



PALM BEACH GARDENS FIRE RESCUE

2018-2023 STRATEGIC PLAN



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Introduction

Palm Beach Gardens Fire Rescue (PBGFR) provides fire suppression, wildland fire services, advanced life support emergency medical services with patient transport, technical rescue, hazardous materials mitigation, domestic preparedness, community risk reduction, fire investigation, and public fire and life safety education services to the residents, businesses, and visitors of Palm Beach Gardens, Florida. PBGFR is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the organization's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written in accordance with the guidelines set forth in the Commission on Fire Accreditation (CFAI) *Fire & Emergency Service Self-Assessment Manual 9th Ed.* and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the community-driven strategic planning process to go beyond just the development of a document. It challenged the agency's members to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the "team." It further provided the agency with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the organization's community and department stakeholders' groups demonstrated commitment to this important project and remain committed to the document's completion.

Content Updated	Date Updated
Addition of Objective 5A and updates to Goal 5 timeline; Completion dates of objectives accomplished in 2018; Addition of Appendix 3	April 2019
Completion dates of objectives accomplished in 2019; Addition of Focus Group membership; Addition of Signature Page	February 2020
Completion dates of objectives accomplished in 2020	January 2021
Completion dates of objectives accomplished in 2021; Revision of Goal 4 objectives; Addition of Goal 4B.1 Focus Group membership; Revision of Appendix 3 to align with the 10 th edition accreditation model	February 2022
Completion dates of objectives accomplished in 2022; Revision of Goal 2 and Goal 3 objectives; Addition of Goal 2 and Goal 3 Focus Group membership	March 2023
Completion dates of objectives accomplished in 2023; Addition of Goal 4 CRRD Focus Group membership	March 2024

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STRATEGIC PLAN

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Organizational Background

The city of Palm Beach Gardens, Florida was founded on March 20, 1959, when John D. MacArthur followed his vision to develop 4,000 acres and provide homes for 50,000 residents. Originally attempting to name the area as Palm Beach City, MacArthur settled on the name Palm Beach Gardens as the city was conceptualized under a “garden city” plan. Originally grazing land for dairy cattle, the city sprang up and has grown into the thriving community it is today.

With the city’s establishment in 1959, the population has steadily grown from 7,000 people in 1970 to the approximate 54,000 residents in 2016. Today within the 58.9 square miles, Palm Beach Gardens is home to multiple golf courses, the headquarters of the Professional Golfers’ Association, and substantial business and residential properties, making the city a highly desirable place to live, work, and play.

Palm Beach Gardens Fire Rescue’s origin dates to the early 1950s when services were provided by the Old Dixie Volunteer Department, which was a division of the Lake Park Fire Department. On October 9, 1963, the Palm Beach Gardens Volunteer Fire Department was formed after a disagreement between Old Dixie and John MacArthur. In 1968, the department formally became a part of the city government, thus chartered as a new corporation under the name of The Palm Beach Gardens Fire Department, Inc. The department continued to evolve from a volunteer organization, through a transforming combination department phase, to the career department that presently serves the Palm Beach Gardens communities.

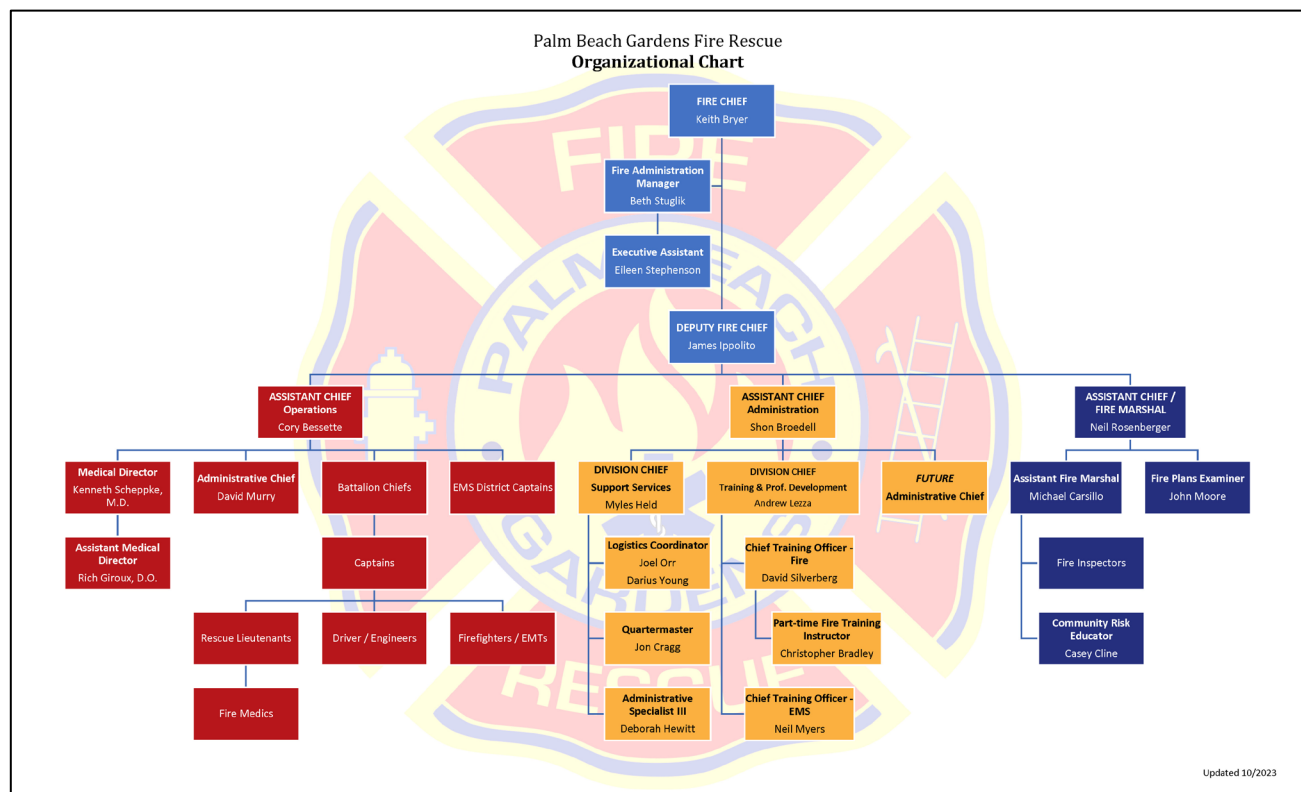




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Today, Palm Beach Gardens Fire Rescue provides its services from five stations, located strategically throughout the city. Staffed with 126 uniformed and 12 civilian professionals, the department provides its various services and programs to support a safe community for the residents, businesses, and visitors to the city of Palm Beach Gardens. As an internationally accredited agency since 2006, the department continues to embrace continuous improvement and excellence to proudly serve the community.

