

SEMINOLE COUNTY FIRE DEPARTMENT

2023-2028

STRATEGIC PLAN



Facilitated by



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Excellence

The Center for Public Safety Excellence® (CPSE®) acknowledges and thanks the community and agency stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Matt Kinley and all who participated for their commitment to this process.

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

Community Stakeholders

Khadesia Brown	Tracy Fortenberry	Caroline Hardin	Ensie Murphy	David Rubin
Chad Cartledge	Ryan Gallik	Lakisyia Killingsworth	John Murphy	Stephanie Shoveair
Carole Chevrier	Jim Green	Gerry Marino	Tim Nicholson	Brandon Zumbrum

The agency stakeholder work sessions, conducted over three days, involved a group representing a broad cross-section of the Seminole County Fire Department (SCFD), as named below.

Agency Stakeholders

Matt Kinley Fire Chief	Jason Prather Assistant Chief	Patrick Criswell Lieutenant	Ross Husty Firefighter	Manny Gonzalez CAD Administrator
Ben DeCuir Deputy Chief	Sam Thurmond Assistant Chief	Jonathan DiVita Lieutenant	Jocelyn Rodriguez Firefighter	Keri Miller ECC Program Manager
John Thibert Deputy Chief	Chris Baker Battalion Chief	John Hansen Lieutenant	Chris Autorino Assistant Fire Marshal	Doreen Overstreet Public Safety Information & Education Officer
Don Harkins Assistant Chief	Chad Chorak Battalion Chief	Julia Corcoran Firefighter	Sarah Griffiths Fire Inspector	Alby Perez Accreditation Content Editor
Gregory Harlow Assistant Chief	Matt Hettler Battalion Chief	Justin Faber Firefighter	Marija Cacija Project Coordinator	Kevin Sims Deputy Accreditation Manager
Jolene Joyce Assistant Chief	Amy Jinright Battalion Chief	William Harris Firefighter	Margo Chapman Business Analyst	Meredith Walker Accreditation Manager
	John Bennett Lieutenant	Matthew Humphrey Firefighter	Patricia Garrett ECC Assistant Supervisor	



Message from the Fire Chief

The Seminole County Fire Department (SCFD) has undergone a tremendous amount of positive and progressive growth since its formation in 1974. The following strategic plan helps continue this growth and is a testament to our commitment to continuous quality improvement.

Over the past few years, our community has been challenged by a variety of new public safety challenges and has found itself responding to unprecedented events, including COVID-19, historic flooding and new health needs of our community. While these events have challenged our

department's traditional understanding of its mission, they have also presented us with opportunities to enhance our service delivery to the community in new and resilient ways.

Since its inception, our department has been a consistent leader in the fire rescue service industry, with an ever-present commitment to providing the best resources necessary for the preservation of life and property throughout Seminole County. To that end, this strategic plan was developed with input from both internal and external stakeholders who share in the desire for SCFD to proactively address our residents' ever-increasing service demands. In meeting our community's expectations, we plan to further strengthen the bonds between SCFD and the public we so proudly serve.

The purpose of this community-driven strategic plan is to focus on the specific goals and objectives contained within this document to ensure we are meeting or exceeding what is demanded from us by our community over the next five years. Our priorities may broaden and adapt as an ever-changing environment of new types of emergencies place new demands on our fire department services. The goal of this living document is to provide a lens through which we may develop innovative programs and projects that fulfill both the mission of SCFD and our citizens' expectations.

In closing, I want to thank the dedicated members of our Fire Department, County Management, the elected officials of our Board of County Commissioners, and as importantly, our community stakeholders for their unwavering support of this department.

Ultimately, it is our community that sustains our great department, and it is for the community that we continue our efforts to constantly evolve and improve to better serve everyone in Seminole County.



Matt Kinley, Fire Chief

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Introduction

The community serviced by the Seminole County Fire Department (SCFD) receives high levels of professionalism and efficiency from the agency's proactive approach to risk reduction and emergency mitigation. In an effort to proactively meet the future demands of the stakeholders, the department decided to create a strategic plan with the help of the Center for Public Safety Excellence® (CPSE®) to facilitate community input to ensure a citizen-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 agency 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. The SCFD exhibits a commitment to the implementation and execution of this plan to become more efficient and effective in aligning 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 the Seminole County Fire Department 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. 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 itself represents the embrace of transition away from how an organization has always done things, seeking instead 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 agency stakeholders, the Seminole County Fire Department's community-driven strategic plan encompasses various experiences, perceptions, and perspectives that can 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 can the SCFD truly benefit from the process and realize its ultimate vision.

SEMINOLE COUNTY FIRE DEPARTMENT 2023-2028 STRATEGIC PLAN

Community Stakeholder Work Session Objectives

- ✓ Identify, from the community's perspective, things the agency should and should not change.
- ✓ Identify the community's expectations for the agency, concerns about or for the agency, 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 agency.



Community Stakeholder Work Session

Agency Stakeholder Work Session Objectives

- ✓ Identify the agency'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 the values of the agency's membership.
- ✓ Determine the agency's current vision, considering the consensus built from the strengths, opportunities, aspirations, and desired results.
- ✓ Identify the agency'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 that focus on outcomes.

