

Fort Myers Fire Department



STRATEGIC PLAN 2021-2026

**FORT MYERS FIRE DEPARTMENT
FORT MYERS, FLORIDA**

TABLE OF CONTENTS

<u>EXECUTIVE SUMMARY</u>	<u>1</u>
<u>PURPOSE OF STRATEGIC PLANNING</u>	<u>2</u>
<u>METHODOLOGY</u>	<u>3</u>
<u>GOVERNANCE</u>	<u>5</u>
<u>FIRE DEPARTMENT HISTORY AND OVERVIEW</u>	<u>6</u>
<u>STRATEGIC PLANNING STAKEHOLDERS</u>	<u>9</u>
<u>FACILITIES AND SERVICE AREA</u>	<u>10</u>
<u>AGENCY VISION, MISSION, VALUES</u>	<u>11</u>
<u>AGENCY STATUS ANALYSIS</u>	<u>12</u>
<u>STRATEGIC OBJECTIVES, OUTCOMES AND GOALS</u>	<u>14</u>

EXECUTIVE SUMMARY

Fitch & Associates, LLC were contracted by the Fort Myers Fire Department to provide a facilitated strategic planning process. On March 27, 29, & 31, 2021 a nineteen-member group of internal and external stakeholders completed a strategic visioning process. The process included a review of the value of strategic planning; a review of the community stakeholders' perception of the Fort Myers Fire Department before and after the facilitated process; an analysis of the agency's strengths, weaknesses, opportunities and challenges; an introduction to the Commission on Fire Accreditation International fire agency accreditation process; plus, a review of the agency's desired strategic planning statements for final inclusion into a strategic plan. At the conclusion of the process, the stakeholders derived three key themes:

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

From these key themes, members of the agency's command staff developed a list of 12 strategic objectives, 19 outcome measurements and 47 supporting goals to prepare the Fort Myers Fire Department to meet the needs and expectations of their community, and to communicate performance and progress in a way that would be easily understood by community.



PURPOSE OF STRATEGIC PLANNING

Strategic planning is an intentional process by which an agency or organization surveys the industry trends; the customer’s needs and wants; the current and future available resources; and the current and future capabilities of the agency to determine performance gaps. Once these gaps are identified, the agency can then determine organizational objectives, supporting goals and critical tasks necessary to close or eliminate the performance gaps. At the completion of the process, the agency will possess a planning document that helps better focus organizational resources towards measurable outcomes versus possible inefficient or counterproductive activities. The process of strategic planning also provides additional value when a broad array of stakeholders come together to develop consensus on organizational performance gaps and potential solutions. The effectiveness of the team is enhanced through the power of shared vision and goals.



“From outside the fire service looking in, you can never really understand it. From inside the fire service looking out, you can never really explain it” ~ Unknown

METHODOLOGY

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

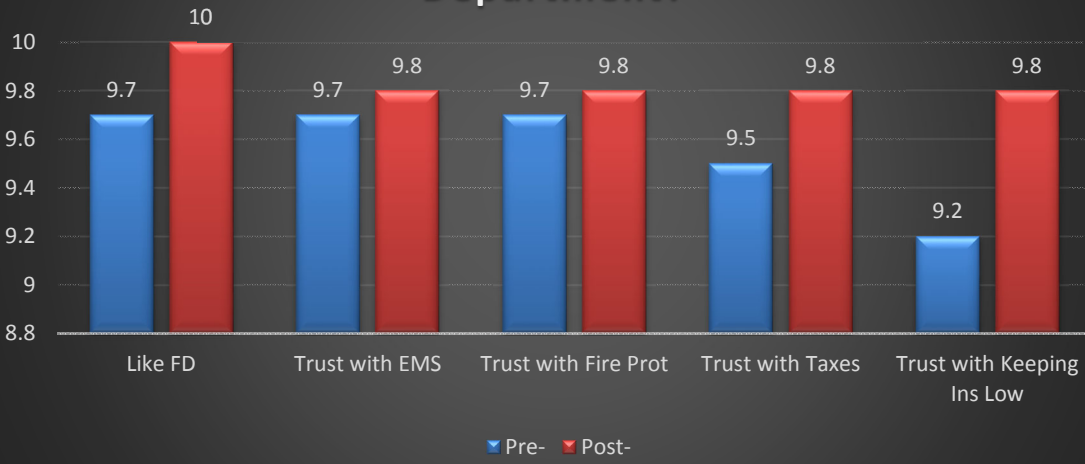
The process included a review of the value of strategic planning; a review of the community stakeholders' perception of the Fort Myers Fire Department before and after the facilitated process; an analysis of the agency's strengths, weaknesses, opportunities and challenges; an introduction to the Commission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

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

From these key themes, members of the agency's command staff developed a list of 12 strategic objectives, 19 outcome measurements and 47 supporting goals to prepare the Fort Myers Fire Department to meet the needs and expectations of their community and remain a "value-added" organization into the future.

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

How do you feel about your Fire Department?



GOVERNANCE

The residents of the City of Fort Myers elect a Mayor and six Council Members as their governing body. Council members qualify in their respective wards, but the Mayor is elected at-large. The elected members must reside in their qualifying boundaries for at least 6 months immediately preceding their qualification for office. All elections are non-partisan. Terms are four years in length, with no term limits.

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



FIRE DEPARTMENT HISTORY AND OVERVIEW

The Fort Myers Fire Department was formed in May 1901, following a series of large fires in the downtown area. The day after it was formed, the new volunteer fire department responded to its 1st structure fire. Battling a house fire with hand-conveyed buckets, the firefighters were unable to save the home, however, they prevented the spread of fire to other buildings. Realizing that bucket-brigades were no match for large fires, the department bought its 1st fire engine, a used button-hand pumper in August 1901.

By 1905, City Council was paying the volunteer fire department \$10 for each fire extinguished and had purchased a new hand-drawn fire engine with a 12-horsepower gasoline fire pump. The engine was put to its first real test in 1914, as the Lee County Packing House and the steam ship Thomas A. Edison were destroyed by fire. In June, a side-wheel steamer, a large warehouse, and a pier were destroyed. Later that year, 2 hotels and 6 other buildings were destroyed by a wind-driven fire. This series of fires alarmed the City Council who quickly voted to purchase the city's first motor driven fire engine.

On September 13, 1920, the city appointed its first paid fire chief and authorized him to hire 6 full-time firefighters, at the monthly wage of \$10 per month. In 1922, the city installed a Gamewell Fire Alarm System and placed 20 call boxes around the city.¹

Over the past 120 years the fire department has evolved and grown to meet the expanding mission and needs of the community. Today the agency is comprised of 117 employees, protecting a population of over 82,000 permanent residents and many thousands more comprised of seasonal tourists and vacationers. Services have expanded over the years to include marine operations, technical rescue, hazardous materials response, fire prevention, public educations and emergency management.



The following is a description of minimum staffing configurations; not including cross-staffed specialty units such as, hazardous material and marine units.

¹ History narrative provided by the agency

In total, FMFD operates the following response units: (Minimum daily staffing of 31)

- 5 Fire engine companies (ALS)
- 1 Quint company (ALS)
- 1 Truck company
- 1 EMS rescue unit (ALS)
- 3 EMS rescue units (BLS)
- 2 Battalion chief units

In relating Fort Myers Fire Department to other comparable agencies in the region, it is impressive to note the “cost per capita” (total annual cost of operations divided by the population) is approximately 8% higher than the comparable average, yet has a 25% higher workload (annual calls for service) with 20% lower staffing levels, demonstrating a commitment to a highly cost-efficient service model. It is important to note that “cost per capita” is not, in and of itself, a comprehensive measurement of an agency’s performance or value to the community, but rather a broad measurement of how the agency compares in terms of resources provided to accomplish its mission such as funding, staffing, and facilities.



See Table 1 – Comparable Agencies

The Fort Myers Fire Department continues to strive for effective and efficient service levels within the community by analyzing data, exploring best practices, development standards of cover and incorporating strategic planning in its administrative oversight.