Organizational Structure





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Community-Driven Strategic Planning

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

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes use of resources.

The process of strategic planning can be defined as “a deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why.”¹

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and levels will measure success.



Community Stakeholders Work Session

¹ See Definition, Purpose, and Benefits of Strategic Planning (Bryson 8)





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The Community-Driven Strategic Planning Process Outline

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



Community Stakeholders Work Session





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Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community's and the agency's stakeholders for their participation and input into this Community-Driven Strategic Planning Process. The CPSE also recognizes Fire Chief Keith Bryer and his team for their leadership and commitment to this process.

Development of this strategic plan took place in April 2018, beginning with a meeting hosted by a representative from the CPSE for members of the community (as named in the table below). The represented community stakeholders comprised of some that are residents within Palm Beach Gardens Fire Rescue's coverage area, while some also received services from PBGFR. The department identified the stakeholders to ensure a broad representation of the community could provide input.

Palm Beach Gardens Fire Rescue Community Stakeholders			
Lisa Beers	Tom Cairnes	Bill Champlin	Mary Ann Champlin
Tom Dubell	Steen Eriksson	Sal Faso	Jan Fisher
Andrew George	Bob Gilbert	Eddy Hernandez	Timothy Hoffman
Matthew Kamula	Marty Katz	Ken Kennerly	Beth Kigel
Darren Kirch	Michael Malo	Jim McCarten	Scott Morton
Della Porter	Chelsea Reed	Jack Schnur	Scott Sheppard
Carol Sutton	John Walker	Howard Wexler	

Community Group Findings

A key element of the Palm Beach Gardens Fire Rescue organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Thus, the agency invited community representatives to provide feedback on services provided. Respondents were asked to provide a prioritized perspective of the programs and services provided by the department. Additionally, input was gathered during the meeting that revolved around community expectations and concerns (prioritized), as well as positive and other comments about the organization, provided in [Appendix 1](#) of this document. The department stakeholders utilized the full feedback from the community stakeholders in understanding the current challenges encountered within the organization, as well as to ensure alignment with the work completed on the organizational mission, values, vision, and goals for improvement.





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Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, Palm Beach Gardens Fire Rescue needs to understand what the customers consider to be their priorities. With that, the community stakeholders were asked to prioritize the programs offered by the agency through a process of direct comparison. The results were as follows:

Programs	Ranking	Score
Emergency Medical Services	1	196
Fire Suppression	2	158
Rescue – Basic and Technical	3	144
Domestic Preparedness Planning and Response	4	112
Community Risk Reduction	5	91
Hazardous Materials Mitigation	6	83
Wildland Fire Services	7	76
Public Fire and Life Safety Education	8	57
Fire Investigation	9	55

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



Community Stakeholders Work Session





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Department Stakeholder Group Findings

The department stakeholder work sessions were conducted over the course of three days. These sessions served to discuss the organization's approach to community-driven strategic planning, with focus on the agency's Mission, Values, Core Programs and Support Services, as well as the organization's perceived Strengths, Weaknesses, Opportunities, and Threats. The work sessions involved participation by the broad organization representation in attendance, as named and pictured below.

Palm Beach Gardens Fire Rescue Department Stakeholders		
Justin Autwell Captain	Cory Bessette Division Chief of EMS	Shon Broedell Deputy Chief of Operations
Keith Bryer Fire Chief	Ben Carter Firefighter	Alejandro Castillo Fire Inspector
Dave DeRita Fire Marshal	Jeffrey Green Captain	James Ippolito Deputy Chief of Administration
Ernesto Mauri Lieutenant	Alex McCall Fire Medic	Dameion Miller Driver Engineer
Donald Minor Division Chief of Support Services	Jason O'Brien Battalion Chief	Allen Schocken Captain
Nick Steryou Captain	Beth Stuglik Fire Administration Manager	Cody Wohlitka Fire Medic



Department Stakeholders





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Mission

The purpose of the mission is to answer the questions:

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

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

**Dedicated professionals devoted to the delivery of
exceptional services to our community.**



Department Stakeholders Work Session





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Values

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

The Mission and Values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up Palm Beach Gardens Fire Rescue are guided by them in the accomplishment of goals, objectives, and day-to-day tasks.

The Gardens Way

Professional
Responsive
Innovative
Dedicated
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Department Stakeholders Work Session

Programs and Services

The department stakeholders identified the following core programs provided to the community, as well as many of the services that enable the organization to deliver those programs:

Palm Beach Gardens Fire Rescue Core Programs		
Emergency Medical Services	Fire Suppression	Rescue – Basic and Technical
Domestic Preparedness Planning and Response	Community Risk Reduction	Hazardous Materials Mitigation
Wildland Fire Services	Public Fire and Life Safety Education	Fire Investigation





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Palm Beach Gardens Fire Rescue Supporting Services		
Training	Hospitals	Fleet Maintenance
Facilities	Utility Purveyors	Vendors
Information Technology	Red Cross	City Governance
Human Resources	Law Enforcement	Finance
Local 2928, International Association of Fire Fighters	U.S. Secret Service	Legal
	Department Administration	Community Partnerships
Center for Public Safety Excellence	Railroads	Public Works
County Dispatch	City Dispatch	City Administration
Palm Beach County School Board	Homeowners' Associations	Charitable Foundations
Florida Department of Transportation	Civic Organizations	State Fire Marshal's Office
	Florida Forest Service	State Departments
Federal Bureau of Investigation	Federal Agencies	Medical Director
County/State Emergency Management		

SWOT Analysis

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

[Appendix 2](#) consists of the SWOT data and analysis collected by the department stakeholders.



Department Stakeholders Work Session





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Critical Issues and Service Gaps

Following the identification and review of the agency's SWOT, two separate groups of department stakeholders met to identify themes as primary critical issues and service gaps.

