



ST. LUCIE COUNTY FIRE DISTRICT

2024-2029

STRATEGIC PLAN



Facilitated by



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Excellence

The CPSE acknowledges and thanks the community and agency stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Jeff Lee and all who participated for their commitment to this process.

This community-driven strategic plan was developed in February 2024, beginning with a meeting facilitated by representatives from the CPSE for community members, as named below. The community stakeholders' feedback considered by agency stakeholders in developing this strategic plan can be found in [Appendix A](#).

Community Stakeholders

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

Agency Stakeholders

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Message from the Fire Chief

To All,

As your Fire Chief, it is my pleasure to present to you our 2024 through 2029 Strategic Plan. Effective strategic planning is essential for the St. Lucie County Fire District (SLCFD) to fulfill its most basic mission of protecting lives and property. However, the SLCFD is much more than that. Your SLCFD is the most unique fire rescue agency in the State of Florida. We offer far more services today than basic firefighting when we were created well over 100 years ago.



Our journey towards enhancing the safety and well-being of our community has been made possible through the dedication, commitment, and collaboration of our remarkable team and the unwavering support of our citizens. A cross-section of our community came together to offer their input and testimonials. These key external stakeholders were also able to share their expectations, concerns, and priorities. Our membership also came together and brought with them their hundreds of years of experience and broad skill sets. The document before you will not only chart the SLCFD for the next several years but also define our organization for the foreseeable future.

Again, to our community members, I am profoundly grateful for your active participation, your feedback, and your support throughout this process. To the men and women of the SLCFD, THANK YOU so very much for what you all do every day, 24/7, 365. I am humbled and truly honored to be part of such an amazing organization where our motto is very much evident, “Our Family Serving Yours.”

Jeff Lee
Fire Chief

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Introduction

The community serviced by the St. Lucie County Fire District (SLCFD) receives high levels of professionalism and efficiency from the agency's proactive approach to risk reduction and emergency mitigation. As such, the SLCFD contracted with the Center for Public Safety Excellence® (CPSE®) to facilitate a community-driven strategic plan. The process utilized by CPSE aligns with the Commission on Fire Accreditation International's (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 SLCFD 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 SLCFD 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 SLCFD 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 SLCFD 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 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 Stakeholders Work Session

Agency Background

St. Lucie County, Florida was created in 1905, with Ft. Pierce as the county seat. The Ft. Pierce Fire Department, serving a portion of St. Lucie County, was established in 1906 with the intent of lowering the rates of fire insurance in the area. The department grew to meet the needs and demands within the county and, in 1959, the St. Lucie County/Ft. Pierce Fire District was created. The district grew to provide a broader expanse of services within its coverage area. In 1996, the organization's name was formally changed to St. Lucie County Fire District (SLCFD).



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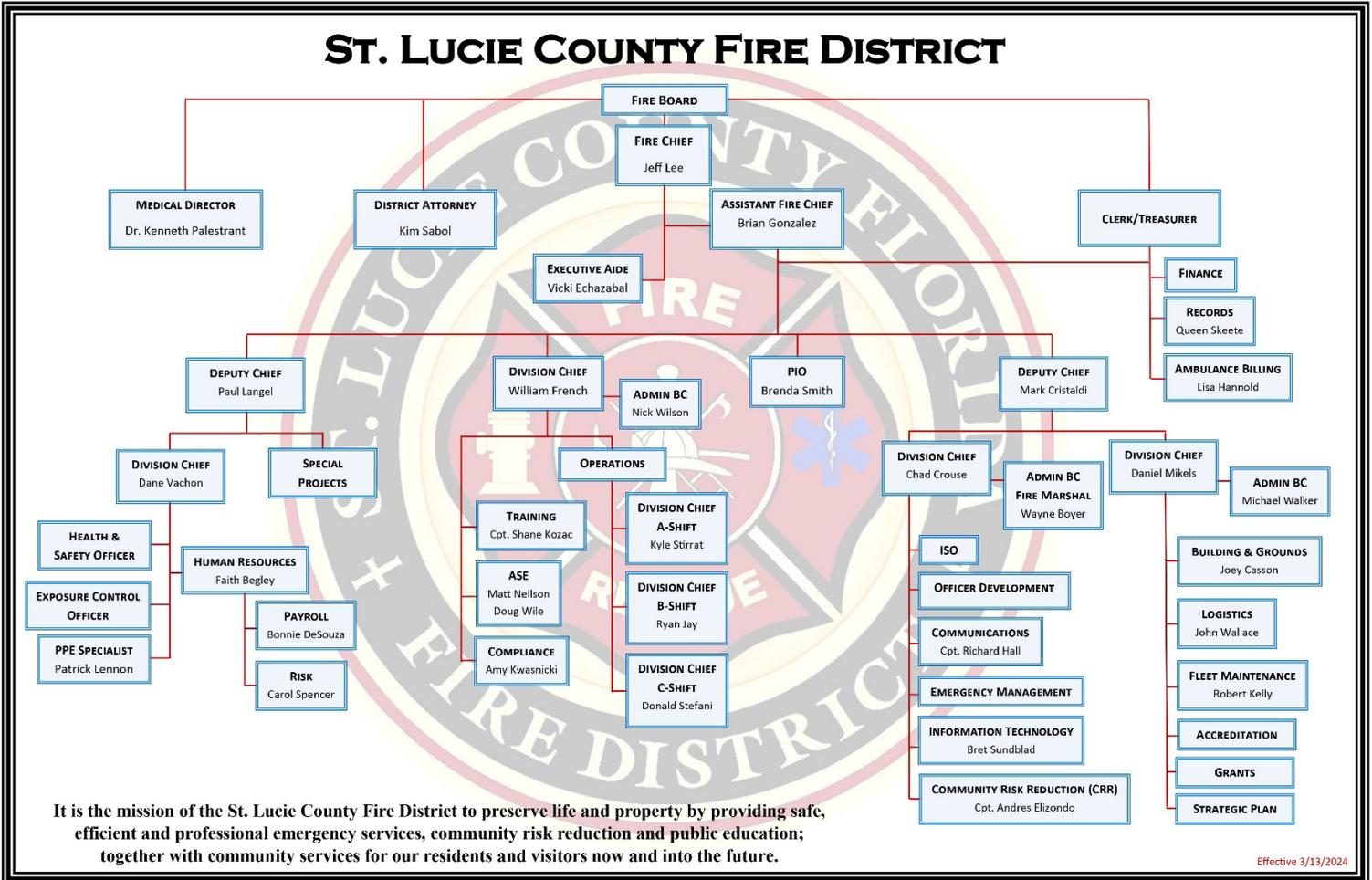
The SLCFD is an independent, countywide special district that is governed by a seven-member Fire Board, comprised of two commissioners from the City of Ft. Pierce, two councilmen from the City of Port St. Lucie, two St. Lucie County Commissioners, and an