Table 1 – Comparable Agencies

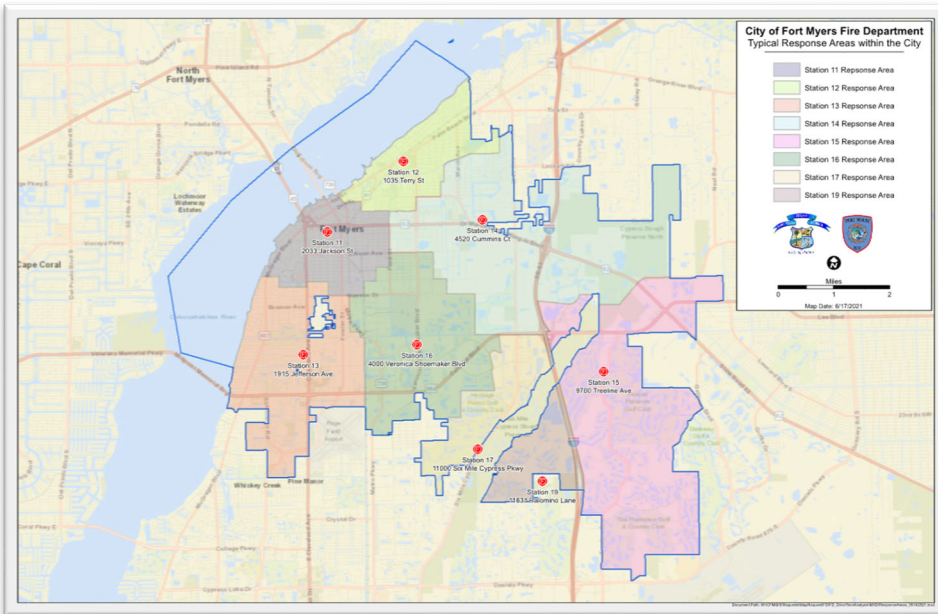
Peer Agency	Population Estimate	General Fund Operating Budget	Calls for Service	Per Capita General Fund Expenditures	Full Time Employees	ISO Rating (1 is best)	CPSE Accreditation	# of Fire Stations
Bonita Springs	55,902	\$27,436,100	7,241	\$490.79	99	2	No	7
Coral Springs/Parkland	172,000	\$38,242,600	16,000	\$222.34	170	1	No	8
Cape Coral	194,570	\$51,446,100	22,000	\$264.41	251	3	No	11
Iona McGregor	80,000	\$21,317,800	9,560	\$266.47	81	2	No	5
North Port	66,410	\$12,768,900	10,000	\$192.27	130	1	No	6
Peer Agency Average	113,776	\$30,242,300	12,960	\$287.26	146	2	No	7
Fort Myers	82,254	\$25,701,700	17,352	\$312.47	117	2	No	6

STRATEGIC PLANNING STAKEHOLDERS

External Stakeholders	Internal Stakeholders
Teresa Watkins Brown	Todd Burik
Martin Byrd	George Camargo
Barbara Carr	Scott Davis
Nick Fisher	James Hayden
Kim Gaide	David Jacobs
Debbie Jordan	Tim Jones
Ashley Loubier	Valerie Leitschuh
Curt Sheard	Tracy McMillion
Patrick Wilke	Chris Mulvey
	Chasity Norman
	Lance Pullen
	Ray Rodriguez

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

FACILITIES AND SERVICE AREA



Fire Stations and Facilities:

Station 11 and Administration, 2033 Jackson St. Fort Myers, FL 33901

Station 12, 1075 Terry Ave.

Station 13, 1915 Jefferson Ave.

Station 14, 4520 Cummins Ct.

Station 15, 9700 Treeline Ave.

Station 16, 4000 Veronica Shoemaker Blvd.

Station 17, 1000 Ben C Pratt Six Mile Cypress Pkwy

Station 19, 11631 Palomino Lane



AGENCY VISION, MISSION, VALUES

The Fort Myers Fire Department has a well-established organizational vision, mission and list of values.

MOTTO
“FMFD, We Got You”

VALUES
Respect – Commitment – Compassion – Integrity

MISSION STATEMENT

Our Purpose

We provide fire suppression and emergency services that preserves life and protects property at the most vulnerable times of life. We engage with our community in risk reduction efforts that maximize safety, fire prevention and well-being – because the best way to deal with an emergency is to prevent it.

We promote our culture of excellence through commitment to each other, teamwork, diversity and professional development.

```
graph TD; A[Preserve Life] -- Our Purpose --> B[Protect Property]; B -- Our Purpose --> C[Prevent Harm]; C -- Our Purpose --> D[Promote Excellence]; D -- Our Purpose --> A;
```

Because Our Community Depends On Us

AGENCY STATUS ANALYSIS

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

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

- Good community relations
- Diverse economy, mainly real estate driven
- Good training program
- Good progress in fire station remodel and refurbishing program
- Good labor/management relations
- Strong relations with partner agencies such as RDA, school district, chamber, etc.
- Awareness of the need for diversity has been improving
- Family-like culture
- Greater incorporation of data-driven decisions
- Better communication from administration to the field
- Social media presence

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

- Poor health of the fleet
- Lack of sufficient full-time staff
- Poor ratio of diversity represented within distribution of the ranks
- Economic/government instability causes loss of some employees, including diversity hires, to other agencies
- Facilities still need investment to meet current and future needs, such as better unisex accommodations, ADA requirements, contamination reductions, etc.
- Current state of the safety program – limited ability to meet, need better planning
- EMS program needs additional staffing, training, equipment
- Keeping up with rapid population growth and service demands
- Succession planning
- Health and Wellness program
- Policy/Procedures manuals
- EOC needs improved technology

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

- Improve coordination with city leaders on overall strategic planning
- Increase diversity within all ranks
- Expand ALS program
- Explore adding an employee relations/members services function (with HR or internal)
- Provide better service to the customer/improve agency reputation within the region
- Improve community relations
- Improve community risk reduction
- Improve county funding for regional hazmat program
- Increase grant funding opportunities
- Better use of data
- Improve cardiac survival program
- Public Private partnerships (i.e. land for future fire stations, EMS reimbursement)
- Improve efficiency for the pace of change

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

- Maintain service levels over time, due to rapid increase in population
- Maintaining an ISO class 2 due to staffing
- Improving diversity in the applicant pool
- Maintaining the health of the apparatus fleet, operational staff fleet, safety of the fleet
- Pace of organizational change
- Allocated FTE's in the budget for all divisions
- Lag time between initiating a hiring process and putting qualified people in the seat
- Changing city vision due to council change over
- Marketing our services, value and needs to the community
- Changes in community expectations of public safety services (pensions, cost of service, diversity, inclusion)
- Rate of attrition
- Succession planning

STRATEGIC OBJECTIVES, OUTCOMES AND GOALS

Theme #1

City Strategic Item: Deliver City services in the most cost effective, efficient manner.

“How do we continue to improve on protecting Lives, Property and the Environment during and prior to emergency events?”

