



COCONUT CREEK FIRE RESCUE

2024-2029 STRATEGIC PLAN



Facilitated by



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 Jeffery Gary and all who participated for their commitment to this process.

This community-driven strategic plan was developed in March 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

David Anderson	Tracy Lautomne	Deborah Newman	Susan Slear
Nancy Caplan	Ray Lebowitz	Martin Pillot	Fred Steinlein
Linda Di Salvio-Mancino	Yvonne Lopez	Jason Ramdewar	Maureen Steinlein
Saima Farooqui	Laura McDermott-Matheric	Ellen Robbins	Lee Temares
Nancy Fry	Jorge Mederos	Nora Rupert	Mike Temares
Emilio Gonzalez	Lourdes Mederos	Nye Schwartz	Becky Tooley
Bob LaMendola	Benjamin Nazario	Bonnie Serle	

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

Agency Stakeholders

Wyatt Adams	Jose Burgos	Francisco Herrera	Mario Macias
Jesus Armas	Joseph "Tony" Chin	Michael Hicks	Sierra Perez
Joel Bernstein	Lori Choat	Gaby LaRosa	Paul Phillips
Avery Binnix	Albert Fambrough	Melinda Lirette	Rob Soto
Larry "TJ" Blaylock	Samuel Franco	Juan Lusson	Kevin Sullivan
Brandon Bullock	Jorge Garzon		

City Collaborators

Brian Blizzard Jeffery Gary Bernadette Hines Pam Kershaw Peta-Gay Lake Sheila Rose

Message from the Fire Chief

On behalf of Coconut Creek Fire Rescue, I am proud to present to you the Coconut Creek Fire Rescue 2024-2029 Strategic Plan. As the newest Fire Department in Broward County, we have accomplished a lot in the last three years. This strategic plan will help provide direction for our concentrated effort with a vision and direction for this Department. Our future vision has been crafted to align with and promote the City of Coconut Creek's Vision 2030 Strategic Plan.



I urge all members of our department to continually refer to and review this strategic plan in the coming years and realize that this is an ongoing, long-term process that will guide us in continuing in the right direction. In order to truly exceed our expectations, we need to continually strategically plan for and stay ahead of future growth and opportunities while efficiently meeting our challenges.

To the members of our external family, thank you for your input. This input was and will continue to be, an integral piece of our planning processes to develop and clarify our future growth and development. We will grow together as a community under this guidance and be able to anticipate our community needs and concerns together.

In closing, thank you for the hard work that went into developing this living document; this is just the beginning. This plan will prove essential in delivering premier service and exceptional care in everything we do.

Sincerely,

A handwritten signature in blue ink that reads "Jeffrey Gary".

Jeffery Gary
Fire Chief

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Introduction

The community serviced by Coconut Creek Fire Rescue (CCFR) receives high levels of professionalism and efficiency from the agency's proactive approach to risk reduction and emergency mitigation. As such, the CCFR 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 CCFR 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 Coconut Creek 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, Coconut Creek 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 CCFR 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 Stakeholder 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 and fiscally can be provided in the future.
- ✓ Revisit the values of the agency's membership.
- ✓ Revisit the agency's current vision, considering the consensus built from the strengths, opportunities, aspirations, and desired results.
- ✓ Identify the agency's challenges, service gaps, and causal effects through a thematic sifting process.
- ✓ Determine, by consensus, strategic initiatives for outcome-based organizational improvement.
- ✓ Develop strategic goals, **Specific, Measurable, Achievable, Relevant, and Time-bound (S.M.A.R.T.)** objectives with relative timelines and comprehensive critical task concepts focusing on outcomes.

Fire Department Background



The City of Coconut Creek was incorporated on February 20th, 1967. Located in Broward County, South Florida, it has a population of approximately 57,875. The City of Coconut Creek is a community that

continues to expand economically and residentially, and serves a diverse multi-cultural population.



In 1972, Coconut Creek Fire Rescue began as a volunteer fire department. Don Schlichtman was the first volunteer fire chief. Ten years later, the Coconut Creek Public Safety Department was established. John Whalen was assigned as the first Public Safety Director and was in charge of both police and fire activities.



