

The Villages®

PUBLIC SAFETY DEPARTMENT

2022-2027

STRATEGIC PLAN



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Document Change Record

Date:	Description:	By:	Approved By:
01/03/2022	Final 2022 – 2027 VPSD Strategic Plan	VPSD / CPSE TAP	Edmund Cain, Fire Chief
02/10/2022	Updated organizational chart on page 2 to reflect current organizational chart.	Kimble Billingsley, Professional Standards Officer	Edmund Cain, Fire Chief

Message from the Fire Chief

It is my honor to present The Villages Public Safety Department's Strategic Plan for 2022 - 2027. This plan will provide guidance and direction to our department as we continue delivering fire, rescue, and emergency medical services while ensuring high-quality customer service, treating our residents and the public according to our mission statement and district core values. We will continue to provide stewardship in the areas that pertain to the use of taxpayer dollars and provide enhanced public safety services to the public.

Through efficient strategizing and planning, The Villages Public Safety Department is known for our superior delivery of emergency and non-emergency services, as evidenced by the community stakeholder feedback obtained during this process. Second to life safety, customer service is our critical focus when interacting with members of the community. Our personnel take pride in the conveyance of customer service and strive to hold all department members to that standard.

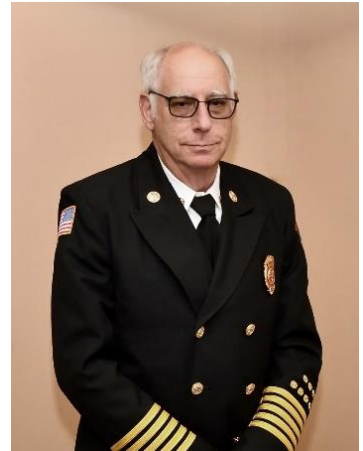
As the fire chief, I cannot thank The Villages Public Safety Department's senior staff within fire administration and front-line personnel enough for their commitment to excellence during this strategic planning process.

I would also like to thank the elected officials, Villages residents, and community partners for their crucial role during our strategic planning process. If it were not for your efforts and input during this process, we would not have been able to produce this community-driven road map to success for the future growth of this department and our Villages community.

Sincerely,



Edmund A. Cain
Fire Chief



Introduction

The Villages Public Safety Department (VPSD) provides an all-hazards approach in protecting the lives and property of the residents, businesses, and visitors of The Villages, Florida. VPSD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, contracted with the Center for Public Safety Excellence® (CPSE) to facilitate a method to document the department's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written with a basis in the Commission on Fire Accreditation International's® (CFAI) fire and emergency service accreditation model and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the community-driven strategic planning process to go beyond just developing a document. It challenged the department's members to critically examine paradigms, values, philosophies, beliefs, and desires and challenged individuals to work in the best interest of the "team." It further provided the department with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the organization's community and department stakeholders' groups demonstrated commitment to this important project and remain committed to the document's completion and plan execution.

THE VILLAGES PUBLIC SAFETY DEPARTMENT

2022 – 2027 STRATEGIC PLAN

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Organizational Background

The Villages Public Safety Department (VPSD) was first organized in 1998 by the Village Center Community Development District in response to a rapidly growing community. The Villages Public Safety Department began as a one-station department with a fire chief and 12 firefighter/paramedics. Transitioning to the present, VPSD is now an all-hazards department protecting the largest single-site residential real estate development and largest retirement community in the United States. The performance of the department's men and women has been exemplary and highly effective. In addition, the public protection services delivered by the department have been rated as "Class 2" by the insurance industry since 2016.



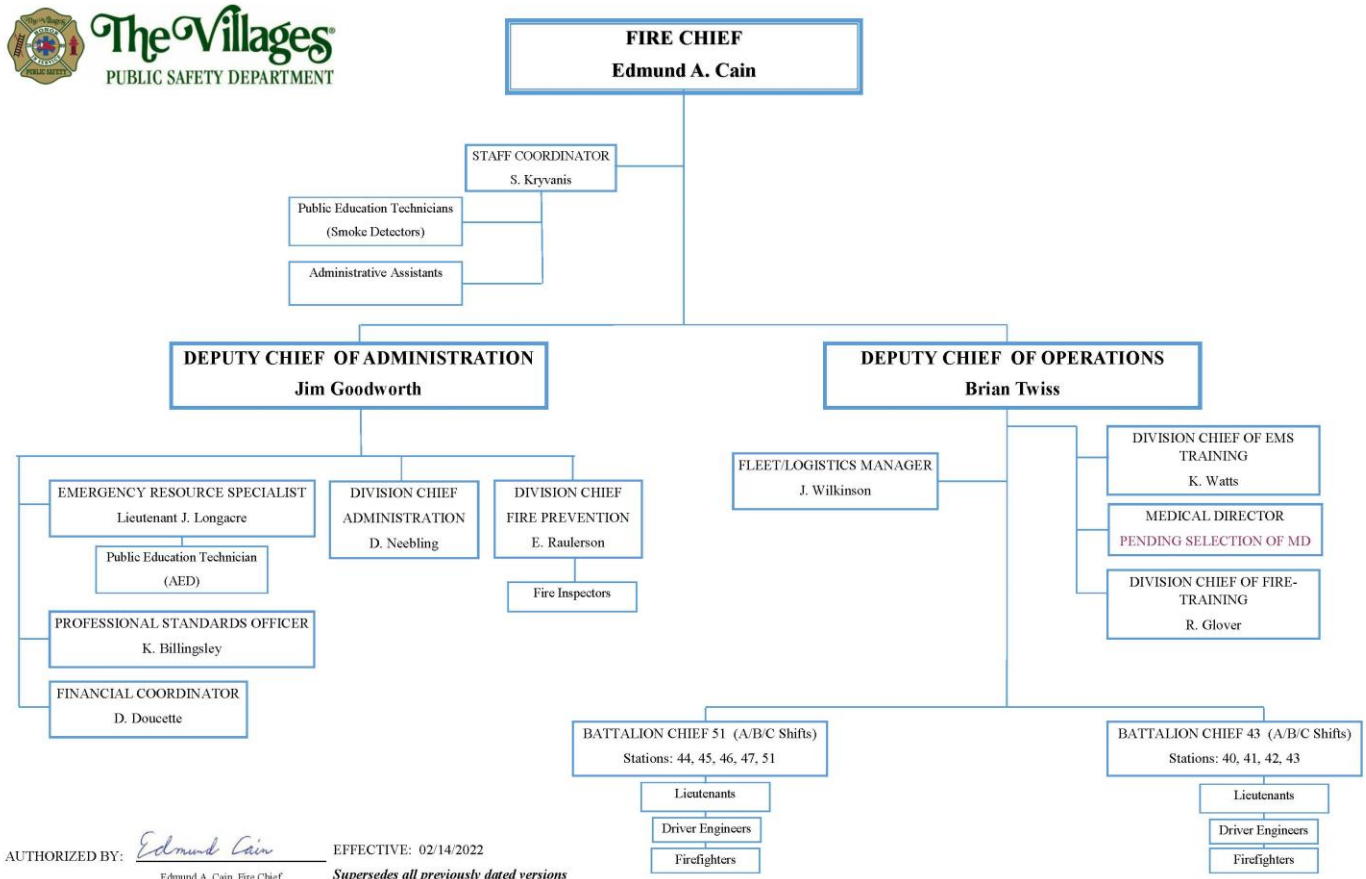
Orange Blossom Gardens circa 1975
Source: The Historical Society of Lady Lake

The Villages Public Safety Department serves a population of over 133,000 residents. In addition, the local area has thousands of visitors and many others that are employed within the community. Growth and increase in population have and will provide for specific risks for which The Villages Public Safety Department considers, prepares, and deploys its resources.

