April 2019

Strategic Plan
2019-2024

Cape Coral Fire Department
Cape Coral, Florida

CONSULTANT REPORT

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EXECUTIVE SUMMARY

Fitch & Associates, LLC were contracted by the Cape Coral Fire Department to provide a facilitated strategic planning process. On February 19, 20, and 21, 2019 a sixteen-member group of internal and external stakeholders completed a strategic visioning process. The process included a review of the value of strategic planning; a review of the community stakeholders' perception of Cape Coral Fire Department before and after the facilitated process; an analysis of the agency's strengths, weaknesses, opportunities and challenges; an introduction to the Commission on Fire Accreditation International fire agency accreditation process; plus, a review of the agency's desired strategic planning statements for final inclusion into a strategic plan. At the conclusion of the process, the stakeholders derived three key themes:

1. How do we continue to improve on saving lives during emergency events?
2. How do we meet the increasing service demands over the coming years?
3. How do we better market our services and demonstrate our value to our community?

From these key themes, members of the agency's command staff developed a list of 11 strategic objectives, 19 outcome measurements, and 35 supporting goals to prepare the Cape Coral Fire Department to meet the needs and expectations of their community and remain a "value-added" organization into the future.

PURPOSE OF STRATEGIC PLANNING

Strategic planning is an intentional process by which an agency or organization surveys the industry trends; the customer's needs and wants; the current and future available resources; and the current and future capabilities of the agency to determine performance gaps. Once these gaps are identified, the agency can then determine organizational objectives, supporting goals, and critical tasks necessary to close or eliminate the performance gaps. At the completion of the process, the agency will possess a planning document that helps better focus organizational resources towards measurable outcomes versus possible inefficient or counterproductive activities. The process of strategic planning also provides additional value when a broad array of stakeholders come together to develop consensus on organizational performance gaps and potential solutions. The effectiveness of the team is enhanced through the power of shared vision and goals.
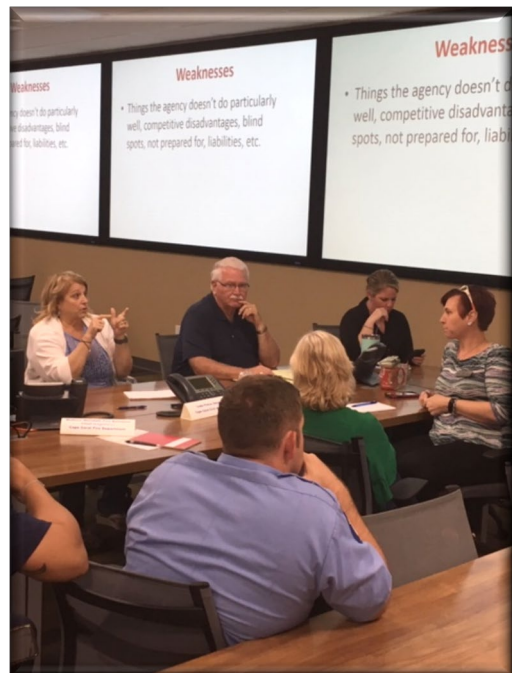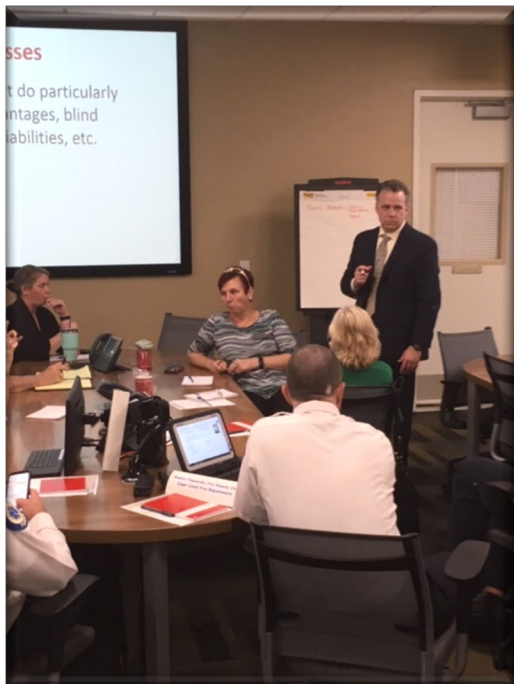
"From outside the fire service looking in, you can never really understand it. From inside the fire service looking out, you can never really explain it" ~ Unknown

METHODOLOGY

A team of sixteen members of the Cape Coral Fire Department and external stakeholders from the community it serves, met for a three-day process facilitated by a senior consultant from Fitch & Associates, LLC. The sixteen-member group consisted of representatives from all ranks and positions within the organization including command officers, ranking firefighters, various support personnel; plus, former elected officials and various community leaders. The stakeholders were tasked with providing input and feedback throughout the planning process as advocates from the sub-groups they were asked to represent.

