



DELRAY BEACH FIRE RESCUE

STRATEGIC PLAN

2024-2029



Facilitated by



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

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

Community Stakeholders

Louisena Augustin	Kelli Freeman	Dan Listi	Laura Simon
Jim Chard	Lloyd Hasner	Jim McMorrow	Jared Smith
Ariana Ciancio	Stephanie Immelman	Tom McMurrain	Jim Bast Sr.
Marty Dorow	Dupree Jackson	Christina Morrison	Stephanie Thompson
Gregory L. Dunham	Kae Jonsons	Joseph Parisi	Christine Tibbs
Gary Eliopolous	Renee Judasingh	Scott Porten	Jerome Weatherspoon
Charleen Farrington	Tracy Krakowski	Jeffrey Rasor	Judy Wyatt



Community Stakeholder Work Session Participants

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

Agency Stakeholders

Christopher Abaldo	Michael Casciato	David Garcia	Rob Major
Tyler Adams	Dean Charles	Sean Gibson	Kevin Mead
Tanisha Adkins	Andy Close	Erik Grau	Edward Muniz
Kyle Anderson	Bryce Clough Jason	Christian Lopez	Taylor Oberlander
Chris Bell	Catton Daniel	Todd Lynch	Jacob Peterson
Joyce Billingsley	Defranceschi Matt	Edwin Jimenez	Cesar Sanchez
Mary Black	Fick	Bryant Magalhaes	Jessica Stinemire
Lex-Andy Cadet	Joseph Fiumara	Matt Mahoney	John Wagner



Message from the Fire Chief

Dear Delray Beach Fire Rescue Personnel,

We are thrilled to present the 2024-2029 Strategic Plan for Delray Beach Fire Rescue. This comprehensive plan outlines our Mission, Vision, and Values while also detailing the steps required to enhance our services to the community. It serves as a roadmap for the future of our agency and embodies our commitment to excellence.



Our Strategic Planning process, centered around customer satisfaction and community engagement, has been instrumental in shaping this document. We actively sought input from a diverse group representing the community's leaders and citizens, as well as internal stakeholders. This collaborative effort challenged us to reassess our paradigms, values, and goals, ultimately fostering a culture of teamwork and innovation.

This Strategic Plan will serve as a guide for our department, enabling us to better fulfill the evolving needs of the Delray Beach community. As demands for emergency response, fire prevention, and education services continue to grow, this document identifies specific areas of focus and recommends enhancements to staffing, services, and facilities.

While some aspects of the plan may require immediate attention, particularly in addressing current service levels, it also provides a long-term framework for our future endeavors. I extend my sincere gratitude to all who contributed their time, insights, and ideas throughout this planning process, both from within our department and the broader community.

The success of Delray Beach Fire Rescue hinges on the dedication of our personnel and their unwavering commitment to service. This Strategic Plan will serve as a beacon, guiding us as we strive for excellence and work towards maintaining our accreditation status.

Thank you for your continued dedication and service to our community.

Sincerely,

L. Keith Tomey III
Fire Chief

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Introduction

The community serviced by the Delray Beach Fire Rescue (DBFR) receives high levels of professionalism and efficiency from the agency's proactive approach to risk reduction and emergency mitigation. As such, the DBFR contracted with the CPSE to facilitate a community-driven strategic plan. The process utilized by the CPSE aligns with the Commission on Fire Accreditation International® (CFAI®) fire and emergency services accreditation model but also considers all parameters prescribed by the authority having jurisdiction.

The CPSE's approach to community-driven strategic planning gathers feedback and input from community and agency stakeholders while focusing on future change beyond the status quo. Beliefs, concepts, current processes, and values were among the many pieces considered and questioned to bring this planning document to reality. The DBFR 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 Delray Beach Fire Rescue serves. This applies even if the service organization is a governmental entity. Community-driven strategic planning ensures the community remains a focus of the organization's direction and community feedback is at the heart of all deliberations and development of this strategic plan.

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

Agency Stakeholder Work

- ✓ Identify the agency's strengths, opportunities, aspirations, and results.
- ✓ Revisit the mission statement, giving careful attention to the services and programs currently provided and which logically can be provided in the future.
- ✓ Revisit the values of the agency's membership.
- ✓ Determine the agency's current vision considering the consensus built from the strengths, opportunities, aspirations, and desired results.
- ✓ Identify the agency's challenges, service gaps, and causal effects through a thematic sifting process.
- ✓ Determine, by consensus, strategic initiatives for outcome-based organizational improvement.
- ✓ Develop strategic goals, SMART objectives with relative timelines, and comprehensive critical task concepts focusing on outcomes.



Agency Stakeholder Work Session

Agency Background

Delray Beach Fire Rescue was first organized in 1917 as a fire district and was initially formed as a volunteer fire department. In 1967, the department evolved to a paid career department delivering fire response and advanced life support for emergency medical service incidents. The organization evolved from its original all-volunteer form to the present all-hazards response team. Delray Beach Fire Rescue personnel have been highly effective in providing services and community involvement and boast an Insurance Services Office (ISO) rating of 1. In addition, the agency is an accredited fire department through the Center for Public Safety Excellence.



