



FORT LAUDERDALE FIRE RESCUE

2025-2030

STRATEGIC PLAN

Committed to saving life and property through preparedness, exceptional emergency service, and active community engagement since 1912.

- Serving with Honor and
- Professionalism
- Resiliency
- Integrity
- Diversity
- Empathy



Facilitated by



Center for
Public Safety
Excellence

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

This community-driven strategic plan was developed in November 2024, 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

Al Battle	Vickie Ginton	Richard Morris	Junia Robinson	Captain Velez
John Cunha, D.O.	Leigh Ann Henderson	Fred Nesbitt	Ed Smoker	Melissa Whiddon
Brian Donaldson	Carlos Lang	Jeri Pryor	Barbra Stern	Steve Witten
Chief Ryan Gabner	Charlotte Mather-Taylor	Ryan Reiter	John Travers	

The agency stakeholder work sessions, conducted over three days, involved a group representing a broad cross-section of FLFR, as named below.

Agency Stakeholders

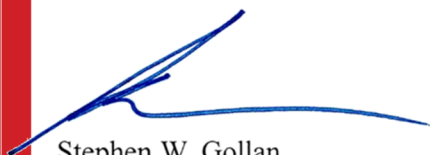
Ariel Alvarez	Ralph Edo	Desiree Makovsky	Michael Owen	Sebastian Tuff
Robert Bacic	Debra Flowers	Christian Martinez	Tracy Perusi	Jamie Waskowiak
J. Scott Bayne	Jermaine Gaspard	Jason Miller	Stefanie Silk	Robert Weiler
Brent Butler	Frank Guzman	Noah Morrisette	Shane Simcox	Katie Williams
Christopher Davis-Partridge	Aukela Holloway	Daniel Oatmeyer	Lesly St. Fleur	Gabriel Zahora
Marco De Medici	Jeffrey Lucas			

Message from the Fire Chief

Fort Lauderdale Fire Rescue is committed to developing a comprehensive community-driven strategic plan that will guide our growth and resource allocation for the next 5 years. A key component of this process is robust collaboration with both external and internal stakeholders, ensuring the plan reflects the needs and priorities of the community we serve, as well as the expertise and insights of our dedicated personnel. We recognize the importance of incorporating diverse perspectives into our planning process as the population we serve is from all walks of life.

Fort Lauderdale Fire Rescue is deeply committed to not only meeting the current needs of our community but also anticipating and adapting to its evolving demands. Our prestigious accreditations serve as a framework for continuous quality improvement, ensuring we consistently deliver the highest standards of service to meet the community we serve.

As Fire Chief, I am incredibly proud to serve alongside these brave men and women of Fort Lauderdale Fire Rescue. Their dedication, courage, and unwavering commitment to our community are truly inspiring. It is through their hard work and professionalism, combined with our pursuit of continuous improvement utilizing accreditation and community engagement, that we are able to provide the highest level of service. I am truly honored and humbled to lead this exceptional team."



Stephen W. Gollan
Fire Chief

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Introduction

The community serviced by Fort Lauderdale Fire Rescue (FLFR) receives high levels of professionalism and efficiency from the agency's proactive approach to risk reduction and emergency mitigation. As such, FLFR contracted with the Center for Public Safety Excellence® (CPSE®) to facilitate a community-driven strategic plan. The process utilized by 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.

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. FLFR exhibited a commitment to the implementation and execution of this plan to become more efficient and effective in alignment with its community.

Process

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

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

FORT LAUDERDALE FIRE RESCUE

Community Stakeholder Findings

- ✓ Identify, from the community 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 Stakeholders Work Session

Agency Stakeholder Work

- ✓ 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.
- ✓ Revisit the agency's current vision, considering the consensus built from the strengths, opportunities, aspirations, and desired results.
- ✓ Identify the agency's challenges and service gaps.
- ✓ Determine, by consensus, strategic initiatives for outcome-based organizational improvement.
- ✓ Develop strategic goals, SMART objectives with relative timelines, and comprehensive critical task concepts focusing on outcomes.

Agency Background



Fort Lauderdale was incorporated as a city in 1911 and designated as the seat of Broward County in 1915. Named after a series of forts built by the United States

during the Second Seminole War, the city's development did not occur until long after the end of the war. The vast history before incorporation and after was a cornerstone for the growth and change that became Fort Lauderdale. Today, with over 180,000 residents, Fort Lauderdale is known as a popular tourist destination for its climate, beaches, and nightlife. As a recipient of numerous national awards, Fort Lauderdale has an emergent residential, commercial, and industrial expansion, boosting its thriving economy.

Fort Lauderdale Fire Rescue dates to 1912 after a fire that occurred in the city's downtown district, which caused great devastation. This acted as the catalyst for supporting the purchase of the first fire equipment and the formation of a volunteer fire department. The department continued to keep pace with growth and change within the city, evolving into a career fire rescue organization.