The process included a review of the value of strategic planning; a review of the community stakeholders' perception of Cape Coral Fire Department before and after the facilitated process; an analysis of the agency's strengths, weaknesses, opportunities and challenges; an introduction to the Commission on Fire Accreditation International fire agency accreditation process; plus, a review of the agency's desired strategic planning statements for final inclusion into a strategic plan. At the conclusion of the process, the stakeholders derived three key themes:

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A draft of the proposed strategic plan was provided to the agency to review for errors prior to publishing. The final report also included an internal progress tracking spreadsheet.
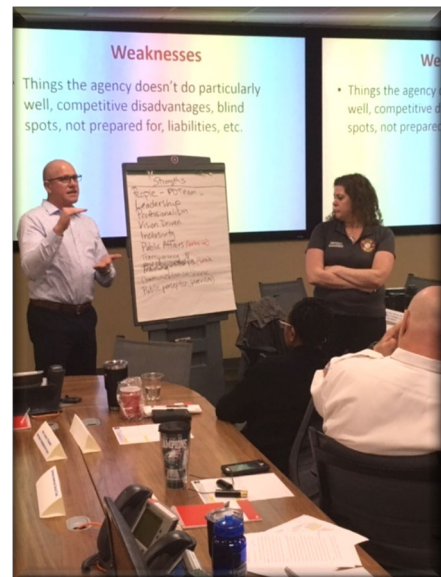
GOVERNANCE

The residents of the City of Cape Coral elect a Mayor and seven Council Members. Council members qualify in their respective districts but are elected at-large. The elected members must reside in their district and have been continuous full-time residents of the city for the entire calendar year immediately preceding their qualification for office. All elections are non-partisan. Terms are four years in length, and members are limited to two consecutive terms.

The Mayor and Council appoint a City Manager who serves as the chief administrative officer of the City. The City Manager supervises, directs, and coordinates the various departments throughout City Hall. The manager prepares the budget for the Council's consideration and makes reports and recommendations to the City Council. The manager is an at-will position with authority to appoint support staff, including the Fire Chief.

People of Cape Coral

City Council

Joe Coviello– Mayor

John Gunter– 1st District

John Carioscia - 2nd District

Marilyn Stout - 3rd Distict

Jennifer Nelson - 4th District

Dave Stokes - 5th District

Rick Williams - 6th District

Jessica Cosden - 7th District

City Manager

John Szerlag

Fire Chief

Ryan W. Lamb

FIRE DEPARTMENT HISTORY AND OVERVIEW

In late 1961, the citizens of the community of Cape Coral began talking about the need for a Fire Department. The interest spread throughout the City, and by February 1962, a letter was mailed to all residents inviting them to a meeting at the Cape Coral shopping center to discuss the issue.

Bob Finkernagle and Dick Crawford, both employees of Gulf American Land Corporation, conducted the meeting and presented an offer from their company to donate land at Chester and Lafayette Streets, and match dollar for dollar, up to $5,000.00 to construct a building. By April 1962, a Fire Board was established, letters seeking volunteer firefighters were sent out, an office was opened in the shopping center, and monies started coming in. Households were asked to donate $10.00 toward the building. The first organization to give a substantial donation was the Cape Coral Teen Club, which donated $100.00. By July, plans for the building had been drawn, and the first permanent officers were elected. Fred Bahr, a retired Battalion Commander from the New York Fire Department, was elected President. Ground was broken for the station in October 1962. About the same time, the community held a small carnival, complete with donkey softball to raise additional monies. Leo Englhardt, a Fort Myers funeral home director, agreed to donate an ambulance to the Cape Coral Fire Department upon the building's completion.

In March 1963, Ed Kocik was elected among the members to be temporary Fire Chief until an official election. Aage Schroder was considered the first assistant fire chief because he owned a submergible pump, which he used in his swimming pool business. The pump was the city's only means of pumping water. A month later, a fire at the surfside restaurant reinforced the need for the fire department. Even though the fire did not destroy the entire building, the interest it created among the citizens was tremendous.

That same month, the citizens passed a referendum to create a county fire district in Cape Coral. The vote was 445 - 6. The fire station was completed in September and became the hub for meetings and special events. Even though the fire station was complete, it was not until January 1964 that the first fire truck was ordered. It was a John Beam Class A pumper at a cost of $24,000.00. Cape Coral received this truck in April 1964. In 1966, the first fire budget

was $35,657.00. By the end of this year, the district hired its first two paid men. They were Gib Patten and Tim Herrick.

In August 1970, Cape Coral incorporated. However, it was not until October of the following year that the City abolished the fire district and took over the fire service as a City Department. The Cape Coral Fire Department was originally chartered in 1962 as a Fire Tax District.   Tim Herrick, who was a member of the Department when it was a district, eventually became the first paid Fire Chief in 1971.