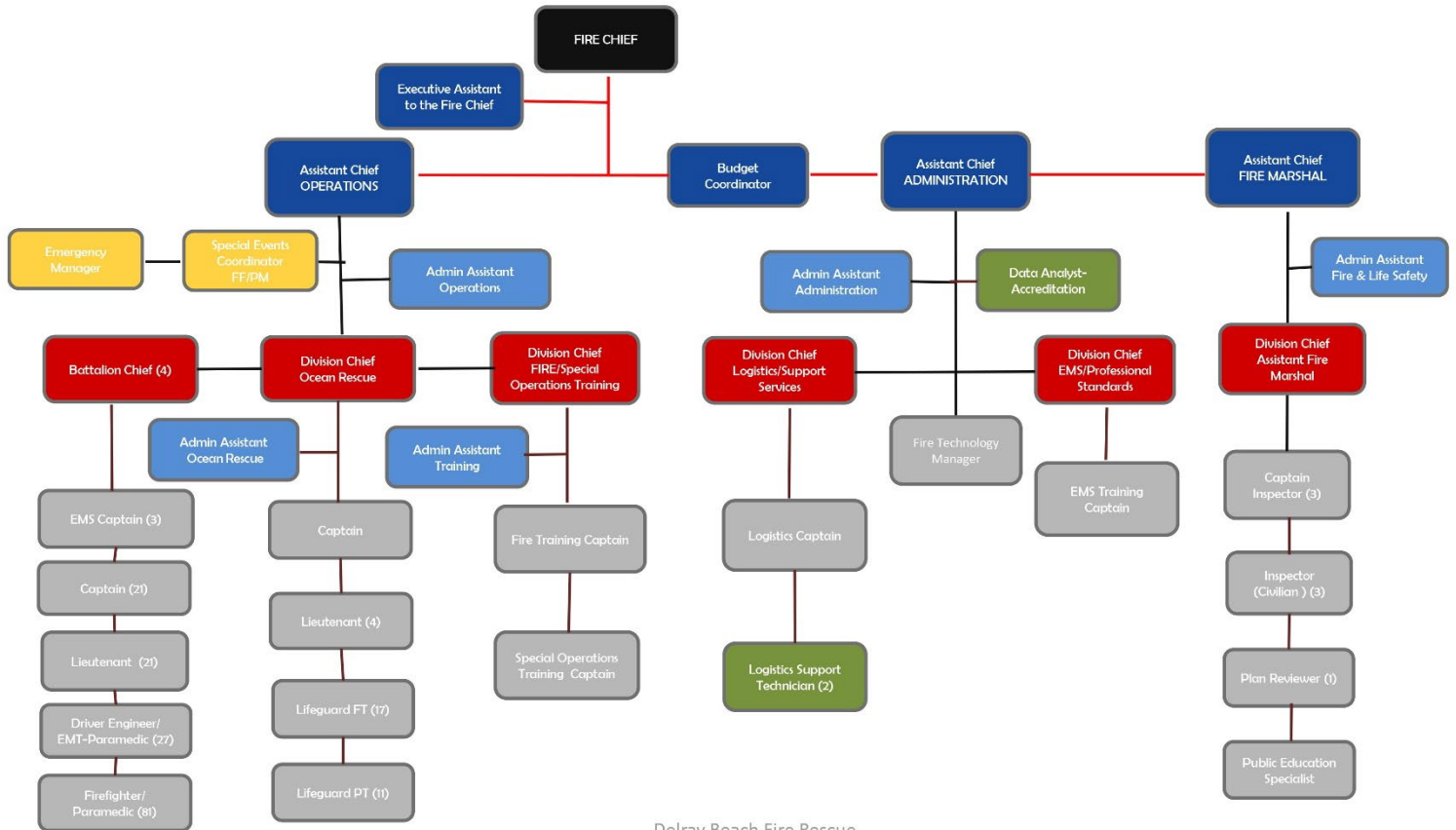
Delray Beach Fire Rescue serves an approximate population of 67,000 residents. In addition, the local area has thousands of visitors and many others employed within the community. Growth and

increase in population have and will provide for specific risks for which Delray Beach Fire Rescue considers, prepares, and deploys its resources and personnel.



Today, DBFR reflects on its history and remains committed to providing all-hazard emergency services and education to its community, embracing excellence in all they do. Delray Beach Fire Rescue continues to honor its community by providing quality services through its proactive focus on risks and deployment from five stations that provide service to the 15 square miles of coverage area. Staffed to support the community, DBFR embraces its future vision and continued excellence in service delivery.

Organizational Chart



Delray Beach Fire Rescue
October 2023 – April 2024

9/26/2023

Mission

The mission provides an internal aspect of the existence of an organization and, to a degree, an empowering consideration for all DBFR 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 the existing mission and after ensuring it answered the questions, it was discussed and accepted by the entire group:

Fearlessly serve our community with an unwavering commitment to engage, educate, and innovate through rigorous training, aggressive tactics, and progressive outreach.

