



# CAPE CORAL FIRE DEPARTMENT

2025-2030

# STRATEGIC PLAN



Facilitated by



Center for  
Public Safety  
Excellence

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

This community-driven strategic plan was developed in April 2025, 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**

|                |                   |                |                       |
|----------------|-------------------|----------------|-----------------------|
| Benjamin Abes  | Jacquelin Collins | Jennifer Davis | Rabbi Yossi Labkowski |
| Lynn Boldissar | Heather Cross     | Paul DiCicco   | Kim Taylor            |
| Brand Chenault | Joseph Davis      | Julie Ferguson | Marco Villalobos      |

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

### **Agency Stakeholders**

|                  |                 |                  |                  |
|------------------|-----------------|------------------|------------------|
| Dave Arnold      | Mike Hannon     | Matthew Makar    | Randy Novak      |
| Nick Bonnici     | Mike Harper     | Greg Markley     | Jason Orellana   |
| Ryan Connelly    | Jason Huffman   | Luis Medero      | Charles Raborn   |
| Dale Deleacaes   | Carrie Lafferty | Brandon Morris   | Hillary Reichert |
| Alex Esteves     | Jordan Lowther  | Mark Muerth      | Mike Russell     |
| Lora Guglielmini | Andrea Lowther  | Matthew Nadelman | Mark Solich      |
| Robert Guillery  | Kierstan Lynch  | Nicholas Newman  | Jake Williams    |

# Message from the Fire Chief

I am pleased to present our new Strategic Plan, a roadmap that reflects the dedication and collaboration of our department and community members. This plan is designed to guide our efforts over the next five years, ensuring we continue to deliver the highest quality emergency services, emphasize our personnel's well-being, and adapt to the evolving needs of those we serve.

Rooted in our mission to save lives, protect property, and serve the community through risk reduction and emergency response. This plan embodies our commitment to public safety and community service. Guided by our vision to be the leader in fire and emergency services by empowering our people, embracing innovation, and honoring our mission to protect what matters most, we are determined to set the standard for excellence in our field.

Through a comprehensive community-driven planning process, we have identified seven key goals to strengthen our organization, improve our response capabilities, enhance community outreach, develop our culture, provide exceptional training, find efficiencies through technology, ensure our assets meet our needs, and support our personnel's professional development and well-being. Our commitment to service, integrity, and innovation remains unwavering, and this plan will help us focus our energy on growth and continuous improvement.

I am grateful to everyone who contributed to this plan and proud of the men and women who serve our community daily. Together, we will achieve the shared goals outlined in this plan and continue striving for EXCELLENCE through the CAPE way of Commitment, Accountability, Professionalism, and Excellence.

Thank you for your ongoing support and trust.

A handwritten signature in black ink, appearing to read 'Michael Russell', with a stylized, flowing script.

Michael Russell  
Fire Chief

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# Introduction

The community serviced by the Cape Coral Fire Department (CCFD) receives high levels of professionalism and efficiency from the agency's proactive approach to risk reduction and emergency mitigation. As such, the CCFD contracted with the 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. The CCFD 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 the Cape Coral 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, 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 represent the embrace of transition away from how an organization has always done things, seeking to find efficiencies 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 Cape Coral Fire Department'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 the CCFD truly benefit from the process and realize its ultimate vision.

## 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 those that 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, service gaps, and causal effects through a thematic sifting process.
- ✓ Determine, by consensus, strategic initiatives for outcome-based organizational improvement.
- ✓ Develop strategic goals, SMART objectives with relative timelines, and comprehensive critical task concepts focusing on outcomes.



**Agency Stakeholders Work Session**

## Agency Background

Cape Coral, located in Southwest Florida, is a coastal community in Lee County, with a population of 224,000 over 120 square miles. Forecasts suggest growth to over 450,000 in the next several years. Established in the 1950s and incorporated in 1970, Cape Coral is Florida's third-largest city by area and tenth-largest by population.

The need for a fire department arose in the early 1960s, culminating in a 1962 referendum to create a county fire district. The first fire station opened in September 1963, and the first fire truck was ordered in January 1964. The City of Cape Coral was incorporated in 1970, leading to the establishment of its dedicated fire services in subsequent years.