Critical and Service Gap Issues Identified by the Department Stakeholders	
Group 1	Group 2
Communication ○ Lack of good media platforms ○ Lack of communication loop ○ Lack of community involvement ○ Target different audiences for Public Education ○ Inferred knowledge of information ○ Determination of what is communicated ○ Consistency of communication ○ Time factor	Internal Communications ○ Distribution of communications, IT platforms (problem), consolidate locations of communications (quantity) ○ Consistency ○ Timeliness ○ Relevancy ○ Intranet
Training ○ Contractual issues ○ Time- both on and off duty ○ Resources ○ Insurance Services Office requirements ○ Staffing ○ Funding	Training ○ IT systems ○ Coordination ○ Resource availability, personnel, equipment ○ Educational opportunities, time (both), funding ○ Technical training, specialized ○ Professional development, credentialing
Community Outreach ○ Disconnect between fire department and security ○ Community Emergency Response Teams ○ Citizens Fire Academy	External Communications ○ Social media ○ City website ○ Public Information Officer ○ Print media ○ Access to homeowners' association communications ○ Public education events ○ Better marketing strategies
Growth Management ○ Annexation ○ Influx of industry ○ Desirable community ○ Economy ○ Turnover	Succession Planning ○ Institutional knowledge ○ Mentorship ○ Recruitment ○ Knowledge/Skills/Abilities (KSAs)
Response ○ Staffing-reliability ○ Traffic ○ Construction ○ Geography ○ Access ○ Behavior ○ Mapping/routes	Logistics ○ Acquisitions ○ Servicing ○ Fleet, Emergency Vehicle Technicians ○ Inventory, stations, public education supplies





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Strategic Initiatives

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

Palm Beach Gardens Fire Rescue Strategic Initiatives		
Internal Communication	Training	Community Engagement
Succession Planning	Logistics	

Goals and Objectives

To continuously achieve the mission of Palm Beach Gardens Fire Rescue, realistic goals and objectives with timelines for completion must be established to enhance strengths, address identified weaknesses, provide a clear direction, and address the concerns of the community. These should become a focus of the department's efforts, as they will direct the organization to its desired future while having reduced the obstacles and distractions along the way. Leadership-established work groups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with Palm Beach Gardens Fire Rescue leadership.

Goal 1	Improve the internal communication process for consistent information throughout the department.	
Objective 1A	Identify the need for improved internal communication.	
Timeframe	3 months	Assigned to: Goal 1 Focus Group
Critical Tasks	- Create a survey that focuses on internal communication issues. --- Completed 10/2019 - Distribute the survey with a determined timeline. --- Completed 10/2019 - Gather and analyze the data from the survey. --- Completed 12/2019 - Compile the information and report to the leadership team for further disposition. --- Completed 12/2019	
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Consumable Costs: \$0 Contract Services Costs: \$384.00





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Objective 1B	Analyze current communication platforms.		
Timeframe	4 months	Assigned to:	Goal 1 Focus Group
Critical Tasks	- Identify each communication platform used by the department. --- Completed 9/2019 - Develop measurement matrices for effectiveness determination. --- Completed 10/2019 - Rate the effectiveness of each platform. --- Completed 12/2019 - Conduct any further analyses needed. --- Completed 12/2019 - Summarize the findings and report it back to the department’s leadership team. --- Completed 12/2019		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Consumable Costs: \$0 Contract Services Costs: \$0	
Objective 1C	Enhance current communications processes.		
Timeframe	4 months	Assigned to:	Goal 1 Focus Group
Critical Tasks	- Add any platforms that have been approved and identified as providing enhancement to internal communications. --- Completed 06/2020 - Eliminate any ineffective/obsolete systems. --- Completed 06/2020 - Conduct any identified training for all personnel. --- Completed 06/2020		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Consumable Costs: \$0 Contract Services Costs: \$0	
Objective 1D	Develop and implement a comprehensive communication plan.		
Timeframe	8 months	Assigned to:	Fire Chief
Critical Tasks	- Update communication policy/guideline. --- Completed 11/2020 - Train all personnel on the updated communication policy/guideline. --- Completed 05/2021 - Implement the updated communication policy/guideline. --- Completed 05/2021		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Consumable Costs: \$0 Contract Services Costs: \$0	
Objective 1E	Continually solicit feedback from employees.		
Timeframe	Annually	Assigned to:	Fire Administration Manager
Critical Tasks	- Review the previous survey to determine if it is up-to-date or needs revision. -- Completed 03/2021, 08/2022 - Complete any revisions needed. --- Completed 03/2021, 10/2022 - Distribute a new survey to determine the effectiveness of the communication platforms through Survey Monkey. --- Completed 03/2021, 10/2022 - Summarize the findings and report it back to the department’s leadership team. --- Completed 05/2021, 04/2022, 01/2023		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Consumable Costs: \$0 Contract Services Costs: \$384.00	





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Goal 2	Improve and maintain the department's training program to deliver exceptional services to the community.	
Objective 2A	Identify current industry standards and technologies relative to training.	
Timeframe	1 year	Assigned to: Division Chief of Training
Critical Tasks	- Hire Division Chief of Training. --- Completed 12/2018 - Compile industry standard documentation (e.g., NFPA, IFSTA, etc.). --- Completed 2021 - Summarize collected information for future use. --- Completed 12/2021	
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$90,389 - \$144,587	Consumable Costs: \$0 Contract Services Costs: \$0
Objective 2B	Identify current training programs and conduct a needs assessment.	
Timeframe	9 months	Assigned to: Division Chief of Training
Critical Tasks	- Compile the program components currently used. --- Completed 2021 - Evaluate the program components currently used. --- Completed 2021 - Compare program components to industry standards and best practices. --- Completed 2021 - Create and publish policy on required training program components. --- Completed 12/2021 - Solicit feedback from officers regarding current and future training needs. --- Completed 08/2022	
Funding Estimate	Capital Costs: \$0 Personnel Costs: Overtime for off-duty meeting	Consumable Costs: \$0 Contract Services Costs: \$0
Objective 2C	Identify, design, and implement new program components.	
Timeframe	3 months	Assigned to: Division Chief of Training
Critical Tasks	- Create a training request form that includes objectives, equipment needs, and proposed date for company-level training requests. --- Completed 11/2022 - Notify officers of the new request form and process for requesting and scheduling company-level training. --- Completed 01/2023 - Amend the Master Training Calendar to reflect the new program components. --- Completed 01/2023 - Publish the Master Training Calendar. --- Completed 02/2023 - Implement the Master Training Calendar. --- Completed 01/2023	
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Consumable Costs: \$0 Contract Services Costs: \$0





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Objective 2D	Review and evaluate the new program components and the overall program.	
Timeframe	6 months, on-going	Assigned to:
Critical Tasks	• Develop and post a training survey to evaluate training program. • Administer the survey. • Evaluate the survey results and share the results with all instructors and leadership team. • Incorporate survey results into annual CFAI appraisal process. • Modify program as needed per appraisal.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