Today, VPSD reflects on its history and remains committed to providing all-hazards emergency services and education to its community with flexibility, integrity, and accountability. The Villages Public Safety Department continues to honor its community by providing quality services through its proactive focus on risks and deployment from nine stations located strategically throughout the 90 square miles of coverage area. Staffed to support the community, VPSD embraces its future vision and excellence in service delivery.



Organizational Structure



Community-Driven Strategic Planning

For many successful organizations, the community's voice drives operations and charts the course for its future. A community-driven emergency service organization seeks to gather and utilize the needs and expectations of its community in the development and/or improvement of the services provided. A community-driven strategic planning process was used to develop this strategic plan to ensure that the community remains a focus of the direction of VPSD.

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes the use of resources. Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process with no clear beginning and no defined end. While plans can be developed regularly, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a shared understanding of where the organization is going, how everyone involved can work to that common purpose, and how progression and success will be measured.

The Community-Driven Strategic Planning Process Outline

1. Define the programs provided to the community.
2. Establish the community's service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization and aspects of the organization that the community views positively.
4. Revisit the mission statement, giving careful attention to the services and programs currently provided and which logically can be provided in the future.
5. Revisit the values of the organization's membership.
6. Identify the internal strengths and weaknesses of the organization.
7. Identify areas of opportunity or potential threats to the organization.
8. Identify the organization's critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.



Community Stakeholders Work Session

Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community and department stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Edmund Cain and the team of professionals that participated for their leadership and commitment to this process.

Development of this strategic plan took place in November 2021, beginning with meetings hosted by a representative from the CPSE for community members (as named in the following table). The department identified community stakeholders to ensure broad representation. The community stakeholders were comprised of some who reside or work within The Villages Public Safety Department's coverage area and some who were recipients of VPSD's service(s).

The Villages Public Safety Department Community Stakeholders

- | | | | |
|-----------------|-----------------|------------------|------------------|
| • Paul Algeri | • David Bussone | • Curt Hills | • Sam Miceli |
| • Carl Bell | • Barbara Davis | • Marilyn Iskra | • Susan Ridgeway |
| • Donna Bidwell | • Thomas Davis | • Martin Iskra | • Ellen Rogers |
| • Ray Bidwell | • Mary DeFranco | • Bob Kane | • Phil Walker |
| • Roger Bradley | • Kevin Grand | • Gail Lazenby | • Cliff Wiener |
| • Fred Briggs | • Len Hathaway | • Robert McMahon | • Don Wiley |
| • Don Brozick | • Mark Hayes | | |

Community Group Findings

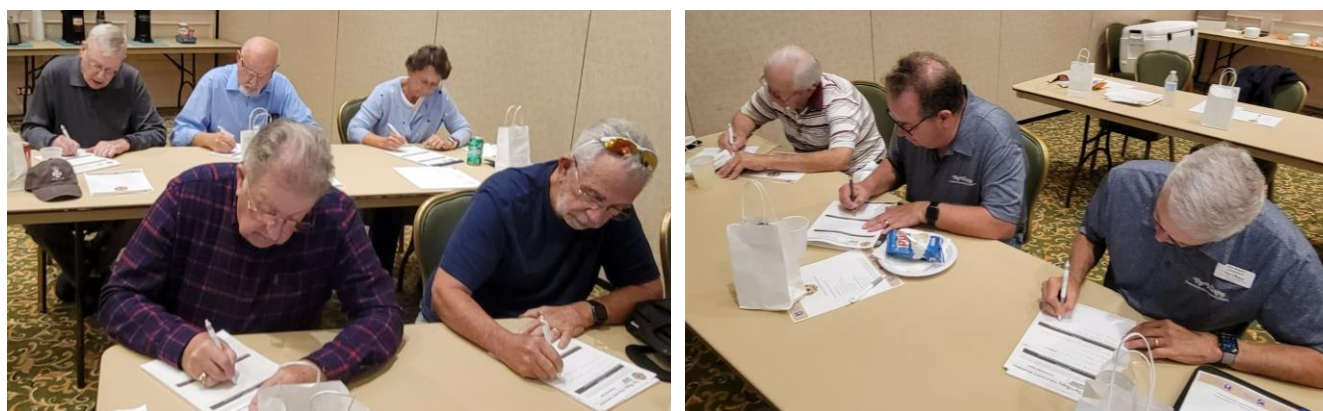
A key element of The Villages Public Safety Department's organizational philosophy is having a high level of commitment to the community and recognizing the importance of community satisfaction. Thus, the department invited community representatives to provide feedback on services provided by the department. Respondents were asked to provide a prioritized perspective of the programs and services provided by the department. Additionally, input was gathered during the meeting that revolved around community expectations and concerns (prioritized), positive, and other comments about the organization. Specific findings of the community stakeholders are provided in the appendix of this document. The department stakeholders utilized the full feedback from the community stakeholders in understanding the current challenges encountered within the organization. Additionally, the community stakeholders' feedback provided a process to ensure alignment with the work completed on the organizational mission, values, vision, and goals for improvement.

Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, The Villages Public Safety Department needs to understand what the customers consider to be their priorities. With that, the community stakeholders were asked to prioritize the programs offered by the department through a process of direct comparison. The results were as follows:

Programs	Ranking	Score
Emergency Medical Services	1	165
Fire Suppression	2	157
Technical Rescue	3	105
Emergency Management	4	97
Hazardous Materials Mitigation	5	66
Fire Prevention	5	66
Public Fire and Life Safety Education	6	54
Fire Investigation	7	46

See Appendix 1 for a complete list of the community findings, including expectations, areas of concern, positive feedback, and other thoughts and comments.



Community Stakeholders Work Session

Department Stakeholder Group Findings

The department stakeholder work sessions were conducted over three days. These sessions served to discuss the organization's approach to community-driven strategic planning, focusing on the department's mission, values, core programs, and support services. Additionally, focus was given to the organization's perceived strengths, weaknesses, opportunities, and threats. The work sessions involved participation by a stakeholder group that represented a broad cross-section of the department, as named and pictured below.

The Villages Public Safety Department Stakeholders

- Kimble Billingsley
- Justin Boudreaux
- Edmund Cain
- Julianne Day
- Mike DiStefano
- Dawn Doucette
- Richard Glover
- Jim Goodworth
- Mike Larroque
- John Longacre
- Chris McEntire
- Don Neebling
- Wesley Roe
- Joe Schenk
- Bob Sjogren
- Mike Stephens
- Chris Stevenson
- Kara Watts



Department Stakeholders

Mission

The mission provides an internal aspect of the existence of an organization and, to a degree, an empowering consideration for all department members. The purpose of the mission is to answer the questions:

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

A workgroup met to revisit the existing mission and, after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

The Villages Public Safety Department is committed to the safety of our community through the delivery of emergency services, fire prevention, and education. We will safeguard life, property, and the environment.



Department Stakeholders Work Session

Values

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

Hospitality - providing fire and rescue services with care, compassion, and empathy.

Stewardship - being accountable for our actions while providing all-hazard protection with rapid response times.

Creativity & Innovation - supporting tradition and growth through modern education and training.

Hard Work - attention to duty with pride and ownership.

The mission and values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so that they guide the individuals who make up The Villages Public Safety Department to accomplish the goals, objectives, and day-to-day tasks.