Values

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

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

- Integrity**
- Honor**
- Discipline**
- Dedication**
- Compassion**

Vision

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

Delray Beach Fire Rescue is dedicated to safeguarding and enhancing the lives of our community members through exceptional emergency response, advanced medical care, and innovative safety initiatives. We envision a future where every resident feels secure knowing that our highly trained team is ready to respond swiftly and effectively in times of crisis through collaboration, continuous training, and community engagement. We aspire to be a beacon of reliability and compassion, setting the standard for excellence in fire and rescue services.

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 DBFR must now make these goals a focus of efforts that will direct the agency to its desired future. Goals with complete objectives, tasks, timelines, and assignments are included in a separate **Management and Implementation Guide**.



Improve and maintain a comprehensive health and wellness program that promotes the physical, mental, and emotional wellbeing of all personnel.



Develop a comprehensive training approach for all personnel to enhance the level of service to the community.



Implement and maintain department-wide professional development programs that are proactive, inclusive, and designed to foster a highly qualified workforce.



Employ a qualified, diverse, and community-represented workforce while preserving a culture of longevity and engagement.



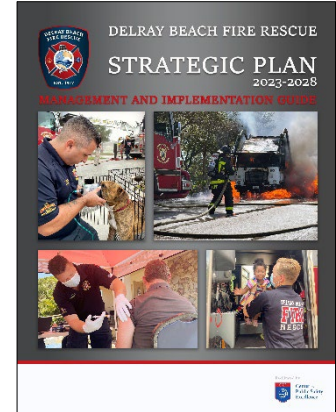
Improve and expand department programs aimed at informing and serving our diverse community.



Institutionalize and maintain international accreditation to better serve our community and embrace excellence through continuous improvement management.

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 execute and institutionalize the plan to ensure the community's expectations and the Delray Beach Fire Rescue's vision remain congruent. The accompanying **Management and Implementation Guide** will assist the DBFR 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

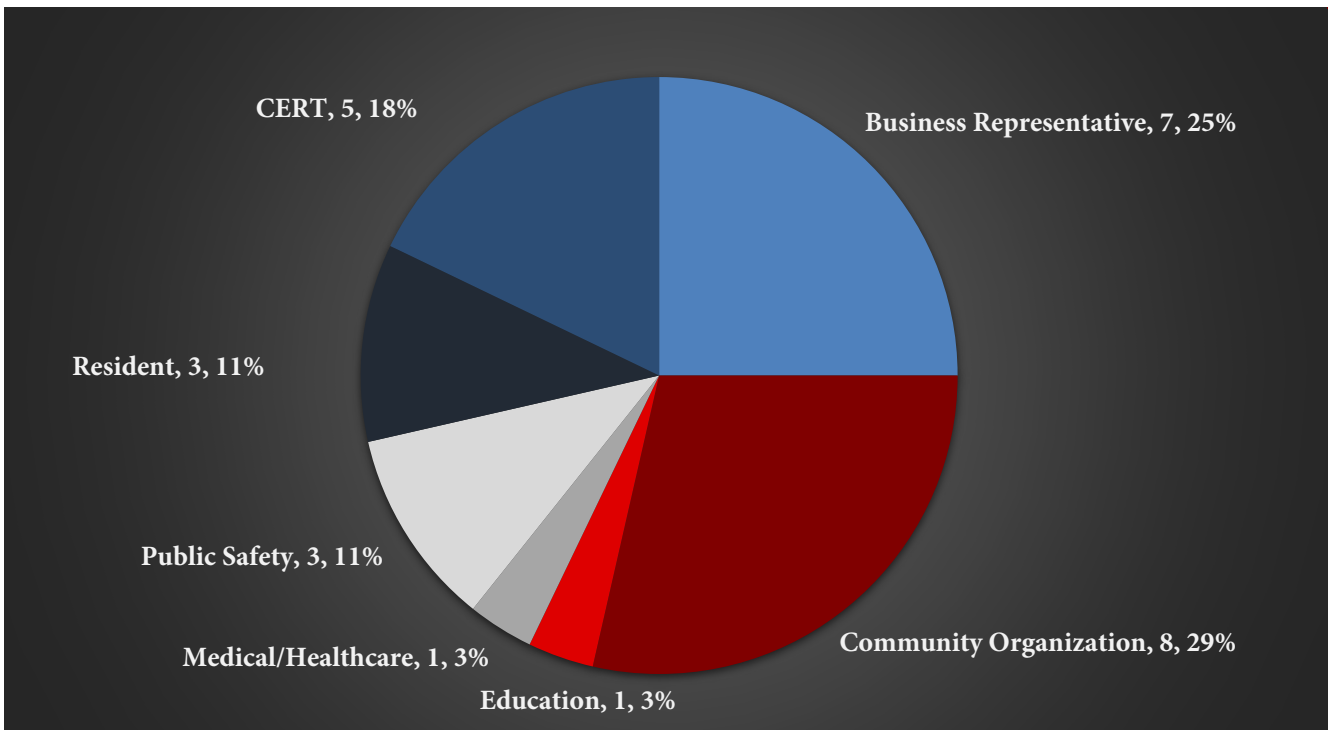
It must be remembered that during this journey of regeneration through change and improvement, recalculation may need to occur to find the success desired. This strategic plan is a roadmap to help the Delray Beach Fire Rescue navigate that change and futurity. The ability to pivot to meet the current environment as institutionalization and implementation occur provides a greater likelihood that the desired outcomes and efficacies will be realized as envisioned.

