



Greater Naples Fire Rescue District

Strategic Plan

May 2015

Updated July 2016



INTRODUCTION

In November 2014, the Greater Naples community voted to create the **Greater Naples Fire Rescue District** by bringing together the Fire Districts for East Naples and Golden Gate.

This decision offered a tremendous opportunity for the fire service to create a comprehensive operational and financial approach to the way that it provides the community with fire and medical emergency response services and education.

The leadership of the new Fire District recognized the need for a strategic plan that would incorporate the best vision and forward-thinking of the men and women whose services are essential to the District's operations and future growth.

To accomplish this, the District called upon 30 fire service professionals and community leaders whose opinions and recommendations would help shape and focus the new strategic plan. Working with an experienced strategic planning consultant from January through April 2015, this group has articulated the Mission, Vision, Values, and Strategies that will make the Greater Naples Fire Rescue District strong.

The **Greater Naples Fire Rescue District Strategic Plan** was affirmed by the members of the Board of Fire Commission at its meeting on May 12, 2015.

The District will now move to create the operational and tactical plans that will support each of the strategies and goals that are outlined on the following pages.

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2016 UPDATE

On June 1, 2016 as a result of a Staff review of the Strategic Plan the District published the Annual Strategic Planning Update memo to the membership in effort to communicate the accomplishments made since the Plan's adoption in 2015. Then, on June 29, 2016 the District conducted the first annual health check of the Strategic Plan. With guidance from the original facilitator of the Plan a comprehensive review of organizational achievements was conducted, as well as identifying opportunities for improvement for the upcoming year. With 17 members of the District, Commission, labor unit and community at large, the team navigated through the Plan; stimulating conversation and debate on the organizational achievements as well as identifying areas of possible opportunity. The Team was challenged to recognize accomplishments while encouraging District members to raise the bar, exceed expectations and strive for excellence. There were three areas identified as opportunities of improvement. During this next year the District's Leadership team will be challenged to emphasize three additional efforts; enhance the standards of cover (operational readiness and response), develop individual Section operating plans and focus on the development of future leaders of the organization.

The **Greater Naples Fire Rescue District Strategic Plan** was re-affirmed by the members of the Board of Fire Commission at its meeting on July 19, 2016.



MISSION

The mission of the **Greater Naples Fire Rescue District** is to protect life and property by providing emergency response services and education for the residents, businesses and visitors of our community.

VISION

Increase response effectiveness
Enhance professionalism and operational efficiencies
Use taxpayer dollars responsibly

VALUES

Professionalism ~ Integrity ~ Compassion



STRATEGY 1 Ensure that the Fire District is ready to meet the community's emergency service and life safety needs by:

- A. Taking steps to anticipate and meet conditions throughout Greater Naples by examining the geographic and economic growth of the community and the financial resources available to the Fire Rescue District.
- B. Preparing comprehensive financial and logistic plans that:
 - 1. Evaluate existing vehicles and equipment to prepare an accurate assessment of the current fleet and to develop a financial allocation and timetable for major acquisitions and necessary repairs.
 - 2. Determine the best location, size, and use for current and future facilities throughout the Fire District.
 - 3. Define an optimal deployment strategy to ensure the Fire District's readiness to respond to the community's needs with the most appropriate personnel and resources.
- C. Renovating current fire rescue and support facilities, as necessary, to help ensure effective and efficient operations throughout the Fire District.
- D. Capitalizing on opportunities for county-wide cooperation and operational efficiencies in Fire Rescue, Emergency Medical, and Life Safety Services.
- E. Developing a Standards of Response Coverage plan by adopting written policies and procedures that determines the distribution, concentration and reliability of fixed and mobile response forces for fire, emergency medical services, hazardous materials and other forces of technical response (2016).



STRATEGY 2 Identify and implement policies and practices that enhance the professional quality of services that the Fire District provides to the Greater Naples Community by:

- A. Developing and monitoring policies and operational procedures that use personnel talent and other Fire District resources effectively and efficiently.
- B. Taking proactive steps to conduct research and create operational solutions that reduce risk and maximize benefits for the District's workforce. Then, standardize and institute these solutions District wide.
- C. Determining and promoting the best education and training agenda for the District's fire service personnel.
 - 1. Ensure that all District personnel have access to and training on the emerging technologies that will enable them to perform more efficiently.
 - 2. Engage more of the District's workforce in identifying and designing innovative programs/projects in order to be prepared for future growth and technologies.
- D. Creating a plan and timetable in which the Fire District can achieve organizational accreditations and certifications such as Center for Public Safety Excellence (CPSE) and Insurance Services Office (ISO).
- E. Developing Section Operating Plans for each of the major functional areas (Finance, Logistics, Operations, Planning, Investigative) of the organization that will support the District's overall strategic planning efforts (2016).



STRATEGY 3 Deliver superior service by cultivating and involving both current leaders and young professionals in the development and growth of the Fire District to ensure long-term viability by:

- A. Fostering a work environment that focuses personnel attention on developing and delivering the best solutions to fire and medical emergencies.
- B. Instilling accountability and responsibility by monitoring and measuring performance and efficiencies in every aspect of work.
- C. Understanding the need to build a future workforce the District must institute a mentoring program to identify and develop the next generation of Fire District leaders.
- D. Making succession planning an integral part of personnel management and development.
- E. Creating an educational improvement plan for personnel that considers all education and training opportunities, ensures that there is appropriate value to the Fire District and the employee for the time/resources spent, and enhances the District's Training Branch.
- F. Comparing each employee's job classification to his/her performance. Work with each employee to design, follow, and monitor a personalized professional development plan.
- G. Continually monitor the local economic environment to insure the District maintains a compensation and benefits plan that addresses the needs and expectations of the workforce and helps the Fire District sustain a cohesive workforce.
- H. Conducting regular informational meetings with Fire District stakeholders including the labor unit, civilian employees, elected officials and the community at large.
- I. Conducting an orientation session and offer other Fire District experiences for Board of Fire Commission members to help them better understand the services and programs that keep the District strong.
- J. Encouraging District involvement with academic institutions and community organizations to promote interest in the fire service as a career choice.



STRATEGY 4 Create a district-wide environment that encourages open dialogue with consistent, accurate communication by:

- A. Conducting a communications audit to evaluate how, when, and by whom messages are created and disseminated both to the workforce and to the community.
- B. Ensuring that all facilities and all personnel are using compatible technology platforms to expedite information transfer.
- C. Enhancing open lines of communication by increasing involvement in the communications process from rank and file to senior management.
- D. Advocating for the Fire District by educating legislators and other officials on essential laws and practices that will have an impact on both citizen safety and the professional operation of the District.
- E. Making the District's portfolio of services better known, more accessible and more widely used throughout the Greater Naples community through an organized public relations and communications effort.