Programs and Services

To ensure a deeper focus exists in determining issues and gaps within an organization, there must be a delineation between core programs and supporting services. Core programs are those core deliverables provided by the department. Supporting services are all the internal and external programs and services that help the VPSD deliver its core programs.

The importance of understanding the difference is that issues and gaps may exist in core programs or supporting services, and the department's strategic approach may bring forth different considerations for improvement. Additionally, supporting services may be internal or external to the organization and requires understanding how the difference impacts their location within the analysis of strengths, weaknesses, opportunities, and threats if identified. Finally, it is important that the department stakeholders understand that many local, state, and national services support its delivery of the identified core programs.

Through a facilitated brainstorming session, the department stakeholders agreed upon the core programs provided to the community and many of the supporting services that support the programs. This session provided the sought-after understanding of the differences and the important key elements of the delineation.

SWOT Analysis

An organization candidly identifies its positive and negative attributes through a SWOT analysis (strengths, weaknesses, opportunities, and threats). The SWOT analysis also provides an opportunity for an organization to evaluate its operating environment for areas it can capitalize on and those that pose a danger. Department stakeholders participated in this activity to record VPSP's strengths and weaknesses and the possible opportunities and potential threats. Information gathered through this analysis guides the larger issues and gaps that exist within the agency. The information gleaned will assist the agency in finding its broader critical issues and service gaps.

Appendix 2 consists of the SWOT data and analysis collected by the department stakeholders.



Department Stakeholders Work Session

Critical Issues and Service Gaps

Following the identification and review of the department's SWOT, two separate groups of department stakeholders met to identify themes as primary critical issues and service gaps (*found in Appendix 3*). The critical issues and services gaps identified by the stakeholders provide further guidance toward the identification of the strategic initiatives, which will ultimately lend direction for the development of goals, objectives, critical tasks, and timelines.

Strategic Initiatives

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

The Villages Public Safety Department's Strategic Initiatives

- Physical Resource Management
- EMS Delivery
- Internal Communications
- Information Technology
- Workforce Management
- Training/Education
- External Communications
- Accreditation

Goals and Objectives

To continuously achieve the mission of The Villages Public Safety Department, realistic goals and objectives with timelines for completion must be established. These will enhance strengths, address identified weaknesses, provide a clear direction, and address the community's concerns. These should become a focus of the department's efforts, as they will direct the organization to its desired future while reducing the obstacles and distractions along the way. Leadership-established workgroups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with the VPSP's leadership.

Goal 1

Develop a comprehensive physical resource management plan to ensure that the resources provided by the community are utilized to their full potential.



Objective 1A	Enhance vehicle use, maintenance, distribution, and replacement to ensure the optimum life span of the apparatus to be stewards of the taxpayers' funding.		
Timeframe	12 months	Assigned to:	Fleet/Logistics Manager
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Develop an apparatus committee comprised of a fleet supervisor, battalion chief, lieutenant, driver-engineer, a designee from fire administration, and a firefighter. <input type="checkbox"/> Committee to conduct a review of current apparatus to ensure overall department goals and objectives are met. <input type="checkbox"/> Committee to conduct a maintenance and repair cost analysis to determine if replacement is needed. <input type="checkbox"/> Complete a cost analysis of internal vehicle maintenance vs. outsourcing. <input type="checkbox"/> Determine a replacement schedule for all apparatus. <input type="checkbox"/> Review reserve capabilities to ensure sufficient backup for front-line apparatus. <input type="checkbox"/> Present an apparatus plan for replacement and purchasing to VCCDD as a complete agenda memorandum. <input type="checkbox"/> Review annually in the November-December timeframe for the next fiscal year. <input type="checkbox"/> Revise as needed. 		
Objective 1B	Enhance the facility use, maintenance, placement, and renovation to provide a safe environment for all employees.		
Timeframe	12 months	Assigned to:	Fleet/Logistics Manager
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Develop a facilities committee comprised of a representative from DPM, a battalion chief, lieutenant, firefighter, division chief/designee from fire administration, and fire prevention. <input type="checkbox"/> Committee to conduct specifications review to determine if any changes are needed for layout, design, and location of current and future stations. <input type="checkbox"/> Develop an overall maintenance program for facilities. <input type="checkbox"/> Present the facilities plan for VCCDD (or SLCCD based on ownership) approval. <input type="checkbox"/> Review annually in the November-December timeframe for the next fiscal year. <input type="checkbox"/> Revise as needed. 		
Objective 1C	Enhance the use, maintenance, distribution, and replacement of all equipment to ensure optimum life span and show stewardship of taxpayer funds.		
Timeframe	9 months	Assigned to:	Deputy Chief of Administration and Fleet/Logistics Manager
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Develop an equipment review committee comprised of a battalion chief, lieutenant, firefighter, designee from fire administration, and a logistical representative. <input type="checkbox"/> The committee will coordinate with the IT representative to review and recommend a software program to track inventory, equipment, and supplies. <input type="checkbox"/> Develop an equipment replacement plan and revise the current inventory control plan. <input type="checkbox"/> Research and determine the need for a centralized logistics building. <input type="checkbox"/> Perform a maintenance and repair cost analysis to determine if replacement is needed. <input type="checkbox"/> Review annually in the November to December timeframe for the next fiscal year. <input type="checkbox"/> Revise as needed. 		

Goal 2

Recruit and maintain a highly qualified and diverse workforce to serve and meet the needs of our community.



Objective 2A	Design and implement a recruitment program to acquire highly qualified personnel.		
Timeframe	2-4 months	Assigned to:	Division Chief of Administration, Division Chief of Fire Training, Division Chief of EMS Training
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Establish a recruitment team consisting of budget, human resources (HR), line personnel, and administrative staff. <input type="checkbox"/> Identify and analyze weaknesses in the current recruitment process. <input type="checkbox"/> Research current department needs and regional recruitment processes for best practices. <input type="checkbox"/> Establish any needed funding and coordinate with budget and finance for the recruitment team and process. <input type="checkbox"/> Build and establish better relationships with schools state-wide to identify recruitment opportunities. <input type="checkbox"/> The recruitment team will review and evaluate the process every six months based on the most recent personnel recruitment and revise as needed. 		
Objective 2B	Evaluate and revise the current framework of benefits and promotional opportunities to ensure high personnel satisfaction and retention.		
Timeframe	12 – 24 months	Assigned to:	Division Chief of Administration
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Develop a team consisting of administration, budget and finance, HR, union representatives, and a diverse representation of line personnel. <input type="checkbox"/> Identify and analyze current weaknesses through an anonymous employee survey. <input type="checkbox"/> Evaluate and research competing fire department benefits to compare weaknesses identified in the surveys. <input type="checkbox"/> Based on the information from competing departments, the team will construct a benefits package that encompasses the needs of VPSD. <input type="checkbox"/> Develop a clear promotional process with expectations of education and experience for inclusion of needs and qualifications. <input type="checkbox"/> Team will present the benefits package to the District Board for approval and funding. <input type="checkbox"/> Team will present the promotional process to the VPSD administration for approval and funding. <input type="checkbox"/> Once approved and funding is awarded, revised packages will be implemented in accordance with the current union contract. <input type="checkbox"/> The development team will review retention outcomes, satisfaction with benefits, and the promotional process on a semi-annual basis and revise as needed. 		