Department Stakeholders Work Session





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Goal 3	Develop an effective public education and community outreach program to engage and involve our community.	
Objective 3A	Identify current industry standards regarding public education and community outreach.	
Timeframe	1 year	Assigned to: Community Risk Educator
Critical Tasks	- Hire a Community/Public Education Specialist. --- Completed 11/2020 - Compile industry standards and best practices, focusing on needs, wants, and practices. --- Completed 2022 - Summarize and report the data to the leadership team for further disposition. - -- Completed 2022	
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$53,000 - \$83,000	Consumable Costs: \$0 Contract Services Costs: \$0
Objective 3B	Evaluate current public education / community outreach program(s) and modify them based on that evaluation.	
Timeframe	6 months	Assigned to: Community Risk Educator
Critical Tasks	- Compile program components, focusing on NFIRS, PCRs, the CRA-SOC, social affiliations, and other identified programs. --- Completed 2022 - Evaluate the program components. --- Completed 2022 - Form a focus group, which involves internal and external members, for feedback about current programs and outreach. --- Completed 09/2022 - Compare the program components to industry standards, best practices, and needs/wants/requests from external members. --- Completed 11/2022, 02/2023, 05/2023, 09/2023 - Summarize and create report for leadership team to review and act on, including community feedback. - Purge programs, documentation, and equipment deemed unnecessary. - Determine what to do with unneeded equipment and resources.	
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Consumable Costs: \$0 Contract Services Costs: \$0
Objective 3C	Identify, design, and implement new program components based on risk assessment, feedback, and industry standards.	
Timeframe	1 year	Assigned to:
Critical Tasks	- Create a justification of the proposed new program to include: - Rationale of industry standards - Facilitator requirements - Delivery method - Resources/Equipment/Technology (vendors) - Location/Platform - Target audience - Solicit the Fire Chief's review and approval to acquire a decision factor reflecting: - Approval/denial/adjustment - Develop the curriculum for any for identified content approved to include: - Public Education: - Goals and objectives - Develop training materials	





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- Determine agenda
- Assessment if applicable
- Community Outreach
 - Goals and objectives
 - Develop content
 - Tailor content to delivery platform
- Implement program or disseminate message

Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3D	Review and evaluate the new program components and the overall program.	
Timeframe	6 months, on-going	Assigned to:
Critical Tasks	• Aggregate statistical data using NFIRS, PCRs, contacts, attendees, etc. • Evaluate statistical results. • Incorporate the statistical data into annual CFAI appraisal process. • Modify the program as needed per appraisal.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





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Goal 4	Create a seamless transition of personnel that maintains the continuity of service to the community.	
Objective 4A.1	Draft a professional development plan that covers all operational positions in the department to serve as a roadmap for personnel who wish to promote.	
Timeframe	2 months	Assigned to: Fire Chief
Critical Tasks	• Compile industry standards and best practices, focusing on needs, wants, and best practices for each position. --- Completed 09/2021 • Compare industry standards and best practices to requirements set forth in the Collective Bargaining Agreement. --- Completed 09/2021 • Develop a draft professional development plan that includes the required education and certifications, recommended formal education, recommended certifications and courses, and succession activities for each position. --- Completed 09/2021 • Obtain feedback on the initial draft of the professional development plan from the leadership team (Command Staff). --- Completed 09/2021	
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Consumable Costs: \$0 Contract Services Costs: \$0
Objective 4A.2	Draft a professional development plan that covers all Community Risk Reduction Division positions to serve as a roadmap for personnel who wish to promote.	
Timeframe	2 months	Assigned to: Fire Chief / Fire Marshal
Critical Tasks	• Compile industry standards and best practices, focusing on needs, wants, and best practices for each position. --- Completed 01/2023 • Compare industry standards and best practices to requirements set forth in the Collective Bargaining Agreement. --- Completed 01/2023 • Develop a draft professional development plan that includes the required education and certifications, recommended formal education, recommended certifications and courses, and succession activities for each position. --- Completed 01/2023 • Obtain feedback on the initial draft of the professional development plan from the leadership team (Command Staff). --- Completed 08/2023	
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Consumable Costs: \$0 Contract Services Costs: \$0
Objective 4B.1	Form a committee to review the draft professional development plan for operational positions and provide feedback on its contents.	
Timeframe	2 months	Assigned to: Goal 4B.1 Focus Group
Critical Tasks	• Open the selection process of the committee to all department personnel. --- Completed 10/2021 • Select a committee representing all positions within the department, with at least one representative per position. --- Completed 10/2021 • Obtain feedback on the draft professional development plan from the committee. --- Completed 11/2021	
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Consumable Costs: \$0 Contract Services Costs: \$0





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Objective 4B.2	Form a committee to review the draft professional development plan for Community Risk Reduction Division positions and provide feedback on its contents.	
Timeframe	1 month	Assigned to: Goal 4B.2 Focus Group
Critical Tasks	- Open the selection process of the committee to personnel assigned to the Community Risk Reduction Division. --- Completed 10/2023 - Select a committee representing all positions within the Community Risk Reduction Division, with at least one representative per position. --- Completed 10/2023 - Obtain feedback on the draft professional development plan from the committee. --- Completed 10/2023	
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Consumable Costs: \$0 Contract Services Costs: \$0
Objective 4C.1	Revise and implement the professional development plan for operational positions.	
Timeframe	1 month	Assigned to: Fire Chief
Critical Tasks	- Revise the draft professional development plan based on the feedback provided by the committee. --- Completed 02/2022 - Obtain feedback on the final draft of the professional development plan from the leadership team (Command Staff). --- Completed 02/2022 - Publish the final draft of the professional development plan for use by all personnel. --- Completed 03/2022 - Host an information session to communicate the department's vision for the professional development plan. --- Completed 04/2022	
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Consumable Costs: \$0 Contract Services Costs: \$0
Objective 4C.2	Revise and implement the professional development plan for all Community Risk Reduction Division positions.	
Timeframe	1 month	Assigned to: Fire Chief / Fire Marshal
Critical Tasks	- Revise the draft professional development plan based on the feedback provided by the committee. --- Completed 11/2023 - Obtain feedback on the final draft of the professional development plan from the leadership team (Command Staff). --- Completed 11/2023 - Obtain approval from the Fire Chief on the final draft of the professional development plan. --- Completed 11/2023 - Host an information session to communicate the department's vision for the professional development plan. --- Completed 02/2024 - Publish the final draft of the professional development plan for use by all Community Risk Reduction Division personnel. --- Completed 02/2024	
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Consumable Costs: \$0 Contract Services Costs: \$0





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Objective 4D	Continuously monitor and evaluate the effectiveness of the professional development plans.		
Timeframe	Annually	Assigned to:	Fire Chief
Critical Tasks	• Include line items in the annual budget to support personnel in taking courses included on the professional development plan. --- Completed 10/2022 • Review industry standards and best practices to ensure relevancy and accuracy with the professional development plan. --- Completed 10/2022 • Revise plan as needed and publish for use by all personnel. --- Completed 10/2022		
Funding Estimate	Capital Costs: \$0 Personnel Costs: Budget line items for training		Consumable Costs: \$0 Contract Services Costs: \$0