Agency Background

Seminole County, founded in 1913, is led by a five-district board of commissioners. The Seminole County Fire Department was founded in 1974 via a merger of numerous volunteer agencies and grew to include 13 stations by the turn of the century. By 2015, the cities of Altamonte Springs, Winter Springs, and Casselberry had also consolidated into the SCFD. The department now serves the third most densely populated county in Florida. With over 330,000 residents, the SCFD responds as an all-hazards response agency to nearly 50,000 incidents each year.



The department's founding chief, Gary Kaiser, still resides in Seminole County. The department has continued to enhance services over the last 49 years. Today, Fire Chief Matt Kinley is responsible for establishing organizational priorities and supporting

the mission and members of the department who serve the citizens, businesses, and visitors of Seminole County.

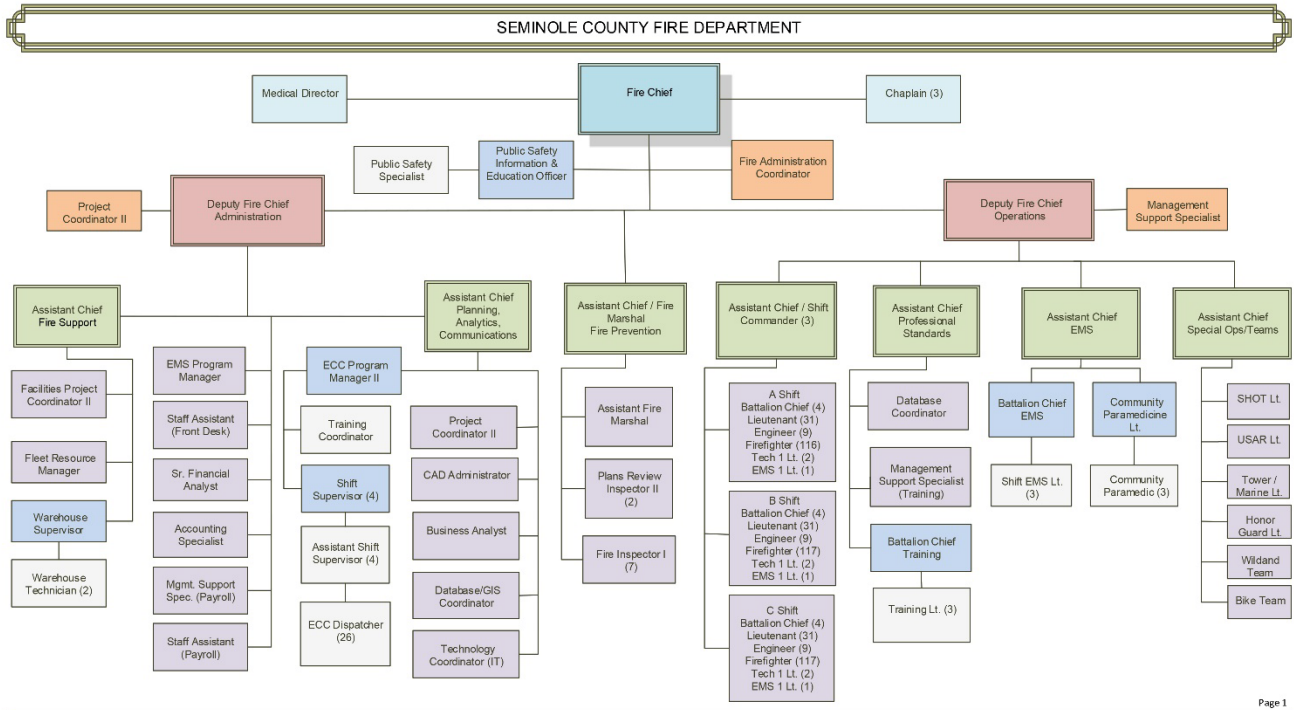
The department's response area spans 345 square miles, including 37 square miles of water and over 300,000 acres of trail systems. Seminole County works and trains with the surrounding municipal fire departments and utilizes mutual aid and first response agreements with the cities of Lake Mary, Longwood, Oviedo, Sanford, bordering counties, and the Orlando Sanford International Airport.

The department recently received a Class 1 public protection classification (PPC) from the Insurance Services Office, placing it in the top .001% of rated agencies. The SCFD's 571 full-time personnel are assigned to multiple divisions and operate three 24-hour shifts, each staffed with 153 responders housed in 20 fire stations across the county. Core program areas include fire support, planning, analytics and communications, fire prevention, professional standards, emergency medical services, and special teams.

The Special Operations Division includes a special hazards and operations team (SHOT), tower, dive, tanker, and bike teams, a prescribed burn program, and an honor guard. The SCFD is also one of three lead agencies for Central Florida Urban Search and Rescue Task Force 4, founded in 2004.

The SCFD's Medical Director oversees emergency medical response and the community paramedicine program and guides paramedic and EMT protocols, continuing education, and licensing. The department boasts over 250 paramedics and is accredited by the Commission on Accreditation of Ambulance Services (CAAS).

Organizational Chart



Page 1

February 23, 2023



Recruit Class 22-01

Purpose

The SCFD purpose statement summarizes why the organization is undertaking the action(s) described for the community they serve.

Ready to respond. Trained to make a difference.

Mission

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

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



Agency Stakeholders Work Session

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

The mission of the Seminole County Fire Department is the preservation of life and property through the rapid response of highly trained personnel with appropriate resources and continuous prevention so everyone goes home safe.