Appendices

A. Community Stakeholder Findings

The Delray Beach Fire Rescue demonstrates a commitment to its community via a focus on community input and satisfaction. A community stakeholder session was held to gather feedback from the respondents on the agency and its various services delivered. The information gathered from the community stakeholder feedback provided understanding to the agency stakeholders of any misalignment with its organizational foundation and performance or values-based expectations or concerns from which new improvement strategies and processes may be created.

Community stakeholders were identified by the agency to ensure broad representation. The breakdown of groups represented is presented here:



Respondents were asked to list, in priority order, up to three subjects relative to expectations, concerns, and strengths or positives for the DBFR. Expectations and concerns were then analyzed for themes and weighted. The numbers in the parentheses are the cumulative weighted values that correlate with the themes identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. Strengths or positives are listed verbatim and may be repeated based on different respondents.

The specific data and findings from the community stakeholder respondents are provided to follow.

Community Expectations of the Delray Beach Fire Rescue (in priority order)

1. Fast, organized response to building. That they show up when called for an emergency in a timely manner. Respond to and show up to calls quickly. Timely response. Fast response times. Fast response time to my call. I expect our FD to always strive to decrease response times. (54)
2. Acceptable response times. Responsive to all parts of the community, going downtown to elder communities. Respond to emergencies and save lives. Public safety and response times. Response times. Response time for responder to emergency. Public safety response is the best for all residents and visitors. High-quality service and emergency management. (42)
3. To be fully trained and supplied with people and equipment. Highly trained team. Ensure personnel are trained and have adequate resources. Continued training of staff. All possible precautions, equipment, training for firefighters. Highly trained staff to deal with my emergency. For everyone in the department to have CIT training to ensure equitable treatment. (32)
4. Active in the community to build trust. Engaged with the community; we want to know you, access, and visibility of crews. Community involvement. I expect our FD to continue to engage the community and provide opportunities for residents to meet and learn more about the department. More involvement with commercial district. Each member should be invested in the community. Good community outreach/risk reduction. (24)
5. Fire department absolutely needs radio communications with over 30+ CERT teams, in case we are hit with a major hurricane right now. Expect fire department to have a repeater and radios for CERT and its team leaders. As a contract customer of your services, the need for Delray to maintain high-quality equipment for employees to use in the provision of excellent service. Have all equipment/supplies/staff for calls. Properly equipped team. (14)
6. Assist fire department non-emergency outlined CERT. Interaction with management. Meet with management team when on-site and ask who is in charge. Collaboration with police department when needed. (12)
7. More public open house to teach homeowners, children safety, fire drills, what to do in an emergency. Educate the public regarding safety. Education of the public on various topics. Safety training for citizens. Community education on keeping buildings safe. (10)
8. Making sure the budget includes maintenance of equipment and training. Pay a living wage, ensuring growth and development. (6)
9. Fully staffed. I expect our FD to always have the right number of staff in order to provide adequate service. Expect that the department is well-staffed and equipped to save lives. Able to replace personnel immediately when necessary. (6)
10. Provide quality emergency medical service. Emergency medical services to the community. (6)
11. Provide quality fire suppression. Fire suppression and prevention. (6)
12. To achieve and continue excellent customer service whether they are responding to emergency or non-emergency situations (6)
13. Newest technology and equipment at stations for firefighters. (5)
14. Treat all community members with respect. Professional behavior. Professionalism and dedication. (5)
15. Maintaining a safe community. (5)

16. Inspections of building and systems. Rigorous and timely inspection of buildings, parcels for compliance with regulations regarding fire service. (4)
17. Give emergency vehicles right of way on the road. (1)
18. To communicate with me as an end user, any information that would impact your service to me. (1)
19. Cost-effective use of taxpayer's funds to deliver services specified in fire rescue mission and objectives. (1)
20. Ocean rescue. (1)
21. Each member should feel valued and important to the city leaders, residents, and businesses. (1)

Areas of Community Concern about the Delray Beach Fire Rescue (verbatim, in priority order)