appointee by the Governor of the State of Florida. SLCFD is the sole provider of fire and emergency medical services in St. Lucie County, which encompasses 573 square miles and includes the cities of Ft. Pierce, Port Saint Lucie, and St. Lucie Village. The SLCFD is a unique fire rescue agency in the State of Florida. SLCFD is the only independent special taxing district that is responsible for servicing an entire county as well as two cities within the St. Lucie County boundaries. The SLCFD is responsible for its own support functions, including communications, public information, human resources, information technology (including MIS and GIS functions), fleet maintenance, logistics, building and grounds, and finance (payroll, budgeting, public records requests, and ambulance billing).



The department serves a population of 358,704, and projections show an increase to 387,546 in 2024. The SLCFD plans for and responds to the evolving demands of that growth and has aligned with best practices and trends, as indicated by its international accreditation from the CFAI.

Organizational Chart



Agency Stakeholder Work Session Participants

Mission

The mission provides an internal aspect of the existence of an organization and, to a degree, an empowering consideration for all SLCFD 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, the following mission statement was created, discussed, and accepted by the entire group:

The St. Lucie County Fire District family's mission is to save life and property through immediate, skillful, and professional emergency service, community risk reduction, and public education.

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 and refresh the SLCFD's values, and the following were agreed upon by the entire group.

**Community Courage Excellence Family Integrity Loyal
Passion Pride Purpose Respect Sacrifice Teamwork**

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 SLCFD to accomplish their goals, objectives, and day-to-day tasks.



Agency Stakeholders Work Session

Vision

An organizational vision exists to keep all agency members focused on the successful future of the St. Lucie County Fire District and to guide quality change and improvement in alignment with the community. The CPSE facilitated the development of the SLCFD's vision for the future, and the agency will support the reality of this vision through successful plan implementation and goal achievement.

The St. Lucie County Fire District is committed to being a forward-thinking leader in fire, emergency medical services, and community risk reduction. We strive to anticipate and stay ahead of the evolving needs of our community through informed strategies and innovative approaches. Our mission is to deepen public trust by leveraging our expertise to reduce risks, lower insurance premiums, and deliver services that exceed expectations. We engage with our community to shape a safer, more resilient future and manage resources prudently to ensure the highest level of emergency response. We encourage members of our community to engage with the fire district, knowing that their input is valued. We pledge to serve with exceptional care and consider every individual we assist as an extension of our family.

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 SLCFD 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**.



Identify, sustain, and enhance training over the next five years to exceed community expectations and provide personal growth and promotional opportunities for all members.



Enhance community engagement and public awareness of fire and life safety measures through targeted external communication, education, and prevention efforts that reduce risk and promote a safer and more informed community.



Implement a progressive and comprehensive approach for recruitment, development, and eventual retirement, ensuring the district's sustainability while meeting both current and future demands.



Implement a comprehensive technology integration plan to enhance efficiency, effectiveness, and safety across all facets of operations, including telecommunications, emergency response, training, administration, and community engagement to optimize resource allocation, minimize response times, mitigate risks, and ultimately save lives while ensuring the highest standard of service delivery to the community.