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 the entire group agreed on the following values:

Selflessness through Duty

Consistency of Service

Fairness and Equity

Dedication to Community

The mission and values are the foundation of an agency. Thus, every effort will be made to keep these current and meaningful to guide the members of the Seminole County Fire Department in accomplishing their goals, objectives, and day-to-day tasks.

Vision

An organizational vision exists to keep all agency members focused on the future success of a department 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 development of the SCFD's vision for the organization. The agency will support the realization of this vision through successful plan implementation and goal achievement.

Our organization will enhance life safety and community sustainability through the provision of high-quality emergency services in concert with seamless community partnerships and prevention practices. We will achieve this by creating an organizational culture that attracts, retains, develops, and delivers the very best.



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Goals

Community feedback and the SOAR process led to the creation of strategic initiatives representing the issues that the agency stakeholders developed into goals. The SCFD now has the opportunity to make these goals a focus of efforts that will direct the agency to its desired future. Goals with complete objectives, tasks, timelines, and assignments are included in a separate Management and Implementation Guide.



Enhance the organization's communication processes to foster effective, efficient, and open exchange of information.



Develop and implement a succession plan to fill key positions that will enable the retention of organizational knowledge and personnel.



Attract and retain the highest quality candidates in order to foster organizational excellence that will sustain and enhance the level of service provided to the community.



Improve community awareness of programs, services, and partnerships by cultivating positive relations with the public that promote organizational interaction, interest, and education.



Implement a professional development career path that produces motivated leaders amongst all personnel, encouraging pride and ownership within the department.



Develop and implement a comprehensive capital improvement plan to acquire and sustain the department resources required to adapt to evolving community service needs.



Enhance department health, safety, and wellness initiatives to assist in reducing injuries/illness while promoting employee fulfillment, productiveness, and longevity.

Conclusion

Working with community and department members from all levels, this strategic plan was developed...but the work is truly just beginning. Agency stakeholders have the opportunity to institutionalize and execute a plan to ensure the community's expectations and the Seminole County Fire Department's vision remain congruent. The accompanying **Management and Implementation Guide** will assist the SCFD in the mechanics of implementation. The guide is not intended to be all-inclusive; rather, it provides flexibility to ensure future success.

It must be remembered that during this journey of regeneration through change and improvement, recalculation may need to occur to find the success desired. This strategic plan is a roadmap to help the Seminole County Fire Department 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.

"...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."

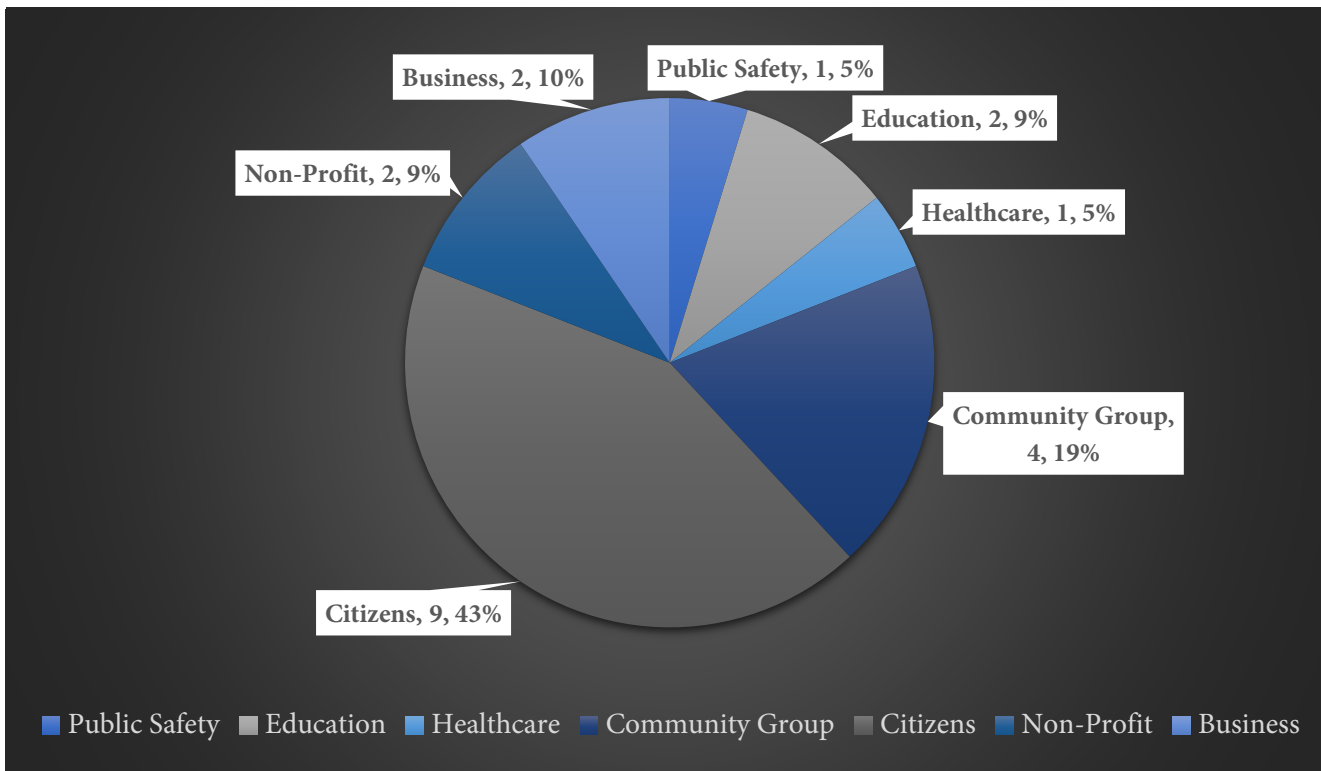
Vince Lombardi

Appendices

A. Community Stakeholder Findings

The Seminole County Fire Department 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 agency and its various services delivered. The information gathered from the community stakeholder feedback provided understanding to the agency 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 agency 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 the SCFD. Expectations and concerns were then analyzed for themes and weighted. The numbers in the parentheses are the cumulative weighted value 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 the Seminole County Fire Department (verbatim, in priority order)