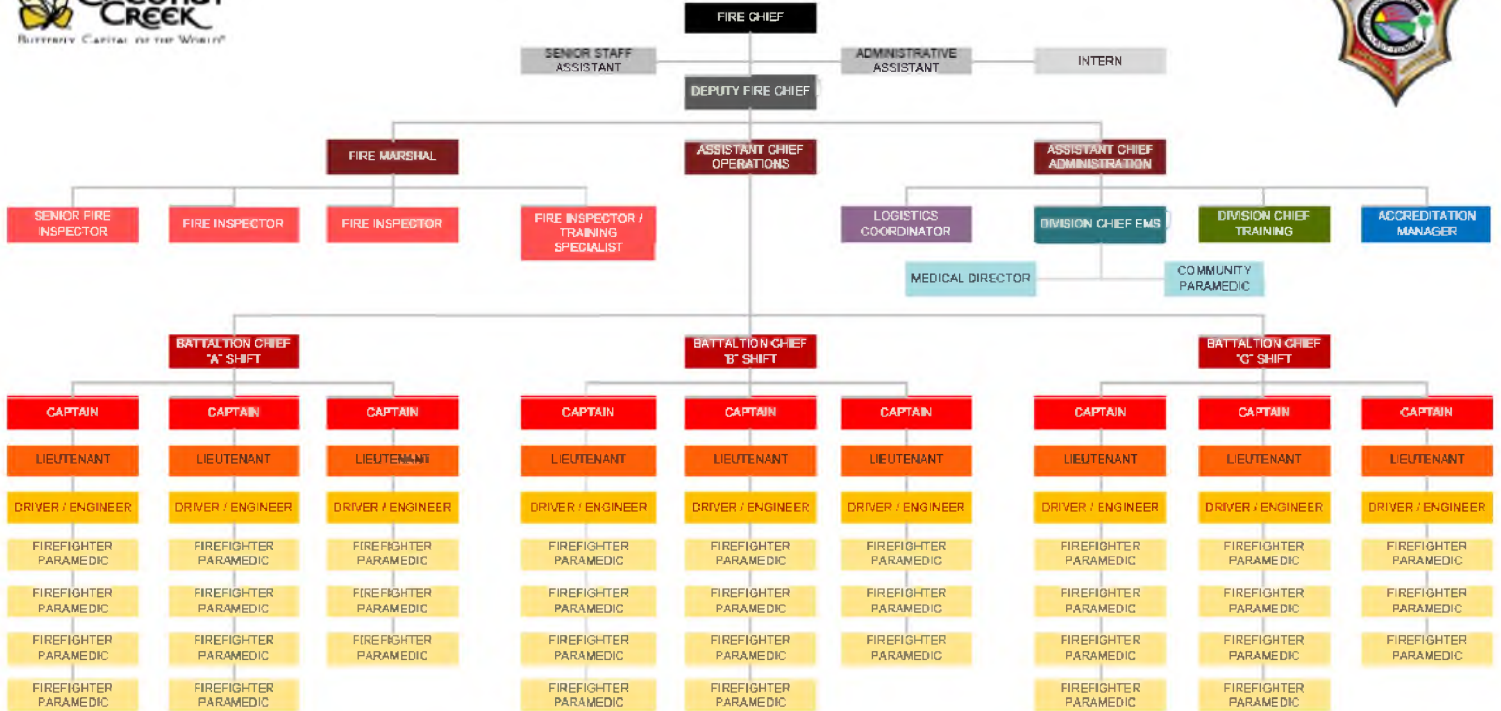
In the year 2000, the City of Coconut Creek contracted with Margate to receive fire rescue services, which lasted until 2021. In September 2021, Coconut Creek Fire Rescue (CCFR) was born, spearheaded by Fire Chief Jeffery Gary. CCFR serves an integral role in the community, providing the community with the highest level of fire, rescue, life safety, and public education services available.



Today, Coconut Creek Fire Rescue, rated ISO Class I, provides its service from three stations strategically located throughout the city. CCFR is currently staffed with 75 uniformed staff and 4 civilian professionals. CCFR provides various services and programs to support a safe community for all.

In 2022, the city transitioned dispatch services from Broward County to the City of Coral Springs Emergency Communications Center (ECC) to align with the city's key focus area of Safety and Quality of Life. The ECC serves as the dispatch center for the city's police and fire departments. Inside the ECC, team members answer all emergency and non-emergency calls; they are on the job 24/7- acting as the lifeline between the public, first responders, and the resources needed. Working with the City of Coral Springs' ECC has resulted in decreased response times and better service for the residents, businesses, and visitors to the city of Coconut Creek.

Organizational Chart



Agency Stakeholder Work Session Participants

Vision

Vision 2030 is a 10-year road map establishing the priorities that will lead the community of Coconut Creek to an improved quality of life and a sustainable future. Both the city’s and CCFR’s Strategic Plans are community-driven and articulate a long-term vision and growth framework for the City of Coconut Creek and CCFR.



Vision
An innovative, inclusive and progressive community with a small-town personal touch.

The Coconut Creek Fire Department supports the city’s vision to be *an innovative, inclusive, and progressive community with a small-town personal touch*. Furthermore, the fire rescue department’s vision to *provide premier service and exceptional care to build a stronger, safer, and more united community* exists to keep all agency members focused on the successful future of Coconut Creek Fire Rescue and to guide quality change and improvement in alignment with the community.

*“To provide **premier service** and **exceptional care** to build a stronger, safer, and more united community.”*



Agency Stakeholders Work Session



**COCONUT CREEK
FIRE RESCUE**



Mission

Vision is achieved through the mission and driven by the Core Values. Coconut Creek Fire Rescue supports the city’s mission *to provide exceptional, responsive, and sustainable services for the Coconut Creek community.*



Mission

To provide exceptional, responsive and sustainable services for the Coconut Creek community.

In collaboration with the city, the fire department’s mission seeks to provide answers to the following questions:

Who are we? Why do we exist? What do we do? Why do we do it? For whom?

A workgroup met to review the department’s existing mission, and after ensuring it answered the questions above, the department-specific mission was clarified to read as follows:

*“Ensure that the community receives **exceptional, sustainable, and efficient** fire rescue, emergency medical, and life safety services, fostering a sense of resilience, trust, and collaboration among residents and responders alike.”*



Core 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. As part of Vision 2030, the city selected the following Values to serve as the compass, guiding their work along the road to the vision.