1. Do they have all the equipment they need for safety first? CERT could put an old rescue unit to good use. Are the equipment needs there for growth? Condition and age of fire stations. That they have all the up-to-date and necessary tools with which to do their jobs effectively. Not equipped. Deteriorating facilities. (33)
2. Is the department growing and ready to meet the future needs of Delray? As the city grows, our capacity to serve the community. Are there enough staff/firehouses for the current growth and development in Delray? Ability to respond due to growth in our community. Concern that department is not prepared for growth in community. (31)
3. Is the management current with the new demands? Knowledge of property. Expertise, do we have the caliber of staff we want? How do we encourage life learners? Additional training for staff on community resources to assist community members in crisis. Not enough medical training for staff. (31)
4. The department should have a budget that allows it to provide superior service to our community. Is the budget adequate to meet city growth? Lack of funding for the expectations described above. Are we funded well enough to hire enough staff and equip them with the resources that they need? Properly financed at all times. (23)
5. Being able to keep up with retirement pensions and being competitive in hiring employees. New programs to attract future workforce, are we doing enough job training, internships, CO-OP. Ability to recruit qualified personnel. Turnover of staff. Too much turnover in staff. The members of DBFR do not earn enough to live here. (18)
6. Service to projects that are being developed - fronting alleys. How will increased traffic due to increased number of residents (especially out west) impact response times? Ability to respond appropriately to a major disaster. Replacement of fire rescue facilities on barrier island when contract with Highland Beach terminates. Response time will increase because of the Highland Beach issue. Impact of Highland Beach station closing. (14)
7. Health of firefighters. Mental health of current department members due to stressors. Mental health awareness for our staff, do they get the support to help them deal with a stressful job? Are our staff/firefighters being checked in on relative to mental health. (14)
8. Give mandatory classes for the public to give the right of way to fire trucks and ambulances. Confusion on whether to call 911 or direct response line to fire department in medical emergencies. The Delray police have emergency and non-emergency lines. (8)
9. CERT is not equipped to provide rapid response to fire rescue command if there is a major disaster in the 30+ neighborhoods in Delray. Fire department is a priority in the city. (8)

10. The lack of cultural competency through lack of understanding when dealing with the mentally ill; some firefighters approach a situation judgmentally and not wanting to be there. (5)
11. Maintaining staffing. That all positions necessary to provide safe coverage for our firefighters and community are filled. (4)
12. Not as involved with downtown and PD. Lack of public awareness of what is covered by FD, more community involvement in outreach events. (4)
13. CERT has 225-250 trained volunteers as of 2023, need better marketing/advertisement. (3)
14. Access points for golf course emergencies. (3)
15. Politicization of what should be a straightforward community service, hopefully this is starting to change. (3)

Positive Community Comments about the Delray Beach Fire Rescue (verbatim, in no order)

- Our department is on top of situations on scenes. That knowledge team has kept safety first.
- Everyone speaks highly of the fire department.
- Great engagement and communication.
- Excellent people who put the community first.
- Excellent reputation and expertise.
- Long-standing history of serving our community.
- DBFR gives fantastic personal support to the CERT, other than the lack of radio communications.
- CERT members appreciate the fellowship and appreciation shown by the firefighters.
- Great people, engaged leadership, and visible leaders.
- Involved in community programs.
- Leadership development of chiefs is noticed and praised.
- Management represents the fire department well at public events and hearings.
- In general, have never had any complaints about the fire department.
- Excellent customer service.
- Excellent communication relative to your service.
- Open and transparent contract negotiations.
- They involve the community, like today's event.
- Exceptional leadership, staff depth on the bench.
- Willingness to engage with community organizations.
- Public safety education effort.
- Community involvement.
- Social media information shared.
- Great reputation.

- Response times are very good.
- Community relations are very good.
- Firefighters and staff are kind and knowledgeable.
- Maintaining staff.
- Response time - quickly responding to events.
- Most staff are courteous, responsible, and respond to individual needs.
- More referrals to other services- i.e., homeless resources, drug treatment, mental health, etc.
- Investment in their staff/peer support/mental health.
- Transparency.
- Always responsive, not just on calls, but also inquiries.
- Community engagement.
- Providing emergency medical services.
- Fire prevention.
- Great image.
- Professional in how they conduct themselves.
- Dedication, they are doing this to help people.
- Our fire department does a great job of being present and in bonding with the community. Events and open houses shout out.
- I appreciate the programs, like explorers and open houses that introduce our youth to the profession.
- Public involvement at community meetings, commission, open houses.
- Training, certifications, and rankings achieved.
- Reductions in taxes/costs due to high achievement/accreditations that fire rescue has achieved.
- PIO-sharing all the good work.
- Leadership.
- Special event team involvement.
- Ocean rescue.
- Fire rescue is always prompt and engaged when called.
- Excellent service and attitude.
- Resilient and responsive.
- Have strategic locations throughout the city.
- We have a group of firefighters that are amazingly knowledgeable!
- Our department has a great community commitment.
- Great reputation.
- The community feels safe.

- They are well-trained, committed, and dependable.
- Response time is amazing.
- Their engagement with the community is good.
- Very strong leadership, which must always be maintained.
- Constant training of personnel towards future leadership.
- The workforce has been helpful in every interaction, positive attitudes in stressful situations.
- Firehouse demos are great for the kids, and really sparks a ton of interest in the youth!

Other Community Comments about the Delray Beach Fire Rescue (verbatim, in no particular order)

- CERT radios could be used during their support at parades, city events where volunteers are used.
- CERT should deliver supplies to fire stations.
- Keep reinvesting in the staff.
- I have had all of our departments at our house; all were timely and professional with excellent results!
- Do you offer training programs for fire extinguisher use?
- Beach rescue could help clean the beaches of large debris when exiting in their 4-wheelers instead of driving past items.
- I would like to learn how likely a disaster like Hawaii is for our community, and if so, what is our plan to safeguard our community?
- DBFR provides great service for the community.
- The fire/rescue service is a service business. The public is the customer.
- I am not sure if they do this already, but I think it would be a good idea to send out quarterly reports to the community leaders that showed up today. This report will include challenges they face as well as goals they have accomplished.
- Concern over an explanation of all the responsibilities of the fire department.
- Proud of the ocean rescue team and that it is included in the fire department.
- Thank you for the excellent service.
- A better public relations effort is needed so all stakeholders in the community would easily be able to answer this feedback.
- I have met some amazing firefighters and some not-so-great ones, but the great ones far outweigh the bad ones.
- Thank you for keeping our community safe.