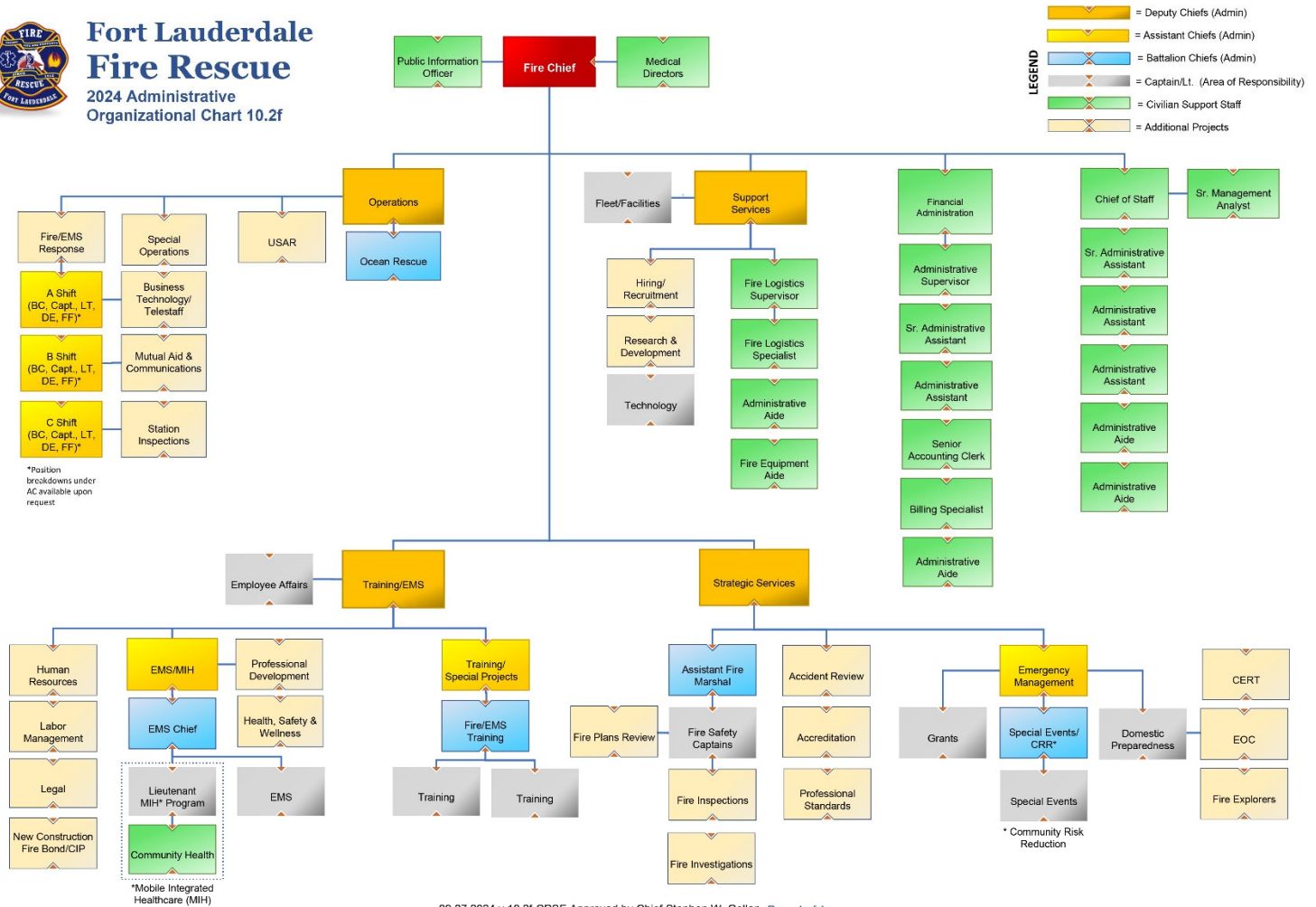


Fort Lauderdale Fire Rescue provides its services from fire stations, apparatus and ocean rescue towers strategically placed throughout the city based on risk and demand. Staffed with 518 uniformed and civilian professionals, the department provides the highest level of prevention, preparedness, and emergency response to its dynamic community. Fort Lauderdale Fire Rescue remains mission-focused, as evidenced by its accredited statuses and its ISO Class 1 rating. The department embraces excellence in all that it does and continues to be dedicated to those it serves.

Organizational Chart



Fort Lauderdale Fire Rescue
2024 Administrative Organizational Chart 10.2f



Agency Stakeholder Work Session Participants

Mission

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

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

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

**Committed to saving life and property through preparedness,
exceptional emergency service, and active community engagement
since 1912.**

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 agreed upon by the entire group.

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

Serving with Honor and
Professionalism
Resiliency
Integrity
Diversity
Empathy

Vision

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

By 2030, our organization will remain a premier fire rescue agency – a desirable place to work where we are fully staffed, highly trained, and deeply committed to serving our community. We will lead the next generation of elite emergency services, prioritizing excellence, innovation, fire prevention, public education, and the health and wellness of our personnel. Together, we will build a culture that empowers our team and strengthens the trust of those we serve.



Agency Stakeholders Work Session

Goals

Community feedback and the Strengths, Opportunities, Aspirations, and Results (SOAR) process led to the determination of strategic initiatives representing the high-level issues the agency stakeholders developed into goals. FLFR must now 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**.



Achieve an emergency management model for continuous sustained staffing of personnel during operational periods within an EOC activation.



Enhance internal communications throughout the organization to ensure that all personnel are informed, engaged, and aligned.



Develop a comprehensive training program that ensures appropriate staffing, utilizes state-of-the-art facilities, adheres to industry-leading standards, and provides dedicated time for focused learning and skill development.



Create a balanced and scalable staffing model to align the department with increased call volume and demand for services.



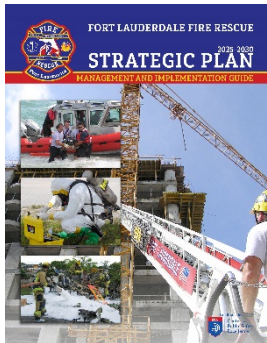
Provide guidance and structure for department members' career paths while fulfilling employee goals and the department's organizational structure through seamless transitions.



Create a community engagement program that promotes life safety, public education, and awareness through events, communication, and interactive initiatives.