The Cape Coral Fire Department (CCFD) is committed to professionalism and efficiency in serving the community through proactive risk reduction and emergency mitigation. To enhance its services and create a community-driven strategic plan, CCFD partnered with the Center for Public Safety Excellence® (CPSE®), highlighting the

importance of community feedback in the plan's development.

Community-driven strategic planning signifies a shift from traditional methods, emphasizing the identification of efficiencies and meaningful outcomes. The resulting plan serves as a roadmap for measurable results, fostering internal harmony among agency stakeholders and ensuring that substantive changes align with community priorities.

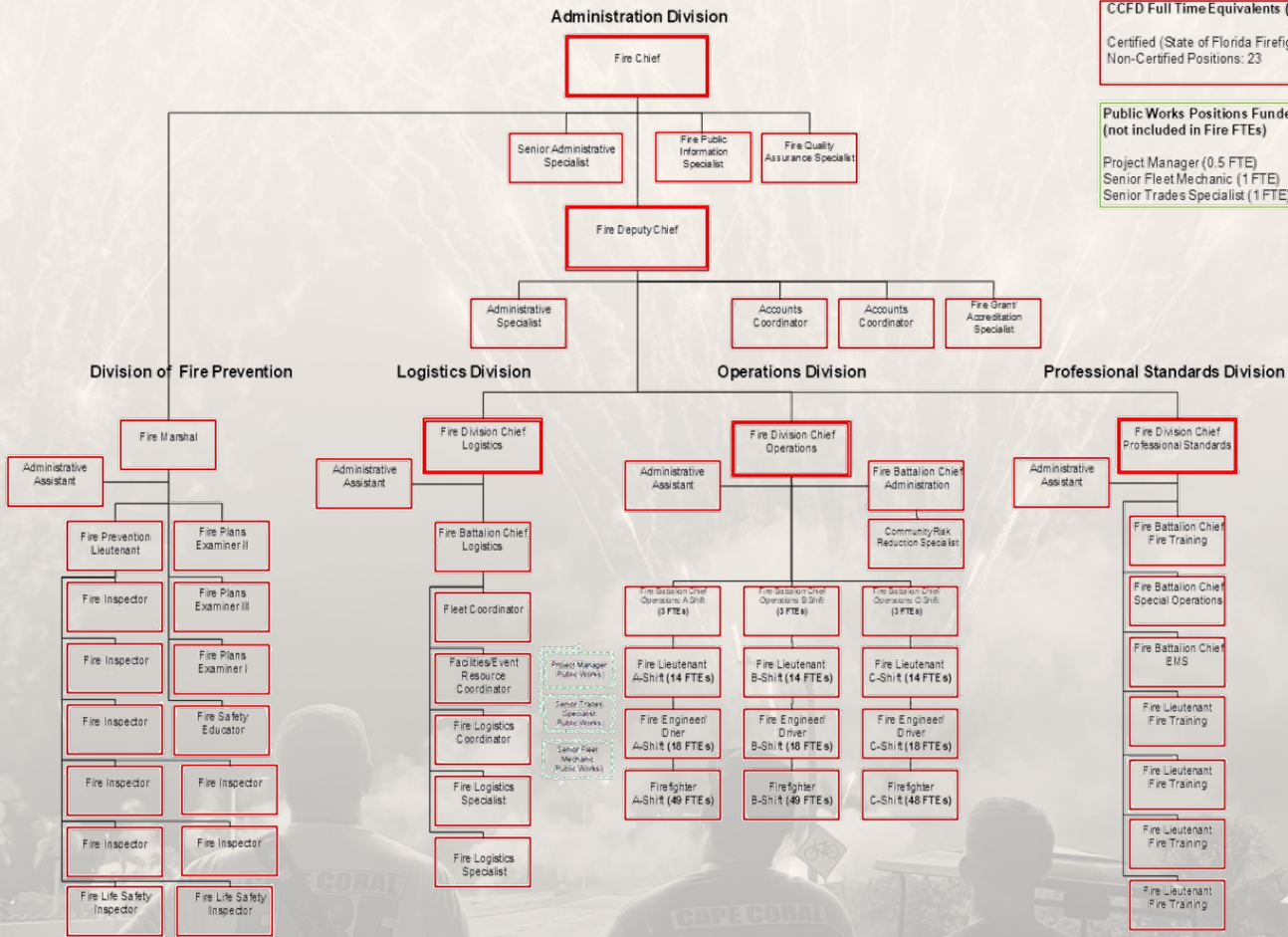


From its modest beginnings, the department has become one of the most respected among its peers in Florida. The Cape Coral Fire Department is a fully career fire department. Services are provided from 13 fire stations, with 297 full-time personnel providing structural and wildland fire suppression, medical first response, basic and advanced life support, fire prevention programs, hazmat, and technical rescue services to the city. The daily minimum staff is 64 personnel, including 3 Battalion Chiefs. The department responds to approximately 30,000 calls for fire suppression, emergency medical services, rescue, hazardous material incidents, and service calls annually.

Organizational Chart



Cape Coral Fire Department  
Fiscal Year 2025 Organizational Chart





Agency Stakeholders Participants

## Mission

The mission provides an internal aspect of the existence of an organization and, to a degree, empowers consideration for all CCFD 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 an existing mission. After ensuring it answered all questions, the following mission statement was revised, discussed, and accepted by the entire group:

**To save lives, protect property, and serve the community through risk reduction and emergency response.**

## Values

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

**We are entrusted with a noble duty to our Cape Coral Fire Department family and our community through the **CAPE** way:**

**Commitment:**

Dedication to the health, safety, and well-being of all we serve.

**Accountability:**

Actions that uphold the trust of ourselves, our members, and our community.

**Professionalism:**

Working in unity to provide compassionate service with integrity and respect.

**Excellence:**

The pursuit to be the best in everything we do.

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

## Vision

An organizational vision exists to keep all agency members focused on the successful future of the Cape Coral Fire Department and to guide quality changes and improvement in alignment with the community. In support of the futurity created within the community-driven strategic planning process, CPSE facilitated the creation of the CCFD's vision for the future. The agency will support the reality of this vision through successful plan implementation and goal achievement.