Objective 2C	Continue to improve the strong working relationship between VPSD Administration, District Management, and the Union through the coordination of development and revision of SOPs, evaluations, and discipline.		
Timeframe	12 months-ongoing	Assigned to:	Division Chief of Administration
Critical Tasks	<input type="checkbox"/> Develop a team consisting of administration, budget and finance, human resources, and union representation. <input type="checkbox"/> Review and analyze all SOPs, evaluations, and the disciplinary process. <input type="checkbox"/> Research ways in which to improve the effectiveness of the disciplinary process. <input type="checkbox"/> The team will research adjoining agencies' SOPs for modernization and uniformity. <input type="checkbox"/> Coordinate with union leadership, human resources, VPSD, and administration to obtain consensus for updates to the SOPs, evaluations, and disciplinary process. <input type="checkbox"/> Upon approval, implement the evaluations changes using the approved notification system. <input type="checkbox"/> Every three years, review and revise the SOPs, evaluations, and disciplinary process.		

Goal 3

Enhance The Villages Public Safety Department's EMS system, including ALS transport, to ensure appropriate and high-quality care and timely efficient transport.



Objective 3A	Identify and analyze the current transport system to determine gaps in service.		
Timeframe	1-3 months	Assigned to:	Deputy Chief of Operations
Critical Tasks	<input type="checkbox"/> Establish a working group to obtain data, intake data, and analyze service gaps. <input type="checkbox"/> Request EMS response data from current dispatch and transport agencies. <input type="checkbox"/> Obtain data from hospitals to include patient outcomes, bed delays, and divert status. <input type="checkbox"/> Review quality assurance data for patient outcomes. <input type="checkbox"/> Organize data to present an analysis of the current system. <input type="checkbox"/> Analyze all collected data. <input type="checkbox"/> Prepare a report of findings and recommendations.		

Objective 3B	Research the national standards and best practices to develop an initial operational response plan.		
Timeframe	2-4 months	Assigned to:	Deputy Chief of Operations
Critical Tasks	<input type="checkbox"/> Establish a working group consisting of paramedic preceptors, medical experts, data consultants, and medical directors to review best practices of pre-hospital clinical care delivery. <input type="checkbox"/> Evaluate national, regional, and local standards to include response times and clinical medicine. <input type="checkbox"/> Evaluate national, regional, and local standards for the establishment of operational delivery. <input type="checkbox"/> Collaborate with medical director, local physicians, and facilities for treatment input and protocols. <input type="checkbox"/> Analyze all the collected data. <input type="checkbox"/> Prepare a report of findings and recommendations.		

Objective 3C	Determine any new budgetary requirements and seek funding as needed.		
Timeframe	4-8 months	Assigned to:	Deputy Chief of Operations and Financial Coordinator
Critical Tasks	<input type="checkbox"/> Establish a working group consisting of finance and budgeting, equipment subject experts, logistic and clinical experts. <input type="checkbox"/> Utilize data from previous group reports and findings to develop necessary budget requirements for implementing an operational plan. <input type="checkbox"/> Develop specifications for a proposed budget for hard equipment, soft equipment, and staffing. <input type="checkbox"/> Research for possible outside funding opportunities, such as grants. <input type="checkbox"/> Analyze all collected data. <input type="checkbox"/> Prepare a report of findings and recommendations. <input type="checkbox"/> Seek final approval for all recommendations.		
Objective 3D	Implement ALS transport based on the developed operational response plan.		
Timeframe	8-10 months	Assigned to:	Deputy Chief of Operations and Division Chief of EMS Training
Critical Tasks	<input type="checkbox"/> Submit approved purchase orders for ambulances, hard equipment, and soft equipment. <input type="checkbox"/> Establish and stock a logistical service center to support operational services and delivery. <input type="checkbox"/> Coordinate with human resources to hire and train additional operational, supervisory, and support staff. <input type="checkbox"/> Implement the operational plan for ALS transport.		
Objective 3E	Review the performance data collected, post-implementation, and revise as needed to meet the operational response plan.		
Timeframe	12 months-ongoing	Assigned to:	Professional Standards Officer, Lieutenant Emergency Resource Specialist, Deputy Chief of Operations, and Division Chief of EMS Training
Critical Tasks	<input type="checkbox"/> Establish a working group of quality assurance representatives, equipment specialist, budget and finance, and medical directors to collect data. <input type="checkbox"/> Obtain and review dispatch data for response times, scene times, and offload times. <input type="checkbox"/> Review reports for clinical care in medical compliance for patient care. <input type="checkbox"/> Review the logistical equipment for efficiency, supply levels for stocking purposes, and apparatus for ease of use. <input type="checkbox"/> Review all reports and revise the plan quarterly for the first year. <input type="checkbox"/> Annual review will be implemented, and the plan revised as needed.		

Goal 4

Enhance and standardize internal communications to improve department daily operations and morale.



Objective 4A	Increase and formalize consistent department communications to create understanding at all levels.		
Timeframe	24 months	Assigned to:	Fire Administration
Critical Tasks	<input type="checkbox"/> Develop an internal communications team to include union and administration personnel at all levels to analyze current department communication methods. <input type="checkbox"/> Review methods of communication currently in use by VPSD. <input type="checkbox"/> Research alternate methods of communications for use by VPSD. <input type="checkbox"/> Provide a report of findings and recommendations to the fire chief for approval. <input type="checkbox"/> Upon approval, develop a regular meeting schedule. <input type="checkbox"/> Seek funding as needed. <input type="checkbox"/> Secure meeting location. <input type="checkbox"/> Implement the meeting schedule. <input type="checkbox"/> Communications team to annually review the process and revise as needed.		
Objective 4B	Clearly define and reinforce the chain of command to improve two-way communication.		
Timeframe	4-6 months	Assigned to:	Fire Chief
Critical Tasks	<input type="checkbox"/> Review the current organizational chart and compare it to other departments' command structures. <input type="checkbox"/> Restructure the current organizational chart as needed. <input type="checkbox"/> Seek approval for the revised organizational chart. <input type="checkbox"/> Upon approval, implement the new organizational chart and structure. <input type="checkbox"/> Clearly communicate to all levels the proper use of the chain of command as it reflects to the revised version. <input type="checkbox"/> Review annually and revise as needed.		
Objective 4C	Clearly define The Villages Public Safety Department's branding to improve consistency.		
Timeframe	4-8 months	Assigned to:	Fire Administration
Critical Tasks	<input type="checkbox"/> Research and determine the appropriate governing body to approve the selected branding. <input type="checkbox"/> Analyze all variations of the current branding, such as VPSD, VPS, VFR, VFD, and VFRD. <input type="checkbox"/> Select a single identity for the department. <input type="checkbox"/> Analyze the cost associated with establishing, revising, and purchasing items for the change. <input type="checkbox"/> Prepare justification and seek approval from the determined governing body. <input type="checkbox"/> Upon approval, implement and standardize throughout the department. <input type="checkbox"/> Globally advertise to the community the selected identity of the department.		

Goal 5

Improve and implement community outreach programs that increase public awareness and safety.



Objective 5A	Review current external public education programs in place for the community.		
Timeframe	12-24 months – ongoing	Assigned to:	Division Chief of Fire Prevention
Critical Tasks	<input type="checkbox"/> Develop a committee consisting of fire administration, training division, fire prevention, field staff, and public education technician. <input type="checkbox"/> Identify all current programs in place. <input type="checkbox"/> Determine the effectiveness of all current public education programs. <input type="checkbox"/> Report all findings to fire administration.		

Objective 5B	Identify the opportunities for new external public education programs.		
Timeframe	12 months-ongoing	Assigned to:	Senior Public Education Technician
Critical Tasks	<input type="checkbox"/> Research other agencies' public education for comparison and best practices. <input type="checkbox"/> Survey the external customers' needs and desires. <input type="checkbox"/> Research trends in health and safety. <input type="checkbox"/> Compile a report of findings.		