Things the Community Feels the Delray Beach Fire Rescue Should Change

(verbatim, in priority order)

1. Need new stations. Physical infrastructure of stations. Getting by on less than adequate resources. Increase budget for maintenance of buildings. I am concerned about the Linton and Andrew stations. (5)
2. More involved in city planning. Collaboration with PD for peer support. Give more support to the CERT program. (3)
3. More public education opportunities. Better public knowledge of our firefighters' capabilities. (2)
4. Better communications with community. The level of communication with the public. (2)
5. More community outreach and visibility. Increase involvement with businesses. (2)
6. Add routine mental health evaluations. (1)
7. Customer service when dealing with people. (1)
8. Workforce development. (1)
9. Need CERT radios for communications on events and classes. (1)
10. More cultural competency training. (1)
11. The current compensation structure encourages increased turnover among the staff. (1)

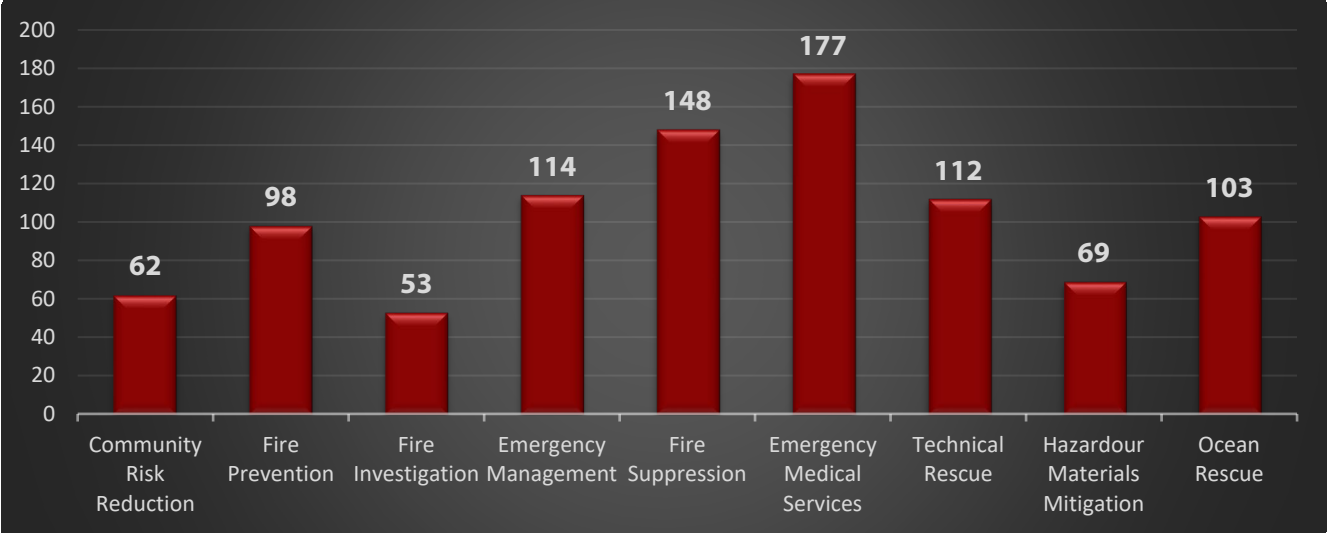
Things the Community Feels the Delray Beach Fire Rescue Should NOT Change

(verbatim, in priority order)

1. Being community-driven. Community engagement. Involvement in community cultural events. Level of community engagement. Accessibility. Level of community engagement. Public relations and connection with community. Community outreach programs. Its mission of putting community first. Keep up community engagement and communication. (11)
2. Response times. Excellent response times to emergencies. Response times are good. (3)
3. Quality of service. Excellent service. Excellent customer service. (3)
4. High level of professionalism. Image of professionalism. (2)
5. Plans for facilities improvement. Locations of existing fire stations. (2)
6. Canceling or eliminating public education programs. (1)
7. Recruiting, we seem to have great FD members. (1)
8. Maintaining the department's high standards. (1)

Community-Prioritized Programs

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



B. Agency Stakeholder Work

A group of agency stakeholders representing the various segments of the DBFR attended a three-day work session to review the community feedback, develop or revise the agency’s mission and values, and establish a quality focus on the way forward in developing this community-driven strategic plan. Additionally, the process included an environmental scan in the form of a strengths, opportunities, aspirations, and results (SOAR) analysis to better understand the current situational aspects impacting the agency.