Service Excellence

We will go beyond customer expectations and deliver responsive and personalized experiences that directly meet the needs of our community.



Innovation

We will use innovation to drive new outcomes using original thinking, the passion to take on new challenges, and thoughtful consideration.



Continuous Improvement

We will never be satisfied with the status quo, and we believe that we can always improve. We are committed to continual learning, adaptability, and process improvements. We will leave everything we touch better.



Ethics and Integrity

We will communicate with unwavering honesty and respect and will measure ourselves against the highest standards of integrity.



Fiscal Accountability

We will be efficient and effective to assure the stability of our finances while remaining flexible enough to address changing needs and future opportunities.

In addition to supporting the city's values, the fire department is committed to the following values:

Integrity: Serving with pride and dignity by doing the right thing even when no one is watching.

Honor: Taking pride in our duty to serve and protect our community with dedication and professionalism.

Unity: Committed to our family and yours; coming together as one to achieve a common goal.

Compassion: Providing care to our citizens with empathy and kindness.

Respect: To the profession and everyone with whom we interact.

Accountability: Taking and accepting responsibility for your actions; ensuring your skills are current and exceptional.

The vision, 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 Coconut Creek Fire Rescue to accomplish their goals, objectives, and day-to-day tasks.

Goals

The SOAR process is a strategic planning method developed by analyzing Strengths, Opportunities, Aspirations, and Results. Agency stakeholders developed the goals below by collecting community feedback and utilizing the SOAR process. The CCFR must now make these goals a focus of the 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**.



Enhance the department’s training program to continuously deliver premier service and exceptional care.



Efficiently utilize and maintain the department’s resources to enhance operational readiness in service to the community.



Attract and retain high-quality personnel to continue to provide a premier level of safety and service to our residents and visitors.



Enhance the department’s internal communication to promote transparency and foster collaborative working relationships.



Continue to foster positive relationships with those we serve and our external partners through ongoing communication and collaboration.



Prepare for, pursue, achieve, and maintain international accreditation to better serve our community and embrace excellence through continuous improvement.

Conclusion

This strategic plan was developed in collaboration with community and department members from all levels- but the work is truly just beginning. Agency stakeholders must now execute and institutionalize the plan to ensure the city’s strategic plan, the community’s expectations, and Coconut Creek Fire Rescue’s vision remain congruent. The accompanying **Management and Implementation Guide** will assist CCFR 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. Because CCFR operates under the umbrella of a municipality, the changes and improvements envisioned will be subject to the city’s budget approval process, funding availability, commission approval, and operational feasibility. Cooperation and understanding among city departments is essential in the effective management and implementation of the proposed strategic plan. This strategic plan is a roadmap to help Coconut Creek 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.