Conclusion

Working with community and department members from all levels, Fire Rescue internal stakeholders developed this strategic plan ...but the work is truly just beginning. Agency stakeholders must now execute and institutionalize the plan to ensure the community's expectations and Fort Lauderdale Fire Rescue's vision remain congruent. The



accompanying **Management and Implementation Guide** will assist FLFR 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 Fort Lauderdale Fire Rescue navigate that change and futurity. The ability to pivot to meet the current environment as institutionalization and implementation occur provides a greater likelihood that the desired outcomes and efficacies will be realized as envisioned.

"...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

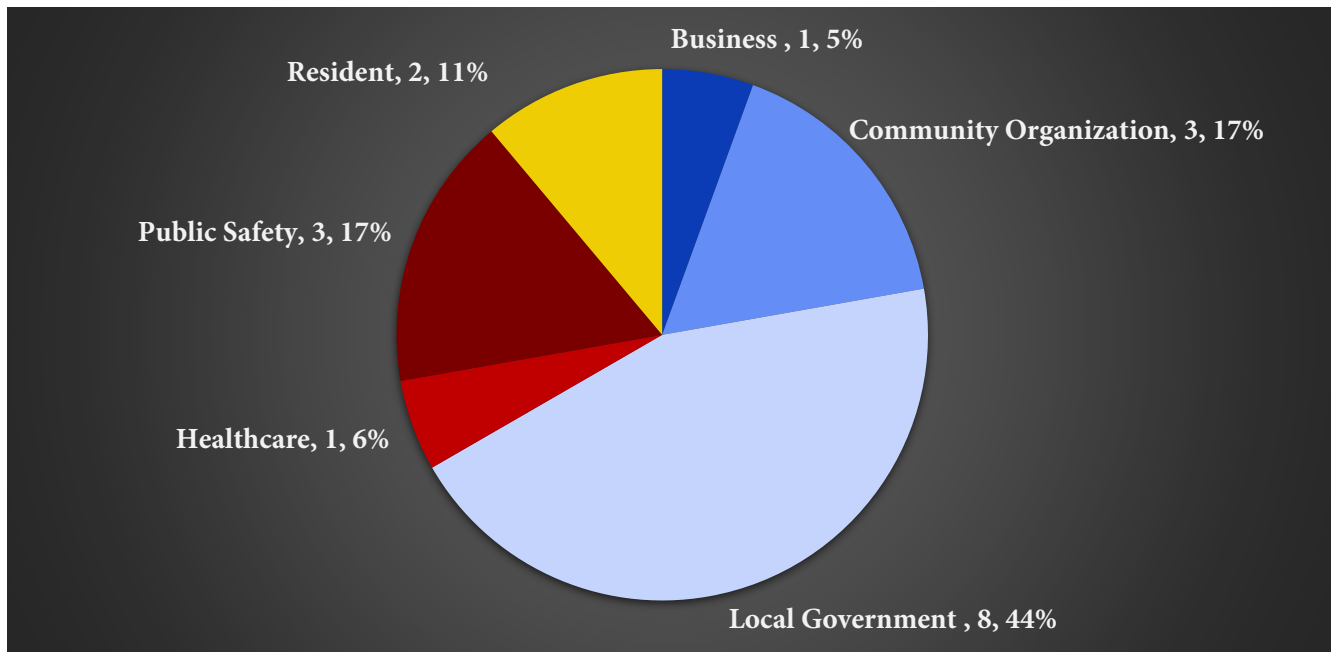


Appendices

A. Community Stakeholder Findings

Fort Lauderdale Fire Rescue demonstrates a commitment to its community via a focus on community input and satisfaction. A community stakeholder session was held to gather feedback from the respondents on the 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 FLFR. 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 Fort Lauderdale Fire Rescue (in priority order)

1. Meeting the standards for emergency response times. Continue to improve response times. Timely response to 911 emergency, time is important. Respond to emergencies in a timely manner. Speed of service-response times. Timely response for land and water side. Respond to emergencies in the allocated time frame. (34)
2. To understand the unique needs of different populations and provide training to the staff. Qualified FF trained and competent, and courteous. Training and SOPS creating qualified first responders and delivery optimal care and service. Knowledgeable, fearless, always ready. Understanding there are age related issues that will occur with the Florida aging population. Have continuous education. Knowledgeable staff. Knowledge of the job and updated training. (31)
3. I expect FLFR to have the infrastructure it needs - stations, equipment, personnel, etc. Prompt and effective care and protection for the residents - provide high level of service for all residents. Service delivery is comparable to top-tier rated agencies for cities of our size within Florida. Responds to calls for service exceeding 90% customer/resident satisfaction. Exceptional service in a timely manner. (21)
4. There should be a proper amount of firefighters for the city to deliver fast and quality service. Determining the appropriate staffing levels and the location of staff to adequately address response needs. Properly staffed. (11)
5. Working with private communities to understand operation costs in changing economies. As a community provider, the partnerships we have to help vulnerable seniors work very well, and appreciate the department's proactive approach. (10)
6. Have presence in community to educate public on fire safety and medical awareness, such as hands-on CPR, Stop the Bleed, etc. Maintain public trust. Continuous interaction with community. Community education and alternatives to reduce unnecessary 911 calls. (8)
7. Professionalism. All staff treated equally in a non-discriminatory manner. Discriminatory. Professionalism. (8)
8. Equipment to meet situation. Up-to-date equipment. Properly equipped. (7)
9. The services provided by a fire rescue organization are not cheap, but responsible spending is always a concern. Pay and benefits. (6)
10. Keeps the community safe and informed with respect to public safety and emergency protocols for natural disasters. The department does an excellent job of following up with us after a client has been referred. (4)
11. Growth of technology and staffing. (3)
12. Use new technology, drones, thermal imaging, enhanced connectivity, etc. (3)
13. Do quality controls on medical and fire calls. (3)
14. To be willing to be flexible with corrective measures. (3)
15. Exploring ways to deliver medical responses, look at what other agencies are doing across the country. (1)
16. Continue to provide lifeguards and personnel at our beaches. (1)