During the construction of the original City Hall Complex in November 1972, the City's second fire station was also constructed at the west end of the Nicholas Pkwy campus property. Fire Station 2 provided for the hiring of the next generation of the Fire Department personnel, who brought the Fire Department up to better levels of effectiveness by adding Engine Company 2 and a 1947 Willys military surplus brush truck. A Rescue was later added to that station.

During that formative time, the employees voted for and chartered the first labor union in the City of Cape Coral; Local 2424 of the International Association of Fire Fighters was chartered in March of 1975. It was not until 1979, after a contentious labor dispute, when the City and the Union finally signed the first Collective Bargaining Agreement. That original union contract was the foundation for all of the subsequent agreements in place to this day.

Due to the growth occurring along Del Prado Boulevard after it became four-lanes, another fire station was constructed in 1982. Fire Station 3 was opened on Everest Pkwy, east of Del Prado Boulevard. (That original fire station was replaced in 2006 with a hurricane resistant building near the site of the original location.)

Early in 1981, Jim Hunt, the Fire Chief at the time, forecasted that without long-term financial planning, the Fire Department would always struggle to keep pace with growth.   His administration began the concept of the City collecting Impact Fees to fund future growth of the Fire Department. The Fire Impact Fee Ordinance became law, thus ensuring the financial foundation was put in place for growth to pay for growth. This fund has been essential to our ability to keep up with demands for service.

As the Fire Department expanded with Fire Prevention and Public Education personnel and administration, it became apparent that the next fire station constructed should include a Fire Department Headquarters. On April 7, 1986, another new Fire Department facility was dedicated at 2605 Santa Barbara Boulevard. The new facility, which was built at a cost of $186,000, housed Fire Station 4 and the Fire Department Headquarters. This facility utilized two floors of Administration including Fire Prevention/Technical Services Bureau, Operations Division, Support Services, and the Chief's and Assistant Chief's offices.

As growth dictated, the Fire Department opened Fire Station 5 in 1990, to serve the growing north end of the City of Cape Coral. (Fire Station 5 remains in that location today.) Once Cape Coral Parkway became bridged over the main canal between Skyline Blvd. and Chiquita Blvd., the gates were open for the southwest Cape to grow, and grow it did. Fire Station 6 was built at 4540 Chiquita Boulevard to meet the needs of the public for faster response times and on January 2, 1992, Station 6 began serving the citizens.

As the northwest quadrant of the City began to experience growth, it became apparent that yet another fire station was needed. Fire Station 7 originally was operated out of a house trailer in Burnt Store Marina until the permanent facility could be constructed in 1999. The permanent Fire Station 7 remains in its location at 3942 Burnt Store Road.

After many years of increased alarm volume and building growth in the central corridor traversing Cape Coral, the City's eighth fire station was constructed in 2006. Fire Station 8 incorporates additional square footage for the Department's Training Bureau. This facility also houses the Special Operations Team members and their equipment. Station 8 opened in May of 2006, as the Fire Department topped the 17,000 annual calls for service benchmark.

During this time of extraordinary growth and vertical construction of high-rise buildings along the City's waterfront, the Fire Department constructed Fire Station 9 in 2007. Fire Station 9 is located in the southern portion of the City approximately half way between Stations 1 and 6. This station opened in January 2008, houses additional aerial firefighting apparatus and personnel to respond into the Tarpon Point, Cape Harbor, and Downtown CRA Districts. In August 2007, the Fire Department opened Fire Station 10 in a temporary location at 3623 West Gator Circle in northeast Cape Coral. These ten locations are approximately one half of the

Fire Stations that will be required in order to maintain effective response times in the City of Cape Coral.

During the years from 2005 through 2007, the City of Cape Coral Fire Department had the opportunity to improve all aspects of the operation with the addition of new fire apparatus, tools and specialty assets. During the year 2005/2006, the Fire Department had contracts in force to construct Truck 4, a 95' aerial platform, Trucks 7 and 9, both 75' aerial ladder trucks, Rescues 5 and 6, and Marine 1, a 27' Boston Whaler Fire-Rescue boat, built to replace the original 1980 fireboat. In 2007, the Fire Department also constructed Rescue 8 and Marine 7, another 27' Boston Whaler for Marine Firefighting and rescue responses, out of Burnt Store Marina in Fire Station 7's district and southern area of Charlotte Harbor.

From the modest beginnings in a small Florida community in the 1960's, the City of Cape Coral Fire Rescue and Emergency Management Services Department has evolved in to one of the most respected among its peers in the State of Florida.

History contributed by:
Division Chiefs Thomas Tomich and Chris Schroder (Retired)

Today Cape Coral Fire Department provides high quality fire and rescue services within the City of Cape Coral. Fire suppression services are provided from 10 fixed facility fire stations distributed throughout the City. Additionally, there is a Municipal Services Taxing Unit (MSTU) agreement in place for unincorporated areas within the city limits, the Burnt Store Marina community, and the Yuca Pens Unit State Wildlife Management Area (within Lee County). All members are minimally trained as firefighters and Emergency Medical Technicians (EMTs). Minimum staffing per day is 50 personnel (includes 2 Battalion Chiefs).