**The Cape Coral Fire Department will be the leader in fire and emergency services by empowering our people, embracing innovation, and honoring our mission to protect what matters most.**



**Agency Stakeholders Work Session**

## Goals

Community feedback and the SOAR process led to the determination of strategic initiatives representing the high-level issues the agency stakeholders developed into goals. The CCFD 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 the Management and Implementation Guide.



**Improve the health and wellness of all department members through comprehensive programs designed to foster a healthy and resilient workforce.**



**Strengthen operational readiness to efficiently and effectively improve service delivery.**



**Develop and implement a comprehensive communication and education strategy that strengthens internal information, enhances public education, and fosters collaborative relationships with all stakeholders.**



**Foster a positive culture of safety, trust, and professionalism within the fire service by strengthening communication, empowering leadership at all levels, and reinforcing accountability through transparent actions and shared responsibility.**



**Maintain and upgrade the fire department's physical assets, ensuring all equipment, apparatus, and facilities are reliable, safe, and ready for emergency response through regular maintenance and timely improvements.**



**Implement technology to create efficiencies that promote innovation and operational effectiveness to improve the department's overall productivity.**



**Transform the training facility into a top-tier campus for foundational and advanced firefighter training, special operations, and leadership development, with improved scheduling and integration of resources to enhance training outcomes.**

## Conclusion

Working with community and department members from all levels, this strategic plan was developed...but the work is truly just beginning. Agency stakeholders must now implement the plan to ensure the community's expectations and the Cape Coral Fire Department's vision remain congruent. The accompanying Management and Implementation Guide will assist the CCFD in the mechanics of implementation. The guide is not intended to be all-inclusive; rather, it provides flexibility to ensure future success.

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

Vince Lombardi

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 department navigate that change and the future. The ability to pivot to meet the current environment as institutionalization and implementation occur provides a greater likelihood that the desired outcomes and efficacies will be realized as envisioned.