Strategic Objective – 1.1 Improve survivability for Victims of Fire, Hazardous Material Release, Entrapment, or other Crisis Incidents

Assigned: DC Pullen

Outcome Measurements

- 1.1.1 Keep annual growth rate of structure fire instances at or below annual population growth
(percent of structure fires lower than percentage of population growth year over year)
- 1.1.2 Contain structure fires to room of origin for 70% of incidents
- 1.1.3 Zero civilian fire deaths (structure fires/accidental/unintentional)

Supporting Goals

- Incorporate “risk-based” deployment models within the Standards of Cover process
 - Review response modes to fire alarms, low acuity medical calls, lift assists, etc.
- Process 911 fire/rescue calls for service (*alarm handling*) within 1 minute and 30 seconds, 90 percent of the time (*emergent calls, 911 pickup to unit alert*)
- First unit arrival at structure fires, hazardous material releases, and other crisis incidents requiring use of personal protective equipment within 10 minutes, 90 percent of the time (*emergent calls, 911 pick up to unit arrival*)
- Turnout time for emergent fire events for service within 1 minute and 40 seconds (100 seconds), 90 percent of the time (*unit alert to wheels rolling*)
- Develop strategies to improve quality and quantity of incident data reporting by officers and paramedics (*room of origin, water on fire, primary search complete, extrication complete, boat in the water, at patient/victim side, transfer of care*)
- Monitor and report turnout time performance quarterly (*rolling 90 day and 365 day*)

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

Assigned: DC Salinas

Outcome Measurements

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

1.2.2 Provide Basic Life Support capable/first unit to EMS calls within 8 minutes and 30 seconds, 90 percent of the time (*high acuity calls, 911 to arrival*)

Supporting Goals

- Monitor 911 EMS calls for service and advocate for alarm handling within 1 minutes and 30 seconds, 90 percent of the time (*emergent calls, 911 pickup to unit alert*)
- Turnout time for emergent EMS calls for service within 1 minutes and 20 seconds (80 seconds), 90 percent of the time (*unit alert to wheels rolling*)
- Monitor 911 ambulance provider performance measures, ensure arrival on EMS calls within 9 minutes, 90 percent of the time (*emergent calls, unit alert to arrival as required by Lee County Ordinance*)
- Maintain a CPR fraction rate of at least 90 percent, for 90% of cardiac arrest incidents
- Increase bystander CPR participation rate to 50 percent (*911 to provide data*)
- Explore strategies that measure and improve definitive patient care.
 - Recognize and report medical alerts (*STEMI, stroke, trauma*) within 10 minutes, 90 percent of the time (*at patient side to acknowledgment*)
- Monitor the top 5 medical incidents and develop strategies to incorporate into training
- Improve efficiency of workers' compensation treatment program
- Develop Behavioral health/EAP process specific to the needs of first responders

Strategic Objective – 1.3 Improve Firefighter Safety and Survival

Assigned : DC Poland

Outcome Measurements

1.3.1 Zero firefighter line of duty deaths

1.3.2 Maintain an employee injury rate below 25 percent of total allocated staffing positions (*industrial injuries*)

Supporting Goals

- Develop an annual decon training review to ensure proper procedures are followed
- Define performance evaluation acceptance levels
- Refine/ Update the fitness and wellness program
- All succession personnel structural PPE will be less than 10 (10 years front -line) years old and the department will maintain 40 sets in reserve status (gear will be inspected and certified).
- Provide valued training through alternative sites in until the Training Field is completed
- Develop and refine critical task performance standard baselines and benchmarks.
- Update and maintain a two-year training plan (concurrent with periodic risk assessment)

Strategic Objective – 1.4 Improve Agency resiliency During Crisis-Level Events

Supporting Goals

- Formalize/update policy to control/limit provision of mutual aid during times of resource drawdown
- Enhance the City’s Emergency Operations Center to support agency needs during large scale incidents

Theme #2

City Strategic Item: Develop innovative approaches to City services delivery.

“How do we meet the increasing service demands over the coming years?”

Strategic Objective – 2.1 Reduce Financial and Legal Risk/Liability to the Fire Department and the City of Fort Myers

Assigned: DC Pullen

Outcome Measurements

- 2.1.1 Zero cases of harassment/discrimination
- 2.1.2 Zero cases requiring formal disciplinary action (*action above written reprimand*)

Supporting Goals

- Review/update all disciplinary policies and procedures

Strategic Objective – 2.2 Improve Efficiency within Current Budget System

Outcome Measurements

Assigned: DC Hayden

- 2.2.1 Maintain a cost per capita within 15% of the regional comparative average (\$287)
- 2.2.2 Maintain workers compensation costs below 3.5 percent of Department’s annual general fund budget expenditures.
- 2.2.3 Maintain a score of 21 points or less for all front-line fire apparatus (*APWA vehicle replacement score*)
- 2.2.4 Maintain a score of 30 points or less for all reserve fire apparatus (*APWA vehicle replacement score*)

Supporting Goals

- Purchase sufficient fire apparatus to ensure fleet health complies with apparatus replacement plan
- Invest in station improvement projects that provide economic savings measured in lower maintenance and/or utility costs
- Pursue grant opportunities with a positive return on staff time and monetary investment
- Plan for new facilities and expanding staffing needs
 - Sell old Station 14
 - Explore bond funding for newer, energy efficient facilities
 - Station 17 and 19- secure funding for staffing
- Expand the use and reliability of traffic navigation and preemption technology
- Explore fire station alerting systems to improve respond times and lessen stress on employees

Strategic Objective – 2.3 Prepare the Agency for Next Economic Downturn

Supporting Goals

Assigned: DC Hayden

- Invest in high quality equipment/apparatus that can withstand deferred replacement when necessary
- Develop an operational cost and service “step down” plan that will provide a progressive rate of savings within one year of implementations.

Strategic Objective – 2.4 Prepare for Rapid Population Growth

Assigned: Suzi Gehris

Outcome Measurements

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

Supporting Goals

- Plan for new facilities and expanding staffing needs
 - Station 14 Relocation – Secure Funding, begin design
- Review funding sources for new impacts to Department budget
 - Sell old Station 14
 - Explore bond funding
- Participate in City general plan updates to ensure planning elements account for future fire department service impacts
- Pursue grant opportunities with positive return on staff time and monetary investment

“How do we better market our services and demonstrate our value to our community?”**Strategic Objective – 3.1 Promote A Positive Agency Reputation within the Community****Outcome Measurements****Assigned: AC Jacobs**

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

3.1.2 Maintain an ISO rating of Class 2 or better

3.1.3 Recruit and hire employees that represent the demographic makeup of the community (*census data*)

3.1.4 Achieve an approval rating of 95% or higher from citizen satisfaction survey

Supporting Goals

- Enroll Department as a Registered Agency with the Commission on Fire Accreditation International
- Review ISO itemized performance one year prior to next review (2025)
- Explore environmental impact performance measurements in support of citywide environmental impact priorities.
- Develop a formalized recruitment and hiring plan to enhance diversity
- Explore a “Fire Ops 101” program for interested community leaders and media
- Identify a response reliability measurement threshold for all planning zones-Complete
- Keep annual unit commitment factor percentage below 30% for all units

Strategic Objective – 3.2 Mitigate Fire Related Damage to Allow Occupants to Remain in the Impacted Structure after Suppression Operations**Assigned: AC Jacobs****Outcome Measurements**3.2.1 Save 95% of the value of property and contents threatened by fire (*quantifying the negative*)**Supporting Goals**

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

Outcome Measurements

3.4.3 # of scheduled public relations/education events to reduce risks in the community

3.4.4 # of scheduled CPR courses delivered to increase bystander CPR success rates

Supporting Goals

- Inspect 99% of commercial fire protection systems during each two-year inspection cycle
- Inspect 99% of high-risk occupancies during each two-year inspection cycle
- Inspect 95% of all moderate risk occupancies during each three-year inspection cycle
- Inspect 90% of all low-risk occupancies during each four-year inspection cycle
- Provide fire safety education to Elementary Schools (annually)
- Provide support for the non-profit organizations that support public safety missions (annually)

2021-2026 Strategic Plan

Completed Strategic Goals Summary

- Develop an annual decontamination training review to ensure proper procedures are followed
- Define performance evaluation acceptance levels
- Refine / update the fitness and wellness program
- Provide liability reduction / harassment training to all employees annually
- Develop and refine critical task performance standard baselines and benchmarks
- Update and maintain a two-year training plan
- Plan for new facilities and expanding staffing needs- Station18
- Plan for new facilities and expanding staffing needs- Station 14
- Explore bond funding for newer energy efficient facilities
- Expand the use and reliability of traffic navigation and preemption technology
- Explore fire station alerting systems to improve response times and lessen stress on employees
- Participate in city general plan updates to ensure planning elements account for future fire department service impacts
- Pursue grant opportunities with positive return on staff time and monetary investment
- Identify a response reliability measurement threshold for all planning zones
- Enroll department as a registered agency with the CFAI