Areas of Community Concern about Fort Lauderdale Fire Rescue (verbatim, in priority order)

1. Policymakers (city and county) providing the resources (\$) the department needs. Fire department is undervalued/under-budgeted by the city. Adequate funding in general. Rising fiscal impact. Funding adequately to make sure we handle our staffing and equipment needs. (19)
2. Ability to grow operations at a pace of growth of city. With a growing population we should have more firefighters and more stations. The growth of the department is able to keep up with the city's growth. Increased demand as population grows and ages. Growth is increasing traffic increasing response times. (17)
3. Mental health, suicide, etc. Safety of firefighters - health. FF/medic burnout and compassion loss associated with it. FF/medic wellbeing. Health of our firefighters with knowledge of increased PFOS exposures. Staffing hours with health concerns as a priority for our firefighters. (16)
4. I am concerned about future staffing as South Florida grows. Maintaining staffing levels and qualified firefighters. Affordable. How will FLFR remain competitive? Staffing should be on every FDs radar, considering the upcoming cyclical shortage of fire department staffing. Adequate personnel to meet future growth. (15)
5. Fire and medical response times. Poor response times due to environmental issues (traffic, placement, staffing capacity). (10)
6. The effectiveness and planning to handle at-large population, and substance abuse disorder population with the January deadline approaching. The failure of the city to plan for the impact on the department as we as a city grow. (8)
7. Aging infrastructure and equipment provided to our department. EOC should be modified to accommodate a "resting/sleeping" area for EOC participants, sometimes we are here for shifts greater than 24 hours. (8)
8. Fire rescue staff fatigue - long hours and higher level of call volume with new law. Turnover in EMS Bureau. Recruitment with the trajectory of society, I am concerned with the future of recruitment. (7)
9. There is a need to have the floodplain administrator present when the EOC is activated. They have access to state and federal resources that could be utilized during and immediately after storm /flood events. (5)
10. More diversity in command staff for women and minorities. (5)
11. Political. (5)
12. The impact of the growing homeless population and the demand on FLFR response. Growth in unhoused individuals; extra medical emergency calls, which are not true emergencies. (4)
13. Climate change and sea level rise impacts on public safety. (3)
14. Fighting EV vehicle fires. (3)
15. Having modern equipment and training. (3)
16. Not promoting by value-based standards vs quota or equality standards. (3)
17. Discriminatory. (3)
18. Morale. Internal morale is low. (2)

19. Succession and personnel replacement. (1)
20. Making sure that we are doing enough outreach mentoring to young people in the minority community. (1)
21. Dependency on outside agencies on communications during EOC operations. (1)

Positive Community Comments about Fort Lauderdale Fire Rescue (grouped, verbatim, in no order)

- Comprehensive services.
- Highly trained personnel.; Training and preparation for an emergency.
- Focused on fire prevention.
- Community outreach and building relationships.; Community outreach.; Willingness to get to know owners/stakeholders they serve.
- Community involvement is good.; The department has excellent community engagement. Always willing to assist when asked.; Willingness to help owners with resolutions vs dictating.
- Community-driven decisions.; Public input.; The department's commitment to a community-driven approach is commendable.
- Knowledgeable.; Extremely professional and knowledgeable.; Representatives are always professional and courteous when interacting with the public.
- Leadership that cares about the mission and the community.; Leadership development structure.; Aggressive leadership.; Leadership is and has always been top-notch, well respected.; Competent leaders.; Leadership is strong and active with rank and file.; Leadership has active role in Broward County firefighter/EMS issues.; Engaging management staff.
- Using technology and data to inform decisions.
- Ability to respond in certain and uncertain conditions.
- The medical director is innovative, aggressive, and very engaged with community partners.
- Commitment to helping vulnerable individuals. The team is clearly caring and committed to helping the seniors they come across who are in need, and they are proactive in letting us know they need help with a client.
- #1 Chief Gollan – extremely reachable. Similarly with staff.
- Proactive, future/forward-thinking.
- Social media presence.
- Invested personnel and organizational culture.
- Fiscally strategic, mission-focused, and great community support.
- Investing time with owners to explain reasoning for certain code issues.
- Partnership with other agencies.
- Conditioning to different (all types of) environments.

- Great public presence.
- Opportunity to grow.
- Firefighters/medics make great decisions in medical cases in general.
- Great responses and times.
- Community training for CPR/AED.
- Strong department – makes me feel safe 24/7 – anywhere in the city.
- Organized.
- The department does an excellent job encouraging and supporting people to pursue promotional opportunities.
- Positive image with most residents.
- New fire stations.
- Access to fire staff in the community.
- Involved in youth and student learning.

Other Community Comments about Fort Lauderdale Fire Rescue (verbatim, in no order)

- Excellent emergency management – both preparedness and response.
- Continue to work in collaboration with surrounding FD. No need to work in silos.
- Terrific top-down leadership – well done.
- The length of service many people have is a testament to how the department is run.
- The fire department should host a fire academy course (5-6 weeks) for the community to educate.