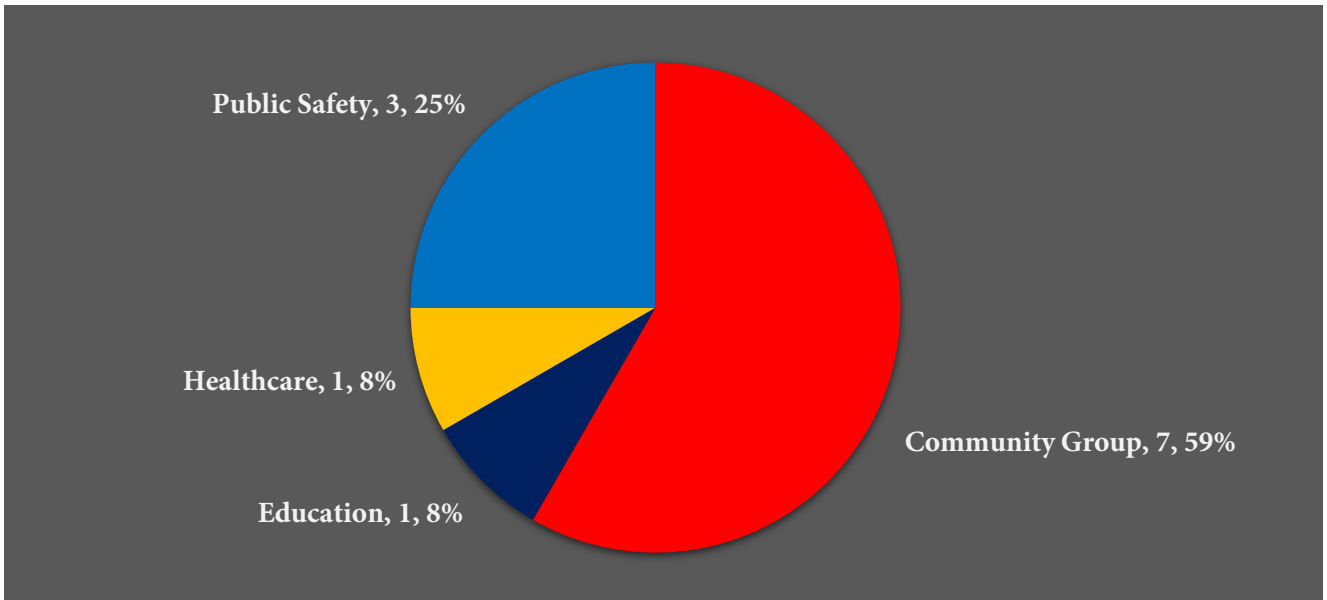


# Appendices

## A. Community Stakeholder Findings

The Cape Coral 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 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 CCFD. Expectations and concerns were then analyzed for themes and weighed. 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 as follows:

### Community Expectations of the Cape Coral Fire Department (in priority order)

1. Be ready to respond to emergencies quickly and to be constantly refining those systems and processes (fires, accidents, hurricanes, etc.). Provide rapid response and medical assistance to emergencies. They have the ability to respond to calls for service in a timely manner, despite all the traffic. Deliver fast service with well-trained and well-equipped personnel. Prompt response times to calls for service. Response times for emergencies are fast and handled efficiently. Maintain a fast and efficient response. Be able to respond to any emergency at any given time, quickly! Showing up to an emergency in a timely manner. (43)
2. They have the necessary training to do their jobs. Training. Trained professional staff are staffed to respond to calls for service. Continue to invest in equipment and training. Expertly trained staff. Cross-trained staff where applicable. (18)
3. Safely and efficiently extinguish fires in the community. Provide excellent service for fire and medical. (8)
4. Be physically, spiritually, and emotionally strong and ready to help serve the community in all areas pertaining to the department's goals and vision. (5)
5. Be compassionate when providing care. (5)
6. Preparing the community for a natural disaster and providing prompt recovery services. (5)
7. Focus on continual growth and education. As leaders get better, everyone around them gets better. They have the ability to adapt to the current and future growth of the city. (4)
8. Do their own transport service. (3)
9. Expand community outreach and education programs. (3)
10. Provide ancillary, wrap-around services, like technical rescue, hazmat response, and community education. (1)
11. Serve professionally. (1)
12. Provide feedback when concerns arise. (1)