1.1	Improve Survivability for Victims of Fire, Hazardous Material Release, Entrapment, or Other Crisis Incidents.	DC Pullen
04/2025	<p>Incorporate “risk-based” deployment models within the Standards of Cover process Review response modes to fire alarms, low acuity medical calls, lift assists, etc.</p> <ul style="list-style-type: none"> - Utilized the SOC to review CAD event types to redo incident risk categories. - Updated CAD response to 9Echo Cardiac Arrests to include 2 units/ALS (ERF) - Revisited ERF needs for high impact MVCs and EMS call types - Response matrix changes were made by the county in August , additional CAD codes were added (2700) that need to be risked by FMFD. - Changes made to responses based on data: Lift assist <200lb=closest rescue or engine 10-18x response. >200 closest engine. All fire alarms are single unit unless waterflow alarm. - Meeting on Aug 10 to discuss rescue based response to moderate level risk incidents (50% of medical calls). - Negative response to Alpha/Bravo medicals unless requested- continued process. - Q1 2025- begin assessment of FMSU10 roaming rescue concept. 	
12/2024	<p>Process 911 fire/rescue calls for service (alarm handling) within 1 minutes and 30 seconds, 90 percent of the time (emergent calls, 911 pickup to unit alert)</p> <ul style="list-style-type: none"> - All incidents were handled by dispatch under 60 seconds. - Monitored with ESO RMS each quarter and annually - Monitored monthly, quarterly and annually. - Times are being worked on with ESO and Lee County Dispatch to ensure the appropriate PSAP and Alarm times are reporting into FMFD programs. 	
12/2024	<p>First unit arrival at structure fires, hazardous material releases, and other crisis incidents requiring use of personal protective equipment within 10 minutes, 90 percent of the time (emergent calls, 911 pick up to unit arrival)</p> <ul style="list-style-type: none"> - The department has been working with vendors for our reporting software, dashboards, and CAD to develop monitoring strategies to provide accurate data tracking. - Currently we can track these items separately or within programs and report the data as necessary. We need to further identify the goal specifically, “incidents requiring PPE.” - Provided training through discussions and officers meetings to educate on responses and proper data tracking procedures. - Released policy 302 Performance Objectives for Response (Published 06/05/2023) - Worked with Dashboard vendor to incorporate apparatus priority to determine emergent vs non-emergent response. - 7:25 was the 90% of arrival to these incidents. - Discussed at quarterly officer meetings to further educate on importance 	
12/2024	<p>Turnout time for emergent fire events for service within 1 minute and 40 seconds (100 seconds), 90 percent of the time (unit alert to wheels rolling)</p> <ul style="list-style-type: none"> - Turnout time is being monitored at the department level. Station and unit turnout times within those stations is the next step in data analysis to better identify gaps in responses. - We have updated our dashboard to report turnouts for each program area. - Turnout times are still above the benchmark time. Times were discussed at the Q3 officers meeting. - FMFD is budgeting for station bay clocks in FY24/25 	

Fort Myers Fire Department Strategic Plan
CY 2024 Update

12/2024	<p>Develop strategies to improve quality and quantity of incident data reporting by officers and paramedics (room of origin, water on fire, primary search complete, extrication complete, boat in the water, at patient/victim side, transfer of care)</p> <ul style="list-style-type: none"> - During 2023 we conducted Officer In-service training that included discussions on ESO reporting and the importance of marking certain fields within the report for data tracking. - ESO EHR training was conducted via zoom, in person, and through general discussions to improve the quality of reports. These discussions focused on QC needs, procedure documentation, cardiac arrest reports, and narratives. - Incident data reporting has been incorporated into the medical in services and quarterly officers meetings. - Quarterly compliance meetings identified that NA and unable to determine codes were being used excessively. This was a topic of the Q2 officers meeting to stress the need to select the appropriate codes in fire reports. Identification of a smoke alarm and its ability to activate was also discussed and trained on.
12/2024	<p>Monitor and report turnout time performance quarterly (rolling 90 day and 365 day)</p> <ul style="list-style-type: none"> - The department monitors times monthly through a monthly dashboard report emailed to all FD members and staff. These times are also available for city ward meetings when needed. - FMFD monitors and reports times monthly and more thoroughly quarterly through the quarterly compliance meetings.
1.2	<p>Improve Survivability of Patients Experiencing Acute Medical Emergencies DC Salinas</p>
12/2024	<p>Monitor 911 EMS calls for service and advocate for alarm handling within 1 minutes and 30 seconds, 90 percent of the time (emergent calls, 911 pickup to unit alert)</p> <ul style="list-style-type: none"> - All incidents were handled by dispatch under 60 seconds - Monitored with ESO RMS each quarter and annually - Worked with Dashboard vendor to incorporate apparatus priority to determine emergent vs non-emergent response. - 7:25 was the 90% of arrival to these incidents. - Discussed at quarterly officer meetings to further educate on importance
12/2024	<p>Turnout time for emergent EMS calls for service within 1 minutes and 20 seconds (80 seconds), 90 percent of the time (unit alert to wheels rolling)</p> <ul style="list-style-type: none"> - Turnout time is being monitored at the department level. Station and unit turnout times within those stations is the next step in data analysis to better identify gaps in responses. - We have updated our dashboard to report turnouts for each program area. - Worked with Dashboard vendor to incorporate apparatus priority to determine emergent vs non-emergent response. - Budgeting for station clocks to improve awareness of times. - Evaluating a roaming rescue concept to improve on the go turnout times.
12/2024	<p>Monitor 911 ambulance provider performance measures, ensure arrival on EMS calls within 9 minutes, 90 percent of the time (emergent calls, unit alert to arrival as required by Lee County Ordinance)</p>
12/2025	<p>Maintain a CPR fraction rate of at least 90 percent, for 90% of cardiac arrest incidents</p> <ul style="list-style-type: none"> - Attempts were made to receive CARES data to track the CPR fraction rate for the incidents occurring in city limits. Getting this data in a timely manner is challenging due to the need to rely on external agencies. Our ESO reporting does provide limited data for this goal but it is not the preferred set of information.

Fort Myers Fire Department Strategic Plan
CY 2024 Update

	<ul style="list-style-type: none"> - Training manikins were purchased to assist members in providing high quality CPR and improving the awareness of CPR fraction rate. They were utilized during CPR/PALS training renewals as a introduction to upcoming training in 2024. - The Division of EMS has incorporated CPR compression fraction rate (CFR) training during breakout sessions at the departments medical in-services. The EMS Division was able to record training for 81 of 140 personnel. Currently the CFR is averaging at 78% for those 81 personnel. However, the CFR percentage may have been inaccurate due to several mannequins experiencing technical difficulties, which we are currently remedying this issue. 	
12/2025	<p>Increase bystander CPR participation rate to 50 percent (911 to provide data)</p> <ul style="list-style-type: none"> - Messaging through email was shared with the department on the importance of tracking bystander CPR through appropriate field marking in ESO. - This goal is currently still in progress due to the 2024 Cares data being unavailable. The Division of EMS obtains Cares data from Lee County EMS (LCEMS) on a quarterly basis. 	
12/2025	<p>Explore strategies that measure and improve definitive patient care. Recognize and report medical alerts (STEMI, stroke, trauma) within 10 minutes, 90 percent of the time (at patient side to acknowledgment)</p> <ul style="list-style-type: none"> - Paramedic credential training includes the recognition of each alert. - In August, department EMS training included the recognition of STEMI Alerts and procedures. 	
12/2026	<p>Monitor the top 5 medical incidents and develop strategies to incorporate into training</p> <ul style="list-style-type: none"> - Through data we identified and continue to track monthly the top 5 medical incidents crews respond to. This is shared monthly internally through the monthly data report. - Scenarios for Paramedic training was created using the identified medical incidents. In August the department received chest pain specific training based off this data. - The Division EMS runs data on the top 5 medical incidents through ESO for the top medical incidents. We currently train our personnel during our monthly services and credentialing to increase the chances of survivability for each patient we encounter. Currently this goal is in progress and ongoing. 	
12/2025	<p>Improve efficiency of workers' compensation treatment program</p> <ul style="list-style-type: none"> - Attempting to clarify the process of work comp with our employees. We also brought in a Risk Management to speak about the process to our ODA. - Held discussions with Risk Management to identify the work comp process for cancer and the caner bill to gather information for education within the department. - HR delivered shift zoom training to educate the department on benefits. 	
04/2024	Develop Behavioral health/EAP process specific to the needs of first responders	
1.3	Improve Firefighter Safety and Survival	DC Poland
DONE CY2023	<p>Develop an annual decon training review to ensure proper procedures are followed</p> <ul style="list-style-type: none"> - A decon training assignment was outline in the upcoming 24/25 Training plan to be delivered through Vector Solutions activity in the first quarter annually. This will include videos and policy review. 	
DONE CY2024	<p>Define performance evaluation acceptance levels</p> <ul style="list-style-type: none"> - Held meetings to identify the objective of acceptance levels. The Big 5 skills were identified for performance evaluation. Going forward the acceptance level needs to be determined if it will be skill based or time based and what those parameters will be. - These were addressed before the September 2024 orientation class. All skill sheets were reviewed for appropriate tasks, times and critical fails. These were changed from 	