The following is a description of minimum and maximum staffing configurations; not including cross-staffed specialty units such as water tenders, hazardous material units, marine units, technical rescue, and brush fire vehicles.

In total, CCFD operates the following response units: (Minimum staffing of 50)

- 9 Fire engine companies (6-ALS)
- 3 Quint companies (2-ALS)
- 1 Tower truck company
- 4 EMS rescue units (BLS)
- 4 Marine units
- 4 Brush units
- 1 Tender
- 1 Hazardous material unit
- 2 Battalion chief command units

In relating Cape Coral Fire Department to other comparable agencies in the region, it is impressive to note the "cost per capita" (total annual cost of operations divided by the population) is approximately 47% lower than the nine-agency average. It is also important to note the CCFD protects a larger population with lower staffing levels, however, the community has a 16% lower demand for service. It is important to note that "cost per capita" is not in and of itself a comprehensive measurement of an agency's performance or value but rather a broad measurement of how the agency compares in terms of resources provided to accomplish its mission such as; funding, staffing, and facilities. **See Table 1 – Comparable Agencies.**

Cape Coral Fire Department continues to strive for effective and efficient service levels within the community by analyzing data, exploring best practices and conducting strategic planning processes.

STRATEGIC PLANNING STAKEHOLDERS

External Stakeholders		Internal Stakeholders	
Sandra Aguilar	Southwest Florida Hispanic Chamber of Commerce	Dave Arnold	Lieutenant
Naldyne Light	CERT	Mike Bush	Division Chief
Joe Mazurkiewicz	BJM Consulting, Inc.	Eric Chudzik	Cape Coral Professional Firefighters L2424
Linda Prince	Cape Coral Civic Association	Jean Etcheverry	Firefighter
Donna Schuman-German	Cape Coral Civic Association	Brendan Fonock	Fire Engineer
George Stamer	City of Cape Coral Budget Review Committee	Joe Glaser	Cape Coral Professional Firefighters L2424
Daryl Teblum	Cape Coral Civic Association	Meischa Jackson	Emergency Management
Phyllis Tompkins	CERT	Ryan Lamb	Fire Chief
Dave Willis	Neighborhood Watch Cape Coral	Mathew Marshall	Battalion Chief
		Mark Muerth	Cape Coral Professional Firefighters L2424
		Steve Olson	Division Chief
		Jim Parker	Battalion Chief
		Dave Raborn	Fire Marshal
		Mike Russell	Division Chief
		Andrea Schuch	Public Affairs Specialist
		Robert Topoleski	Deputy Chief

"A society grows great when old men plant trees whose shade they know they shall never sit in" ~ Greek Proverb

FACILITIES AND SERVICE AREA

CITY OF CAPE CORAL
FIRE SATIONS, FIRE ZONES AND FIRE HYDRANTS 2019
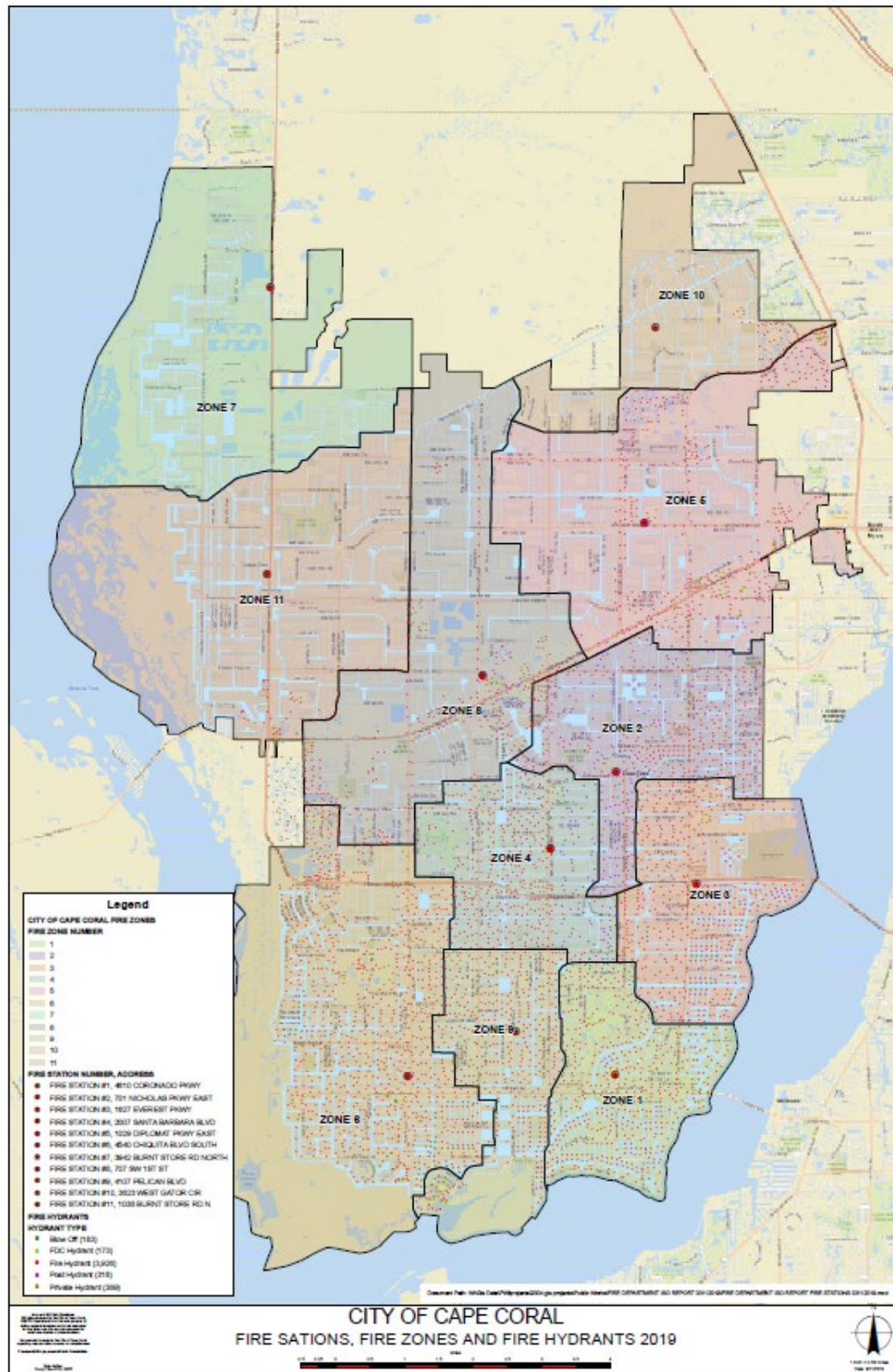
Fire Stations and Facilities:

Headquarters, 1115 SE 9th Ave. Cape Coral, FL 33990

Station 1, 4610 Coronado Parkway

Station 2, 701 Nicholas Parkway East

Station 3, 1627 Everest Parkway

Station 4, 2007 Santa Barbara Boulevard

Station 5, 1029 Diplomat Parkway

Station 6, 4540 Chiquita Boulevard

Station 7, 3942 Burnt Store Road

Station 8, 707 Southwest 1st Street

Station 9, 4107 Pelican Boulevard

Station 10, 3623 West Gator Circle

Station 11, 1038 Burnt Store Road

AGENCY VISION, MISSION, VALUES

The Cape Coral Fire Department has a well-established organizational vision, mission, and list of values. These were derived in support of the overarching City of Cape Coral strategic initiatives; more specifically the directive to "Increase quality of life for our citizens by delivering programs and services that foster a safe community."

VISION STATEMENT

"We envision that by 2025 the Cape Coral Fire Department will realize organizational enhancements towards providing industry-leading performance and demonstrate continuous quality improvement to serve our community"

MISSION STATEMENT

"The Cape Coral Fire Department will protect and serve our community through risk reduction and prompt emergency response by professionals"

VALUES

Commitment: We are entrusted with a noble duty. Our professional obligation is to always serve the public to the best of our abilities.

Accountability: Our behavior earns the trust of the community and requires personal integrity. We are responsible for our actions and performance.

Professionalism: We are competent, skilled practitioners who utilize sound judgment.

Excellence: We are continuously working to improve the CCFD and ourselves.

MOTTO

"Committed to Excellence"

AGENCY STATUS ANALYSIS

The Strengths, Weaknesses, Opportunities, and Challenges (SWOC) analysis is designed to help the organization evaluate itself in order to determine its current state of effectiveness as well as its future competitiveness/survival based foreseeable changes. Stakeholders were asked to develop a broad list of items from each category, which was then summarized as follows:

Strengths: Things the agency does particularly well, competitive advantages, preparedness investments that are paying off, etc.

- People/Quality of FD Team
- Culture of empowerment/leadership throughout the organization (all ranks, support staff, labor, etc.)
- Commitment to professionalism
- Vision driven agency
- Inclusivity
- Public affairs program
- Organizational transparency
- Professional development
- Communications on-scene with customers
- Public perception of services
- Health of the fleet
- Relationship with city leadership
- CERT program
- Community involvement
- Internal succession planning
- Very little history of litigation

Weaknesses: Things that the agency doesn't do particularly well, competitive disadvantages, blind spots, not prepared for, liabilities, etc.