Objective 5C	Develop and implement new programs based on the findings.		
Timeframe	12-18 months	Assigned to:	Senior Public Education Technician
Critical Tasks	<input type="checkbox"/> Prioritize the programs identified based on the community's needs. <input type="checkbox"/> Research the costs of the programs. <input type="checkbox"/> Develop a budget for the programs. <input type="checkbox"/> Secure funding for the programs. <input type="checkbox"/> Present the programs to the district administration for approval. <input type="checkbox"/> Implement the new programs. <input type="checkbox"/> Annually review the effectiveness of the programs. <input type="checkbox"/> Revise as needed.		

Goal 6

Enhance The Villages Public Safety Department's training program to continue to provide quality service to the community.



Objective 6A	Design and build a state-of-the-art training facility that will improve live fire and specialized training to enhance the safety of all personnel.		
Timeframe	36-60 months	Assigned to:	Division Chief of Fire Training
Critical Tasks	<input type="checkbox"/> The training chiefs will appoint a training and education committee to include all ranks. <input type="checkbox"/> Committee will develop instruments to survey current needs. <input type="checkbox"/> Distribute the survey to all personnel. <input type="checkbox"/> Evaluate the survey results. <input type="checkbox"/> Research for ISO and NFPA requirements. <input type="checkbox"/> Evaluate similar-sized training facilities. <input type="checkbox"/> Utilizing all data compiled, develop a report of findings to the fire chief. <input type="checkbox"/> Seek approval from the fire chief and district board. <input type="checkbox"/> When approved, seek funding and implement the plan. <input type="checkbox"/> Review annually.		

Objective 6B	Standardize and enhance EMS training with innovative pre-hospital care to improve patient outcomes.		
Timeframe	6-9 months-ongoing	Assigned to:	Division Chief of EMS Training
Critical Tasks	<input type="checkbox"/> The training/education committee will gather data to determine the baseline of patient outcomes and treatment success rates. <input type="checkbox"/> Collect hospital data for continued treatment. <input type="checkbox"/> Evaluate the standard of care between EMS and hospital and collaborate with medical direction. <input type="checkbox"/> Review and revise protocols as needed. <input type="checkbox"/> Develop a training plan to implement the new and revised protocols, including frequent skills lab and success rates. <input type="checkbox"/> Collect data quarterly on patient outcomes using the new protocols. <input type="checkbox"/> Revise as needed.		
Objective 6C	Determine if the department is complying with state and national training standards.		
Timeframe	6 months-ongoing	Assigned to:	Division Chief of EMS Training and Division Chief of Fire Training
Critical Tasks	<input type="checkbox"/> The training/education committee will gather and research codes and standards for fire rescue training and facilities, including NFPA, ISO, and FAC. <input type="checkbox"/> Analyze VPSD compliance with standards applicable to service delivery. <input type="checkbox"/> Develop a compliance plan to meet standards if found non-compliant through the research. <input type="checkbox"/> Implement the approved plan. <input type="checkbox"/> Review annually and revise as needed.		
Objective 6D	Implement strategies to assist personnel with physical and mental health to ensure career longevity.		
Timeframe	9-12 months-ongoing	Assigned to:	Peer Support Team, Division Chief of Administration, Division Chief of EMS Training
Critical Tasks	<input type="checkbox"/> The training/education committee, peer support team, division chief of administration, peer fitness trainers, the chaplain, and a representative from IAFF local 4770 will evaluate the existing health and wellness resources available to VPSD personnel to identify needs. <input type="checkbox"/> Consult subject matter experts for SOP and resource development to include: <ul style="list-style-type: none"> ○ CISM ○ Doctors and physicians ○ Dieticians and personal trainers ○ Chaplains ○ Life Scan ○ Everyone Goes Home nonprofit organization <input type="checkbox"/> Develop and enhance programs and disseminate resources. <input type="checkbox"/> Finalize SOP and seek approval of the fire chief. <input type="checkbox"/> Implement the physical fitness program, review annually and revise as needed. <input type="checkbox"/> Implement the mental health program, review and revise every six months.		

Goal 7

Enhance the information technology processes throughout the department to improve data collection and sharing.



Objective 7A	Assess software used by VPSD to improve the efficiency of data collection.		
Timeframe	12-18 months	Assigned to:	Professional Standards Officer and Lieutenant Emergency Resource Specialist
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Develop an IT committee consisting of a battalion chief, lieutenant, firefighter, professional standards officer, emergency resource specialist, IT coordinator, and logistical representative <input type="checkbox"/> Committee and IT representative will review the current software in use. <input type="checkbox"/> Research available software programs for cost and viability of use. <input type="checkbox"/> Committee will present a report of findings and recommendations to fire administration. <input type="checkbox"/> Obtain budgetary approval by VCCDD. <input type="checkbox"/> Implement the new software programs. <input type="checkbox"/> Review the efficiency of software programs on an annual basis and revise as needed. 		
Objective 7B	Assess hardware used by VPSD to improve the ease of use and ensure durability.		
Timeframe	12-18 months	Assigned to:	Lieutenant Emergency Resource Specialist
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> IT Committee and IT representative will review current hardware in use. <input type="checkbox"/> Research available hardware systems for cost and viability of use. <input type="checkbox"/> Committee will report findings and recommendations to the fire administration. <input type="checkbox"/> Obtain budgetary approval by VCCDD. <input type="checkbox"/> Perform employee training on new and/or current hardware. <input type="checkbox"/> Implement the use of new hardware. <input type="checkbox"/> Annually review the efficiency and durability of hardware in use and revise or replace as needed. 		
Objective 7C	Perform a workload analysis to ensure adequate support personnel are dedicated to information technology.		
Timeframe	12-18 months	Assigned to:	Fire Administration
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Software administrative IT committee to document the time involved in managing the software and hardware. <input type="checkbox"/> Research the number of hours required to manage systems. <input type="checkbox"/> Provide findings and recommendations to fire administration. <input type="checkbox"/> Fire administration to take recommendations to district administration. <input type="checkbox"/> If indicated, based on the recommendations, develop a job description of essential duties and responsibilities. <input type="checkbox"/> Coordinate with human resources for approval of the job description. <input type="checkbox"/> Prepare justification of the position for inclusion in the FY budget request. 		

Objective 7D	Improve emergency communications within the fire district to ensure an appropriate level of service to the community and the public at large.		
Timeframe	48-60 months	Assigned to:	Fire Chief
Critical Tasks	<input type="checkbox"/> Form a committee consisting of fire administration personnel <input type="checkbox"/> Committee to determine if and what communication issues exist. <input type="checkbox"/> Contact other local PSAP's to determine any other challenges that may exist and determine best practices. <input type="checkbox"/> Committee will determine challenges with emergency communication and data dissemination. <input type="checkbox"/> Committee to research the feasibility of a secondary PSAP for The Villages. <input type="checkbox"/> Committee to research the integration of community watch in the PSAP. <input type="checkbox"/> Committee to research and analyze data needed to ensure proper utilization of resources. <input type="checkbox"/> Committee to develop recommendations based on research findings. <input type="checkbox"/> Report findings to district administration. <input type="checkbox"/> Seek funding for new secondary PSAP. <input type="checkbox"/> Review annually and revise as needed.		