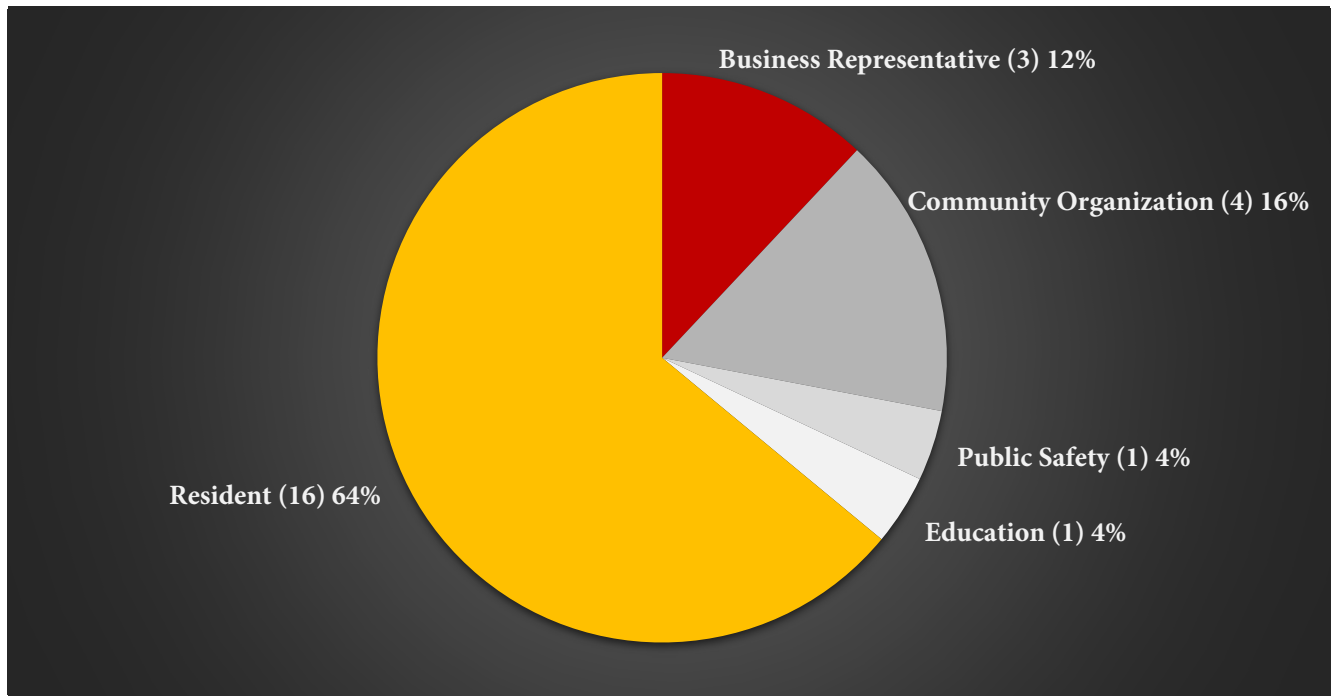


Appendices

A. Community Stakeholder Findings

Coconut Creek 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 CCFR. 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 (verbatim, in priority order)

1. **Response Times.** Quick response time. Respond timely without delay. Response time of four minutes or less. Response times that have increased because of the change in dispatch. Fast response time. Expect to respond in a timely manner. Rapid response of appropriate recourses for the emergency call. (102)
2. **Training.** That they be certified and trained to all aspects of the community they work with in regards to emergency response whether they be an ambulance call or fire event. Knowledgeable staff with most current equipment. Adequate training for first responders. Knowledge. Technical competence. Ability to update training and equipment as needed. (31)
3. **Equipment.** Equipment in working order, both mobile (trucks, etc.) And stationary (hydrants). Keep up with equipment with growth. All-important items should be on the trucks. Maintain highest level of readiness with new and updated procedures and equipment. Keep up with their equipment and training for an evolving city ecosystem. (16)
4. **Staffing.** Keep enough firefighters. Appropriate amount of staff to respond as needed. Enough capacity of staff and equipment to respond well to multiple emergencies at the same time. Fire rescue people. (15)
5. Promoting youth safety classes like CPR, rewarding kids through 16 wearing bike helmets. Participating in community with young people/children. Teach CPR to residents monthly and participate in the events. Community engagement and education. (13)
6. Friendly. Utmost professionalism in providing service throughout the process. Fire staff to work as a team - no infighting or jealousy. Efficient, compassionate responders. (10)
7. Safety. Safety first for all staff and personnel. (10)
8. Interacting with the South Creek neighborhoods. (5)
9. Fire suppression. (5)
10. Growth. (5)
11. Ability to give choice of hospital in non-life-threatening medical transfer situations. (5)
12. Some knowledge of diversity in the city - diversity training. Fairness and diversity in hiring and promotions. (4)
13. To continue in their professional presence. To partake in community activities. (4)
14. Increase of funding. Consistently adequate funding. (4)
15. CPR and drug overdose emergency care. (3)
16. Pre-existing mutual aid agreements. (3)
17. Expect dispatch works quickly and effectively in coordinating needs of the community. (3)
18. Effective emergency management. (3)
19. Professional development opportunities. (1)
20. Proper reporting of incidents. (1)
21. Maintain costs so as not to overburden the taxpaying residents. (1)
22. Efficiency in their service protocols, including but not limited to response times and interagency communications. (1)

- 23. Potential for peak hour rescue units if needed. (1)
- 24. Fire prevention - residential inspections. (1)

Areas of Community Concern about Coconut Creek Fire Rescue (verbatim, in priority order)

- 1. **Recruiting/Retention.** There have been 18 people leave CCFR since it was started three years ago. Staffing in five years; how many new hires are anticipated? How many will be retiring? Fire service recruitment/retention. Properly staffed. Salaries increased for better recruitment of qualified applicants. Minimum staffing. Ensure the fire department is adequately staffed. Are firefighters overpaid or underpaid? Adequate staffing and resources. Salaries are competitive with other agencies. (34)
- 2. **City Growth.** Enough fire rescue in the future - to keep up with the growth. Keeping up with the growth in the city. With the expected building and occupation of the Main Street project, how will CCFR deal with the increased call volume for service? What will the cost to taxpaying residents be? Will CCFR be able to maintain its response time for emergencies (with the anticipated growth?). Insufficient logistical needs for future expected population growth. (28)
- 3. **Funding.** They should be funded to address the qualitative need with equipment and community interaction. Funding. Do we have enough money in the budget to implement new safety programs? Political interference in necessary funding. Cost/upkeep of fire trucks. Ensure the fire department is adequately funded. (26)
- 4. **Equipment/Trucks.** Age of equipment. Equipment. Proper equipment to do the job. Up-to-date equipment? Equipment upgraded as necessary. Availability of spare apparatus. Keep trucks in excellent condition and check all hydrants. (21)
- 5. They are friendly and communicative at events, but firm in addressing the event. There should be some type of communicative interaction with the relevant residents to avoid personality clash and or disputes. Communication. Visibility. Interagency communications? (14)
- 6. Proper training. Ensure the fire department employees get adequate continuous training to keep skills current and aware of changes/improvements on techniques. Training new firefighters. Training and professional development. (10)
- 7. Educate the public (i.e., fire alarms, maintenance, first responder procedures, CPR, etc.). Public/life safety education. (8)
- 8. Expected/anticipated cost to resident to be a state-of-the-art, well-staffed agency. The cost to run the department effectively as it applies to taxpayers (it's good now, but will it go up?). Budget - managing budgets to meet needs. (8)
- 9. Who is the closest unit for response? How are we building relationships with other agencies? Snarls in working collaboratively with the county fire department and other cities. (6)
- 10. Emergency Management. No Community Emergency Response Team (CERT). (6)
- 11. Location of fire stations. (5)
- 12. Response to elderly, handicapped without a necklace. (5)
- 13. Maintain good leadership. (5)
- 14. Young children and adults smoking and vaping effects on their lungs. (5)
- 15. Time allocation. (5)