Community Stakeholders Work Session

Things the Community Feels Fort Lauderdale Fire Rescue Should Change (verbatim, in no order)

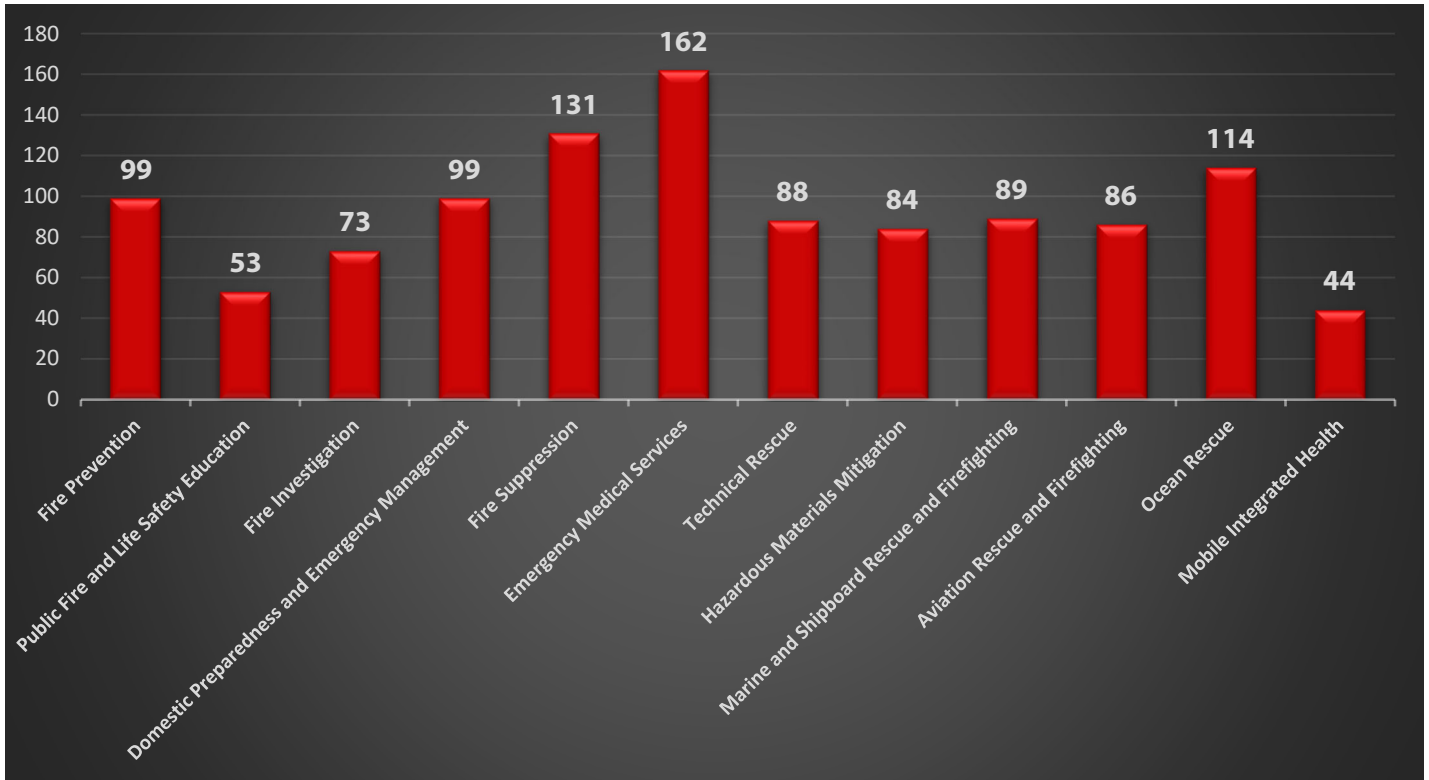
- Approach to station build-out. The majority of calls are paramedic-related. Smaller stations and reduced footprint. Think nimble.
- See “concern” item 1
- All fire departments need more collaboration with other adjacent fire departments. No need to duplicate services.
- Three-person rescues, four-person engines.
- Code issues impacting unnecessary costs to private owners.
- Speed of which they procure items they need (more of a commission item).
- Get continuity in the EMS chief position.
- Equal promotional opportunities.
- Cronyism culture.
- Allocating personnel by location to help response times.
- Communication tools.

Things the Community Feels Fort Lauderdale Fire Rescue Should NOT Change (verbatim, in no order)

- Commitment to continuous quality improvement.
- Current EOC training and exercises are essential to our readiness level and our ability to respond.
- Continue to be innovative.
- Your commitment to helping vulnerable older adults.
- Outstanding public interaction.
- Real life safety issues.
- The way they work together with other departments and the community.
- Leadership.
- Onboarding process for new firefighter/medics.
- Response time and professionalism of firefighters.
- Commitment to the community.
- Trying to reduce unnecessary 911 calls.
- Community engagement.

Community-Prioritized Programs

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



B. Agency Stakeholder Work

Agency stakeholders representing the various segments of FLFR attended a three-day work session to review the community feedback, revise the agency’s mission, values, and vision, 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 agency’s mission, values, and vision. 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.