Goal 8

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



Objective 8A	Form team or committee structures with management components as needed to pursue and maintain accreditation.		
Timeframe	30 days	Assigned to:	Professional Standards Officer and Division Chief of Administration
Critical Tasks	<input type="checkbox"/> Identify the needed team or committee structure(s) for the various components of the accreditation process. <input type="checkbox"/> Create the management oversight positions to lead the teams or committees and the process overall. <input type="checkbox"/> Establish team or committee member criteria. <input type="checkbox"/> Determine the composition of the teams or committees. <input type="checkbox"/> Solicit participation to meet the composition of the teams or committees. <input type="checkbox"/> Develop and complete the workgroup selection process. <input type="checkbox"/> Provide the needed educational components available through the Commission on Fire Accreditation International to ensure the relevant members have the needed training. <input type="checkbox"/> Guide the established team or committee to construct a work plan and associated procedures to manage the accreditation process.		

Objective 8B Develop a community-driven strategic plan.

Timeframe	3 months and ongoing	Assigned to:	Professional Standards Officer
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Hold an external stakeholder meeting where community members provide feedback on program priorities, service expectations, concerns, and strengths perceived about the department or agency. <input type="checkbox"/> Provide agency stakeholder work sessions to evaluate (and update if necessary) the mission, vision, and values; determine internal strengths and weaknesses, external opportunities, and threats. <input type="checkbox"/> Identify any critical issues and service gaps that exist. Determine specific strategic initiatives around the uncovered gaps. <input type="checkbox"/> Develop goals, objectives, critical tasks, and appropriate timelines, including levels of measurability, to achieve improvement over five years. <input type="checkbox"/> Create a department or agency vision statement from the developed strategic plan. <input type="checkbox"/> Publish and distribute the formal strategic plan to stakeholders, including the authority having jurisdiction as determined by the organization. 		

Objective 8C Implement the community-driven strategic plan.

Timeframe	3 months, ongoing	Assigned to:	Professional Standards Officer
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Create a strategic planning subcommittee to review the draft strategic plan. <input type="checkbox"/> Provide internal stakeholder work sessions to evaluate (and update if necessary) the draft mission, vision, and values; finalize internal strengths and weaknesses, external opportunities, and threats; establish critical issues and service gaps. <input type="checkbox"/> Evaluate goals and objectives within the draft plan and further define objectives and critical tasks as needed to ensure clarity with each goal. <input type="checkbox"/> Determine a work plan to accomplish each goal and implement the plan. <input type="checkbox"/> Continuously evaluate and revise the objectives and tasking as implementation occurs within the plan. <input type="checkbox"/> Report annual plan progress to community and agency stakeholders. 		

Objective 8D Conduct a comprehensive community hazards and risk assessment and document findings to develop standards of cover.

Timeframe	6-9 months - ongoing	Assigned to:	Division Chief of Fire Prevention
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Gather and consider geophysical characteristics data of the jurisdictional responsibilities. <input type="checkbox"/> Gather and evaluate population, population demographics, area economics, and socioeconomic data of the jurisdiction. <input type="checkbox"/> Gather and consider physical asset development, service, and transportation infrastructure types in the jurisdiction. <input type="checkbox"/> Describe the department's programs, services, core deliverables, human and physical resources to establish baseline information. <input type="checkbox"/> Determine an appropriate methodology for dividing the area of responsibility into geographical planning zones. <input type="checkbox"/> Build a methodology that identifies, assesses, classifies, and categorizes risk in the jurisdiction's response areas. <input type="checkbox"/> Document the information collected and the results of the applied methodologies in the risk assessment process. 		

Objective 8E		Develop standards of cover based on community hazards and risk assessment results and combine results to complete the community risk and standards of cover study document.	
Timeframe	3 - 6 months	Assigned to:	Professional Standards Officer
Critical Tasks	<div><div><input type="checkbox"/></div>Evaluate historical jurisdictional emergency response performance and coverage to produce baseline data.</div> <div><div><input type="checkbox"/></div>Establish benchmark and baseline emergency response service level and performance objectives.</div> <div><div><input type="checkbox"/></div>Develop methodologies and policies for qualifying and validating data sets.</div> <div><div><input type="checkbox"/></div>Conduct a gap analysis of performance across classes, categories of risk in each of the established planning zones to illuminate opportunities for improvement.</div> <div><div><input type="checkbox"/></div>Build a compliance methodology for monitoring, evaluating, and reporting performance of the delivery system.</div> <div><div><input type="checkbox"/></div>Utilize the overall system performance data to create short- and long-term plans for maintaining and improving the system’s response capabilities.</div> <div><div><input type="checkbox"/></div>Combine and publish the community risk assessment and standards of cover study information, performance data, established objectives, and gap analysis results.</div> <div><div><input type="checkbox"/></div>Maintain and annually update the community risk assessment-standards of cover document.</div> <div><div><input type="checkbox"/></div>Present the CRA/SOC study results as updated annually to the authority having jurisdiction to provide transparency, build consensus, and align expectations.</div>		
Objective 8F		Achieve agency accreditation by the CFAI.	
Timeframe	4 months	Assigned to:	Professional Standards Officer
Critical Tasks	<div><div><input type="checkbox"/></div>Apply for “Candidate Agency” status with the CFAI.</div> <div><div><input type="checkbox"/></div>Prepare for CFAI peer assessment team visit.</div> <div><div><input type="checkbox"/></div>Upload strategic plan, community risk assessment-standards of cover, and self-assessment documentation for review and comment by the CFAI peer assessment team.</div> <div><div><input type="checkbox"/></div>Host the CFAI peer assessment team site visit for accreditation review.</div> <div><div><input type="checkbox"/></div>Receive the CFAI peer assessment team recommendation to CFAI for Accredited status.</div> <div><div><input type="checkbox"/></div>Review the peer assessment team’s recommendations to determine applicability to agency processes or systems to determine the scope of the annual compliance report process.</div> <div><div><input type="checkbox"/></div>Receive vote during the CFAI hearings in favor of accredited status.</div>		
Objective 8G		Maintain accreditation with the CFAI.	
Timeframe	Ongoing	Assigned to:	Professional Standards Officer
Critical Tasks	<div><div><input type="checkbox"/></div>Continue to collect and evaluate all relevant data to determine continuous improvement opportunities.</div> <div><div><input type="checkbox"/></div>Submit initial required annual compliance reports.</div> <div><div><input type="checkbox"/></div>Participate in as many offerings from CPSE as possible for continued education.</div> <div><div><input type="checkbox"/></div>Participate in the accreditation process by providing “peer assessors” for external department review and identification of possible best practices.</div> <div><div><input type="checkbox"/></div>Participate in the annual CPSE Excellence Conference for continued education and networking with other accreditation teams and accredited agencies.</div> <div><div><input type="checkbox"/></div>Submit annual compliance reports as required by CFAI policies.</div> <div><div><input type="checkbox"/></div>Establish succession development of internal accreditation team in preparation for next accreditation cycle.</div>		

Vision

On the final day of the process, the CPSE presented a strategic plan vision of where the organization will be in the future if the strategic plan is accomplished. This is not to override the department's global vision but rather to confirm the futurity of the work that the department stakeholders designed. This vision is intended as a target of excellence to strive toward and provides a basis for its goals and objectives.

"Vision is knowing who you are, where you're going, and what will guide your journey."

Ken Blanchard

The Villages Public Safety Department's 2027 vision is to be known as an internationally accredited department striving for continuous improvement and renowned for providing fire and rescue services with care, compassion, and empathy. As a forward-thinking department, we will assemble and apply superb external communications and stewardship of physical resources for responsible financial sustainability processes that deliver contemporary, transparent, and beneficial value to our dynamic community.