16. Two-person rescue units. (5)
17. Specialization risk vs. consequence. (5)
18. Turnover, bad representation from former Margate staff. (5)
19. Inability to control traffic signals. (3)
20. Young adult programs. (3)
21. Mental health of the firefighters/paramedics. (3)
22. Training of volunteer firefighters. (3)
23. Employee relations. (3)
24. Bad reputation because of infighting (3).
25. Building inspections. (1)
26. Growth and opportunity for current group members. (1)
27. Communication system problems, e.g., Parkland High School shooting. (1)
28. Awareness of change in Coconut Creek crime rise to prepare for emergency events. (1)
29. Will there be enough land available for future stations? (1)

Positive Community Comments about Coconut Creek Fire Rescue (verbatim, in no order)

- Community involvement
- Community outreach.
- Great eye candy.
- Engagement with community
- Team is approachable.
- New facilities and equipment.
- Response times seem good in our neighborhood (limited experience).
- Relations with HOAs, etc.
- Geographic distribution of department assets.
- Quick response.
- Friendly and show concern.
- Involved in the community.
- Community involvement at events and training offered to public (i.e., CERT, Stop the Bleed, CPR, fire extinguisher classes).
- Swift emergency response.
- Community engagement.
- Professionalism and teamwork.
- Need better recruitment for CERT.

- Like that the firefighters have a device to take residents down the stairs so they don't have to carry them.
- Like that they don't put the sirens on in developments, or residents would hear it constantly.
- Often see firetrucks at Wynmoor helping residents when elevator is not operating.
- Focused on the community being served.
- Size in lieu of new development.
- Specialty training (i.e. water rescue)
- Teams are well-connected with local population.
- Teams and individuals provide quality and abundance of programs and services to meet and promote fire and life safety.
- Very nice people.
- Public awareness of the department for our city.
- Close by and familiar with locations within the community.
- Fire-rescue staff – all paramedic trained.
- Many staff members very friendly/helpful.
- Improved times! Thank you.
- Multiple locations.
- Speed.
- Making sure client is okay.
- Attitudes/behavior/beliefs toward safety.
- Emergency medical services.
- Emergency management.
- Community presence.
- I don't have many concerns, which means things are running smoothly!
- AI growth. How can AI technology enhance our agency?
- Independence – running our agency.
- Becoming engaged with community.
- Attitude of staff – positive.
- Continuous training.
- Keeping up with the shape of the engines and squads.
- Very congenial and knowledgeable on phone inquiries!
- They are receptive at all functions and willing to help.
- Attending 911 ceremonies.
- They are sized to serve the community. Sufficient personnel to do the job.
- They are at citywide events.

- Well trained.
- Location is great, relevant to safety and ambulance service.
- Rapid response to emergencies.
- All apparatus staffed and equipped to the ALS level of care.
- Mutual aid agreements ensure timely response.

Other Community Comments about CCFR (verbatim, in no particular order)

- I commend their accomplishments in such a short time.
- The teams and personnel are great, engaging professionals.
- Poor choice of consultant – talks too fast, related subjects that need to be connected to subject.
- Do not have enough current knowledge about our fire department yet to determine any strengths.
- Fire rescue needs a Scotty Leamon to engage like CCPD.
- Community relations need to be improved.

Things the Community Feels CCFR Should Change (verbatim)

- We need a permanent structure – not a trailer.
- Staffing – make sure there are at least three staffed trucks.
- To three on the squad and three on the firetrucks.
- Not having that “Chicago Fire” neighborhood is welcome atmosphere.
- Metrics/data-driven solutions.
- More emphasis on EMT - a little less on fire in our relatively well-constructed city.
- Two-person rescues.
- Number of officers on truck (two to three).
- More diversity and inclusion.