1. Respond to calls in a timely manner. Timely to each call. Response time less than four minutes. Time - when to get to the location! Fast and prompt arrival to emergencies. Response time. Timely arrival to the emergency (fast response). Good response time. Be ready and immediately available to respond when I call for help. To protect life and property (response times, availability of resources). To come quickly and be knowledgeable. Emergency response time. Prompt arrival. Timely and accurate results. Great response times. Response time - as a citizen, on the Greenway, I want to know our department will be here quickly as time is always so crucial in the severity of the outcome. (65)
2. Highly trained professional staff. Well-trained firefighters to effectively do the job. Up-to-date training in all areas. Trained staff. Our organizational training (CERT). Be trained to handle “normal” calls/emergencies and smart enough to adapt to unusual circumstances. Organizational readiness. Qualified, certified training. Trained/skilled heroes - when the emergency team arrives, I want to know that they are able to safely and efficiently get the danger under control. (31)
3. Functioning equipment/up-to-date equipment. Proper equipment to support the above ideas (services and response times). Fully functioning primary equipment and backup community. Sufficient materials or supplies are available at emergency scene. (11)
4. Safety of the community. Safety of the employees. Supported, healthy, and strong. (11)
5. Involvement in the community, ex., attending community events. Building community partnerships. Community confidence. Community involvement - I know firsthand how much it meant to my kids to visit a fire station, up in a ladder, interact with real firefighters. Community involvement is key in building trust and a relationship with those you serve. (10)
6. Professional appearance. Professionalism - they are ready to respond ASAP. Professionalism and compassion. (9)
7. Knowledge of the situation they are dealing with. Experienced team members. (8)
8. Proper fire and ALS services. Just doing the job. Quality care. (7)
9. To educate the community about fire safety, pool safety, elderly care, etc. Public understanding of services. (6)
10. Not overworked. (5)
11. Top-notch customer service. (3)
12. Sufficient staffing is assigned on the initial call. (3)
13. Bedside manner/calming demeanor in crisis. (3)
14. Follow up - questions after the fact - why were certain tasks performed. Clear communication with the patient/victim(s) and team members. (2)
15. Awareness. (1)
16. Communication with employees. (1)

17. Water supply to hydrants needs to be strong. (1)
18. Their family is taken care of. (1)
19. Keep up with the community's growth without sacrificing quality of service. (1)
20. To establish and maintain accreditation - maintain ISO Class 1. (1)
21. Ample pay and benefits. (1)

Areas of Community Concern about the Seminole County Fire Department (verbatim, in priority order)

1. Do they have the manpower to handle all their calls? Not enough firefighters. Recruitment needs to stay strong. Staffing - I would like to see more trained heroes and more community courage. (16)
2. Do they have the proper equipment to do their jobs? Age of equipment. Repair of broken equipment. Equipment needs to be current. (14)
3. With so many new people moving here, they may not realize that they are under SCFD service area. Do a better effort to communicate who you serve. How to increase communications to large communities - ex., a point person. Need information on services they offer. Would like more interpersonal communication to schedule community events. (12)
4. Are the employees paid enough? Competitive pay for firefighters to help retain members and reduce turnovers. Same in regard to paramedics. (11)
5. Rest enough to be able to do job effectively. They are overworked. (10)
6. When I see the trucks driven to Publix for the crews to get food. Why the firetruck comes with paramedics? Seems overkill. (10)
7. Tax base to support a Class 1 organization. Budget - this can always become a problem with municipalities. We certainly don't want the department/county to experience constrictions. I'd love to see more funds put into the training and resources our firefighters have, especially with mental health of our firefighters. (9)
8. Multiple fire department jurisdictions. Who will respond. (8)
9. Called the fire department and the dispatch was rude to me. Had to call to get another person. (8)
10. The relationships with our school entities. Familiar with the community. (6)
11. The lack of diversity - this goes along with building community relationships. (5)
12. Current building codes with stick construction and minimal fire stops allow rapid spread of fire. (5)
13. Compassion. (5)
14. The ability to maintain response times and quality in an era of shortages (labor, materials, etc.). (5)
15. As with any first responder agency, our concern with the mental and emotional trauma your first responders may experience throughout their career. - Occupational health and wellness - NFPA 1500. (5)
16. Lack of proper enforcement for blocked fire hydrants. (5)

17. Losing good employees to other fields or other departments that may offer better benefits. Leaving for other jobs. (4)
18. Politicians getting in the way of doing the right thing. The ability to maintain long-term quality (success despite political upheaval among those who control funding). (4)
19. Condition of certain fire stations/age of buildings. I think we have areas where we need more stations. Winter Springs, for instance, could use more support as far as stations. (4)
20. Do they receive the training that they need and want? Training for the different cities. Sustainability with current training grounds. (3)
21. Radio systems. (3)
22. Crowded conditions at emergency scenes hinder firefighter ability to perform their assignments. (3)
23. Cannot afford to live in the county. (3)
24. Inability to control radio/sound levels in other vehicles. (3)
25. Water supply to hydrants needs to be improved in unincorporated Seminole County. (1)
26. Paramedicine - the people they serve. (1)
27. Lack of cooperation when emergency vehicles are trying to move. (1)