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Goal 5	Improve current logistics program to meet future needs of the department.	
Objective 5A	Implement new daily checklist and inventory software.	
Timeframe	2 years	Assigned to: Fire Administration Manager; Deputy Chief of Administration
Critical Tasks	- Complete StationCheck Administrator Overview. --- Completed 6/2018 - Update daily frontline apparatus checklists within StationCheck system and test. --- Completed 9/2018 - Develop StationCheck Quick Guide and distribute to personnel for reference. -- Completed 9/2018 - Implement Phase I (Frontline Apparatus Checklists) of StationCheck. --- Completed 10/2018 - Implement Phase II (Station Level and Miscellaneous Requests) of StationCheck. --- Completed 11/2018 - Implement Phase III (Spare Engine Checklists) of StationCheck. --- Completed 2/2019 - Implement Phase IV (Spare Rescue & Ancillary Support Apparatus Checklists) of StationCheck. --- Completed 10/2019 - Implement Phase V (Station Level Duties) of StationCheck.	
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Consumable Costs: \$0 Contract Services Costs: \$7,500.00
Objective 5B	Analyze the vehicle repair program and identify corrective measures as determined. --- Completed 6/2020	
Timeframe	18 months	Assigned to: Goal 5 Focus Group
Critical Tasks	- Establish OOS baseline(s) reflective of: - OOS time of crew per instance - How many instances per vehicle - Determine acceptable OOS time - Determine causal factors of unacceptable OOS baseline(s) reflective of: - Physical condition - Swap out time - Immediate repair time - Availability of spare apparatus - Availability of parts - Warranty repair - Staffing of mechanics	
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Consumable Costs: \$0 Contract Services Costs: \$0





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Objective 5C	Analyze the equipment repair / replacement program and identify corrective measures as determined. --- Completed 6/2020		
Timeframe	18 months	Assigned to:	Goal 5 Focus Group
Critical Tasks	- Establish baseline(s) reflective of: - OOS time of crew per instance - Time to get replacement - Determine acceptable OOS/repair time reflective of: - OOS time of crew per instance - Repair/replacement time - Determine causal factors of unacceptable baseline(s) - Physical conditions - Age - Immediate repair time - Availability of spare equipment - Staffing of logistics/quartermaster		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Consumable Costs: \$0 Contract Services Costs: \$0	
Objective 5D	Analyze facility maintenance / repair and identify corrective measures as determined. --- Completed 6/2020		
Timeframe	18 months	Assigned to:	Goal 5 Focus Group
Critical Tasks	- Establish baseline(s) relevant to facilities repair/replacement time. - Determine acceptable repair/replacement time. - Determine causal factors of unacceptable baseline(s) reflective of: - Physical conditions - Age - Immediate repair/replacement time - Outside vendors - Staffing of shop		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Consumable Costs: \$0 Contract Services Costs: \$0	
Objective 5E	Analyze the efficacy of the corrective measures and benchmarks on a quarterly basis.		
Timeframe	Quarterly, on-going	Assigned to:	Command Staff
Critical Tasks	- Monitor all benchmark(s). - Reevaluate programs based on established baseline(s). - Adjust programs and baseline(s) as applicable.		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Consumable Costs: \$0 Contract Services Costs: \$0	





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Focus Group Membership

Attainment of these goals and objectives would not be possible without the leadership provided by Department employees. The following personnel have volunteered their time and efforts in implementing these goals and objectives:

Goal 1 Internal Communications

Keith Bryer, Fire Chief

Jeffrey Green, Captain

Myles Held, Driver Engineer

Xavier Rivera, Fire Medic

Paige Schosnig, Fire Inspector II

Beth Stuglik, Fire Administration Manager

Goal 2 Training Program

Jeffrey Green, Captain

Andrew Lezza, Division Chief of Training

Brian Marx, Rescue Lieutenant

Kenneth Peluso, Captain

Robert Pieris, Battalion Chief

David Terrana, Captain

Cody Wohlitka, Rescue Lieutenant

Goal 3 Public Education & Community Outreach

Jon Cranmer, Operations Supervisor, The Gardens Mall

Jordan King, Director of Operations, The Honda Classic

Becky Kyle, Director of Missions, Christ Fellowship

Andre Lacerda, Owner & Resident, Firehouse Subs

Joan Lebow, Resident

Kaitlyn Oteri, Executive Director, Brookdale Senior Living

David Summers, Trauma Nurse Outreach Coordinator, Healthcare District of Palm Beach County

Elijah Virgin, Trauma/EMS Liaison, St. Mary's Medical Center

Casey Cline, Community Risk Educator

Ashley Terrana, EMS District Captain

Goal 4 Succession / Professional Development Plan (Operations)

Keith Bryer, Fire Chief

John McLaughlin, Battalion Chief

David Markle, Battalion Chief

Jesse Egert, Captain

Cody Wohlitka, Rescue Lieutenant

Bennie Ashby, Driver/Engineer

Hunter Travis, Fire Medic

James Bracone, Firefighter





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Goal 4 Succession / Professional Development Plan (Community Risk Reduction Division)

Keith Bryer, Fire Chief

Casey Cline, Community Risk Educator

Mark Halleran, Fire Inspector II

Michael Menor, Fire Inspector II

John Moore, Fire Plans Examiner

Paige Schosnig, Fire Inspector II

Goal 5 Support Services / Logistics

Shon Broedell, Deputy Chief of
Administration

Myles Held, Division Chief of Support
Services

Maxis Jean-Mary, Fire Inspector II

Steve Medford, Driver Engineer

Donald Minor, Captain

Brett Petrovich, Driver Engineer

Nick Steryou, Captain



Technical
Advisor
Program





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Vision

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

Palm Beach Gardens Fire Rescue's 2023 Vision

is to continue to be known as an internationally accredited fire rescue agency that delivers exceptional services to our residents, businesses, and visitors with **PRIDE.**

Performing at our best always, we will personify professionalism as we meet and exceed our customers' expectations. At the core will be our enhanced internal communication systems, making us more effective in our overall delivery.

Because we care about those we serve, we will always be responsive to their needs, concerns, and priorities. As we bolster how we engage with our community, we will build stronger bridges of understanding, knowledge, and support.

Growth drives innovation, and we will focus on how to best manage our response to the shifting demands for more efficiency and better service provision. To provide a balance with the growing changes in the city, our investment in more optimal logistics will provide the opportunities for overcoming evolving challenges, while being good stewards of the resources entrusted to us.

For us to honor our history and our future, we will remain dedicated to our greatest assets, our members, with best-practice training initiatives, keeping them safe and current to be their best. Additionally, we will concentrate on the future with comprehensive succession planning, thus managing for what comes tomorrow.

Remembering why we exist, who we are, and "The Gardens Way," we will forever embrace excellence organizationally and personally, as we continue to strive to meet our mission, live our values, accomplish our goals, and make this vision a reality.