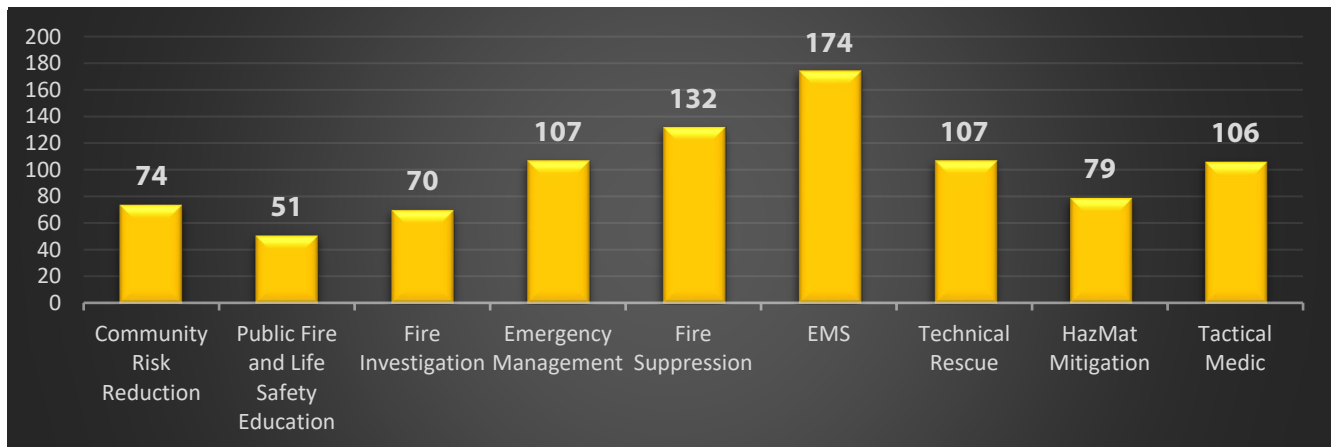
Things the Community Feels CCFR Should NOT Change (verbatim)

- Don't switch back to BSO dispatch!
- It's independence.
- Their high standards.
- The number of outside-the-building events with stakeholders.
- Their community involvement.
- Continue to use mutual aid.
- Staffing levels going down (don't do it).
- Separation from Margate.

- Paramedic firefighters on all response apparatus.
- Culture.
- Their community tours.
- Community affairs.
- Community involvement.
- Continue resident awareness of services handled by the department.
- Their unwavering commitment to public safety.
- Being available at all times.
- Opening a safety building on Main Street.
- Speed of response.

Community-Prioritized Programs

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



B. Agency Stakeholder Work

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

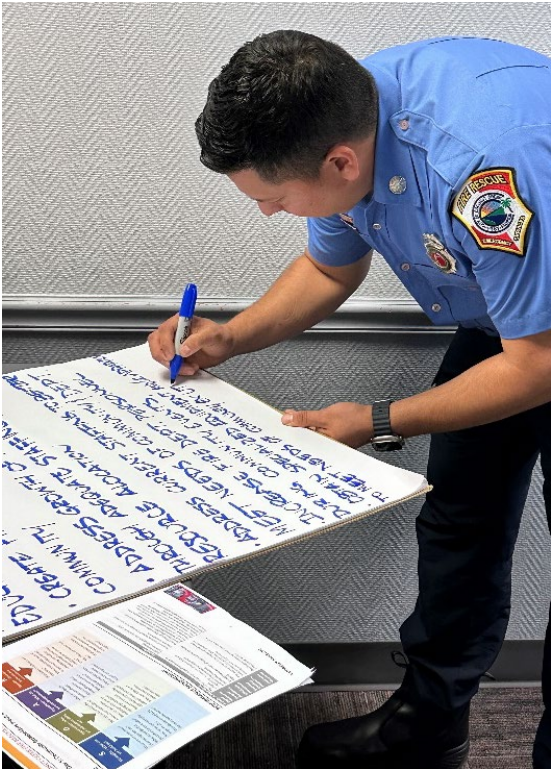
The agency’s internal stakeholders utilized a strategic environmental analytic method known as SOAR: where members consider the organization’s current **Strengths**, **Opportunities**, future **Aspirations**, and strategic **Results** to formulate a path for continuous improvement. The SOAR process was 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