- Lack of quality fleet repairs and extended turnaround times
- Pay disparity for certain positions – pay compression
- Lack of proper FD facilities
  - Logistics
  - HQ
  - Training
- Staffing growth keeping pace of city population growth
- Dispatch center operational efficiencies
- Lack of an adequate training program
- Funding that keeps up with growth

- Outdated technology
  - Communications network
  - IT infrastructure
  - Software/multiple platforms
- Lack of inspectors
- Number of stations versus geographic size of city
- Water system – hydrants
- Public understanding of services provided
- No advanced cardiac/stroke/pediatric/trauma, etc., treatment available at the local hospital
- Feedback on patient outcomes to providers - QA/QI
- Lack of compliance with existing firefighter health and safety program policies
- Lack of data collection/analysis processes
- Department policy and revision
- Community and city understanding of emergency management
  - Hurricane preparation in particular
  - All Risk

Opportunities: Opportunities the agency should explore that would improve its mission, service delivery, efficiencies, reputation, survivability as an organization.

- Sustainability plan for fire facilities and apparatus (remodel/replace) that is accepted and supported by the city
- Update fire prevention fees – in line with cost of service
- Explore cost benefit or feasibility study of EMS transport program
- Enhance Fire Facilities
  - Training
  - Logistics
  - EOC
  - HQ
  - Stations
- A growing population and tax base
- Reduce fires to room of origin for structure fires
- Improve quality of training program
- Improve diversity within the organization
- Expand Community Risk Reduction program
  - Community paramedicine
  - Outreach to seniors
  - Post incident education/neighborhood canvassing
- Become part of the Lee County US&R Task Force
- Improved response times and service levels
- Improved reputation with the community through marketing and social media

- Enhance the use of volunteers/CERT
- Expand service opportunities for Community Emergency Response Teams to remain engaged
- Cost recovery for nuisance or preventable incidents (DUI, arson, etc.)
- Accreditation through Commission on Fire Accreditation International
- Improving ISO Class

Challenges: Things that threaten to undermine the agency mission, service delivery, efficiencies, reputation, survivability as an organization.

- Shorter term vision and outcome measurements versus longer-term and more valuable strategic planning processes
- Increase in EMS calls for service due to aging/growing population
- Higher density development creating increased demand on services designed for less density
- Divergent interests and priorities among some internal stakeholders
- Lack of quality training for operational staff
- New and evolving risks with expanding responsibilities (mission creep)
- Funding to keep up with new and expanding responsibilities
- Organizational effectiveness while still recovering from impacts of last economic downturn
- First responder/all staff mental and physical health
- Recovering institutional knowledge after employee buyout program from 2008
- Geography of the city and street network
- Future economic downturn possibility
- Risk vulnerability of the city
- Unfunded political/regulatory mandates (state and federal)

Table 1 – Comparable Agencies

Peer Agencies	Population Estimate	General Fund Operating Budget (In Millions)	Calls for Service	Per Capita Expenditures	Full Time Staff	Minimum Staffing	ISO Class (1 is best)	CFAI Accreditation	# of Fire Stations
Bonita Springs, FL	61,578	$ 27,583,000	7,191	$ 448	93	31	2	No	7
Coral Springs, FL	133,797	$ 32,168,000	15,367	$ 24	153	37	1	No	8
North Collier, FL	143,000	$ 40,000,000	21,000	$ 280	225	32	3	No	10
Ft. Lauderdale, FL	181,995	$ 87,350,000	52,500	$ 480	484	86	1	Yes	11
Hollywood, FL	161,133	$ 65,678,000	28,000	$ 408	271	46	1	No	6
Miramar, FL	144,599	$ 35,363,000	11,711	$ 245	165	31	2	No	5
Pembroke Pines, FL	174,716	$ 49,458,000	22,302	$ 283	219	45	1	No	6
St. Petersburg, FL	273,968	$ 49,720,000	40,000	$ 181	350	77	1	Yes	13
Tallahassee, FL	294,170	$ 46,733,000	27,333	$ 241	300	70	3	No	16
Peer Agency Average	189,717	$ 48,288,111	25,045	$ 312	251	51	2	No	9
Cape Coral, FL	194,570	$ 31,812,000	21,100	$ 163	226	50	3	No	11

STRATEGIC OBJECTIVES, OUTCOMES AND GOALS

Theme #1
"How do we continue to improve on saving lives during emergency events?"

Strategic Objective – 1.1 Improve Survivability for Victims of Fire, Hazardous Material Release, Entrapment, Marine Emergencies or Other Crisis Incidents

Outcome Measurements

1.1.1 Keep annual growth rate of structure fire instances at or below annual population growth

1.1.2 Contain structure fires to room of origin for 80% of incidents

1.1.3 Zero civilian fire deaths (accidental/unintentional)

1.1.4 Rescue victims of entrapment within 20 minutes of arrival for 90% of incidents

1.1.5 All fire station demand zones maintain a reliability score of at least 85%

Supporting Goals

- First unit arrival at structure fires, hazardous material releases, and other crisis incidents requiring use of personal protective equipment within 10 minutes, 90 percent of the time (emergent calls, 911 to arrival)

- Process 911 fire/rescue calls for service (alarm handling) within 2 minutes and 10 seconds, 90 percent of the time (emergent calls, 911 pick up to unit alert)