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Performance Measurement

To assess and ensure that an organization is delivering on the promises made in their strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Jim Collins states, "What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results, and then tracking your trajectory with rigor."² Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

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

Reinventing Government

David Osborn and Ted Gaebler

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

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

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

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

² Collins Good to Great and the Social Sectors. Boulder, 2009





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The Success of the Strategic Plan

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

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

Good to Great and the Social Sectors
Jim Collins

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify department and community stakeholders through a jointly developed understanding of organizational direction; how all vested parties will work to achieve the mission, goals, and vision; and how the organization will measure and be accountable for its progress and successes.³

³ Matthews (2005). *Strategic Planning and Management for Library Managers*





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Appendix 1

Community Expectations

Understanding what the Palm Beach Gardens community expects of its fire and emergency services organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community needs.

Respondents were asked to list, in priority order, up to five subjects relative to the career field future direction they have for Palm Beach Gardens Fire Rescue. Responses were then analyzed for themes and weighted. The weighting of the prioritized responses was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the career field future direction responses of the key stakeholders:

Community Expectations of Palm Beach Gardens Fire Rescue (in priority order)

1. Fast response time. Timely emergency response to fire and medical emergencies. Quick response to emergency calls. Response time from initial call. Response time. Stellar response times. Rapid response. Timely response. Speed to service. Minimal response time to calls. (69)
2. Up-to-date training. Ongoing training and development of new equipment and service knowledge. Enhance and maintain knowledge of best approaches for Fire Rescue. Highly-trained staff with good communication skills. Having advanced medical training to handle an emergency. Polite and well-trained crew. Excellent training. Very knowledgeable personnel. Training - staying on top of new developments. Properly trained, fully equipped personnel. (52)
3. Monitor and maintain the most up-to-date equipment necessary to perform the job. Equipment. Operational/adequate equipment for all situations. World class equipment. Correct equipment available. Good equipment. Equipment is the best available to accomplish mission. (24)
4. Public education for basic first aid through trauma kit training. Perform preventative measures by helping the general public through education. Education of residents on services and skills of Fire-Rescue. Educate the community on what we should do to maintain our own safety and security. Continue training on-site with private security. Assistance with





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- staff training regarding fire safety (also resident presentation). Community education regarding fire/EMS issues. Education and outreach reference fire prevention and post-fire/burns. (22)
5. Professionalism. Professional behavior from PBGFR staff. Professional and knowledgeable personnel. Professional working relationship with the providers (security and paramedics). (20)
 6. Community involvement. Collaborate with key stakeholders in the community and assist wherever possible. Good community outreach to neighborhood associations. Community involvement. Proactive actions/outreach to reduce fire/medical threats. (12)
 7. Responsiveness. Responsiveness/timeliness/EMS (10)
 8. Communication - speed of contact during an emergency. Communication of potential problems/hurricane. (10)
 9. Consistent inspection process. (Prophylactic) prevention versus correction. Assess and certify fire safety in schools, offices, and medical facilities. (9)
 10. Keep our community safe - response with great efficiency to crisis or need. Effectiveness. (9)
 11. Retain and attract the best people for our community. Full staffing of all stations. Quality of personnel - qualifications to identify problem prior to and upon arrival/ability to training. (9)
 12. Excellent medical service. Qualifications of medical responders. (6)
 13. Communication with other agencies. Communication to the private partners. (5)
 14. Remain ahead of industry standards to be ready for "tomorrow's" challenges. (5)
 15. Collaborate with neighboring communities to ensure best partnerships possible. Partner with other neighboring communities so that we can leverage resources to meet needs. (5)
 16. Good communication regarding interpretation of building codes and understanding the department requirements for site development. (5)
 17. Provide excellent safety and security to our community. (5)
 18. Familiarity with the community served. Understanding of clients' needs. (5)
 19. Knowledge of site being visited/structure. Residential communities/clubhouses/golf courses layouts - knowledge. (5)
 20. Arrive and assist/treat during emergency/fire. (5)
 21. To review the strategic plan annually with staff as a measure/compare check and make adjustments if necessary. (5)
 22. Save lives - overall priority. (5)
 23. Ability to work with security of our community to provide efficient care to our residents. (5)





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24. Leadership commitment to community needs - awareness. (4)
25. Timely review of plans and specifications. (4)
26. Coverage of the city/region is sufficient/teamwork with other municipal/county jurisdictions and departments. To work with other departments (i.e. PBG Fire Rescue and provide the best services in the North PB Fire Rescue) North communities. (4)
27. To recognize employees. A happy staff is one that for doing something right meets a department's objectives/goals or putting in extra effort. (4)
28. Help the community develop procedures to deal with complicated situations like extracting patients from the golf course. We have developed procedures and forwarded plans to the FD. (4)
29. Prepare a succession plan for future leadership to be as professional as today's. (3)
30. Willingness to negotiate successful outcomes that benefit all partners and not reduce public safety (i.e. the "better mouse trap"). (3)
31. Risk mitigation. (3)
32. Caring. (3)
33. Assistance with CEMP development. (2)
34. CAD drawing of site and building layout. (2)
35. Fitness of firefighters so they are always at the ready. (2)
36. Have an SOP/contingency plan for various emergencies. (2)
37. Support from the "electorate" to meet future needs. (2)
38. Maintain a positive image in regard to perception of the public (attitude of personnel). (2)
39. Maintain reasonably priced service via the city budget and effect on community's taxes. Efficient internal processes/fiduciary responsibility/ROI to taxpayer. (2)
40. Development of needs assessment for aging community and new outlying developments. (1)
41. Excellent firefighting service. (1)
42. Ability to expect and manage the unexpected. (1)
43. Protecting the identify of patient - confidentiality. (1)

Areas of Community Concern

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





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

Areas of Community Concern about Palm Beach Gardens Fire Rescue (verbatim, in priority order)

1. Expansion of new areas (annexation) of additional communities does PBG have the funds for the growth. Keeping up with rapid growth of city; have the backing of city administration. Growing community. Do they have enough locations to service ever-expanding PBG? (37)
2. On time response. Delays in response times. Response time. Response time to new communities. Response times through congested main roads. (29)
3. Enough staff. Staffing and recruiting of future "staffing". Leadership turnover. Proactive recruiting. (25)
4. Have terrorist activities been anticipated. Arson or terror events. Local resources trained and staffed to meet more than normal incidents (homeland security, catastrophic incidents). Major incident/catastrophic incident protocol. Emergency preparedness for the unexpected. Access during a storm. (24)
5. Training and development of diverse work force. Education and training of the next generation of fire dept. staff. Trained staff to address the variety of possible scenarios our city faces. Adequate continuing training. (24)
6. Financial resources available to support mission. Budget pressure on available resources. Adequate budget. Funding, is it appropriate and adequate? (21)
7. Need to hold on to personnel/wage issues stay in line with other departments. Enough finances to support recruitment of professional fire service personnel. Budgetary support for leadership/executive level schooling. Keeping candidates/new hires local. (15)
8. Getting message to community about fire safety. Properly communicate procedures/policies to key stakeholders. Lack of communications to private partners. What does our fire dept. need from us? (12)