### Areas of Community Concern about the Cape Coral Fire Department (verbatim, in priority order)

1. Do we have enough staff to keep up with the growing population? Ability to keep up with the pace of growth in the community. Keep pace with the growth of the city. Keeping up with the population growth. Does budget and staffing support the growth the city is experiencing? Staffing. (17)
2. Service delivery, cost escalations, and the impact on the organization. That they have the personnel and resources needed to be effective. Consideration and adaptation to new future service delivery models. (13)
3. Do we have a good plan in place to be prepared for another big hurricane if one heads our way? Emphasize community preparation for natural disasters regularly, without assumptions that people know what to do or when to evacuate. Giving appropriate time to announce the time for evacuations. (11)
4. That we will be able to retain qualified firefighters. This should be a destination city, not a stepping stone to go somewhere else. Recruitment and retention. Retention. (9)
5. That they have the best-qualified person(s) in charge. I would like to be more involved with leaders who interact with your teams through quarterly meetings, etc. (6)
6. Help to change some of the building codes, where well water is used to stop building houses where they depend on tanker trucks. Fire prevention and education. (6)

7. Funding. (3)
8. Not enough emergency staff to cover when needed. (5)
9. Having the ability to change traffic signals so that the trucks can get through faster. (5)
10. Equipment not being efficient, need the latest and best. (3)

## **Positive Community Comments about the Cape Coral Fire Department** (verbatim, in no order)

- All interaction with Cape Coral Fire has been positive.
- Open house, the great involvement the firefighters share with the children.
- Christmas time, helping me with Santa breakfast, and helping with the gifts.
- I see a desire to get better and be more professional for times of dispatch.
- Personable and knowledgeable staff.
- Great at providing medical care to patients before the hospital.
- Staff work well with clinical staff in a hospital setting.
- Amazing job at helping the community.
- Professionalism.
- Strong presence in the community.
- High standards for training and readiness.
- During Hurricane Ian, the fire department set up food, water, and washing stations for the community.
- Professionalism shown by staff at all levels.
- Collaboration-driven leadership team focused on quality.
- Overall understanding of the community.
- Very engaged in the community.
- Proactive training for the future.
- They have a positive image within the community.
- They have highly trained personnel.
- Their partnership with the community.

### Things the Community Feels the Cape Coral Fire Department Should Change (verbatim, in priority order)

1. Increased education.
2. More community involvement.

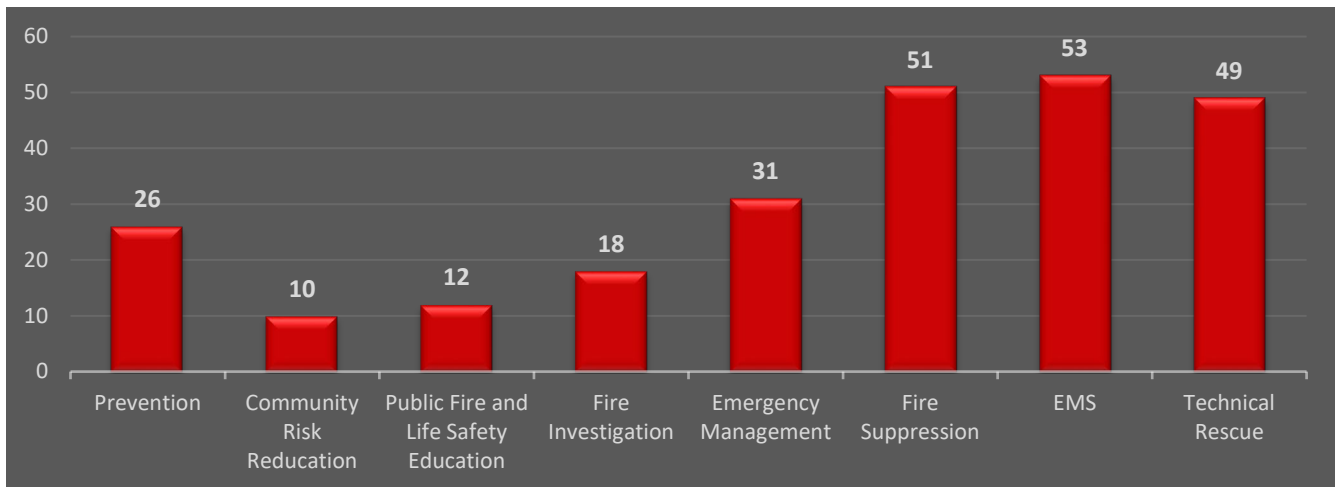
### Things the Community Feels the Cape Coral Fire Department Should NOT Change

(verbatim, in priority order)

1. Commitment to service.
2. Quick response time.
3. Commitment to continuous involvement.
4. Anything that would take away from their mission.
5. Community involvement, such as the open house.