Positive Community Comments about the Seminole County Fire Department (verbatim, in no order)

- Community support – I love seeing SCFD supporting community events and encourage them to stay involved.
- Great heroes! The only interactions I have had with SCFD has been great. Very thorough in their response.
- Leadership – I've seen great leadership with SCFD. I love the solid relationships they have with our local police department and SCSO.
- The personnel/the people.
- EMS and fire services provided.
- Community paramedic program.
- Very timely.
- Nice team.
- Responsive.
- Always available for the public.
- Always very professional when dealing with them.
- Knowledgeable of their profession.
- Leadership.
- Community.

- Teamwork.
- All departments under one 911 call center.
- Location of fire stations.
- Love to see them at community events.
- Love to see them at school events.
- Love the willingness to share what they do with and education community members, especially kids.
- Caring.
- Well-prepared.
- They respond quickly.
- They care about the community.
- Chief officers being open/reflective to opinions. This shows they're truth explorers and willing to consider other opinions/ideas.
- Training division is exceptional. Maintaining recruitment and onboarding with those retiring.
- Professional.
- Current, very low average response times.
- Class 1 ISO rating.
- Excellent public information and PR apparatus. Shout out to Doreen.
- Professional.
- Well-trained.
- Good equipment.
- The strongest fire department in the world (and SCSO too).
- Cares about our community.
- Great social media.
- Educational programs, which are provided at community events.
- Adequate manpower at an emergency scene.
- Updating of equipment.
- Quality of personnel and training seems to be high.
- New equipment rotated.
- Always prepared.
- Dedicated to the community they serve.
- Professional and friendly.
- As stated previously, fast and prompt service.
- Friendly firefighters.

- Location – less than five minutes from my house.
- Having the right equipment on the truck.
- Trained very well.
- Attitudes.
- Training.
- Excellent response times to calls.
- Fire trucks – ambulances are always clean.
- Employees care about the community they serve.
- Community involvement.
- New paramedicine program.
- Always looking to improve.

Other Community Comments about the Seminole County Fire Department

(verbatim, in no particular order)

- Keep on doing what you do!
- Would like more community outreach. Offer one time a year fire training for students and people interested in this career. More gun safety awareness. Smoke alarm outreach. I would recommend some sort of smoke alarm awareness and safety. I work in property management, and it is shocking to me to see how many residents don't have a working smoke alarm. Especially the elderly. Most of them are old, can't reach it, or not concerned with having one. Once a year maybe, putting a budget together to give out free ones to the community and have maybe a day or two to go change out batteries or install. I know it's a lot, but I know how this can save lives. Thank you.
- The barbeque was good.
- Offer a program for students who are college bound who are interested in becoming a firefighter. I hope to see this.
- If manpower and funding allow, so more fire stations.
- CERT training to backfill staff and help train citizens.
- Pleased with the recent presence on social media.
- Even in bad situations, they make you feel safe...this is a great trait.
- Consider participating in the [undetermined] walks in Orlando. This is an opportunity for firefighters/the fire department to create walk teams. This could show organizational commitment to mental health.
- Keep up the good work, but its only getting harder. That means you have to work harder and spend smarter to keep services strong. And we want them to get even better! It is a tough nut to crack.
- Also, fire department is misnamed. I assume fire response is small percentage of calls.

- Good interface with emergency management is paramount.
- I would love for our heroes to have more time to recover and higher pay.
- Our community to learn more about the life of our heroes.
- Even more engagement in the community.
- Thank you for being our heroes.
- Thank you for doing this.
- Seminole county provides excellent service to its residents and visitors.
- Great community relations of Station 22.
- Services they provide with respect to smoke detectors, pet in-home stickers, bed vibrators alert the elderly if detectors are activated.
- I would like to see community relationships broaden in the impoverished areas. Kids of minority descent need to see firefighters that look like them. They will dream of saving lives and fighting fires as well.
- Lived in the City of Winter Springs, had to call the first responders for my wife. They did everything they could, but could not save her. They performed their duties to the utmost. Thank you.
- I love living in Seminole County and appreciate all of our public servants, especially our first responders.
- CERT training and team.

Things the Community Feels the Seminole County Fire Department Should Change

(verbatim, in priority order)

- More females in leadership positions. Diversity. (2)
- Attend our community coffee hour again. Letting communities know you serve them to avoid confusion with city fire departments. (2)
- I do think all first responders are underpaid. I'd like to see more pay for our heroes. Also, more resources for mental health. (1)
- Three-person rescues with a lieutenant. (1)
- Dementia awareness and training. (1)
- The department name!! Should be Seminole County Emergency Services. (1)
- Our heroes are overworked. (1)
- More information on services to the community. (1)
- One fire department for Seminole County. (1)
- Bring back cadet program. (1)