In pursuit of a symmetrical culture, while supporting tradition and growth, we will improve our internal communication and information technology processes in preparation for the challenges which come through the prism of the future. Recognizing our greatest resource of human capital, we will make every effort to acquire, develop, mentor, and prepare our employees to be the best they can be. Our concept is to achieve this through appropriate and comprehensive workforce management, training, and professional development programs. We envision a department that recruits, welcomes, and retains innovative members with expertise and strong values of hospitality, stewardship, creativity and innovation, and hard work.

We will be an initiative-focused department responsible for building a collaborative environment of excellence and service through individual and organizational accountability to deliver our mission, live our values, and make this vision a reality.

Performance Measurement

To assess and ensure that an organization is delivering on the promises made in its strategic plan, leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must assess progress toward achieving improved output. Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

To establish that the department's strategic plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as "Managing for Results," will be utilized, which is based upon:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

- **If you don't measure the results of your plan, you can't tell success from failure.**
- **If you can't see success, you can't reward it.**
- **If you can't reward success, you're probably rewarding failure.**
- **If you can't see success, you can't learn from it.**
- **If you can't recognize failure, you can't correct it.**
- **If you can demonstrate results, you can win public support.**

Reinventing Government

David Osborn and Ted Gaebler

A "family of measures" typically utilized to indicate and measure performance includes:

- **Inputs** - Value of resource used to produce an output.
- **Outputs** - Quantifiable units produced which are activity-oriented and measurable.
- **Efficiency** - Inputs used per output (or outputs per input).
- **Service Quality** - The degree to which customers are satisfied with a program or how accurately or timely a service is provided.
- **Outcome** - Qualitative consequences associated with a program/service, i.e., the ultimate benefit to the customer. Focused on the "why" of providing a service.

The Success of the Strategic Plan

The department has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and department members during the development stage of the planning process. The department used professional guidance to conduct a community-driven strategic planning process to develop this plan. The success of this strategic plan will not depend upon the implementation of goals and related objectives but on support received from the authority having jurisdiction, the members of the organization, and the community-at-large.

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify department and community stakeholders. This can be accomplished through a jointly developed understanding of organizational direction, focusing on all vested parties working to achieve the mission, goals, and vision. Further consideration must be made on how the organization will measure and be accountable for its progress and successes.

Glossary of Terms, Acronyms, and Initialisms

Accreditation	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
ALS	Advanced Life Support
CFAI	Commission on Fire Accreditation International
CISM	Critical Incident Stress Management
CPSE	Center for Public Safety Excellence
Customer(s)	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
DPM	District Property Management
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
EMS	Emergency Medical Services
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the organization's boundaries.
FAC	Florida Administrative Code
IAFF	International Association of Firefighters
Input	A performance indication where the value of resources is used to produce an output.
Mission	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
NFA	National Fire Academy
NFPA	National Fire Protection Association
Outcome	A performance indication where qualitative consequences are associated with a program/service, i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is identified.
PIO	Public Information Officer
PSAP	Public Safety Access Point
SOP	Standard Operating Procedure
SLCDD	Sumter Landing Community Development District
Stakeholder	Any person, group, or organization that can place a claim on, or influence the

organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.

Strategic Goal A broad target that defines how the agency will carry out its mission over a specific period. An aim. The final result of an action. Something to accomplish in assisting the agency in moving forward.

Strategic Objective A specific, measurable accomplishment required to realize the successful completion of a strategic goal.

Strategic Plan A long-range planning document that defines the agency's mission and broadly identifies how it will be accomplished and that provides the framework for more detailed annual and operational plans.

Strategic Planning The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop procedures and operations to achieve that future, and determine how success is measured.

Strategy A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.

SWOT Strengths, Weaknesses, Opportunities, and Threats

VCCDD Village Center Community Development District

Vision An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.

Appendix 1 – Community Comments

Community Expectations

Understanding what the community expects of its fire service organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community's needs.

Respondents were asked to list, in priority order, up to five subjects relative to their expectations for The Villages Public Safety Department. Responses were then analyzed for themes and weighted. The weighting of the prioritized responses was as follows: if it was the respondent's first entry, it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, it received one weighted point. The weighted themes were sorted from the highest cumulative weight to the lowest and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the expectation responses of the community stakeholders (in priority order):

1. Timely response for fire and medical. Prompt response when needed. To have the lowest response times possible. Timely responses (safely). That response time to my emergency will be fast and efficient. The response will be immediate. Prompt/quick service/response to calls from residents. (94)
2. Qualified/well-trained firefighter/paramedics. Training in refresher on new knowledge modes. Up-to-date training for staff. Highly trained professionals. Well-trained personnel. That those responding have the training and ability to resolve my issues. Professional capability - adequate training frequently undertaken. (66)
3. Establish an excellent EMS/ambulance program. To be able to offload at hospitals without delays. Medical assistance - done safely and quickly. They will get me to the hospital in a reasonable amount of time. A good working relationship with hospital destination to facilitate receiving care quickly and efficiently. Effective transport for those in need. Hospital to be efficient to turn around EMS. To arrange for prompt transfer to hospital, if needed. (33)
4. Handle ALL fire services (Disaster, fire rescues, etc.). Provide emergency services, including fire suppression and prevention. That when 911 is called, the fire department will respond. Fire Service - put it out and help us avoid having one. Provide advanced fire suppression, EMS first-responder care, and other emergency services. Services consistent with demographic needs. (31)
5. Appropriate equipment - ambulance and fire stations. Best equipment to complete the mission. Up-to-date equipment for EMS/Fire productivity. State of the art vehicles and equipment. Modern state-of-the-art equipment and apparatus. That responding personnel will have the necessary tools and resources to complete the job. Up to date with current equipment. (29)
6. To be able to continue CPR training classes and have more available. Offer community tools to prevent or reduce emergencies. Services appropriate for citizens, example: smoke alarm battery replacement. Provide the community with training opportunities such as AED, First Aid, CPR, etc. Offer innovative programs that enhance the level of service. Continued services of "extra" services - AED/smoke alarms, etc. Keep services offered know (smoke detectors, etc.). High level of training, fire prevention, code enforcement. (20)

7. Empathetic - personnel aware that this is a difficult day for the homeowner/patient. Professional. Courteous. Accountability and transparency. To act correctly and effectively when arriving for a call. Have a genuine concern for residents. Ethics will never be compromised. Positive customer service. (18)
8. Full staffing. Enough people and equipment to properly serve the community. Enough people to do task at hand. Properly staffed to meet the needs of the community. (14)
9. Control spending, getting the best for less. Cost should be reasonable. Good stewards of funding to provide max service at reasonable cost. Monitor costs to keep low. (11)
10. Handle ALL fire services (Disaster, fire rescues, etc.). Provide emergency services, including fire suppression and prevention. That when 911 is called, the fire department will respond. Fire Service - put it out and help us avoid having one. Respond when called. (9)
11. Work continuously to improve the processes. (5)
12. Willingness to budget adequate monies to achieve fire/EMS goals. Adequate funding. (5)
13. Continue to provide top-notch services. (4)
14. As The Villages grows, the department will be able to expand as needed. (4)
15. Employee happiness - pay, training, and career opportunities. Pay competitive salaries. (3)
16. Expertise for responding to inquiries from the public. (2)
17. Continue to recruit exceptional employees. (2)
18. Physically fit personnel. (2)
19. That the department will become fully autonomous as an independent fire district. (2)
20. Safe, well-maintained facilities. (1)
21. Well-managed operations overall. (1)

Areas of Community Concern

The planning process would be incomplete without an expression from the community stakeholders regarding concerns about the organization. Some areas of concern may be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information, understanding, or incorrect information.