- Turnout time for emergent fire/rescue calls for service within 2 minutes, 90 percent of the time (unit alert to wheels rolling)

- Develop an "on water" response time standard for marine events (dispatch to underway)

- Inspect 100% of all high-risk occupancies annually

- Inspect 100% of all moderate-risk occupancies every two years

- Inspect 100% of all low-risk occupancies every three years

- Explore the feasibility of a residential fire sprinkler program

- Explore strategies that mitigate the impact of city geography and challenging road network
    - Traffic preemption technology
    - Real-time routing/mapping

- Implement "fire station alerting systems" in all fire stations

- Develop a smoke/carbon monoxide alarm installation policy

- Develop strategies to improve quality and quantity of incident data reporting by officers and paramedics
    - Track "room of origin" percentage

- o   Time stamp "water on the fire"
- o   Time stamp "primary search complete"
- o   Time stamp "fire under control"
- o   Time stamp "extrication completed"
- o   Time stamp "swimmer in the water/out of the water"
- o   Time stamp "at patient side"
- Incorporate "risk-based" deployment models within the Standards of Cover process

Review response mode to fire alarms, low acuity medical calls, lift assists, etc.

Strategic Objective – 1.2 Improve Survivability of Patients Experiencing Acute Medical Emergencies

Outcome Measurements

1.2.1 Maintain a cardiac survival rate at or above the national average (ROSC)

1.2.2 Ensure transport capable ambulance arrival on EMS calls within 8 minutes and 59 seconds, 90 percent of the time (high acuity calls, 911 to arrival)

1.2.3 Provide Advance Life Support capable/first unit to EMS calls within 10 minutes and 40 seconds, 90 percent of the time (high acuity calls, 911 to arrival)

1.2.4 Provide Basic Life Support capable/first unit to EMS calls within 9 minutes and 40 seconds, 90 percent of the time (high acuity calls, 911 to arrival)

Supporting Goals
- Process 911 EMS calls for service (alarm handling) within 2 minutes and 30 seconds, 90 percent of the time (emergent calls, 911 pick up to unit alert)
- Turnout time for emergent EMS calls for service within 1 minute and 40 seconds, 90 percent of the time (unit alert to wheels rolling)
- Develop a CPR fraction rate performance measure for cardiac patients

- Explore strategies that measure and improve cardiac survival
  - o   Develop a bystander CPR participation goal
  - o   Explore the implementation of the "PulsePoint" system
  - o   Expand the use of mechanical CPR devices

- Explore strategies that mitigate the impact of city geography and challenging road network
  - o   Traffic preemption technology

Real-time routing/mapping

Strategic Objective- 1.3 Improve Firefighter Safety and Survival

Outcome Measurements

1.1.1 Keep annual growth rate of structure fire instances at or below annual population growth

1.1.2 Contain structure fires to room of origin for 80% of incidents

1.3.1 Zero firefighter line of duty deaths

1.3.2 Maintain an employee injury rate below 10 percent of total allocated staffing positions

1.3.3 All fire station demand zones maintain a reliability score of at least 85%

Supporting Goals

- Inspect 100% of all high-risk occupancies annually
- Inspect 100% of all moderate-risk occupancies every two years
- Inspect 100% of all low-risk occupancies every three years
- Explore the feasibility of a residential fire sprinkler program
- Explore strategies that mitigate the impact of city geography and challenging road network
    - Traffic preemption technology
    - Real-time routing/mapping
- Implement "fire station alerting systems" in all fire stations
- Implement a PPE/Turnout replacement program
    - Provide two sets per employee, less than 10 years old
- Incorporate "risk-based" deployment models within the Standards of Cover process
    - Review response mode to fire alarms, low acuity medical calls, lift assists, etc.
- Provide risk assessment/management training for all officers

- Develop cancer prevention/decontamination policy

Strategic Objective - 1.4 Improve Agency Resiliency During Crisis-Level Events

Outcome Measurements

1.3.3 All fire station demand zones maintain a reliability score of at least 85%

Supporting Goals

- Explore the feasibility of a residential fire sprinkler program
- Develop policy to control/limit provision of mutual aid during times of resource drawdown
- Develop Community Emergency Response Team (CERT) performance measures

Strategic Objective - 2.1 Reduce Financial and Legal Risk/Liability to the Fire Department and the City of Cape Coral

Outcome Measurements

1.1.1 Keep annual growth rate of structure fire instances at or below annual population growth

1.1.2 Contain structure fires to room of origin for 80% of incidents

1.3.1 Zero firefighter line of duty deaths

1.3.2 Maintain an employee injury rate below 10 percent of total allocated staffing positions

2.1.1 Zero cases of substantiated harassment/discrimination

Supporting Goals

- Review/update all disciplinary policies and procedures

- Provide liability prevention/people-skills training to all employees every two years

- Develop and apparatus health scoring methodology and replacement plan to ensure all frontline and reserve apparatus are reliable

- Inspect 100% of all high-risk occupancies annually

- Inspect 100% of all moderate-risk occupancies every two years

- Inspect 100% of all low-risk occupancies every three years

- Explore the feasibility of a residential fire sprinkler program

- Incorporate "risk-based" deployment models within the Standards of Cover process

    o Review response mode to fire alarms, low acuity medical calls, lift assists, etc.