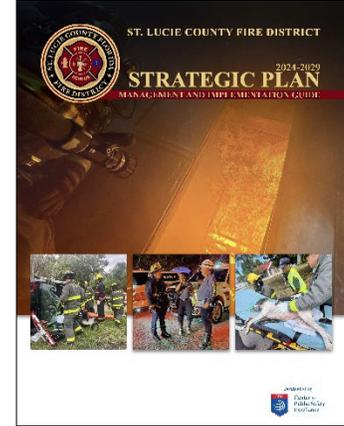
Achieve the highest standards of health, safety, and wellness for all personnel in support of our commitment to creating a culture that prioritizes the physical, mental, and emotional well-being of our family.



Enhance the effectiveness of internal communications that will promote seamless coordination within its operations and foster open communications between all divisions, creating a culture of transparency and collaboration.

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 agency's vision remain congruent. The accompanying **Management and Implementation Guide** will assist the SLCFD 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

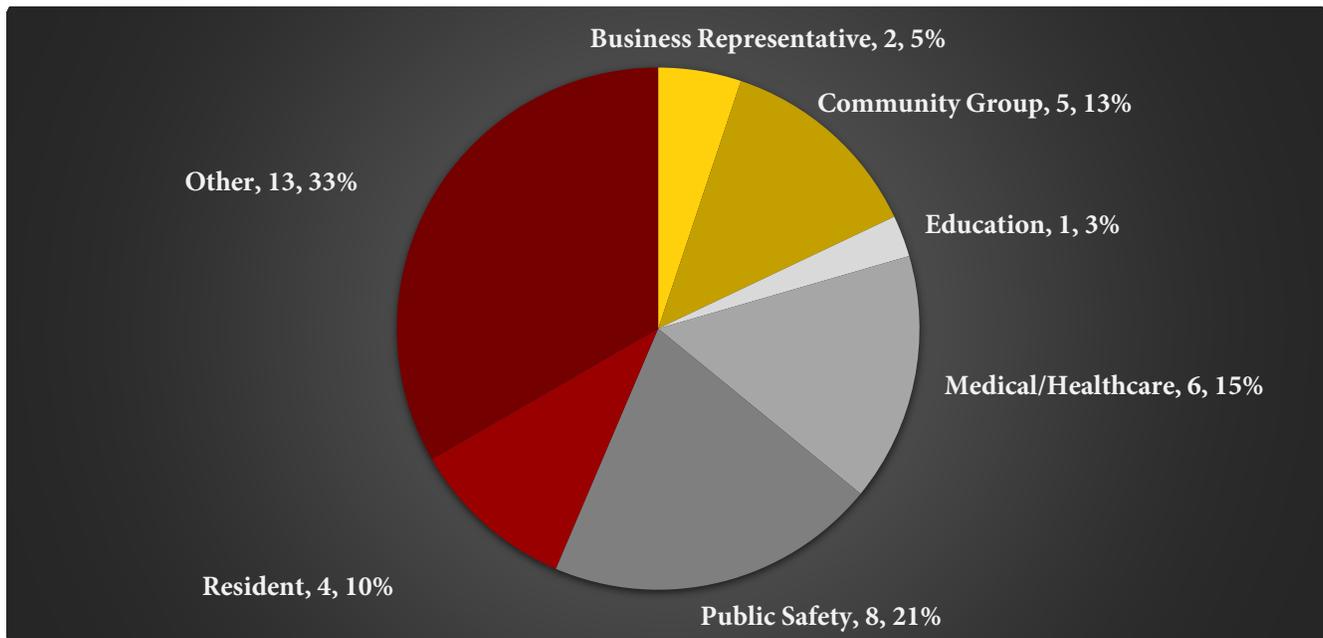
It must be remembered that during this journey of regeneration through change and improvement, recalculation may need to occur to find the success desired. This strategic plan is a roadmap to help the SLCFD navigate that change and futurity. The ability to pivot to meet the current environment as institutionalization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

Appendices

A. Community Stakeholder Findings

The St. Lucie County Fire District 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 SLCFD. Expectations and concerns were then analyzed for themes and weighted. The numbers in the parentheses are the cumulative weighted value that correlate with the themes identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. Strengths or positives are listed verbatim and may be repeated based on different respondents.

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

Community Expectations of the St. Lucie County Fire District (in priority order)