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9. Equipment needs/continue to have the best. Ensure proper updating of equipment and facilities to stay in position to do best job. (9)
10. Accessibility within our community (Osprey Isles). On street parking causing bottlenecks for emergency equipment. (7)
11. Employee pension funding and reserves. (5)
12. Coordination with county and other municipalities. (5).
13. Opioid/drug abuse crisis placing a tremendous burden on the fire department. (5)
14. Different interpretation of building codes during inspections from those at the time of permitting. (5)
15. Distance to backup units from primary. (4)
16. Safety and long-term health of the crews due to exposure of hazards in firefighting and the emotional impacts of what they witness on day to day basis. (4)
17. Strikes or walkouts. (3)
18. Balancing needs of business and residential areas of service. (3)
19. Can they think on their feet, make quick decisions? (2)
20. Facilities to accommodate community requests. (2)
21. Hurricanes/storms. (1)
22. Continuous re-evaluation of SOPs. (1)

Positive Community Feedback

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

Positive Community Comments about Palm Beach Gardens Fire Rescue (verbatim, in no particular order)

- They are caring and dedicated.
- Respond quickly to an emergency.
- Usually make good difference.
- Get patient to hospital as soon as possible.
- First priority is safety of patient.
- Prompt response.
- Awareness/public.





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- Outstanding responsiveness both in the field and with administration/central office.
- Disaster preparedness and response.
- Cooperation among all city departments makes for an overall quality of outcomes.
- Forward thinking of treatment modalities in protocols.
- Professional image.
- Nationally recognized in performance of emergency medical treatment - cardiac arrest.
- Maintains a high level of training in all aspects of fire rescue services.
- Outstanding leadership and command staff.
- Always recognized as one of the best fire departments.
- Always involved to assist local businesses to be safer.
- Several fire stations -reduced response time.
- Works well with other departments.
- Involved with other city departments.
- The best community-focused, professional department top quality.
- Excellent, proactive; receptive and open to invitations to training.
- Terrific EMS teams; response to our many calls always excellent.
- Staff has been very helpful with fire group demo events.
- Dave DeRita very helpful in community/education programs.
- All of the above are huge when dealing with residents of gated community.
- Fire inspections are on point in pointing out issues and reasonable.
- First responders always display a pleasant and patient demeanor which is also huge.
- No real concerns- PBGFR does a tremendous job, but many residents/businesses do not realize that it's a cut above the rest-more proactive public education.
- Fabulous community involvement and supporters of city initiatives.
- Great staff, leadership, great people.
- Work great with other city businesses and other departments within the city.
- Always going above and beyond.
- Community involvement.
- Communications.
- Facilities.
- Displays a level of professionalism that exudes confidence in the public.
- Personal interaction on a regular basis with department's leadership.





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- Well trained.
- Anxious to assist with training and educating private security.
- Leadership has experience, knowledge; and a customer service and public safety concern.
- Tremendous care/concern for general public well-being.
- Great collaboration with key stakeholders to ensure best-in-class service for businesses and events.
- Leadership that is knowledgeable and skilled.
- Engaging group-they want to help by understanding unique challenges/needs of each group/company/neighborhood.
- Too soon to know, Bay Hill became a part of Palm Beach Gardens 3/13/2018.
- Excellent senior leadership.
- Training facilities are modern and effective.
- Responsive to neighborhood and community leadership.
- Response times and health outcomes are leading Florida.
- Good communications from Fire Marshal to outline building access; site access; fire suppression system requirements.
- Great leadership.
- Very responsive.
- Implementation of many new innovative ideas and techniques (example: cooperation with palm beach gardens hospital heart emergency team with transmission of real-time tests and measurements while enroute).
- Timelines - they have performed in an outstanding manner for our property.
- Professional behavior/respectful /caring.
- Protection while respecting boundaries.
- Always willing to assist the association (condo community).
- Not enough known to adequately and factually address this question.
- Perception: staff is professional well-trained.
- City government support fire rescue needs.
- Financial support for equipment appears to be available.
- Working relationship with adjacent municipalities/county appears to function properly.
- Excellent department personnel.
- Excellent medical response team.





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- Very cooperative with other city agencies.
- Cooperative and friendly personnel.
- Professional approach to problems.
- Great administrative staff.
- Most field staff are knowledgeable and professional.
- Well-equipped for their duties.
- Great sense of duty to the city.
- Speed to service.
- The fact they are doing this outreach tells me that want to be the best they can be.
- Complete and absolute visibility and access to our firefighters and fire stations - wonderful local presence, involvement and awareness.
- Support of visiting children/grandchildren.
- Professional, respectful and appropriate demeanor of our PBG firefighters/rescue.
- Attractive buildings, clean trucks- shows our pride in our community.
- Friendly attitude.
- Approachable.
- Professional.
- Always trying to improve response times.
- Getting the job done and always learning from each experience.
- Response time to calls is generally excellent.
- Staff is always professional and polite.
- Assistance with CEMP development has been very helpful.
- Regular drive-bys in our community.
- Attendance at our town hall meeting.
- Community involvement.
- Very good response time.
- Professional leadership.
- Responsible employees.
- Good trucks and equipment.
- Reliable.
- Open and Positive in their intent.
- That community input and feedback is sought.





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- That's there is a strategic plan in place with an intent to review.
- That there appears to be a desire to have an efficiently run fire rescue department that meets the community expectations.
- That there appears to be an openness among staff leaders to receive feedback and a willingness to improve.

Other Thoughts and Comments

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

Other Community Comments about Palm Beach Gardens Fire Rescue (verbatim, in no particular order)

- We are very fortunate to have a top-notch fire and rescue squad in Palm Beach Gardens.
- Keep up the great work. Sometimes the fire department is “unsung”. Engage community partners to help tell the story.
- I am very proud of my hometown department and feel very secure in knowing all of my fire and EMS needs will be met, should my family or myself be in need.
- Impressed with PBGFR approach to planning.
- The department leadership and training are very effective. This is one of the strengths of the department.
- As with the police department's CPTED, it would be helpful to have firefighters conduct an on-site investigation and review of our property. Our strengths, weaknesses, vulnerabilities, and corrective suggestions.
- The city of West Palm beach is building a fire station off Northlake Blvd., in proximity to PBG/WPB communities How will this facility be integrated into region?
- What is status of the firefighters' pension fund (unfunded liabilities).
- Is PBG prepared to provide urban public safety services to future growth off north lake boulevard.
- Excellent leadership in the department.
- Overall a great department to work with and a great department to respond to my residence.
- Thanks to the station at RCA Boulevard and Gardens, they saved my kids in a car accident 10 years ago and were professional, kind, funny, etc.!
- Thank you for allowing me to participate in this event and for a great lunch!
- Our citizens really enjoy visiting the local fire stations!