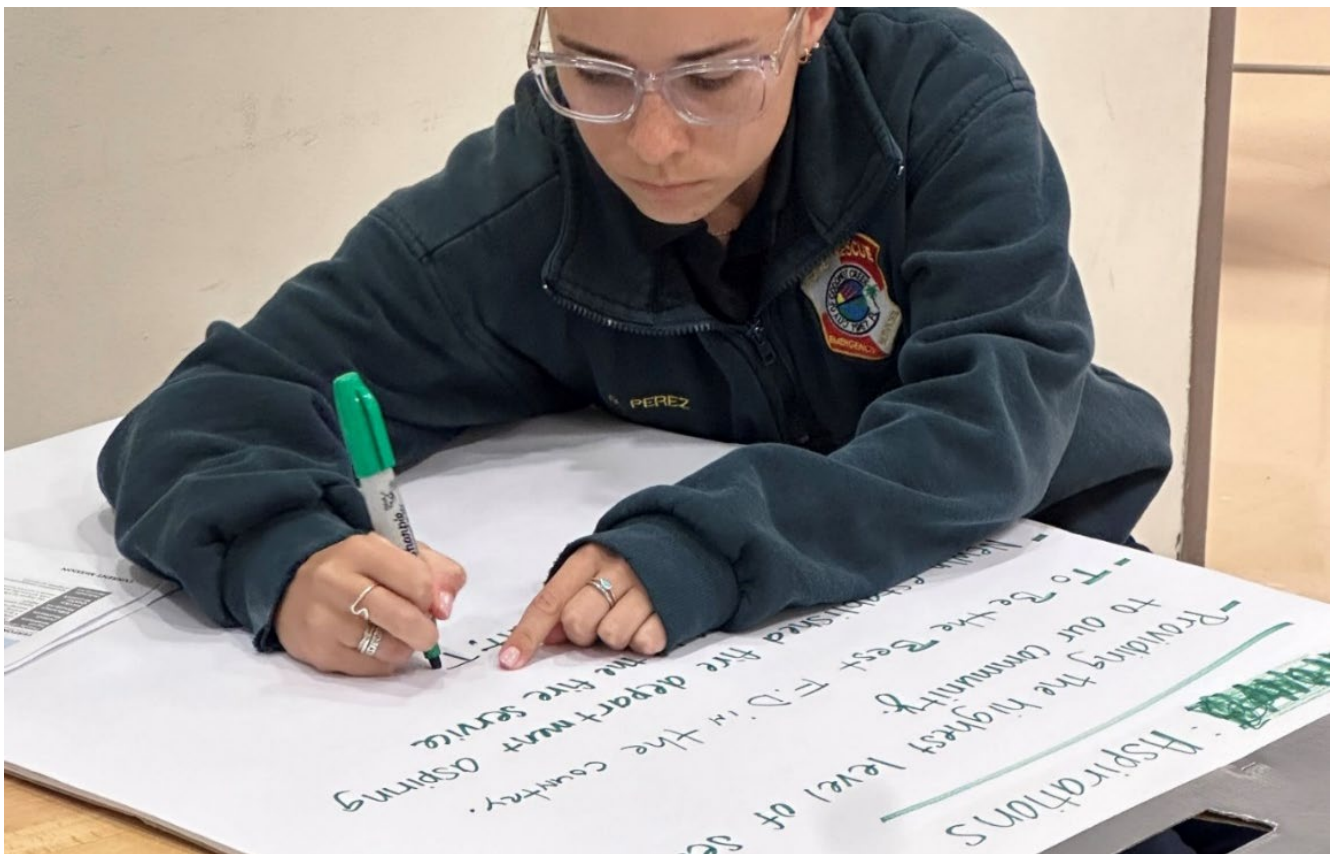
Dedicated, knowledgeable personnel make up CCFR. They are passionate about making it a premier destination agency.	CCFR personnel show a willingness to ask questions.
CCFR actively participates in community outreach through public education opportunities, cadets, and our C.E.R.T.	CCFR demonstrates a commitment to improve apparatus and equipment.
CCFR hires experienced and diverse personnel; we have high standards of qualifications for our personnel. FF/PM dual certification is a requirement for our city.	CCFR seeks new ways to maintain the health and safety of its members.
	The ability to adapt to unforeseen challenges.
CCFR prides itself in providing exceptional customer service through compassionate care and timely responses.	Open communication between other internal departments and local governments.
CCFR seeks ways to incorporate progressive technologies and procedures that exceed industry standards. We foster opportunities for continuing education within the department.	Many Citywide health and wellness programs offered; it’s “ <u>not</u> just health insurance.”
	Willingness to work as one team.
CCFR personnel demonstrate a willingness to come to work with a positive attitude, train together, and develop a healthy team culture/good morale.	

Opportunities

Focus on mentoring and training due to lack of experience.		
Provide additional community resources, palliative care/social services, education, and mobile integrated healthcare.		
Bolster efforts with existing fire department PIO to engage the community.		
Address the growth of the community through adequate staffing and resource allocation.		
Increase fire department personnel during community events.		
Obtain specialized equipment and/or apparatus to meet the needs of the community (e.g., UTV).		
Seek ways to continuously improve response time and unit availability.		
Improve interdepartmental communication and consistency/transparency.		
Assess retention and recruiting opportunities.		
Optimize fleet maintenance.		
Evaluate the appropriate type and number of vehicles in operation.		
Seek innovative ways to provide funding to the fire department's budget.		Improve resources for mental health along with health and safety.
Provide dedicated training facility within city limits.		Improve station security.
Provide 'State of Florida' authorized (FCDICE) classes in-house.		Finalize and educate all on the hurricane/emergency preparedness plan in collaboration with CCPD.
Improve station maintenance and overall facility conditions.	Bolster our existing CCFR social media presence to keep the community informed and educated.	
Streamline our collaboration with other city departments in fire department-specific decisions.		
Provide avenues for succession planning for the future of CCFR internal personnel.		

Aspirations

Provide the highest level of service to our community.	Be the standard in the fire service.
Be the premier fire department in the country.	Conduct more formal awards/promotional ceremonies.
Become a destination fire department with a healthy work-life balance.	Increase morale through more opportunities for employee recognition.
Community involvement to increase transparency to obtain community buy-in.	Cross-train more with the police department and other fire departments.
Maintain absolute mastery of our craft.	Embrace innovation in technology.
Improve communication/feedback with the community.	Maintain ISO Class 1 status and gain CFAI and CAAS accreditation.
Have a fully stocked fleet of reserve/frontline trucks.	
Expand our all-hazards department operations to include technical rescue and hazmat.	Increase involvement in competitive teams (e.g., ALS, extrication).
Continued commitment to each other to maintain trust and transparency within our team.	Have the healthiest department staff, both mentally and physically.
Mutually beneficial labor management.	