Fort Myers Fire Department Strategic Plan
CY 2024 Update

	orientation skills to department skills. The acceptance levels have been identified and completed.
DONE CY2024	<p>Refine/ Update the fitness and wellness program</p> <ul style="list-style-type: none"> - A new physical process was implemented in 2023 with Site Med (April). - A fit for duty article item was proposed in negotiations. - Peer Fitness completed the build out of trainers on the team per CBA. - Peer Fitness trainers completed an assessment of all station gym equipment, created a minimum equipment list and incorporated it into the department inventory tracking systems, PSTrax. - A monthly fitness challenge was implemented - 1 Peer Fitness Trainer Meeting was held to align the team - Fitness Friday has been placed on the schedule for CY2025 to educate members each Friday on Mobility, Strength, Endurance, and Nutrition.
12/2026	<p>All succession personnel structural PPE will be less than 10 (10 years front-line) years old, and the department will maintain 40 sets in reserve status (gear will be inspected and certified).</p> <ul style="list-style-type: none"> - Our previous goal to provide 2 sets of gear (5 years front line/5 years reserve) was evaluated for effectiveness. After discussions and budget review the goal was revised to allow internal processes to be reviewed and updated.
DONE CY2023	<p>Provide liability reduction/harassment training to all employees annually</p> <ul style="list-style-type: none"> - Annually we provide Diversity and Including training (October) and Anti-Harassment training (October) to all fire department personnel. This has been permanently scheduled to occur within the ATP and the Vector Solutions assignments. - This is identified on a compliance schedule and consistently assigned to all members at the beginning of each calendar year.
12/2026	<p>Provide valued training through alternative sites in until the Training Field is completed</p> <ul style="list-style-type: none"> - Due to our training field relocation needs our Training Division has provided other location training through acquired structures, other fire department training fields, conferences, and utilization of Fire Station 11. Franklin Park was used for forcible entry and initial fire response training. Southward Village has been used and is planned to be used further. Four (4) acquired houses were also utilized to provide valuable training. - In collaboration with the local housing authority, we conducted over 60 live fire exercises, benefiting more than 100 firefighters from our department and neighboring agencies. These exercises took place in several acquired structures, including a 10-story high-rise, providing realistic training in complex, high-stakes environments. - Station 11 and partnering agency training fields were used to further allow space to train on skills and JPR's successfully until a formal training field is completed within the city.
DONE CY2024	<p>Develop and refine critical task performance standard baselines and benchmarks.</p> <ul style="list-style-type: none"> - These were addressed before the September 2024 orientation class. All skill sheets were reviewed for appropriate tasks, times and critical fails. These were changed from orientation skills to department skills. The acceptance levels have been identified and completed. - The CPS and IPS skills have been adopted into the department training structure to provide baseline and benchmark expectations. These were used during live fire evolutions to further test Effective Response Force (ERF) identified numbers. This will continue annually to endure appropriate ERF and critical tasks are used.
DONE CY2023	Update and maintain a two-year training plan (concurrent with periodic risk assessment)

Fort Myers Fire Department Strategic Plan
CY 2024 Update

	<ul style="list-style-type: none"> - The two-year plan from 22/24 was reviewed for gaps and updated for the next 2 years. The 24/25 Training Plan was updated to include further defined strategic goals, objectives, and risk-based training from the SOC. It was published on the Vector Solutions bulletin board for early review going into 2024. 	
1.4	Improve Agency resiliency During Crisis-Level Events	
12/2025	<p>Formalize/update policy to control/limit provision of mutual aid during times of resource drawdown</p> <ul style="list-style-type: none"> - Continue to evaluate MAC levels, working with Operations to determine appropriate minimum levels. A proposal for LCFCA to establish a minimum percentage per district. 	
12/2026	<p>Enhance the City’s Emergency Operations Center to support agency needs during large scale incidents</p> <ul style="list-style-type: none"> - A hub and spoke model was introduced to allow for better flow of city operations during large scale emergency events - Fire Station 11 was identified as the primary EOC and Fire Station 16 was designated secondary. - Evaluating a new EOC to be built to support the city emergency operations needs. Currently evaluating a site at a newly built Station 14. This new structure would enhance the operations center abilities. - Worked with the hub and spoke model through multiple activations to further enhance current operational abilities. - The use of Microsoft Teams, forms, and communication methods has improved the ability to operate under the new Emergency Operations Plan (EOP) 	
2.1	Reduce Financial and Legal Risk/Liability to the Fire Department and the city of Fort Myers	DC Pullen
12/2025	<p>Review/update all disciplinary policies and procedures</p> <ul style="list-style-type: none"> - Initial training was delivered at the Q2 Officer In-Service to educate personnel on forms and the process of documenting disciplinary items. - The process was implemented into the Officer Development Academy to educate future and current officers, students of the class in the proper process of documentation. - A draft policy is currently created and in progress of admin review to further formalize the process for members of the agency. - No progress to draft policy 	
2.2	Improve Efficiency within Current Budget System	DC Hayden
12/2026	<p>Purchase sufficient fire apparatus to ensure fleet health complies with apparatus replacement plan</p> <ul style="list-style-type: none"> - 	
12/2026	<p>Invest in station improvement projects that provide economic savings measured in lower maintenance and/or utility</p> <ul style="list-style-type: none"> - Station 11 parking lot sealed and stripped with new identified parking. Station 15 was repainted and new AC Controls installed. New AC Duct work and new roof is next. 	
Done CY2023	<p>Plan for new facilities and expanding staffing needs Sell old Station 14 Station 18 location and design</p> <ul style="list-style-type: none"> - Station 18 land was purchased on August 10, 2023. Preliminary design concepts available for review. Budgeted funds for formal design will occur in FY23/24 for Fire Station 18. This station’s location will allow us to meet our community demand in that area and serve all districts with a better effective response force (ERF). 	