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- As a leader in the senior living arena, Palm Beach Gardens Fire has been among the highest in my experience with being in tune with this community. They are accessible for questions and alert to the healthcare sector.





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Appendix 2

Strengths

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

Through a consensus process, the department stakeholders identified the agency's strengths as follows:

Strengths of Palm Beach Gardens Fire Rescue	
People – personnel, teamwork	Equipment – state-of-the-art
Training – type, quantity, variety, SimLab	Resources – mutual aid agreements, CPSE,
Support – community, city administration	High standards – department expectations, continual improvement
Financially sound – budget/tax base	
Quality improvement program – EMS	Leased vehicles and equipment (5-7 years)
Politics	Medical direction
Professional development	Leadership (operational, administrative)
LSSD – quality inspections, reduce fires	Ownership (committees, input)
Level of care	CAREHERE
Interoperability with other city departments	Fitness program
Young population/newer construction	Quality of facilities
Diversity	City wide health and wellness program
City benefit package	Automatic Aid





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Weaknesses

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

Weaknesses of Palm Beach Gardens Fire Rescue	
Lack of domestic preparedness – training, response, community involvement	Communication (internal/external) – inconsistent (FEC, CSX, FPL)
Public education – needs to be more aggressive	HazMat – minimal response capacity
Educational reimbursement	Repair and maintenance communications (e.g. out of service vehicles)
More access to training and certification	
Traffic – travel time	Physical and mental wellness
Lack of mentor program	Distance to western developments
Inability to take time off for education	Lack of recruitment
Personal liability when changing stations	Increased dependence on automatic aid (call volume)
LSSD – salary	Managing rapid growth
Single funding source	Lack of promotional opportunity



Department Stakeholders Work Session





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Opportunities

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

Opportunities for Palm Beach Gardens Fire Rescue	
Increased external communications	Professional development
Improved response times	QI/QA for all services provided
Annexations/growth	More diversified inspections of the community
Training – partnerships	Private security companies
Expansion of facilities with growth	Marketing – sporting events, business headquarters
Community paramedicine	External training – conferences, workshops
Enhanced partnerships – TECO, CSX, FEC, Brightline, Palm Tran, Private Security	More opportunities to interact with the community for public education
EOC collaboration and integration	Community feedback
Community partnerships	Regional training

Threats

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

Potential Threats to Palm Beach Gardens Fire Rescue	
League of Cities (regionalization/union)	Privatization (pricing out of business)
Economy	Expansion (management of)
Politics (unfunded mandates)	Community perception/support
Regulations (NFPA)	Legislation
Losing people to other F/R departments due to money, specialized teams	Increased age of population – no younger people moving in
Vendor/equipment costs	Business growth/stagnation
Lack of medical supplies	Term limit changes for governance
Risk of litigation	





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Appendix 3

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).	• PBGFR 'Accreditation' Public Website • Internal 'FireNet' SharePoint Site • Email Notifications to All Fire Personnel • 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.	• TBD
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.	• Goals and Objectives
	3B.2	The agency conducts an environmental scan when establishing its goals and objectives.	• SWOT Analysis • Appendix 2
	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.	• Process and Acknowledgements • Department Stakeholder Group Findings • Focus Group Membership
	3B.4	The agency uses internal input to implement and evaluate its goals and objectives and to measure progress in achieving the strategic plan.	• Goals and Objectives • Focus Group Membership
	3B.5	The governing body reviews the agency's goals and objectives and considers all budgetary and operational proposals in order to ensure success.	• Signature Page • Community Risk Assessment: Standards of Cover (Performance Evaluation, Compliance Strategy, and Compliance Verification Reporting) • Accreditation Meeting Minutes
	3B.6	When developing organizational values, the agency seeks input from its members and is alignments with its community.	• The Community-Driven Strategic Planning Process Outline #5 (p. 4) • Department Stakeholder Group Findings • 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.	• Goals and Objectives • Focus Group Membership • Community Risk Assessment: Standards of Cover (Performance Evaluation, Compliance Strategy, and Compliance Verification Reporting) • 2018-2023 Strategic Plan Tracker • Accreditation Meeting Minutes





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Performance Indicator			Reference Location
	3C.2	The agency's personnel receive information explaining its goals and objectives.	Email Notifications to All Fire Personnel
	3C.3	The agency, when necessary, identifies and engages appropriate external resources to help accomplish its goals and objectives.	Palm Beach Gardens Fire Rescue Supporting Services Appendix 2
CC	3D.1	The agency reviews its goals and objectives annually and modifies as needed to ensure they are relevant and contemporary.	- Community Risk Assessment: Standards of Cover (Performance Evaluation, Compliance Strategy, and Compliance Verification Reporting) - 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.	- Community Risk Assessment: Standards of Cover (Performance Evaluation, Compliance Strategy, and Compliance Verification Reporting) - 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.	PBGFR 'Accreditation' Public Website PBGFR 'Annual Report' Public Website - Internal 'FireNet' SharePoint Site





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Glossary of Terms, Acronyms, and Initialisms

Accreditation	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
CAD	Computer Aided Design
CEMP	Comprehensive Emergency Management Plan
CFAI	Commission on Fire Accreditation International
CPR	Cardiopulmonary Resuscitation
CPSE	Center for Public Safety Excellence
CPTED	Crisis Prevention through Environmental Design
Customer(s)	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
EMS	Emergency Medical Services
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
IFSTA	International Fire Service Training Association
Input	A performance indication where the value of resources are used to produce an output.
IT	Information and Technology
KSA	Knowledge, Skills and Abilities
Mission	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
NFPA	National Fire Protection Association
Outcome	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is identified.
PB	Palm Beach
PBG	Palm Beach Gardens
Performance Measure	A specific measurable result for each goal and/or program that indicates achievement.
ROI	Return on Investment
SOP	Standard Operating Procedure





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Stakeholder	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
Strategic Goal	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim. The final result of an action. Something to accomplish in assisting the agency to move forward.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
Strategic Plan	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
Strategic Planning	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop procedures and operations to achieve that future, and determine how success is to be measured.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
SWOT	Strengths, Weaknesses, Opportunities and Threats.
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.
WPB	West Palm Beach





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Works Cited

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Signature Page

Fire Chief

A blue ink signature, appearing to be "J. H.", written over a horizontal line.

Date

2-16-20

City Manager

A blue ink signature, appearing to be "Ronald M. Lewis", written over a horizontal line.

Date

2/10/2020



Technical
Advisor
Program