1. **Quick response.** Rapid response to emergencies. Show up within the time frame allotted for a call. Quick and effective emergency response. Response time to calls. Lightning quick response to emergency situations with fire and other safety-related resources. Quick response with good patient care. Timely response. Respond in a timely manner to meet the needs of citizens who are having an emergency. (119)
2. **Training.** Educated medics and paramedics. Calm and competent emergency treatment. People on the job have all the tools and materials to be able to function efficiently. Training of our men and women always current and up to date. Best personnel with training and experience to achieve response goals. Excellent at their profession. Meeting professional standards. High level of education and training. Have trained employees who are able and capable of making critical decisions in the best interest of the community. (48)
3. **Outreach - Firewise!** Community engagement - active within the community that builds trust with those they serve. Community relations and involvement. Public fire safety education. Would like to see more public first aid classes. Be a strong part of the community. Clear, consistent communication. Exceptional community outreach. Community involvement. I expect a high level of community involvement with events, local schools, and homeowners associations. Community education. (36)
4. Great **customer service.** To ensure there is always someone there in the time of need. Effectiveness, efficiency, service orientation. Professional service. Service-oriented. Quality of service provided. Prompt service delivery. Quality medical care and fire mitigation. (28)
5. Firefighters of good **character.** Looking professional in their presentation. Public facing as competent professional force. To treat all citizens with courtesy. Community approach to citizens. Equal respect. Professionalism. Professionalism while providing services. Professional and courteous. (23)
6. **Community safety.** Their safety and ours. Safety minded. Safety and well-being of our community. Focus on safety first. (21)
7. **Plan** new stations, staffing, and equipment for expected growth. Station and personnel outlook currently behind on both for the population that is coming. Meeting the growing numbers of population with fire stations and staff. Achieving opening fire stations successfully. (15)
8. **Equipment** is up to date. Best equipment and assets to maintain excellent service. Working equipment, e.g., medical equipment, mechanics working on vehicles, etc. Have reliable equipment to be able to treat patients correctly as well as fight fires, etc. Well equipped. (12)
9. **Collaboration** on education and drills between SLCFD and emergency rooms. Collaboration and communication with other enforcement agencies. (8)
10. When called out someone should stay at the fire station. (5)
11. Well paid. Hiring with the dynamics of the community. Have more diversity in higher-up leadership. (5)
12. Good stewards of tax dollars. Effective use of funding. Fiscal responsibility. (5)
13. Staff the department accordingly. Enough personnel. (4)
14. Conduct inspections for prevention and education. (3)
15. Ambulance charges to be more flexible to pay. (1)
16. Fleet maintained and new trucks on order with long lead times. (1)

17. To respond to new technology and methods through periodic training, educational enhancements, and innovations. (1)
18. Maintain high expectations of chain of command discipline. (1)

Areas of Community Concern about the St. Lucie County Fire District (verbatim, in priority order)

1. Increased growth of SLC and number of available first responders to support response times/public safety. The city of PSL is growing fast, stations to people, call times. How are we handling the growth? The need to adjust and grow with the rapidly growing population. Being able to keep up with the rate of growth of St. Lucie County with the plans for stations and staffing. Plan for growth in our community. Ability to meet demands of new development, seems like community growth is more rapid than fire station development. (59)
2. Living wages. I hope by this point, the department is bringing on educated people, not just because they were born in SLC. Competitive compensation packages to hire the best employees. Lowering of standards to allow for more hires. The rapid retirement of personnel with large numbers of new hires - brain drain - institutional knowledge. Record keeping/info lost during turnover. Comparable pay. (30)
3. Not enough employees - short staffed due to growth. Not enough staff for the growth of our community. More personnel and fire stations needed. Are there enough employees to cover growing demand without employee burnout? Staffing increases to facilitate population increases in the county. Are the departments well-staffed and how is overtime controlled? (27)
4. Training. Have good training. Continuous training within the department, skills. Employee training and retention. Rapid expansion of facilities in the western section of county and having adequately trained employees to fill them. Is there continuous skills training? (18)
5. Maintaining a little used facility on the inlet that could be used for other purposes. Age of equipment on ambulances. Planning for equipment service life and additional equipment. Maintaining the vehicles and equipment. (17)
6. Will funding be forthcoming from taxpayers? Adequate funding to carry out mission. Revenue unable to keep up with demand and population. (15)
7. Infrequent inter-jurisdictional communication. Other agency partnership. Improved training with law enforcement regarding scene expectations. (13)
8. Increasing costs of personnel, retirement, and benefits along with equipment and resources. Capital outlay. Management of expenditures - the appearance of unchecked spending. Financial health - concerned that they are running in the red with their obligations to their pension plan. (12)
9. Keeping community engagement a high priority. Ability to share priority messaging to the public at large. Community education on fires and equipment. Providing more community forums, workshops, and community events for citizens, especially older ones. Need for increased community engagement virtually and in person. (11)
10. Support to our men and women - our heroes see and go through a lot that can be very traumatizing. Is there adequate mental health awareness and services offered to employees? (8)
11. It concerns me greatly that cars do not pull over when fire trucks are trying to navigate their way to an emergency. They have a hard time making it to calls because of traffic. (8)
12. A lot of older staff, not enough young talent. Image of fitness for duty. (8)

13. Collaborative disaster playbook with all county entities. Ability to function in “warm” zone during active violence situation (Swift Assisted Victim Extrication Program). (6)
14. Lack of female leadership (higher up). Equal opportunity. (6)
15. Safety. (5)
16. Transparency in leadership. (5)
17. Equal opportunity for local business to grow with the county. (5)
18. Fire flow tests are current for Insurance Services Office. (5)
19. Being able to continue to operate with the highest level of service. Expand contribution on call regarding mental health crisis. Ability to handle multiple large critical incidents at once. (5)
20. Minor concern regarding 911 routing of calls in the Palm City portion of St. Lucie County, creating lost time from routing to wrong fire department. (5)
21. Administering blood transfusions en route to hospitals (ethical concerns). (5)
22. Too long of time for calls. Response times to the citizens living in the northern section of St. Lucie County. Response times. (4)
23. Politics should have no place in SLCFD. (3)
24. Perception that firefighters have “too lucrative” and easy life. (3)
25. Knox Box audits current. (3)
26. State making changes to special districts through legislative actions. (3)
27. Pre-incident response plans vetted and current. (1)