SOAR

The agency’s internal stakeholders utilized a strategic environmental analytic method known as SOAR: where members consider the organization’s current strengths, opportunities, future aspirations, and strategic results to formulate a path for continuous improvement. The SOAR process was conducted for reflection, focus, and alignment with the organization’s set of values, its vision, and its mission. This appreciative inquiry process provided environmental scanning for strategic direction, associated plans through the application of innovative ideas, and a positive strategic framework that brings clarity to the agency’s vision for leadership in day-to-day functions.

Strengths

Health and wellness programs that are highly effective and supported by the organization.	Strong community relationships through multiple platforms.
Exploring innovative ideas to expand the department’s service delivery to the community.	Advancements within the support services and logistics division.
Leadership inclusion of internal stakeholders through committees.	Viewed by external and internal customers to be knowledgeable and professional.
Executing set goals from the previous strategic plan.	Responsiveness to emerging community needs.
Develop policies and procedures with a safety-forward mindset.	Development of risk reduction and its performance on the community.
Organizational decisions that are driven by data.	Continuous evaluation of the staffing model.
Department has a philosophy of migrating to contemporary technology.	Willingness to adapt to changing tactics/operations and techniques.
Response time is a top priority.	A well-trained and conditioned ocean rescue staff.
Inter-division cross-training in the department and inter-departmental training in the city.	Continued investment in our department’s most valuable assets, our personnel.
A strong public perception of the department.	Improved transparency and relationships with leadership.

Transformation of the training culture to support personal growth and professional development via internal and external resources.

Opportunities

Improved resources in the department relative to risk experience.	Use of alternative resources for recruitment, mentoring, and opportunities.
Improve our logistical storage capacity to protect assets.	Expand community outreach on all service lines.
Explore city, county, and vendor available resources for physical/fleet maintenance.	Use creative and innovative technologies for communications and education.
Expand community risk reduction opportunities and resources.	Expand training to include more external subject matter experts and train-the-trainer options.
Maintain service levels to account for the loss of Fire Station 116.	Budgetary increase to compensate administrative assistants for the ongoing increase in their workload.
Ocean Rescue quarterly open house events.	Improve the health and wellness of station life.
Work to decrease fatigue reduction for all members.	Increase the number of units to decrease response times.
Increase the scope and availability of the youth outreach program.	Use the public information officer (PIO) for more community transparency.
Develop a training facility to call our own and incorporate regionalized training for the possibility of long-term profit and growth.	Increase safety of emergency vehicle response via a piggyback off of Palm Beach County emergency Opticom system and a highway incident blocking mechanism.
Improved utilization in partnerships with volunteer groups.	

Aspirations

Improve a department-wide comprehensive health and wellness program.	Increase organizational diversity to match the community profile.
A formalized succession plan adopted to better prepare all ranks for career advancements.	Increase operational efficiency to decrease property loss and life impacts.
Seamless integration that creates community partnerships.	Make Delray Beach Fire Rescue a destination department through improved employee/customer satisfaction.
A resilient department, city, and community.	
Have the human and physical resources that enable the mitigation of all hazards in our community.	A comprehensive training system in place that is cost-neutral and improves community service.
Create a division of recruitment and retention with a goal of having a program at Atlantic High School.	Increase career education opportunities among the youth of our community.
A facility to provide training and education to better serve our community.	Maintain our partnership with city leaders and officials to better ensure resource availability.

Results

Group 1	Group 2	Group 3
<ul style="list-style-type: none"> - Identified cancers in individuals via LifeScan. - Multiple sets of gear for employees, gear cleaning extractors, peer support, Ward filters have resulted in early cancer detection. - Increased training budget, task book implementation, a created positive approach to training culture, partnered with external entities to facilitate more training opportunities. - Increased logistics staffing, implemented operative IQ, and increased organization of logistic items. - Installed first-arriving dashboards. - Open house input and social media output as well as community involvement. - Last strategic plan results of Lt. officer position, logistics, CRR division, expanded FLS division. - SOG review committee. - Production of cost-neutral revenue from operational use of a training facility. - Demonstrate fire department value and increase education on community outreach programs. - Longevity in our workforce. - Enable the PIO to reach social media quicker with fewer roadblocks. - Get back to business quicker following a disaster. - Gain more trust from the citizens. - Increased survivability. 	<ul style="list-style-type: none"> - Unit reliability increases. - Reduction in unit response times. - Increased knowledge of fire/rescue services. - More diverse workforce to broaden the applicant pool. - Timely station maintenance by qualified personnel. - Decrease in miscommunication with a diverse community. - Decrease in the frequency of repeat calls. - Increased quality of life. - More qualified workforce. - More knowledgeable workforce. - Decreased accidents using Opticom, faster responses. - Decreased accidents for the department. - Increased quality of applicants. - Increased job satisfaction and reduced turnover. - Increased knowledge of other department's functions and roles in operations. - Attract and retain well-qualified personnel. - A more informed community that can be more resilient. - Increased morale and trust. - Preparing members for the roles they aspire before entering into that position. - More community support and engagement. 	<ul style="list-style-type: none"> - Decrease in turnover. - Increased applicant pool. - Decrease in workers comp claims, decreased use of sick time, and early detection of diseases. - Established training facility in the city. - Increase in training hours. - Increase in number of qualified applicants for promotion. - Improved apparatus replacement schedule. - Gender and ethnicity percentages that mirror the community. - Increase in scholarships in public safety. - Analysis of response times has confirmed a decrease or identified a need for improvement. - Staffing factor has increased, a reduction in mandatory overtime. - Awards won by ocean rescue. - <i>Image Trend, First Due</i>, intubation heads at all stations. - Updated hose loads. - More effective medical equipment for ocean rescue. - Decrease in frequent callers. - Decrease in apparatus damage and time out of service. - No increase in response time after the loss of station 116. - Increased marketing of the department. - Overall decrease in call volume. - A more streamlined budget process. - A fire/ocean rescue boat to better serve the area. - Increased fire control and decreased property loss. - Improve training and response while generating income by providing alternatives for training to outside agencies.