Fort Myers Fire Department Strategic Plan
CY 2024 Update

DONE CY2023	Explore bond funding for newer, energy efficient facilities Station 17 and 19- secure funding for staffing <ul style="list-style-type: none"> - Station 17 and 19 staffing needs were met in 2022 to fully open the stations.
DONE CY2023	Expand the use and reliability of traffic navigation and preemption technology <ul style="list-style-type: none"> - We have provided further traffic navigation programs by means of First Due, Tablet Command, and CAD map updates to ensure effective response to dispatched events. - The department evaluated the need for preemption technology and identified it may not be cost effective. We are researching further HAAS Alert which would provide alerting to vehicles using navigation of approaching emergency vehicles.
DONE CY2023	Explore fire station alerting systems to improve respond times and lessen stress on employees <ul style="list-style-type: none"> - In 22/23 all stations were updated with Motorola hardware that is programmable for ramp up tones and lighting.
2.3	Prepare the Agency for Next Economic Downturn DC Hayden
12/2026	Invest in high quality equipment/apparatus that can withstand deferred replacement when necessary <ul style="list-style-type: none"> - Received approval for Heavy Rescue Unit - Building of Tiller Apparatus - Challenges remain internally with long build times for apparatus and long lead times for equipment. New equipment for apparatus including 2 battery powered fans and 11 new portable radios put in service. More equipment ordered FY 24/25.
12/2025	Develop an operational cost and service “step down” plan that will provide a progressive rate of savings within one year of implementation. <ul style="list-style-type: none"> - Administration held initial conversations regarding the items to be included in the step-down plan. A draft working document was established, and further input will be needed to ensure the plan needs department and community needs. - In progress: developing operational cost analysis per fire station and per fire truck. Taking maintenance and repair for apparatus internally allows a closer analysis of raw operational cost per truck on a per call, hour, or mileage basis.
2.4	Prepare for Rapid Population Growth Gehris
DONE FY2024	Plan for new facilities and expanding staffing needs Station 14 Relocation – Secure Funding, begin design <ul style="list-style-type: none"> - Council has approved the funds for land purchase to build a new Fire Station 14
12/2025 12/2025	Review funding sources for new impacts to Department budget Sell old Station 14 Explore bond funding
DONE CY2024	Participate in City general plan updates to ensure planning elements account for future fire department service impacts <ul style="list-style-type: none"> - Annually FMFD executive staff participates in planning through the budget planning process and workshops. - Attended City's CIP and Strategic Plan meetings. Our department received additional funding towards building of Fire Station 18, towards purchase of additional land for relocation of Fire Station 14, and towards building of new Training Field. We also received funding for purchase of new Engine 18 and refurbishment of Ladder 11 and Engine 14.
DONE CY2023	Pursue grant opportunities with positive return on staff time and monetary investment <ul style="list-style-type: none"> - We received FEMA's Assistance to Firefighters Grant (AFG) in the amount of \$281,800. The Fire Department was able to purchase Self-Contained Breathing Apparatus (SCBAs)

Fort Myers Fire Department Strategic Plan
CY 2024 Update

	<p>and face pieces as well as a CPR Manikin for our EMS training division. The remainder of the grant award was utilized to pay for Paramedic tuition, HazMat Technician course, ICS 300 & ICS 400 courses and Aerial Driver/Operator Training.</p> <ul style="list-style-type: none"> - Continued monitoring of grant opportunities. Annual submissions for needed grants are assessed during budget planning and submitted through the program fiscal manager to the AFG. 	
3.1	Promote A Positive Agency Reputation within the Community	AC Jacobs
DONE CY2023	<p>Enroll Department as a Registered Agency with the Commission on Fire Accreditation International</p> <ul style="list-style-type: none"> - The department was re-registered as a Registered Agency in October 2023. (Done) 	
12/2025	<p>Review ISO itemized performance one year prior to next review (2025)</p> <ul style="list-style-type: none"> - A small annual review for 2023 was conducted on training, CRR, and hydrants. - Annual hydrant inspections for 23/24 were discussed and scheduled to be conducted in early 2024 to ensure annual completion is met. - The CRR training record documentation requirements were outlined for the members who meet the criteria. Vector credentials were created to allow appropriate record keeping of Fire Investigator, Public Educator, and Fire Inspector certifications for ISO CEU credit. - Training requirements were met by CRR team. - Hydrant inspections were completed and planned to begin again in February 2025 for annual inspection schedule. - Worked with ISO contact to identify gaps and areas for improvement- Staffing, non-quint model or additional aerial, and preplans. 	
12/2025	Explore environmental impact performance measurements in support of citywide environmental impact priorities.	
12/2025	Develop a formalized recruitment and hiring plan to enhance diversity	
12/2026	<p>Explore a “Fire Ops 101” program for interested community leaders and media</p> <ul style="list-style-type: none"> - No progress 	
DONE CY2023	<p>Identify a response reliability measurement threshold for all planning zones</p> <ul style="list-style-type: none"> - A reliability measurement threshold for all planning zones was developed during the SOC process and adopted by the department. This 70% threshold identifies how reliable a unit is for response. - Data tracking using our RMS is being set up to ensure continued success and monitoring of the threshold limit. 	
12/2026	<p>Keep annual unit commitment factor percentage below 30% for all units</p> <ul style="list-style-type: none"> - Within the SOC that was developed it was identified that our busiest unit commitment factor was at 10%, which is well below the threshold. - The department is reviewing the threshold annually at the end of the year. - We are working with NFORS to further identify an accurate data tracking method. - According to NFORS data, commitment level is below the 30% mark with the highest commitment time at 12%. 	
3.2	Mitigate Fire Related Damage to Allow Occupants to Remain in the Impacted Structure after Suppression Operations	AC Jacobs
12/2026	<p>Develop a policy and training to emphasize early notification to a qualified restoration company</p> <ul style="list-style-type: none"> -No progress 	
3.4	Provide Value Beyond the 911 Call	FM Reynolds
12/2026	Inspect 99% of commercial fire protection systems during each two-year inspection cycle	

Fort Myers Fire Department Strategic Plan
CY 2024 Update

	<ul style="list-style-type: none"> - Prevention assigned 1 member of staff to work on annual inspections of identified low, moderate, high-risk occupancies. The person was tasked with rechecking the risk level and performing the inspection. - The risk level rating sheet was updated in December to more accurately reflect the buildings in the city. This update has been more accurate to the appropriate risk level. - A weekly meeting was established to monitor progress towards risk level inspections - As buildings are inspected they are automatically updating the field to the next inspection date based on the determined frequency. - Because of the need to satisfy the new construction within the city, this Fire Prevention Bureau has not accurately assessed the number of risk inspections that occur annually, biennial, triennial and quadrennial due to incomplete data within the Mobile Eyes Inspection Software. There are over five thousand occupants within the Mobile Eyes Data Base that Do Not have an occupancy risk assigned. In order to correct this, I have established a day during the workweek (Thursday) where all of our fire inspectors are working off supplied excel sheets with occupants within their specific wards which do not currently have a risk classification assigned. This new Temporary Assigned Duty (TAD) along with strict compliance of data entry into Mobile Eyes for all of the new occupancy which are being built due to the unprecedented growth The City of Fort Myers has experienced over the last 5 years, and which continues to do so. Once we have an accurate account of all the High, Moderate and Low Risk occupancy that exist within the city limits we can then move toward effectively hitting the target goals during the lulls of the current demand of new construction and reestablish an accurate percentage rate the current personnel of this Bureau can effectively achieve.
12/2026	<p>Inspect 99% of high-risk occupancies during each two-year inspection cycle</p> <ul style="list-style-type: none"> - Same as above
12/2026	<p>Inspect 95% of all moderate risk occupancies during each three-year inspection cycle-</p> <ul style="list-style-type: none"> - Same as above
12/2026	<p>Inspect 90% of all low-risk occupancies during each four-year inspection cycle</p> <ul style="list-style-type: none"> - Same as above
12/2026	<p>Provide fire safety education to Elementary Schools (annually)</p> <ul style="list-style-type: none"> - Fire safety education was provided all year via station visits, events, fire extinguisher demos, station tours. - During the month of October, all Elementary schools were visited and provided an education program based on the theme of the year from the NFPA. - Initial conversations were had to identify better ways to track outcomes of the education at the elementary schools. - A procedure, 351 CRR and Public Education was developed to assist in consistent messaging to the community and department members. The procedure identifies the type of events and materials needed along with overall processes. Overall, through safety talks and visits local schools were provided materials. Due to prevention month coinciding with the hurricanes for 2024 the in-person delivery did not occur. Safety discussion materials were shared with all contacts whom we were scheduled to present to.
12/2026	<p>Provide support for the non-profit organizations that support public safety missions (annually)</p> <ul style="list-style-type: none"> - The department worked with Red Cross (smoke alarm installs), Golisano's, and Safe Kids (Hot Car Program) to provide community specific needs in conjunction with the non-profit missions.