Strengths

Highly trained personnel – operations and administration	Employee mental health acceptance to include chaplaincy, peer support, therapy K9, EAP
Customer service and professionalism	
The existence of youth programs (such as summer camp, CERT, and Jr. lifeguard) provide an introduction to the Fire Explorer program and potential pathway to recruitment.	Employee physical health programs such as LifeScan, FF Cancer Initiative, mental health PTSD bill, updated gym equipment and health and safety committee and research and development to have appropriate PPE and workers comp case manager (excluding prevention)
Camaraderie – a commitment to one another, holding each other accountable.	
Culture – aggressive nature, tenacity, work ethic, initial training, continued education, going the extra mile, and handling call volume	ePCR/RMS program has given the department a more robust data analysis info pool to take data from and in real-time adjustments when needs are identified
Accreditation – ISO 1, CFAI, CAAS, EMAP	Good labor/management working relations
Reputation – industry leader/known brand, knowledge	Special response teams are well-trained.
Employee opportunities – career growth, specialties, promotional advancement	The fire chief has a good community presence with events, and the new PIO position.
Competitive operations personnel salary (top-tier in the county), good benefits package, and good pension aid in recruitment and retention	Fleet management has improved to limit units out-of-service time and uses units that are out-of-service training to do repairs.
Strong organizational family culture	Proactive and hands-on leadership
A strong relationship with medical director	Well-established SOPs and protocols
Modern fleet replaced through an annual plan	Relationship with neighbor departments
Data-driven – FLFR is uniquely able/capable in data capture, analysis, management, and reporting for planning, budgeting, meeting records requests, etc.	Receptive leadership, open to feedback
	Strong logistical support – adaptability

Opportunities

Increase training through hands-on and innovative ways.

Proactively identify needs by bridging communication with external stakeholders.

Identify internal critical assets and implement a replacement plan.

Increase grant opportunities to secure unfunded resources.

Collaborate with public-private partnerships to enhance services and demand.

Increase partnership with healthcare facilities to improve situational awareness.

Identify new development and impact fees for public safety.

Assign mobile units to high-volume areas and/or during peak load times.

Station upkeep

Capitalize on alternative funding sources and methods to improve cost efficiency.

Partnership with training and educational institutions for professional develop

Utilization of social media for public engagement and recruitment

Enhance/expand structure, salaries, and opportunities of/for administrative staff – sworn/non-sworn (EMS, training, all bureaus)

Fleet – enhancing existing fleet and reserve

MIH – expansion – more public education, comprehensive staffing

Professional development for all ranks

Streamline the application process with a dedicated and funded recruitment team.

Expand targeted focus on tactical fire and EMS training to include soft skills.

Improve the evaluation process to meet the needs of the fire department

Acquire and maintain the payroll system to ensure functionality that meets department and city needs.

Re-establish operations EMS supervisor role.

Create a pay and benefits package for administrative staff that mirrors the sworn personnel’s outcome success on recruitment and retention.

Build an administrative succession process that includes a clear understanding of roles and responsibilities.



Agency Stakeholders Work Session

Expansion of current facilities to meet growing needs

Physician providers on staff for critical incidents and mental health

Public education – no dedicated staff, no dedicated infrastructure

Expand the EOC facility (sleeping quarters, kitchen) and staffing to address current and future needs/risks.

Consider an altered shift schedule (42-hour work week) to address mental health, longevity, work-life balance, and decrease cancer exposure and sleep deprivation.

Expand Ocean Rescue to unguarded beaches.

Technology/IT – infrastructure security and advancing equipment

Expand EMS/training personnel.

Dedicated staffing who can effectively manage the size and scope of special events requests, logistics, and billing.

Dedicated civilian staff member for grant writing and management

Complete filling positions from reorganization efforts, including prevention billing staff.

Dedicated IT personnel specializing in understanding all fire-specific platforms

Establish a succession plan.

Establish an administrative onboarding process that includes a practical understanding of the impacts of administrative and operational functions.

Establish a program manager position for physical resources.

Aspirations

Appropriately staffed training bureau of persons per national standards.	All stations have two rescues to reduce high call volume workloads.
Fully functioning training facility to include tower, classrooms, burn building, lake, and drivers course.	Work from home and initiatives to be cutting edge place of employment.
In the next five years, we aspire to have a fully staffed EMS Bureau to include operations EMS supervisors and EMS career pathways.	Properly placed stations and rescues to decrease response times and limit crew burnout that will increase unit availability.
In the next five years, build a Public Educator Bureau that works throughout the community on Stop the Bleed, CPR, Safe Swim/Drowning Prevention, Fire Safety, EMS Awareness of Stroke/Cardiac/OD, as well as including a therapy dog that can be deployed to stations/scenes and hospitals.	Increase administrative support to increase productivity and meet agency demand. Full-time specialty teams that have dedicated staffing. Full healthcare coverage for all active and retirees. Initiate healthy workplace certification.
Have an EMS simulator lab that uses RMS (AI) data points that can automatically assign targeted training to maintain the highest training standards for EMS.	Special Events Bureau with new/state-of-the-art equipment with high-end enclosed temperature-controlled medical carts.
Assessment fee for medical services (special district) – to fund the unfunded.	Develop mentoring programs for all ranks, bureaus, and special assignments.
Civilian project manager who will oversee station construction and maintenance that will deal with the day-to-day inspections and maintenance.	Generate revenue through enterprise opportunities – fire department-managed urgent care clinic, fire academy, and state certification.
Increased staffing and training in fire prevention to meet the needs of the changing and growing city/infrastructure (plans review and changing codes and standards) (this will increase revenue).	In five years, build an operations deployment matrix that includes a four-person engine that meets NFPA standards, improving the outcomes for effective response force performance and improving firefighter scene safety.
Residential fire sprinkler program – to reduce fires in SFRs.	Simplify union contract to enhance efficiency.
Fully staffed EOC – every department, always ready.	Dedicated training equipment to keep operations stocked.
Dedicated quality control staffing – to review EMS/fire reports.	More operations vacation slots to meet the benefit number of hours accrued.