Strategic Objective - 2.2 Improve Efficiency within Current Budget System

Outcome Measurements

1.1.1 Keep annual growth rate of structure fire instances at or below annual population growth

1.3.2 Maintain an employee injury rate below 10 percent of total allocated staffing positions

2.2.1 Maintain a "cost per capita' equal to or below the regional comparative average

2.2.2 Maintain workers compensation costs below 10 percent of Department's annual general fund budget expenditures

Supporting Goals
- Expand current cost recovery program to include nuisance or preventable incidents (DUI, arson, certain marine incidents, etc.)
- Develop a policy to lower adverse impact of lift assist calls for service

Strategic Objective - 2.3 Prepare the Agency for Next Economic Downturn

Supporting Goals
- Invest in station improvement projects that provide economic savings measured in lower ongoing maintenance or utility costs
- Invest in high-quality equipment/apparatus that can withstand deferred replacement when necessary
- Develop/identify cutback strategies that can be implemented for immediate cost savings during an economic crisis

Theme #3

"How do we better market our services and demonstrate our value to our community?"

Strategic Objective - 3.1 Promote A Positive Agency Reputation within the Community

Outcome Measurements

3.1.1 Pursue fire service accreditation through the Commission on Fire Accreditation International

3.1.2 Improve ISO rating to Class 2 or better

3.1.3 Department employee demographic make-up represents the community (census data)

Supporting Goals
- Maintain staffing and procedures that provide rapid and accurate information on Department services and activities
- Develop a Department citizens advisory group model to include a future strategic planning aspect for the next planning cycle

Strategic Objective - 3.2 Mitigate Fire Related Damage to Allow Occupants to Remain in the Impacted Structure after Suppression Operations

Outcome Measurements

1.1.2 Contain structure fires to room of origin for 80% of incidents

3.2.1 Save 95% of the value of property and contents threatened by fire

Supporting Goals

- First unit arrival at structure fires, hazardous material releases, and other crisis incidents requiring use of personal protective equipment within 10 minutes, 90 percent of the time (emergent calls, 911 to arrival)

- Process 911 fire/rescue calls for service (alarm handling) within 2 minutes and 10 seconds, 90 percent of the time (emergent calls, 911 pick up to unit alert)

- Turnout time for emergent fire/rescue calls for service within 2 minutes, 90 percent of the time (unit alert to wheels rolling)

- Inspect 100% of all high-risk occupancies annually

- Inspect 100% of all moderate-risk occupancies every two years

- Inspect 100% of all low-risk occupancies every three years

- Explore the feasibility of a residential fire sprinkler program

- Explore strategies that mitigate the impact of city geography and challenging road network
    - Traffic preemption technology
    - Real-time routing/mapping

- Implement "fire station alerting systems" in all fire stations

- Develop a smoke/carbon monoxide alarm installation policy

- Develop policy and training to emphasize early notification to a qualified restoration company

Strategic Objective - 3.3 Provide Downward Pressure on Fire Insurance Premium Costs within the Community

Outcome Measurements

1.1.2 Contain structure fires to room of origin for 80% of incidents

3.1.2 Improve ISO rating to Class 2 or better

3.2.1 Save 95% of the value of property and contents threatened by fire

Supporting Goals

- First unit arrival at structure fires, hazardous material releases, and other crisis incidents requiring use of personal protective equipment within 10 minutes, 90 percent of the time (emergent calls, 911 to arrival)

- Process 911 fire/rescue calls for service (alarm handling) within 2 minutes and 10 seconds, 90 percent of the time (emergent calls, 911 pick up to unit alert)

- Turnout time for emergent fire/rescue calls for service within 2 minutes, 90 percent of the time (unit alert to wheels rolling)

- Inspect 100% of all high-risk occupancies annually

- Inspect 100% of all moderate-risk occupancies every two years

- Inspect 100% of all low-risk occupancies every three years

- Explore the feasibility of a residential fire sprinkler program

- Explore strategies that mitigate the impact of city geography and challenging road network
  - Traffic preemption technology
  - Real-time routing/mapping

- Implement "fire station alerting systems" in all fire stations

- Develop a smoke/carbon monoxide alarm installation policy

- Develop policy and training to emphasize early notification to a qualified restoration company

Strategic Objective - 3.4 Provide Value Beyond the 911 Call

Supporting Goals

- Maintain staffing and procedures that provide rapid and accurate information on Department services and activities

- Develop a policy regarding Department support of community groups/events (support agencies with a public safety support mission)