### Community-Prioritized Programs

Understanding how the community prioritizes the agency's programs and services allows the Cape Coral 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 CCFD. The results were as follows:



## B. Agency Stakeholder Work

A group of agency stakeholders representing the various segments of the CCFD 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 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.

### Strengths

|                                                                                                     |                                                                                                            |
|-----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|
| Our council and city management support the growth in the community through equipment and stations. | Motivated and engaged new hires, resulting in a culture shift throughout the department.                   |
| The equipment is progressive.                                                                       | Technology.                                                                                                |
| Diversity of services and staff.                                                                    | Professionalism.                                                                                           |
| Self-supported, multi-hazard (boats, dive, HAZMAT).                                                 | Our culture seeks continuous improvement, such as the training tower and expanding positions and programs. |
| Diversified funding sources.                                                                        | Data-driven decision making.                                                                               |
| Strong operations and tactics.                                                                      | Interagency collaboration (public safety agencies).                                                        |
| Camaraderie.                                                                                        | Size matters: we are bigger and growing.                                                                   |
| Reputation with the public.                                                                         | Strong unions.                                                                                             |
| Community support (trust).                                                                          | Personal protective equipment.                                                                             |
| Response times.                                                                                     | Light-duty spots.                                                                                          |
| Efficiency.                                                                                         | Backbone of the city.                                                                                      |
| Disaster response.                                                                                  | Accredited department.                                                                                     |
| Mutual aid given.                                                                                   | Workforce attitude.                                                                                        |
| Willingness to adapt and change.                                                                    | Diversified backgrounds (staff).                                                                           |
| Positive community engagements and interactions.                                                    | Commitment to service.                                                                                     |
| Proactive equipment replacement methodology.                                                        | Social media presence.                                                                                     |
| Educated and well-trained staff.                                                                    | Health and wellness program.                                                                               |

## Opportunities

|                                                                                                               |                                                                              |
|---------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|
| Improve the wellness and fitness program (add value that they matter).                                        | Improve the engine and truck operational deployment and configuration model. |
| Increase and improve public relations and outreach.                                                           | Build upon and increase optimal minimum staffing.                            |
| Ability to become a destination department. Become creative with recruitment and retention.                   | Enhance our services by harnessing the power of technology.                  |
| Reimagine the personnel deployment model/ organizational structure to ensure positions are correctly aligned. | Enhance and increase collaboration with other fire departments.              |
| Enhance training and safety with the new training center.                                                     | More effective, engaged employee feedback and evaluations.                   |
| Live dashboards on websites.                                                                                  | Build better relationships with stakeholders and developers.                 |
| Improve efficiency, succession planning, and the promotional process.                                         | Leverage performance measurements for continuous improvement.                |
| Better leadership development (mentoring).                                                                    | Foster a better culture with the community.                                  |
| Provide an annual community engagement survey (internal and external).                                        | Develop better relationships between operations and administration.          |
| Value in all positions.                                                                                       | Explorer program.                                                            |
| Improvement in dispatch and facilities.                                                                       | Enhance foundational programs.                                               |
| Increase meeting facilities.                                                                                  | Allocate spots for “struggle well.”                                          |
| More proactive throughout the agency to prepare for future challenges.                                        |                                                                              |