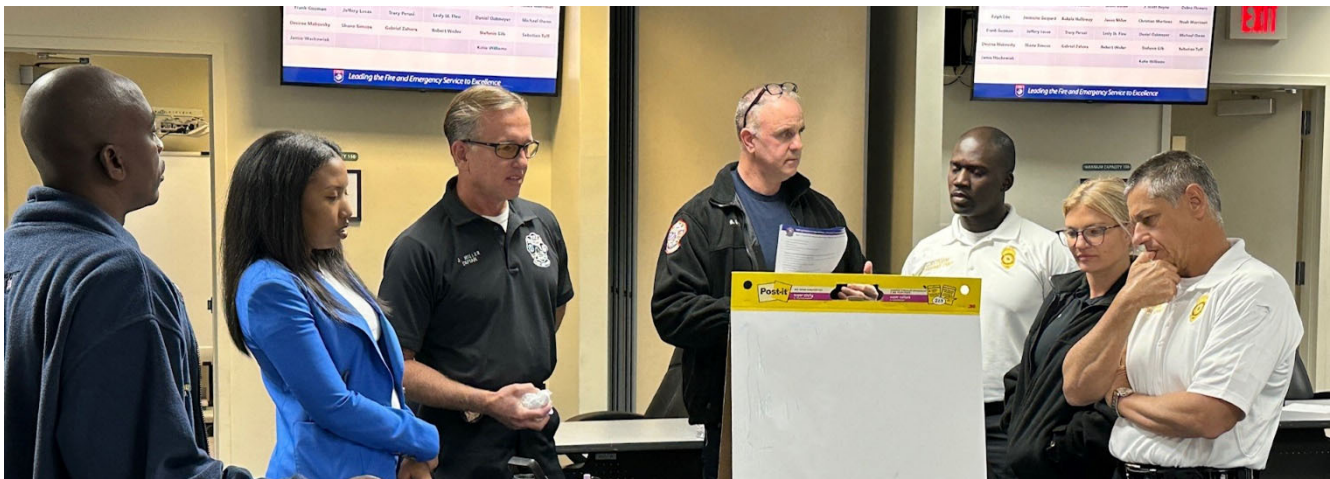
Agency Stakeholders Work Session

Results

Group 1	Group 2	Group 3
<p>ASPIRATIONS</p> <ul style="list-style-type: none"> - Generated enterprise fund revenue for fire training facility, urgent care, and fire academy. - Four-person engine will meet OSHA and NFPA standards for 2 in 2 out, more personnel to incidents, and fewer vehicles. - Mentorship program to assist in succession plan. - Accountability and inspection of contractor/vendor repairs on FD facilities (civilian project manager). <p>STRENGTHS</p> <ul style="list-style-type: none"> - Incident outcomes are positive. - Utilization of time on task is reduced. - Positive interactions with the public are documented and frequent. - Reliable fleet, new apparatus, new tech., less downtime. <p>OPPORTUNITIES</p> <ul style="list-style-type: none"> - Reduce death and injury through Bystander CPR, Stop the Bleed and Fire Safety education. - Station upkeep, higher morale, healthy environment. - Constant monitoring of weather and environment. - Correct ratios for efficiency in each bureau. 	<p>ASPIRATIONS</p> <ul style="list-style-type: none"> - Training facility – create revenues, proper training, meeting NFPA and OSHA standards (fire academy fund). - Healthy workplace certification – ensure and validate that the city values a safe workplace. <p>STRENGTHS</p> <ul style="list-style-type: none"> - Our robust peer support, EAP, and chaplain program. - Numerous instances of early detections. - Resolving issues before they become problems, increasing morale, transparency, and inclusion. - Competitiveness, community outreach. - Being data-driven helps increase efficiency and identify gaps. - Neighboring departments – reduced response times and duplicate efforts. <p>OPPORTUNITIES</p> <ul style="list-style-type: none"> - 42-hour operations schedule- improved mental health and wellness, quality of life, increased cost to city, increased quality of service. - Training – more effective and qualified services, increasing confidence, competence, and patient outcomes. - Identify needs – proactive budgeting and having resources available when they are needed. - Bridge communication – real-time feedback and buy-in supporting the needs. - Grants – financial gaps will be addressed; matching funds impact the budget. - Mobile units – reduced response times. - Partnerships/training – have access to higher education and department programs. - Cut costs – use funds to fund new needs. 	<p>ASPIRATIONS</p> <ul style="list-style-type: none"> - Fully staffed training, enabling the department to reach the minimum industry standards. - A training facility, allowing for revenue generation via offering a variety of classes and will meet department ISO standards. - A fully staffed EMS Bureau will allow the most current innovative EMS techniques and enable a more robust QA process that will, in turn, allow the department to become better paramedics. - A Public Education Bureau to improve community involvement and support, helping to save lives throughout the community. - A full-time array of specialty teams will decrease the overall strain on operations and make more time for proficiency training. - A state-of-the-art EMS sim lab to improve the skills and knowledge of EMTs and paramedics to save more lives within the community. <p>STRENGTHS</p> <ul style="list-style-type: none"> - Availability by peers/chaplain/K9 for crisis response after increased requests by members. - Through nationwide awareness of physical fitness and cancer by receiving grants for equipment/LifeScan/training and meeting standards for accreditation. Workers’ Comp case manager came to life due to labor/management improved WC treatment for FF and reduced OT costs. <p>OPPORTUNITIES</p> <ul style="list-style-type: none"> - Through professional development and mentorship, personnel will be more prepared to perform accordingly in their positions when promoted - More grant awards to bring in equipment/people/programs. - Improved patient outcomes by having increased ROSC rates, a whole blood program, and more oversight of crew performance. - Improved morale by not stressing over money and hours available for sick/vacation. - Increase revenue, provide the community a single point of contact for questions, and allow sworn to focus on their jobs more. - More efficient and focused use of special events staff.