Positive Community Comments about the St. Lucie County Fire District (verbatim, in no order)

- **Community Involvement/Outreach/Education:** Outreach.; School/children reach in communities.; Community involvement.; Community outreach.; Community involvement is high.; Your community engagement.; Very involved with the community.; I love seeing the fire district at local events and charities!; The chili cookoff is fantastic outreach.; Staff are very involved in the community.; Good interaction with community.; Positive community interactions thus far.; Very community-driven.; I love their involvement with Little Feet, the Boys & Girls Clubs, etc. (Christmas 4 Kids); Would love to see more programs like the one held last year with the Boys & Girls Clubs of St. Lucie with the first-hand exposure to what you do.; Educational programs in our schools.; They are community-driven – very involved.; They are great with the community. Do a lot for kids Lil Feet.; Community-driven benevolence.; Community education for all ages, including children.; Front-line personnel are very community-minded and participate in many community events.; Very community involved.; Educate our kids.; Wonderful job at Thanksgiving Big Heart Brigade.
- **Leadership:** Approachable leadership.; Reasonable supervisory staff.; Appreciate feedback from chief/FTO when issues arise in real-time.; The chief is a positive person.; Great leadership in Chief Lee.; Upper-level officers have the respect of the community.; Very courteous leadership.; Leadership is strong.; Strong Board of Directors and administration.; The command staff is strong. Very committed to being involved and being the best.; Excellent executive team under the chief.; Leading from the front through actions and public trust.

- **External Relationships:** Interagency correspondence.; Great cooperation among local agencies and community.; Partnership with Sheriff's Office on SWAT Medic Program.; Other agency involvement.; Always willing to work with the hospitals.
- **Community Safety:** Keeping the community safe.; Fire department plays a vital role in keeping communities safe, and SLCFD does just that - Well done.
- **Professionalism.** Overall professionalism of staff. Professionalism. Staff are always professional when presenting themselves. The way they are professionally dressed at ALL times. A disciplined and professional organization.
- **Customer Service:** The medics running the ambulance are top-notch and caring.; Great customer service and patient care.; Positive employees.; Every paramedic I have met has been delightfully respectful and caring.; Firefighters are always friendly and courteous.; Continued positive service delivery.
- Training levels of personnel.; Well trained.; Continuous training/education.
- Our fire department consists of some of the most amazing individuals that I am blessed to call friends. Thank you for all that you do to continue to take care of our community!
- Accessible.; Accessibility for information.
- Continuous recruitment.; Recruit in our community.
- Culture of excellence in performance and fitness.
- SLCFD is a special taxing district – countywide.
- Pursuit of certifications that improve performance and save money (e.g., insurance ratings, etc.).
- Trusted partner.
- Proactive organization.
- The department has a family-like atmosphere among employees.
- Opportunities for employees to compete on the world stage with firefighter challenge.
- Response to community.
- Competence.
- Hazmat response.
- Rating is high.
- Skilled fire prevention team.
- Strong succession planning.
- Collaboration.
- Open to feedback.
- They are planning strategically.
- Sense of pride wearing the badge.
- The effort to diversity, especially with minorities.
- Focus on new equipment and knowledge-based technology.
- Financially strong and positive revenue investments.

- “Grow your own mentality” – that we do not hire chiefs from outside agencies.
- Benevolent / charity-driven culture.
- Very responsive fire marshal in fire and building permits.
- Response time is excellent.
- Reassuring public protection record.
- Keep up the GREAT WORK!
- Knowledgeable personnel.
- Can do attitudes.

Other Community Comments about the St. Lucie County Fire District (verbatim, in no order)

- Keep up the outstanding work.
- Keep up the good work, and thank you for your service and sacrifice! Maybe hold a firefighter’s fair to raise money to help fallen firefighters.
- In PB County, the paramedics would transport a patient to the hospital of choice – which was not the closest. I would like to see patients have a choice as to which SL County hospital they are received. (Of course, head injury or life-threatening injury excluded.)
- Top-notch organization.
- Thank you!
- SLCFD has a respect-driven culture. I would like to see more emphasis on fire prevention education.
- Station 14B and 14C consist of great leaders!! Six years ago, they warmly welcomed us into the community. Because of those initial relationships, we continue to build more deeply rooted relationships and friendships in our community, being able to serve and support more of our heroes.
- We appreciate the firefighters.
- Great workforce – great to work with.
- Thank you for the invitation. Great job soliciting external stakeholder input.
- Publish statistical comparisons with other providers.