Results

Group 1	Group 2	Group 3
<p>STRENGTHS</p> <ul style="list-style-type: none"> - Continue our path to a destination department. - Continue our commitment to community outreach to enhance our community relationship. - Continue to uphold the high standards and industry levels. - Continue to encourage a positive work environment and solid moral standards. <p>OPPORTUNITIES</p> <ul style="list-style-type: none"> - Be able to communicate with the community in real time. - Increase our workforce’s knowledge. - Succession planning provides a roadmap for internal promotions. - Peak hour truck will provide EMS and fire coverage during peak hours and training coverage. - Facilitate state and local grants to free up funding for other projects. - Currently, police and fire have two different hurricane preparedness plans. This opportunity would combine the two into one plan. <p>ASPIRATIONS</p> <ul style="list-style-type: none"> - Increase proficiency in all areas listed to streamline operations to best fit our organization. - Increase morale and department recognition. - Expand the knowledge base of our personnel through specialized training. 	<p>STRENGTHS</p> <ul style="list-style-type: none"> - Decrease in OT and mandatory OT. - Healthier and happier workforce. <p>OPPORTUNITIES</p> <ul style="list-style-type: none"> - Better patient care and outcome. - Increase trust, morale, work ethic, and job satisfaction. - High-quality employees. - Improved community engagement, trust, and involvement. - Better response time and decreased vehicle out-of-service time. - Increased morale. - Less sick time use, less workers’ compensation use. - Increased funding for opportunities. - Increased community health and wellness. - More well-rounded firefighters and officers. - Safer work environment. <p>ASPIRATIONS</p> <ul style="list-style-type: none"> - Have a more robust and healthy workforce. - Improve morale. - Have a community that is better informed of the fire department’s wants and needs and a fire department that understands the community’s wants and needs. - More diverse fire department budget. - Less unit downtime during swap-out and increased unit availability during normal and emergency hours. - Reach common goals. 	<p>STRENGTHS</p> <ul style="list-style-type: none"> - Our ability to adapt has allowed our members the opportunity for personal/professional growth. - Continue to obtain state-of-the-art fleet and equipment. - Continue to invest in high-performing staff and the health of our members. - Maintain good working relationships. <p>OPPORTUNITIES</p> <ul style="list-style-type: none"> - Provide an ideal environment to foster morale and improve overall well-being. - Soliciting end-user input will increase buy-in. <p>ASPIRATIONS</p> <ul style="list-style-type: none"> - Increased customer and departmental satisfaction. - Meet or exceed the community’s expectations by implementing a fire-specific PIO and social media outlets. - Improved staffing would improve safety and quality of response. - ISO and accreditation ratings will validate our process to continuously improve and maintain a standard.

Programs and Services

It is imperative that agency stakeholders distinguish between the core deliverables (programs and services) provided by Coconut Creek 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, 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 Coconut Creek 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
Training <ul style="list-style-type: none"> ○ Schedule ○ Consistency ○ Equipment ○ Location ○ Officer development program ○ Mentoring ○ Community training ○ Youth program ○ Interdepartmental training (ex: with PD) and mutual aid training 	Training <ul style="list-style-type: none"> ○ Facility ○ Calendar ○ Coverage truck ○ Mentoring/officer development ○ Mental health ○ FCDICE-approved classes 	Training
Physical Resources <ul style="list-style-type: none"> ○ Fleet maintenance ○ Preventative maintenance ○ Facility maintenance ○ Storage ○ Equipment 	Operational Resources <ul style="list-style-type: none"> ○ EMS report writing equipment ○ Fleet maintenance ○ Additional vehicles/apparatus ○ Formal process of gear selection 	Operational Resources
Workforce Development <ul style="list-style-type: none"> ○ Staffing ○ Recruitment ○ Retention ○ Adapt to city growth ○ Wellness programs ○ Diversity 	<ul style="list-style-type: none"> ○ Community outreach ○ Identify industry standards ○ Lack of succession planning ○ Lack of dedicated grant writer Personnel Resources <ul style="list-style-type: none"> ○ PIO/social media ○ Community paramedic ○ Grant writer ○ Recruitment and retention ○ Right size with the growth of the city 	Workforce Development

Group 1	Group 2	Initiative Link
Internal Communications <ul style="list-style-type: none"> ○ Improve top-down and bottom-up communications ○ Analyze internal communication platforms/processes/frequency ○ Taking offense to the messages being delivered ○ Communication styles clashing, leading to misunderstandings 	N/A	Internal Communications
External Communications <ul style="list-style-type: none"> ○ Community unaware; not communicative enough with the public ○ CERT not up to date/par with the needs of the community ○ Lack of collaboration and communication with local paramedic schools ○ Underdeveloped internship/student volunteer program (not cadets) 	N/A	External Communications

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

Group 1	Group 2	Topic
N/A	Administrative Procedures <ul style="list-style-type: none"> ○ Quality control/unify/streamline ○ Update SOG/SOP ○ Streamline process with other city departments ○ Station security ○ Facility maintenance ○ Hurricane preparedness with PD ○ Standardized emergency procedures 	Admin Procedures

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.



Complete goals with objectives, tasks, and outcomes can be found in the accompanying **Management and Implementation Guide**.



2024-2029 STRATEGIC PLAN