Programs and Services

It is imperative that agency stakeholders distinguish between the core deliverables (programs and services) provided by Fort Lauderdale Fire Rescue 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, CPSE provided guidance and gained consensus understanding with the entire group so that the difference between the deliverables and the supporting functions were understood.



Agency Stakeholders Work Session

Challenges and Service Gaps

After analyzing data and reviewing 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 Fort Lauderdale Fire Rescue. Each challenge or gap listed is accompanied by the causal effects determined by the two groups. They are then linked to the strategic initiative identified by the agency stakeholders.

Group 1	Group 2	Initiative Link
<p>Community Engagement</p> <ul style="list-style-type: none"> ○ Decreased staffing – dedicated ○ Decreased funding ○ Decreased expertise ○ Increased risk ○ Increased demand ○ Increased demographic variables ○ Decreased vision and priority <ul style="list-style-type: none"> - Public education - Facilities and props 	<p>Community Engagement</p> <ul style="list-style-type: none"> ○ Transparent communication with the community ○ Staffing ○ Lack of events/interactions (CPR, Stop the Bleed, fire safety) ○ Missing community engagement therapy dog ○ Outdated website ○ Disconnect of FRAC and Marine Advisory Board ○ Education to community about resources 	<p>Community Engagement</p>

Group 1	Group 2	Initiative Link
<p>Staffing</p> <ul style="list-style-type: none"> ○ Increased workload across all divisions ○ Increase in new positions (Lt) ○ Decreased funding ○ Decreased administrative staff ○ Increase grants ○ Decreased political support ○ Increased service demand ○ Decreased administrative pay rates ○ Decreased standards versus NFPA ○ Increased mutual aid <p>Recruitment</p> <ul style="list-style-type: none"> ○ Increased retirement ○ Decreased training ○ Increased vacancies – regionally ○ Increased cost of living ○ Decreased cross-training ○ Increased staffing demand ○ Decreased funding versus need ○ Decreased streamlined hiring process 	<p>Staffing</p> <ul style="list-style-type: none"> ○ Industry best practice (operations, administration, prevention, logistics, training, EMS) ○ Recruitment (quality candidates) ○ Administrative positions (filling positions that have been vacant or dual-rolled) ○ Prioritization of filling operations versus support staff ○ Budget ○ Quality of life (overwhelming call volume) ○ Lack of planning for growth ○ Reactive versus proactive 	<p>Staffing</p>
<p>n/a</p>	<p>Communication</p> <ul style="list-style-type: none"> ○ Lack of internal communication between city services ○ Consistency ○ Content ○ Disseminated ○ Disconnected ○ Too much information waters down the big-ticket items ○ Outdated 	<p>Internal Communication</p>
<p>n/a</p>	<p>Training</p> <ul style="list-style-type: none"> ○ Understaffed training bureau ○ Growth in lower ranks ○ Funding (OT cost to efficiently provide training) ○ Resources ○ Facilities ○ Planning (working around full shift calendar) ○ Lack of training of non-operations personnel ○ Time for training ○ No solid succession/mentorship program to move to different positions ○ Call volume 	<p>Training</p>

FORT LAUDERDALE FIRE RESCUE

Group 1	Group 2	Initiative Link
<p>Emergency Management</p> <ul style="list-style-type: none"> ○ Decreased facility size ○ Decreased staffing – departmental/administrative/sworn ○ Decreased funding ○ Increased training demand – internal ○ Increased political influence ○ Increased activations ○ Decreased communication cohesion ○ Increased silos – city departmental ○ Decreased departmental cooperation ○ External threat dissemination 	<p>n/a</p>	<p>Emergency Management</p>
<p>Internal Succession Plan</p> <ul style="list-style-type: none"> ○ Increased retirement ○ Increased lieutenant positions ○ Decrease in qualified candidates ○ Decreased professional development/training ○ Decrease in identifying staff needs ○ Increased service demand ○ Decreased administrative/support staff ○ Decreased priority ○ Decreased funding 	<p>Succession Planning</p> <ul style="list-style-type: none"> ○ Rapid attrition ○ Lack of mentorship ○ Lack of guiding documents for standards ○ Records management ○ Recruitment challenges ○ Lack of interest ○ Lack of knowledge of positions ○ Flexibility (schedule) ○ Lack of training required for positions 	<p>Succession Planning</p>

The following information is raw data from the deliberation of the two workgroups that are *not* linked directly to a strategic initiative but remain important. The department is best served to understand and embrace this other information as it moves forward for deliberative purposes and consideration of support of the strategic initiatives.

Group 1	Group 2	Topic
Fleet <ul style="list-style-type: none"> ○ Increased cost ○ Decreased availability ○ Decreased reserves ○ Increased wear and tear ○ Increased specialty equipment demand – tools/accessories ○ Increased need for specialty vehicles – new and existing ○ Increased downtime ○ Funding 	n/a	Fleet
n/a	Service Delivery <ul style="list-style-type: none"> ○ Response time (TRT) ○ Sufficient units to respond ○ Equipment ○ Training ○ Availability of units ○ City growth 	Service Delivery
Ocean Rescue <ul style="list-style-type: none"> ○ Increased workload ○ Decreased part-time/full-time ○ Increased turnover ○ Decreased pay scale – part-time/full-time ○ Decreased facilities ○ Increased environmental hazards ○ Increased seasonal demand ○ Increased special events on the beach ○ Increased population on unguarded beaches ○ Decreased funding 	n/a	Ocean Rescue

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.

Community Engagement

Succession Planning

Staffing

Training

Internal Communication

Emergency Management

Final goals with complete objectives, tasks, timelines, and assignments are included in the separate **Management and Implementation Guide**.



2025-2030 STRATEGIC PLAN