Things the Community Feels the St. Lucie County Fire District Should Change (verbatim, in no order)

- Plan/Prepare/Respond to community growth: Add more stations and personnel to cover growth.; In a perfect world, more personnel and stations.; Increase number of stations to keep up with growth.; Continuous planning for growth.; Continue to grow and expand to meet population needs.; Needs to grow with all the new homes/businesses coming to town.; We need more fire stations.; Look at the growth of Fort Pierce.; Additional stations to handle the increased population.
- Diversity leadership.; More female leadership (higher ranks).
- Transparency in leadership promotion politics.
- Examine pay scale as related to other community services.

- Not be so good old boy club, external to people who lived out of SLC.
- Ensuring knowledge of local wildlands/ownership of land.
- Need to improve coordination with law enforcement.
- More interagency communication.
- Transport to hospital (see other remarks).
- Unknown/new here.; They are excellent.
- Maybe not change, but continue investment in advanced technologies: drones, thermal imaging cameras detect hotspots, augmented reality, and virtual reality technology for training and incident management.
- Perception of too many vehicles and scene.
- Revenue stream (currently only three streams).
- Increased public information.
- Public awareness.
- Community outreach and public media.

Things the Community Feels the St. Lucie County Fire District Should NOT Change

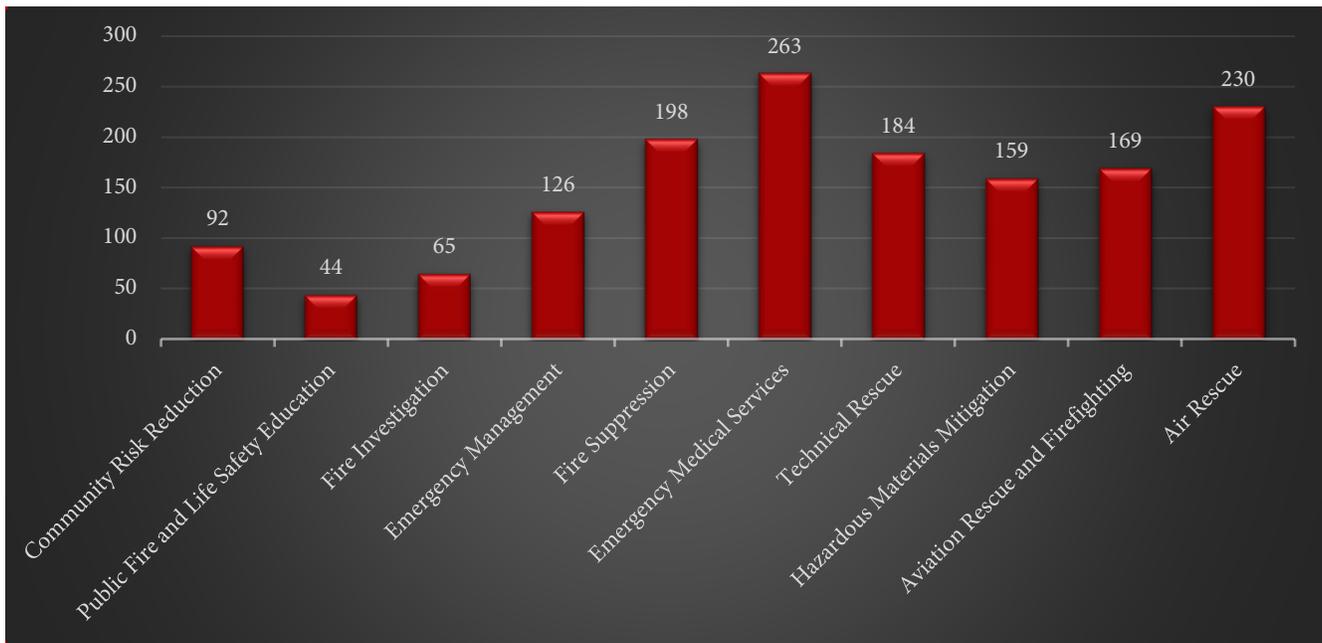
(verbatim, in no order)

- Multi-agency communication/collaboration.; Their engagement with other public safety agencies.; Other agency involvement.; Great hospital relationships.
- Its commitment to serve the community.
- Response to community.
- Current program for SWAT medics.
- Community involvement. (5)
- Community service.; Excellent community service and protection to citizens.
- Training and certifications for all employees.
- Logistical planning/deployment of resources.
- Prioritizing safety.
- Positive community impact.
- Level of service.
- Emergency response.
- Culture of excellence.
- Their positive attitude toward the community.
- Maintain strong Board of Directors and administration.
- Keep it a whole county entity and not split into city departments.
- Effective service delivery.

- Community benevolence.
- Employment criteria.
- Receptiveness to questions.
- Command staff understands the field personnel.
- ‘Our family serving yours’ mentality and culture.
- Response time, public relations, volunteering.

