and identifies areas in need of improvement, which should be considered for inclusion in the organizational goals and objectives.	<ul style="list-style-type: none"> • CRA/SOC (Performance Evaluation, Compliance Strategy, and Compliance Verification Reporting section) • Accreditation meeting minutes
	3D.3	The agency provides progress updates, at least annually, on its goals and objectives to the AHJ, its members, and the community it serves.	<ul style="list-style-type: none"> • Email notifications to personnel

Signature Page

Fire Chief  Date 12-7-23

City Manager  Date 12/7/23



2024-2028 STRATEGIC PLAN