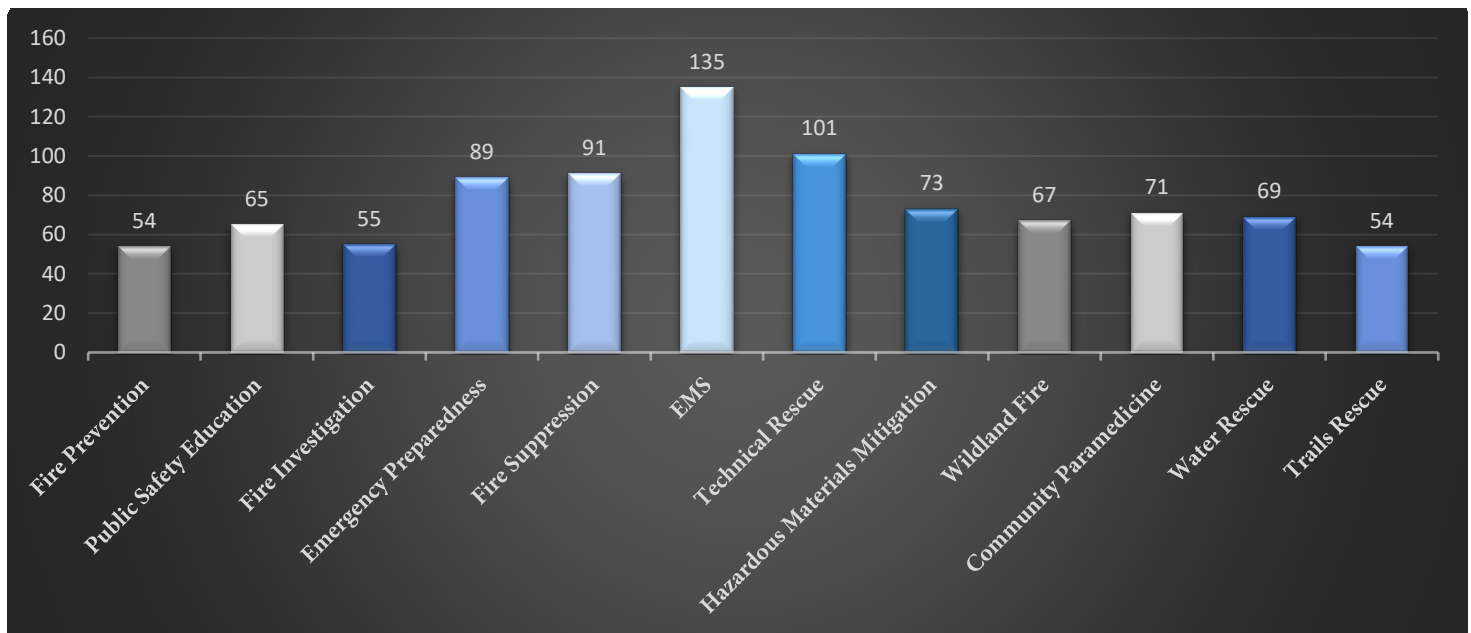
Things the Community Feels the Seminole County Fire Department Should NOT Change

(verbatim, in priority order)

- Community outreach. Community involvement. Community involvement. (3)
- The leadership. I like everything about our current chief and our SCFD leadership. Executive leadership (administration, training, etc.). (2)
- How they respond to calls. The commitment to lowest possible response time. (2)
- Uniform t-shirts. (1)
- Ability to change a traffic light to green. (1)
- Their hearts. (1)
- The great service and the Citizen Fire Training courses at the center. (1)
- Crew assignments at fire calls. (1)
- Quality of recruits. (1)
- Their attitudes and training. (1)
- The outstanding customer service you provide. (1)

Community-Prioritized Programs

Understanding how the community prioritizes the agency’s programs and services allows the Seminole County Fire Department 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 the SCFD. The results were as follows:



B. Agency Stakeholder Work

A group of agency stakeholders representing the various segments of the SCFD attended a three-day work session to review the community feedback, develop or revise the agency'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 agency.

SOAR

The agency's internal stakeholders utilized a strategic environmental analytic method known as SOAR: where members consider the organization's current **strengths**, **opportunities**, future **aspirations**, and strategic **results** 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 through the application of innovative ideas, and a positive strategic framework that brings clarity to the agency's vision for leadership in day-to-day functions.

SEMINOLE COUNTY FIRE DEPARTMENT 2023-2028 STRATEGIC PLAN

Strengths

Well-trained at the basics of our job (as an organization as a whole)	Multi-faceted response department (water rescue, rural, urban, etc.)
Great training center	Professionalism- high level of representing the SCFD
Rapid response times that are purpose-driven to achieve the community's goals	Front-line apparatus and equipment that allow us to serve the community to the best of our ability
Large majority of passionate members	Ample access to both training and education
We have a proactive fire prevention department that provides safety services to the community via multiple programs like smoke detector installations, code compliance, fire investigations	Well integrated into the community through all modes of media (traditional media, social, community, etc.) ISO Class 1- source of pride for the organization and lowers insurance rates for both residents and businesses
Leadership seeks and encourages feedback from all members of all cross sections in our department and open-minded about new ideas	Having a communication center under the umbrella of the fire department because of direct fire oversight, which helps response and adequately responding to calls
Community paramedicine program that provides above and beyond care	Public relations/social media- sharing our good news stories and other stories
Personal career advancement/growth within operations	Fully updated communications center
In-house repair and testing of our SCBA and life safety equipment	Progressive medical direction enables field to make independent decisions
Adequate funding and expanding tax base	Having a supportive community
Consumable data and analytics that drive decision making	Current technology can support emergency operations
Strong working relationship with SCSO and other law enforcement agencies	Good communication between the communications center and operations enhances service delivery
PIO- proactive role that drives the bus and helps get information out there as a team- PIO/community outreach	Scaled upstaffing to meet or exceed the demand of transient population increases, special events, and disasters
Influence and impact in industry work groups	Support from county administration and elected officials
Self-initiative with personnel with training	Job security within the fire department
Inter-agency support and coordination between operations, prevention, and communications	Extraordinary inner-agency cooperation, as in automatic aid and no jurisdictional conflicts