Community-Prioritized Programs

Understanding how the community prioritizes the agency’s programs and services allows the St. Lucie County Fire District 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 SLCFD. The results were as follows:



B. Agency Stakeholder Work

A group of agency stakeholders representing the various segments of the SLCFD 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

Highly qualified/educated personnel	Personal reward provided by profession (assisting public)
Ability to keep up with fast-changing trends through equipment and training	Self-contained (our own finance, HR, dispatch, fleet, billing, etc.)
Interagency relationships (law enforcement, forestry, ERD)	Keeping a positive culture through compassion and value
Labor relations (union administration, fire board)	Comprehensive nature of emergency response
Well-maintained equipment and facilities	Future planning/preparedness
Finances – good use of taxpayer’s money, fiscally responsible processes	100 years of history (legacies and historians) – generational roots/ties
Control our own health trust, pension, retirement...	We have community support
Equal representation across the fire board	Ability to do more with less
Adaptability (to situations, staff, calls, etc.)	More on the rise (dissemination of information)
Accreditation/ISO rating	Mental health/peer support
Multiple types of community involvement/public relations that adhere to NFPA guidance	Proactively providing mental health awareness/services through BHAP and PEER support
Work atmosphere (better) and increased wages	Systems in place to help employees self-improve
Strong community outreach through different programs (Christmas wrapping, turkey brigade, etc.)	Staying up to date on equipment and reducing injuries with powered stretchers and battery-powered equipment
Advanced engines and brush truck to respond more efficiently	Enhanced safety as a result of accountability on fire scenes with increased command staff
More efficient training videos online and social media presence	Improved leadership throughout administrative command staff down to the operations level

More reliable income streams	Our labor/workforce
Retiree engagement (breakfasts and socially, insurance)	Intra-agency communication in our agency
Sole emergency provider (no sandboxes)	Career paths clearly defined
Testing and investing in new equipment technologies	Wellness initiatives (PFTs, RFID, combat challenge)
Diverse risks (FPL, Brightline, I95, beach)	Honor Guard – good ambassadors of the SLCFD
Benevolence (home/local and international equipment donations)	

Opportunities

Larger diverse group of employees for organization	Identify alternative payment and insurance options
Expand communication capacity that reflects community – translation barrier tools	Use data to place temporary facilities to help offset call volume
Educate on technologies to help further serve the public (preemption)	Technology and equipment for fleet management to improve truck maintenance
Reduce response times from call received to dispatch	Using growth to survey new construction buildings
Traditional training utilizing more efficient measures (enhanced technology)	Better communication among CRR and construction zones and operations
More open houses to meet the community/grand openings/new businesses	Cross-training more line personnel to telecommunications to assist in short-staffing
Expand social media presence	Efficient staffing to enhance training opportunities
Improve communications by hiring more staff	Better understanding between divisions’ jobs
Opportunity to grant funds, training, equipment, personnel	(AI/VR) opportunities for better operations (training, grant writing, etc.)
Replenish our reserves (financial \$\$\$)	Develop marine fire/rescue division
Promote the fire district better through advertisement via social media	Expand PIO – operational/fire scene/organizations (community outreach)
CRR/transport fees (increase to keep up with growth)	Digital fire station signs (advertising)
CRR/PIO communicating with nursing homes/other businesses	Need to reinstate arson K-9 program (investigations and PR)
Ambulance rates (increase)	Explore alternate staffing ideas (upstaff)
Maximize cadet program	CERT/CFA (increase membership/opportunities, etc.)
Workgroup/committee on future station design 20, 21, 22	Staffing matrix/evaluation of both operations and support
External stakeholders for financial support (private sector/MOUs/developer agreements/buy special equipment)	

Aspirations

Communicate with digital dashboards/signage/TVs to the entirety of the organization	The district will maintain and promote the values of pride, purpose, and passion to the organization
Provide service to community	Positive image – caring
Reinforce methods to enhance employee satisfaction	Unity with the community (the little things)
Internal focus on the entire workforce to highlight each position, not just operations	Work with external stakeholders to enhance services to the community
Maintain financial flexibility – pursue additional revenue streams to improve service capabilities	Independent contracted mental clinician for patient confidentiality
Cross-training (written process and procedures) - in the future, the district will have a succession plan in place that includes cross-training SOG	Expand the dissemination of information from operations/committees for increased internal communications and buy-in
Expand peer fitness program to include all personnel so everyone is included in the benefits of our well-being	Identify and implement trends/practices to avoid becoming stale
Make digital dashboards/signage/TV software more interactive so we can make better use of it for all our personnel needs	Supporting our members’ purpose (goals), teaching and giving them the attention they need
Community paramedicine programs (more avenues for our members) – reduce risk calls	Bridge gap between line personnel and admin – create broader-based understanding between divisions
More personnel to improve operations and training	Proper systems and resources to get ISO Class 1
Workforce fully knowledgeable in all aspects of every aspect of the job	Double public education outreach to reach more diverse groups
Get to 90% at or below best practices response times	Reduce overweight/obese workforce to below 40%
Creating processes to maximize cancer reduction	Political/legislative awareness