## Aspirations

|                                                                             |                                                                                        |
|-----------------------------------------------------------------------------|----------------------------------------------------------------------------------------|
| Continuous improvement.                                                     | Dedicated mental health clinician.                                                     |
| Healthy fire department.                                                    | Enhanced risk reduction efforts.                                                       |
| Increased ALS units.                                                        | Appropriate dispatching.                                                               |
| Maintain public trust.                                                      | Strengthen public information.                                                         |
| Building high-quality facilities.                                           | Providing high-quality equipment.                                                      |
| Providing proper administrative support to operations.                      | Streamline the permitting process.                                                     |
| Medical director/clinician (mental health as needed and biannual physical). | Focus on enhancing relationships throughout the organization.                          |
| Increase the capabilities of the technical rescue team.                     | In-house training.                                                                     |
| Firefighter health and safety, wellness, career, and money.                 | Streamlined and better relationships with fire and fleet.                              |
| Logistics building.                                                         | Fleet building.                                                                        |
| Be compassionate to employees both internally and externally.               | Master the basics of the craft, ensuring we don't lose sight of our core mission sets. |
| More efficient communication within all city departments.                   | Have strong community relations before the emergency.                                  |
| Fastest, most efficient emergency medical services.                         | Mobile integrated healthcare (community).                                              |
| Emergency medical services transport.                                       | Mitigation of all types/kinds of incidents/events.                                     |
| To be an ISO class 1.                                                       |                                                                                        |

## Results

| Group 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Group 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>- Improved revenue.</li> <li>- Continuous support from the council.</li> <li>- Culture shift in the department (attitude, motivation, education, accountability).</li> <li>- Improve data collection, firefighter health, response times, efficiency, proficiency, and morale.</li> <li>- Diversity leads to increased support and in-house services.</li> <li>- Well-trained personnel and less forced overtime.</li> <li>- Safer community and increased property value.</li> <li>- Better insurance rates.</li> <li>- Safer firefighters and strong community support.</li> <li>- More positive relationships with other departments.</li> <li>- Willing to run through walls.</li> <li>- Faster resolutions of incidents.</li> <li>- Data-driven results.</li> <li>- Staff retention in hard-to-staff areas.</li> <li>- Staff longevity post-employment to improve physical and mental health.</li> <li>- A healthy department.</li> <li>- Decrease burnout, injuries, and work-life balance.</li> <li>- Able to meet the needs of the community.</li> <li>- Generate money and more people with specialized training.</li> <li>- Improve relations.</li> <li>- Decrease downtime with apparatus and equipment.</li> <li>- Improve logistics ability for operations.</li> <li>- Morale is increased.</li> <li>- Decrease burnout.</li> <li>- Longevity of firefighters and boosted morale.</li> <li>- Everything to get closer to ISO 1, more stations and staff, equals a safer community.</li> </ul> | <ul style="list-style-type: none"> <li>- Fully staffed teams.</li> <li>- Reduce injuries and maximize ISO points.</li> <li>- Injury reduction.</li> <li>- Standard improvements.</li> <li>- Reduce hours, burnout, and overtime.</li> <li>- Higher recruitment and retention.</li> <li>- Reduced workload and improved efficiency.</li> <li>- Improved response, reduction of fire loss.</li> <li>- Institute surveys and evaluate them over time.</li> <li>- Creating a plan for surveys.</li> <li>- Better, faster development.</li> <li>- Increase candidates and provide a higher level of preparation.</li> <li>- Fewer personnel issues and high survey results.</li> <li>- Survey and reduced complaints.</li> <li>- Increase social media metrics and featured stories.</li> <li>- Reduction in repair requests and out-of-service time.</li> <li>- Develop a staffing model.</li> <li>- Quicker turnaround times.</li> <li>- Reduced downtime, increasing efficiency.</li> <li>- Decreased hospital wait times, lower 911 calls.</li> <li>- Improved service times and specialty delivery.</li> <li>- Maintain focus on ATP.</li> <li>- Evaluate the survey response.</li> <li>- Increased purposeful engagements.</li> <li>- After action report on the most recent survey, plan to target ISO points.</li> <li>- Improve high-quality recruitment and retention.</li> <li>- Continuous improvement and strong culture.</li> <li>- Positive survey results and fewer complaints, social media metrics.</li> <li>- Coordinate culture.</li> <li>- Reduced service times, costs, and requests.</li> <li>- Positive culture and reduced personnel issues and injuries.</li> <li>- Reduced workers' compensation claims and lower work hours.</li> </ul> |