	- Continued programs from 2023
--	--

Fort Myers Fire Department Strategic Plan
 FYE 2023 Update

1.1	Improve Survivability for Victims of Fire, Hazardous Material Release, Entrapment, or Other Crisis Incidents.	DC Pullen
12/2024	Incorporate “risk-based” deployment models within the Standards of Cover process Review response modes to fire alarms, low acuity medical calls, lift assists, etc. <ul style="list-style-type: none"> - Utilized the SOC to review CAD event types to redo incident risk categories. - Updated CAD response to 9Echo Cardiac Arrests to include 2 units/ALS (ERF) - Reved ERF needs for high impact MVCs and EMS call types 	
12/2024	Process 911 fire/rescue calls for service (alarm handling) within 1 minutes and 30 seconds, 90 percent of the time (emergent calls, 911 pickup to unit alert) <ul style="list-style-type: none"> - All incidents were handled by dispatch under 60 seconds. - Monitored with ESO RMS each quarter and annually 	
12/2024	First unit arrival at structure fires, hazardous material releases, and other crisis incidents requiring use of personal protective equipment within 10 minutes, 90 percent of the time (emergent calls, 911 pick up to unit arrival) <ul style="list-style-type: none"> - The department has been working with vendors for our reporting software, dashboards, and CAD to develop monitoring strategies to provide accurate data tracking. - Currently we can track these items separately or within programs and report the data as necessary. We need to further identify the goal specifically, “incidents requiring PPE.” - Provided training through discussions and officers meetings to educate on responses and proper data tracking procedures. - Released policy 302 Performance Objectives for Response (Published 06/05/2023) 	
12/2024	Turnout time for emergent fire events for service within 1 minute and 40 seconds (100 seconds), 90 percent of the time (unit alert to wheels rolling) <ul style="list-style-type: none"> - Turnout time is being monitored at the department level. Station and unit turnout times within those stations is the next step in data analysis to better identify gaps in responses. - We have updated our dashboard to report turnouts for each program area. 	
12/2024	Develop strategies to improve quality and quantity of incident data reporting by officers and paramedics (room of origin, water on fire, primary search complete, extrication complete, boat in the water, at patient/victim side, transfer of care) <ul style="list-style-type: none"> - During 2023 we conducted Officer In-service training that included discussions on ESO reporting and the importance of marking certain fields within the report for data tracking. - ESO EHR training was conducted via zoom, in person, and through general discussions to improve the quality of reports. These discussions focused on QC needs, procedure documentation, cardiac arrest reports, and narratives. 	
12/2024	Monitor and report turnout time performance quarterly (rolling 90 day and 365 day) <ul style="list-style-type: none"> - The department monitors times monthly through a monthly dashboard report emailed to all FD members and staff. These times are also available for city ward meetings when needed. 	
1.2	Improve Survivability of Patients Experiencing Acute Medical Emergencies	DC Salinas
12/2024	Monitor 911 EMS calls for service and advocate for alarm handling within 1 minutes and 30 seconds, 90 percent of the time (emergent calls, 911 pickup to unit alert) <ul style="list-style-type: none"> - All incidents were handled by dispatch under 60 seconds - Monitored with ESO RMS each quarter and annually 	
12/2024	Turnout time for emergent EMS calls for service within 1 minutes and 20 seconds (80 seconds), 90 percent of the time (unit alert to wheels rolling)	

Fort Myers Fire Department Strategic Plan
 FYE 2023 Update

	<ul style="list-style-type: none"> - Turnout time is being monitored at the department level. Station and unit turnout times within those stations is the next step in data analysis to better identify gaps in responses. - We have updated our dashboard to report turnouts for each program area.
12/2024	Monitor 911 ambulance provider performance measures, ensure arrival on EMS calls within 9 minutes, 90 percent of the time (emergent calls, unit alert to arrival as required by Lee County Ordinance)
12/2024	<p>Maintain a CPR fraction rate of at least 90 percent, for 90% of cardiac arrest incidents</p> <ul style="list-style-type: none"> - Attempts were made to receive CARES data to track the CPR fraction rate for the incidents occurring in city limits. Getting this data in a timely manner is challenging due to the need to rely on external agencies. Our ESO reporting does provide limited data for this goal but it is not the preferred set of information. - Training manikins were purchased to assist members in providing high quality CPR and improving the awareness of CPR fraction rate. They were utilized during CPR/PALS training renewals as a introduction to upcoming training in 2024.
12/2024	<p>Increase bystander CPR participation rate to 50 percent (911 to provide data)</p> <ul style="list-style-type: none"> - Messaging through email was shared with the department on the importance of tracking bystander CPR through appropriate field marking in ESO.
12/2024	<p>Explore strategies that measure and improve definitive patient care. Recognize and report medical alerts (STEMI, stroke, trauma) within 10 minutes, 90 percent of the time (at patient side to acknowledgment)</p> <ul style="list-style-type: none"> - Paramedic credential training includes the recognition of each alert. - In August, department EMS training included the recognition of STEMI Alerts and procedures.
12/2026	<p>Monitor the top 5 medical incidents and develop strategies to incorporate into training</p> <ul style="list-style-type: none"> - Through data we identified and continue to track monthly the top 5 medical incidents crews respond to. This is shared monthly internally through the monthly data report. - Scenarios for Paramedic training was created using the identified medical incidents. In August the department received chest pain specific training based off this data.
12/2025	<p>Improve efficiency of workers' compensation treatment program</p> <ul style="list-style-type: none"> - Attempting to clarify the process of work comp with our employees. We also brought in a Risk Management to speak about the process to our ODA. - Held discussions with Risk Management to identify the work comp process for cancer and the cancer bill to gather information for education within the department. - HR delivered shift zoom training to educate the department on benefits.
04/2024	Develop Behavioral health/EAP process specific to the needs of first responders
1.3	Improve Firefighter Safety and Survival
DONE	DC Poland
	<p>Develop an annual decon training review to ensure proper procedures are followed</p> <ul style="list-style-type: none"> - A decon training assignment was outline in the upcoming 24/25 Training plan to be delivered through Vector Solutions activity in the first quarter annually. This will include videos and policy review.
07/2024	<p>Define performance evaluation acceptance levels</p> <ul style="list-style-type: none"> - Held meetings to identify the objective of acceptance levels. The Big 5 skills were identified for performance evaluation. Going forward the acceptance level needs to be determined if it will be skill based or time based and what those parameters will be.
12/2024	<p>Refine/ Update the fitness and wellness program</p> <ul style="list-style-type: none"> - A new physical process was implemented in 2023 with Site Med (April).