Programs and Services

It is imperative that agency stakeholders distinguish between the core deliverables (programs and services) provided by the Delray Beach Fire Rescue and those supporting services that help the agency provide the core programs and services. With this understanding, the agency stakeholders can further define where the issues and gaps exist within the organization and provide more basis for the environmental scan that is conducted. To bring this understanding to fruition, the CPSE provided guidance and gained consensus understanding with the entire group so that the difference between the deliverables and the supporting functions were understood.



Agency Stakeholder Work Session

Challenges and Service Gaps

After sifting through data and feedback provided by the community stakeholders, and the internal environmental scan conducted, the agency stakeholders, by consensus and group effort, determined that the following challenges and service gaps exist within the Delray Beach Fire Rescue. Each challenge or gap listed is accompanied by the causal effects determined by the two groups. They are then linked to the strategic initiative identified by the agency stakeholders.

Group 1	Group 2	Initiative Link
<p>Health and Wellness</p> <ul style="list-style-type: none"> ○ Antiquated alerting systems in stations ○ Workload/lack of staffing ○ Culture ○ Funding ○ Lack of qualified mental health providers ○ Quality of city wellness center ○ Cross-contamination issuers ○ Pests ○ Air quality/mold in stations ○ Lack of decompression saves 	<p>Health and Wellness</p> <ul style="list-style-type: none"> ○ Fatigue ○ Call volume ○ Alert tones/lighting ○ Longevity ○ Resources 	<p>Health and Wellness</p>

Group 1	Group 2	Initiative Link
<p>Training</p> <ul style="list-style-type: none"> ○ Funding ○ Inadequate location ○ Staffing ○ Weather ○ Emergent reliability issues ○ Inadequate support from the city for city-wide initiatives ○ Trouble with inter-agency COOP's ○ Lack of equipment and space ○ Lack of initiative ○ Need for a culture change 	<p>Training</p> <ul style="list-style-type: none"> ○ Lack of training center ○ Funding obstacles ○ Lack of real estate ○ Partnerships ○ Staffing ○ Equipment/logistics ○ Public education aspect 	<p>Training</p>
<p>Physical Resources</p> <ul style="list-style-type: none"> ○ Age of buildings ○ Funding ○ EVT availability ○ Supply chain issue ○ Lack of prioritization ○ Lack of forecasting ○ Poor upkeep ○ Accidents ○ Inadequate training ○ Quality of repairs ○ Environmental impacts 	<p>Fleet</p> <ul style="list-style-type: none"> ○ Fundings ○ Staffing/mechanics ○ Incidents involving apparatus ○ Availability of apparatus ○ Location restrictions ○ Lead time on repairs ○ Outsourcing obstacles ○ Storage environment/parking lots, trees, etc. 	<p>Physical Resources</p>
<p>Human Resource Development</p> <ul style="list-style-type: none"> ○ Succession planning ○ Recruitment ○ Diversification ○ Funding ○ Schedules ○ Need for proactive vs. reactive culture ○ Benefits ○ Cross-training/redundancy ○ Staffing levels 	<p>N/A</p>	<p>Personnel Development</p>
<p>N/A</p>	<p>Recruitment and Retention</p> <ul style="list-style-type: none"> ○ Diversity ○ Staffing ○ Outreach ○ Curriculum ○ Involvement ○ Programs ○ Scholarship availability ○ Lack of incentives ○ Culture and atmosphere 	<p>Recruitment and Retention</p>

Group 1	Group 2	Initiative Link
N/A	Community Outreach <ul style="list-style-type: none"> ○ Utilization of social media ○ Funding ○ City-imposed barriers ○ Perceived low impact ○ Lack of awareness ○ Lack of understanding ○ Lack of training ○ Accessibility (language and literacy) ○ Preparedness for major incidents 	Community Outreach

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

Group 1	Group 2
Emergency Response <ul style="list-style-type: none"> ○ Lack of modern traffic management ○ Culture ○ Funding ○ Unit availability ○ Staffing ○ Proper equipment ○ Specialized units ○ Lack of forecasting 	Community Expansion <ul style="list-style-type: none"> ○ Population ○ Lack of resources ○ Traffic increases ○ Call volume increase ○ More people to reach ○ Decrease in land footprint ○ Response times

Strategic Initiatives

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

- Health and Wellness
- Training
- Physical Resources
- Accreditation
- Personnel Development
- Recruitment and Retention
- Community Outreach



2024-2029 STRATEGIC PLAN