SEMINOLE COUNTY FIRE DEPARTMENT 2023-2028 STRATEGIC PLAN

Opportunities

Build on community events and meetings to stay involved and to enhance public understanding	Training in front of the community, public relations events, and recruitment
Attend large-scale events to increase participation and public awareness	Open events/forums to inform citizens about the SCFD
Provide educational material to our citizens about the SCFD	Create more training for leadership within the department
More open EMS training opportunities that aren't mandated	Ensuring all employees understand and ask questions, an open line of communication
Internal and external surveys to see the future of the department and gauge current understanding	Receiving input and providing expectations associated with organizational values from our new hires
Open houses, driving under the influence (DUI) events and other community training to show what we do and teach and educate the citizens	Coordinate with public information officers (PIOs) on community outreach within residential neighborhoods
Ensuring our crews understand what the community expects and to treat others the way you want to be treated through good communication and compassion	More training within the community in businesses, restaurants, etc. for pre-incident planning and community outreach
Bring back (CERT) community emergency response team – community response teams to have training with the SCFD and staffing to lead and train	Inclusion/integration with the fire department: operations, fire prevention, communications center, etc.
Work with the community and businesses to develop a water safety program and reduce child drowning risks	Improve CAD (computer aided dispatch) navigational functions to add clarity to response maps
Offer more outside groups- e.g., girl scouts, boy scouts, Seminole high school to showcase training	Enhance and expand the opportunities for hands-on fire based and EMS classes available at the training center
Expand EMS on what we provide for community paramedicine – using in-house BLS program	Have more sponsorship opportunities with private businesses to help community outreach initiatives
Increase membership involvement in programs and projects	More timely recognition of awards and accomplishments
Expand administrative support staff: to have community outreach actual point of contact for events/improve technology, fire prevention	More first responder and public education on the 911 system re: expectations, limitations. Better understanding of dispatchers and firefighters' roles in the field
Improve buy-in/ownership/engagement	Empower/foster good decision-making at all levels
Improved mentorship/succession training for aspiring or newly promoted officers	Communication/sharing information with other agencies (PSAP) public safety answering point
Improving internal and consistent communication to staff among all three shifts as this varies, includes special ops— clarity of communication on where it is in the process, timelines, etc.	Conference awareness and participation. We have good conferences in the central Florida area. To improve the system and process utilized in education reimbursement to include conferences
Improve unit hour utilization through constant application of standards and guidelines	To build on the current engineer program to provide consensus on its implementation

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Aspirations

Personal/personnel satisfaction through high-quality recruitment and professional development	Create an environment that fosters an efficient call transfer procedures with the PSAP
Create an environment that fosters efficient EMS delivery collaboratively with all system stakeholders	Be an organization with the capability to stay ahead of the changing demands of a growing community
Enhanced service provision	Expanded community paramedicine program
Information management system that increases access and availability	To be a fire department that has programs that will build leaders and not just supervisors
To provide the best customer service and results within our EMS calls	To be a fire department that other departments aspire to become
Becoming a fire department to treat all calls with a positive attitude, as if they were family, and as an opportunity	Explore new programs to help relieve demands on ALS units
Maintaining/updating apparatus so that our backup rescues/frontline remain top-notch	Community assistance program that provides more staffing to increase community welfare
Cherish the past and challenge/innovate the future. Acknowledge the past what needs to change, as in interpersonal relations and celebrate the “firsts”	Build strong bridges with other departments
	Develop pride among all agency stakeholders
	Have internal communications and pride as a department
Cadet program-a tool for cadets and those that participate, including a scholarship/sponsorship that helps potential candidates to be a good fit for the SCFD	Provide an environment that fosters membership involvement and commitment to various aspects of the department, like recruitment, special teams, peer fitness
Expand employee recognition programs	Improve shift/department comradery

Results

Group 1	Group 2	Group 3
<ul style="list-style-type: none"> - Personnel who are even more well-trained and more well-rounded - Citizens’ taxes are well invested - Proudful personnel who are positive and increase in esprit de corps - Increase in positive patient outcomes - Increase of quality candidate pool for new recruits to reflect community diversity due to community involvement - Maintaining our accreditations and ISO 1 and continually assess: adopt process to always assess - Better inner-agency relationships - High SCFD retention rate for those staying long term and want to stay long term 	<ul style="list-style-type: none"> - Community that better understands and trusts the SCFD, tracked by surveys - Increased in quality and diversity and quantity of hiring candidates measured by hiring process - A reduction in community risk through education, tracked by type and number of calls with previous years data - Decrease in attrition, tracked by numbers - Increase in morale, tracked by internal surveys - Maintaining an ISO 1 rating, achieving accreditation, larger staffing 	<ul style="list-style-type: none"> - Non-conflicting policies by the fire department and communications center - Community Paramedicine: Increase in voluntary enrollment - Increase in applicant interest - Higher percentage of highly qualified applicants - Less breakdowns, callouts (fleet), adverse event forms - Continual process to update policies, procedures, operation bulletins, etc. - Measure unit hour utilization - Decrease time on reduced for low unit saturation