### Group 3

- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>- Added stations, personnel, and apparatus.</li> <li>- Decreased response times.</li> <li>- Better training.</li> <li>- Improved overall health (injuries, UL, drugs).</li> <li>- Fewer non-emergency calls (lift assists).</li> <li>- Increased level of care (advanced life support rescue).</li> <li>- More educated community.</li> <li>- Certified dispatchers.</li> <li>- Fewer health issues from personal protective equipment.</li> </ul> | <ul style="list-style-type: none"> <li>- Staying current on technology.</li> <li>- Improve response times (dispatch and stations).</li> <li>- Compare data from the previous year.</li> <li>- Swift water team.</li> <li>- More candidates for promotion.</li> <li>- Affect the culture sooner.</li> <li>- More community education.</li> <li>- Better informed department and community.</li> <li>- Better evaluations equal more validity.</li> <li>- More resilient personnel overall.</li> </ul> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## Programs and Services

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

## Challenges and Service Gaps

After sifting through data and feedback provided by community stakeholders and conducting an internal environmental scan, the agency stakeholders, by consensus and group effort, determined that the following challenges and service gaps exist within the Cape Coral 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            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| N/A                                                                                                                                                                                                                              | Health and Wellness <ul style="list-style-type: none"> <li>o Mental</li> <li>o Physical</li> <li>o Personal choices, individual, and accountability</li> <li>o Exposure risks/risk reduction</li> <li>o Diet nutrition</li> <li>o Education</li> </ul> | <b>Health and Wellness</b> |
| Deployment Analysis <ul style="list-style-type: none"> <li>o Special operations (speed and performance)</li> <li>o Depth of bench</li> <li>o Lack of technical rescue team (everything)</li> <li>o Current operations</li> </ul> | Operations <ul style="list-style-type: none"> <li>o Priorities- What are they?</li> <li>o Training</li> <li>o Priority dispatch</li> <li>o Engine/truck model</li> <li>o Officer development and mentorship</li> <li>o Station location</li> </ul>     | <b>Operations</b>          |

| Group 1                                                                                                                                                                                                                                                                  | Group 2                                                                                                                                                                                            | Initiative Link        |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| <b>Communication</b> <ul style="list-style-type: none"> <li>Workload</li> <li>Competing priorities</li> <li>Accountability</li> <li>Support services</li> <li>Managing expectations</li> <li>Permitting- relationships with buildings</li> </ul>                         | <b>Education</b> <ul style="list-style-type: none"> <li>Podcast</li> <li>Technology</li> <li>Newsletter</li> <li>Social media</li> <li>Presence</li> </ul>                                         | <b>Communication</b>   |
| N/A                                                                                                                                                                                                                                                                      | <b>Culture</b> <ul style="list-style-type: none"> <li>Miscommunication</li> <li>Misinformed</li> <li>Resistance to change</li> <li>Complacency</li> <li>Accountability</li> <li>Burnout</li> </ul> | <b>Culture</b>         |
| <b>Physical Assets</b> <ul style="list-style-type: none"> <li>Fleet maintenance</li> <li>Facility maintenance</li> <li>Lack of facility</li> <li>Standards of cover</li> <li>Location of stations</li> <li>Facility safety</li> </ul>                                    | <ul style="list-style-type: none"> <li>Availability of resources (fleet)</li> <li>Facility and fleet design (workspace)</li> <li>Infrastructure (remember)</li> </ul>                              | <b>Physical Assets</b> |
| <b>Technology</b> <ul style="list-style-type: none"> <li>Data input and output</li> <li>Applications</li> <li>Accountability and efficiency</li> <li>Accessibility to platforms</li> <li>Technology (improve, implement, safety, work together, work offline)</li> </ul> | N/A                                                                                                                                                                                                | <b>Technology</b>      |
| <b>Training</b> <ul style="list-style-type: none"> <li>Facility plan</li> <li>ATP</li> <li>Special operations</li> <li>Outside agency</li> <li>Certification</li> </ul>                                                                                                  | N/A                                                                                                                                                                                                | <b>Training</b>        |

## Strategic Initiatives

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

**-Health and Wellness -Operations -Communication -Culture -Physical Assets -Technology -Training**

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

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## **2025-2030 STRATEGIC PLAN**