Fort Myers Fire Department Strategic Plan
 FYE 2023 Update

	- A fit for duty article item was proposed in negotiations.	
12/2026	All succession personnel structural PPE will be less than 10 (10 years front-line) years old, and the department will maintain 40 sets in reserve status (gear will be inspected and certified). - Our previous goal to provide 2 sets of gear (5 years front line/5 years reserve) was evaluated for effectiveness. After discussions and budget review the goal was revised to allow internal processes to be reviewed and updated.	
DONE	Provide liability reduction/harassment training to all employees annually - Annually we provide Diversity and Including training (October) and Anti-Harassment training (October) to all fire department personnel. This has been permanently scheduled to occur within the ATP and the Vector Solutions assignments.	
12/2026	Provide valued training through alternative sites in until the Training Field is completed - Due to our training field relocation needs our Training Division has provided other location training through acquired structures, other fire department training fields, conferences, and utilization of Fire Station 11. Franklin Park was used for forcible entry and initial fire response training. Southward Village has been used and is planned to be used further. Four (4) acquired houses were also utilized to provide valuable training.	
12/2024	Develop and refine critical task performance standard baselines and benchmarks.	
DONE	Update and maintain a two-year training plan (concurrent with periodic risk assessment) - The two-year plan from 22/24 was reviewed for gaps and updated for the next 2 years. The 24/25 Training Plan was updated to include further defined strategic goals, objectives, and risk-based training from the SOC. It was published on the Vector Solutions bulletin board for early review going into 2024.	
1.4	Improve Agency resiliency During Crisis-Level Events	
12/2025	Formalize/update policy to control/limit provision of mutual aid during times of resource drawdown	
12/2026	Enhance the City's Emergency Operations Center to support agency needs during large scale incidents - A hub and spoke model was introduced to allow for better flow of city operations during large scale emergency events - Fire Station 11 was identified as the primary EOC and Fire Station 16 was designated secondary.	
2.1	Reduce Financial and Legal Risk/Liability to the Fire Department and the city of Fort Myers	DC Pullen
04/2024	Review/update all disciplinary policies and procedures - Initial training was delivered at the Q2 Officer In-Service to educate personnel on forms and the process of documenting disciplinary items. - The process was implemented into the Officer Development Academy to educate future and current officers, students of the class in the proper process of documentation. - A draft policy is currently created and in progress of admin review to further formalize the process for members of the agency.	
2.2	Improve Efficiency within Current Budget System	DC Hayden
12/2026	Purchase sufficient fire apparatus to ensure fleet health complies with apparatus replacement plan -	
12/2026	Invest in station improvement projects that provide economic savings measured in lower maintenance and/or utility	
	Plan for new facilities and expanding staffing needs	

Fort Myers Fire Department Strategic Plan
 FYE 2023 Update

Done	Sell old Station 14 Station 18 location and design <ul style="list-style-type: none"> - Station 18 land was purchased on August 10, 2023. Preliminary design concepts available for review. Budgeted funds for formal design will occur in FY23/24 for Fire Station 18. This station's location will allow us to meet our community demand in that area and serve all districts with a better effective response force (ERF). 	
DONE	Explore bond funding for newer, energy efficient facilities Station 17 and 19- secure funding for staffing <ul style="list-style-type: none"> - Station 17 and 19 staffing needs were met in 2022 to fully open the stations. 	
DONE	Expand the use and reliability of traffic navigation and preemption technology <ul style="list-style-type: none"> - We have provided further traffic navigation programs by means of First Due, Tablet Command, and CAD map updates to ensure effective response to dispatched events. - The department evaluated the need for preemption technology and identified it may not be cost effective. We are researching further HAAS Alert which would provide alerting to vehicles using navigation of approaching emergency vehicles. 	
DONE	Explore fire station alerting systems to improve respond times and lessen stress on employees <ul style="list-style-type: none"> - In 22/23 all stations were updated with Motorola hardware that is programable for ramp up tones and lighting. 	
2.3	Prepare the Agency for Next Economic Downturn	DC Hayden
12/2026	Invest in high quality equipment/apparatus that can withstand deferred replacement when necessary <ul style="list-style-type: none"> - Received approval for Heavy Rescue Unit - Building of Tiller Apparatus 	
12/2024	Develop an operational cost and service "step down" plan that will provide a progressive rate of savings within one year of implementation. <ul style="list-style-type: none"> - Administration held initial conversations regarding the items to be included in the step-down plan. A draft working document was established, and further input will be needed to ensure the plan needs department and community needs. 	
2.4	Prepare for Rapid Population Growth	Gehris
12/2025	Plan for new facilities and expanding staffing needs Station 14 Relocation – Secure Funding, begin design	
12/2025	Review funding sources for new impacts to Department budget	
12/2025	Sell old Station 14	
12/2025	Explore bond funding	
12/2024	Participate in City general plan updates to ensure planning elements account for future fire department service impacts	
12/2024	Pursue grant opportunities with positive return on staff time and monetary investment <ul style="list-style-type: none"> - We received FEMA's Assistance to Firefighters Grant (AFG) in the amount of \$281,800. The Fire Department was able to purchase Self-Contained Breathing Apparatus (SCBAs) and face pieces as well as a CPR Manikin for our EMS training division. The remainder of the grant award was utilized to pay for Paramedic tuition, HazMat Technician course, ICS 300 & ICS 400 courses and Aerial Driver/Operator Training. 	
3.1	Promote A Positive Agency Reputation within the Community	AC Jacobs
DONE	Enroll Department as a Registered Agency with the Commission on Fire Accreditation International <ul style="list-style-type: none"> - The department was re-registered as a Registered Agency in October 2023. (Done) 	
12/2025	Review ISO itemized performance one year prior to next review (2025)	

Fort Myers Fire Department Strategic Plan
 FYE 2023 Update

	<ul style="list-style-type: none"> - A small annual review for 2023 was conducted on training, CRR, and hydrants. - Annual hydrant inspections for 23/24 were discussed and scheduled to be conducted in early 2024 to ensure annual completion is met. - The CRR training record documentation requirements were outlined for the members who meet the criteria. Vector credentials were created to allow appropriate record keeping of Fire Investigator, Public Educator, and Fire Inspector certifications for ISO CEU credit. 	
12/2025	Explore environmental impact performance measurements in support of citywide environmental impact priorities.	
12/2025	Develop a formalized recruitment and hiring plan to enhance diversity	
12/2026	Explore a “Fire Ops 101” program for interested community leaders and media	
DONE	Identify a response reliability measurement threshold for all planning zones <ul style="list-style-type: none"> - A reliability measurement threshold for all planning zones was developed during the SOC process and adopted by the department. This 70% threshold identifies how reliable a unit is for response. - Data tracking using our RMS is being set up to ensure continued success and monitoring of the threshold limit. 	
12/2026	Keep annual unit commitment factor percentage below 30% for all units <ul style="list-style-type: none"> - Within the SOC that was developed it was identified that our busiest unit commitment factor was at 10%, which is well below the threshold. - The department is reviewing the threshold annually at the end of the year. - We are working with NFORS to further identify an accurate data tracking method. 	
3.2	Mitigate Fire Related Damage to Allow Occupants to Remain in the Impacted Structure after Suppression Operations	AC Jacobs
12/2026	Develop a policy and training to emphasize early notification to a qualified restoration company	
3.4	Provide Value Beyond the 911 Call	FM Reynolds
12/2026	Inspect 99% of commercial fire protection systems during each two-year inspection cycle <ul style="list-style-type: none"> - Prevention assigned 1 member of staff to work on annual inspections of identified low, moderate, high-risk occupancies. The person was tasked with rechecking the risk level and performing the inspection. - The risk level rating sheet was updated in December to more accurately reflect the buildings in the city. This update has been more accurate to the appropriate risk level. - A weekly meeting was established to monitor progress towards risk level inspections - As buildings are inspected they are automatically updating the field to the next inspection date based on the determined frequency. 	
12/2026	Inspect 99% of high-risk occupancies during each two-year inspection cycle <ul style="list-style-type: none"> - Same as above 	
12/2026	Inspect 95% of all moderate risk occupancies during each three-year inspection cycle- <ul style="list-style-type: none"> - Same as above 	
12/2026	Inspect 90% of all low-risk occupancies during each four-year inspection cycle <ul style="list-style-type: none"> - Same as above 	
12/2026	Provide fire safety education to Elementary Schools (annually) <ul style="list-style-type: none"> - Fire safety education was provided all year via station visits, events, fire extinguisher demos, station tours. - During the month of October, all Elementary schools were visited and provided an education program based on the theme of the year from the NFPA. 	

Fort Myers Fire Department Strategic Plan
FYE 2023 Update

	<ul style="list-style-type: none">- Initial conversations were had to identify better ways to track outcomes of the education at the elementary schools.
12/2026	<p>Provide support for the non-profit organizations that support public safety missions (annually)</p> <ul style="list-style-type: none">- The department worked with Red Cross (smoke alarm installs), Golisano's, and Safe Kids (Hot Car Program) to provide community specific needs in conjunction with the non-profit missions.