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Group 1	Group 2	Group 3
<ul style="list-style-type: none"> - Enhance community service measured by the scope and breadth of services delivered - Increase in compensation based on actual comparable fire departments, not small jurisdictions - Prevention-focused department measured by annual inspections of all non-residential properties - Focusing and growing current programs to a good/great measurable quality that is well staffed before going off doing other programs - Maintain programs look beyond the first year - Have five-year plans for programs - Less strain on emergency response system and measure that by unit saturation and response times - Consistent and bidirectional communication with personnel and command staff and among all shifts and lieutenants and chiefs - Increase in community health measured by average life expectancy of community residents. This would help decrease 911 call volume - Increase in buy in from the organization from entry level to command staff. Shifting to “we” culture. Measured by more participation in classes, internal survey. Participate in events - Continue to stay pay competitive with neighboring departments so we do not lose personnel. Measure this and track it - Improve post-incident contact surveys, includes for PRs, other contacts. Right now, just mail and not positive centric, need an easy path to do it - Improve measurables with external measuring community educator 	<ul style="list-style-type: none"> - Measuring opportunities in the participation of growth within their fire department - Reduction in 911 calls after a non-emergent transport - An increase in quality/quantity/diversity in the cadet program - An increase of applicants with prior experience - An increase in morale/productivity/pride with all members through surveys performed based on evaluations 	<ul style="list-style-type: none"> - Earlier involvement of fire department on SO-processed calls (trails, missing person, dive, drone, etc.) - Less time spent on formalizing procedures - Established formal employee development career pathing/field development program - 90% of promotions/recognitions are recognized within 30 days - Community and internal surveys (stakeholders) - Quantitative analytics - Record management-utilizing to capture information - Turnover, attrition, retention

Programs and Services

It is imperative that agency stakeholders distinguish between the core deliverables (programs and services) provided by the Seminole County Fire Department and those supporting services that help the agency provide the core programs and services. With this understanding, the agency 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 agency stakeholders, by consensus and group effort, determined that the following challenges and service gaps exist within the Seminole County Fire Department. 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 agency stakeholders.

Group 1	Group 2	Initiative Link
Internal Communication <ul style="list-style-type: none"> ○ Surveys ○ Employee satisfaction ○ Ownership ○ Contribution ○ Consistent messaging/interpretation ○ Bi-directional communication ○ Staffing and time ○ Personnel awareness of capital resources 	Communications <ul style="list-style-type: none"> ○ Prioritization of workload ○ Methodologies-systems and processes ○ Staffing ○ Content ○ Expectations on content - community and agency ○ Feedback ○ Consistent ○ Open forums ○ Comprehension ○ Transparency 	Communications
Human Resources <ul style="list-style-type: none"> ○ Recruitment ○ Retention ○ Succession planning ○ Pay and benefits 	Succession Planning <ul style="list-style-type: none"> ○ Inclusion-transparency at all levels ○ Clarification-define roles and responsibility ○ Funding-employee buy-in ○ Lack of empowerment ○ Lack of awareness ○ Policy adherence ○ Accountability of benchmarks ○ Incentive pay/compensation for non-bargaining divisions 	Succession Planning
N/A	Recruitment and Retention <ul style="list-style-type: none"> ○ Competition-cultural, generational differences ○ Funding for recruitment ○ Compensation ○ Time commitment ○ Internal onboarding processes ○ Continue the inclusion and diversity ○ Staffing ○ Sponsorships/school system ○ Cadet program 	Recruitment and Retention

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Group 1	Group 2	Initiative Link
Public Interaction <ul style="list-style-type: none"> ○ More community events ○ Public perception ○ More public education ○ Public relations training ○ Customer service to employees ○ Civilian Emergency Response Team ○ Service programs 	Community Training/Outreach <ul style="list-style-type: none"> ○ Scheduling ○ Staffing-human resources effectiveness ○ Compensation ○ Logistics ○ Marketing materials ○ Funding ○ Inclusion of all departments ○ Participation-taking an active role 	<i>Community Interaction</i>
Training <ul style="list-style-type: none"> ○ Time ○ Training staff ○ Facilities ○ Increase in non-mandatory EMS training ○ Professional development ○ Training Diversity ○ Leadership training 	Professional Development <ul style="list-style-type: none"> ○ Leadership classes and training with value-based delivery ○ Funding-cost analysis ○ Career planning-coaching, mentorship, education, succession planning ○ Compensation/recognition “pinning ceremonies,” compensation ○ Staffing and roster impact ○ Past practices and changes for past/present practices 	<i>Professional Development</i>
Capital Resources <ul style="list-style-type: none"> ○ Facilities planning ○ Station maintenance-partnerships ○ Station longevity ○ Station capacity ○ Replacement plans ○ Current information technology 	N/A	<i>Capital Resources</i>
Health, Safety, and Wellness <ul style="list-style-type: none"> ○ Behavioral health ○ Diet ○ Workout equipment ○ PPE cleaning ○ Rest ○ Staffing ○ Injury prevention 	N/A	<i>Health and Safety</i>

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.

Communications

Succession Planning

Recruitment and Retention

Community Interactions

Professional Development

Capital Resources

Health and Safety



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