Results

Group 1	Group 2	Group 3
<ul style="list-style-type: none"> - Improved mental health district-wide - Increased recruitment and retention - Fewer non-emergent calls - Healthier, happier people - Educational reimbursement: incentivizing, financial incentives for education, points on promotion list - Internal training classes - Internal communication – digital dashboards/signage/TVs, officers meetings - Intra-agency committees having a voice (safety, EMS, SOGs, apparatus, fire operations) - Joint marine unit with local law enforcement - Putting the district in a better financial position - Better internal communication - Arson K-9 that increases employee and community relationship - Improved firefighting abilities and life-saving actions through AI and VR 	<ul style="list-style-type: none"> - Improved operations and training - Improved personnel morale - Community appreciation - Fewer callouts, more personnel wanting to promote - Less risk of heart disease, longevity after retirement, less workers compensation - Personnel trained in every aspect of the fire district - Corrected mistakes made and improved training videos - Positive peer and BHAP, and personnel coming back online - Fewer back injuries on electric stretchers and electric tools deployed more efficiently - Methods to prevent fire scene injuries and deaths - Maintained employee quality - New and innovative leadership - Increased stakeholder support - Recruit tactic to employ a diverse number of employees - Training, better equipment, and bravo trucks - Diverse workforce, improving communications, demographics, gender, race, and bilingual - Increase in the number of diverse employees - Better communication with the community - Reduce response times - Improve patient outcome/care and property protection - Good public image, better communication with external stakeholders - Increased longevity of vehicles and upkeep maintenance - Increase firefighter knowledge of building construction - Better response times on water emergencies 	<ul style="list-style-type: none"> - Transparency with public and internal stakeholders - Financial flexibility - Tech independence - Improved communications between inside and outside stakeholders - Positive community feedback - Decreased health and workers' compensation costs - Increased morale, retention, and pride - Increased baseline performance at 90% - Achieved reaccreditation - Improved to ISO 2 - MHO mental health and BHAP opportunities - Increased pay and benefits - CO Academy - Data collection related to improved patient outcomes - Diverse workforce that can mirror needs - Increase operation efficiency and capabilities - Improved technology - Decrease capital cost - Stronger financial foothold – increase revenue - Improved external relationships

Programs and Services

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

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 SLCFD. 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>Staffing</p> <ul style="list-style-type: none"> ○ Recruitment ○ Retention ○ Increase the pool of applicants ○ Increase funding 	<p>Member Satisfaction</p> <ul style="list-style-type: none"> ○ Workload ○ Cultural reform ○ Opportunity ○ Fairness/equality ○ Voice ○ Advocates ombudsman ○ Broken avenues ○ Revenue 	<p>Staffing</p>
<p>Training</p> <ul style="list-style-type: none"> ○ Availability/access ○ Identify newest needs ○ Resources ○ Limited training facilities 	<p>Internal Growth</p> <ul style="list-style-type: none"> ○ Revenue ○ Apparatus ○ Facilities ○ Staffing ○ Space ○ Technology (advanced) ○ Equipment ○ Succession ○ Training 	<p>Training</p>
<p>Internal Communications</p> <ul style="list-style-type: none"> ○ Equipment (television/s) ○ Inconsistency ○ Clarity ○ Policy ○ Perception ○ Training ○ Cataloged ○ Inventory control 	<p>Improve Communication</p> <ul style="list-style-type: none"> ○ Uneducated/translation/language barrier ○ Dissemination ○ Different media outlets/diversity ○ Need improved technology ○ Expand PIO ○ Staffing (public education/PIO) ○ Consistent message (ABC shift, day staff) ○ Cross-division understanding 	<p>Communications</p>

Group 1	Group 2	Initiative Link
n/a	<p>Health and Safety</p> <ul style="list-style-type: none"> ○ PFTs ○ Annual fitness assessment (FPAT) ○ BHAP (CISM, peer support) ○ Annual physical ○ Annual health and wellness fair ○ PPE specialist ○ Department fitness center ○ My Health onsite clinic 	<p><i>Health and Safety</i></p>
n/a	<p>Technology</p> <ul style="list-style-type: none"> ○ Hardware and software ○ Foundation ○ Access control solutions ○ Funding ○ Security ○ Licensing/training ○ Education/networking ○ Automation ○ Standardization ○ Awareness 	<p><i>Technology</i></p>

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

Group 1	Group 2	Topic
Service Delivery <ul style="list-style-type: none"> ○ Overpopulation ○ Understaffing ○ Training (public education, CRR) ○ Resources (equipment, funding) ○ Infrastructure (stations, roads, new construction, utilities, communications) 	n/a	Service Delivery
Resources <ul style="list-style-type: none"> ○ Supply chain issues/availability ○ Cost ○ Interagency service provision ○ Limited revenue 	n/a	Resources
FD Infrastructure <ul style="list-style-type: none"> ○ Number of stations ○ Identify all needs of all service areas ○ Expanding workforce ○ Expanding fleet 	n/a	Infrastructure
n/a	Financial <ul style="list-style-type: none"> ○ Alternate/additional funding streams ○ Assessment ○ Increase grants ○ Private sector contribution ○ Developer agreements (impact fees, build stations, apparatus) 	Financial

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.

Internal Communications

External Communications

Human Resources

Technology

Health and Safety

Training



2024-2029 STRATEGIC PLAN