Respondents were asked to list, in priority order, up to five concerns they have about or for the department. Responses were then analyzed for themes and weighted. The weighting of the prioritized concerns was as follows: if it was the respondent's first entry, it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, it received one weighted point. The weighted themes were sorted from the highest cumulative weight to the lowest and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the concerns of the community stakeholders prioritized and weighted accordingly (verbatim, in priority order):

1. Funding will be an issue. What impact will the change in transport bring to the taxpayers of The Villages? Residents pushing back on added costs for service. How will the sources of tax revenue be managed/communicated? Not having an adequate revenue stream. Increase of taxes to support larger department and or additional equipment. Costs of programs. Will folks be able to afford this service? Budget - cost of services per rooftop. (54)
2. Implementing medical transport. Where will the equipment be housed? Space to house equipment. Will there be enough transport vehicles to meet the need? Unloading patients at hospitals. Not enough ambulances. Current run data is excellent; will that continue with added needs of ambulance transport? (31)
3. Will they be able to grow based on need? Growth of The Villages. Enough coverage for all areas of The Villages. The community's rapid growth negatively impacts the department. Will The Villages PSD be able to keep up with growth? (27)
4. On-duty strength of department (staffing). Lack of human support and staffing. Do we have enough equipment and personnel to serve the community? Staffing levels and workloads on firefighters. Insufficient staff. (26)
5. Ability to meet emergency situations in a timely manner. Waiting time for medical transport needs improvement. Delayed response due to traffic. The concern that the wait times will be too long. The current response time is excellent for fire - I am concerned that it may not be the same for ambulance transport. (23)
6. Certified employees on duty. Proper training of personnel. Appropriate training for demographics. Education/training development. Need more training for fire situations/rescues. (22)
7. Politics. The ability to get an independent fire district because of politics. Multiple political jurisdictions are negatively impacting the department. How the first independent board will be appointed. County involvement. (20)
8. Ability to recruit correct personnel. Ability to attract and retain qualified personnel. Ability to recruit, retain firefighters in tight job market competitive offers from other departments. Insufficient pay for our staff. (16)

9. Downtime for equipment. Inadequate equipment. Is there enough equipment to meet the needs of the community? Up-to-date equipment and technology. (13)
10. Hospital emergency rooms need to accept our patients rapidly or sooner. That offloading at hospital will be a deterrent for them. Hospital emergency room management!! (11)
11. Employee turnover. Succession opportunities. (8)
12. Bottlenecks at emergency rooms. (5)
13. Control and interference by non-Village governments holding differing views on what constitutes quality and efficiency. (5)
14. Internal local entities friction. (5)
15. Personnel, because of age, are not able to live in the community, thus having less investment therein. (5)
16. Hand-offs or accountability of calls (i.e., service to residents). (4)
17. Are we missing anything that Sumter County used to provide? Sabotage of positive messaging by Sumter County based on the recent separation of the departments. (4)
18. Administrative competency. (4)
19. Resources to track AED device registrations for businesses, churches, and government buildings. (4)
20. Differences between rural Sumter and The Villages. (4)
21. Will the county executives work against the accreditation of The Villages PSD? (4)
22. Additional responsibilities diluting other areas. (3)
23. Lack of care and respect for equipment. (3)
24. Being forced to use a vehicle maintenance facility that is sub-par and costly. (2)
25. Are there too many administrators? (2)
26. Will members of the board be normal Villages residents or picked by the developer or appointed by the governor from the developer-made list? (2)
27. That the fire department will lose the thought of what is important to the residents. (2)
28. Interlocal agreements between various entities (i.e., Lake County & Marion & Sumter). (1)
29. Getting the University of Florida to provide the assets necessary to solve issues. (1)
30. Current lack of accountability, transparency, and cooperation of Sumter County. (1)

Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community's view on the organization's strengths must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some identified weaknesses. To follow are the positive comments made by the community about the department (verbatim, in no particular order):

- Excellent services geared toward our community.
- Employees seem to enjoy their jobs.
- Department leaders are exceptional and dedicated.
- The community is very supportive of the PSD.
- Response times (currently).
- Training of firefighters/paramedics.
- Management of VPSD.
- Community outreach.
- Current organization is very good at what they do.
- They are well equipped for their mission.
- They are seemingly well-trained.
- Great resident admiration.
- Quick response times.
- Professional firefighters/EMTs doing their job well.
- Current equipment is great condition.
- The stations appear to be adequate (number of them).
- The trucks appear to be adequate.
- The personnel are friendly and knowledgeable.
- Good/convenient stations.
- Presently there is sufficient staff, well-trained.
- Good response times in neighborhoods.
- Generally well-funded.
- Positive leadership.
- Good training both in fire and EMS.
- Superb outcomes both in fire and EMS.
- The department enjoys excellent community support.
- Our fire service is the best!
- For the past 22 years, the department seems to be doing a great job.
- Additional programs and services offered by VPSD.
- Happy employees = great employees and service.

- Command and control personnel that grew up in the ranks.
- Offering/managing innovative neighborhood AED programs to improve cardiac arrest survival.
- Offering CPR/AED classes.
- Positioning fire stations to enhance response times for all residents.
- Department works extremely well with Villages medics to communicate with the community.
- Positive community image.
- Strong public presence – residents know they are nearby.
- Professional.
- They are always willing to help even outside their chartered tasks.
- They are always friendly when I meet them in public places.
- The equipment is always clean.
- Paramedics on all trucks.
- Friendly personnel.
- Decent equipment.
- Community-driven.
- Updated equipment – trucks, PPE, medical.
- Professional.
- Always responsive and there for you.
- Compassionate and empathetic and passionate and courteous – always.
- Desire is there to do their very best despite obstacles.
- Leadership quality.
- Adding ambulance service to a superior organization.
- Excellent management team.
- Residents have “bought into idea.”
- Response time is great to a call.
- Additional services (smoke detectors).
- Involvement with the community.
- Are visible to residents.
- Response time is well below national averages.
- Speed of services when called.
- Well-trained people on every piece of equipment to get whatever task accomplished.
- Approachability and communication are very good.
- Professionalism of staff.
- Community outreach and additional services such as smoke detector battery changing.
- Current VPSD management.
- Support from The Villages management.

- Current infrastructure in stations, equipment, and staffing.
- Emergency management.
- Strong community involvement and support.
- Excellent reputation.
- Strong management staff.
- Always very efficient at their job.
- Have a positive attitude when called.
- Very knowledgeable and communicative about what they are doing and why.
- Organization – structure of department and the location of their stations.
- Training of staff, education, and skills.
- Caring of community.
- Fire department response time regarding calls.
- Chief Cain – knowledge and leadership.

Other Thoughts and Comments

The community was asked to share any other comments about the department or its services. The following written comments were received (verbatim, in no particular order):

- Fire department is highly rated. Need to have a more comprehensive/integrated approach between fire/EMS/Call centers/emergency units (i.e., hospitals).
- The fire department here in The Villages has always been top-notch.
- I know it is difficult to navigate a public safety department on a tight budget in a retirement community, but do not let the moaners and groaners complain about the costs. They will be the first ones to complain if they did not receive gold star service.
- Costs must be defined early and explained to residents.
- Morale of department.
- This is a great community, and I am thankful to live here.
- If there is a chance for additional programs, could we consider Knox boxes and medical alert systems? This will provide people home alone to call for service and VPSD the ability to enter homes of unresponsive individuals.
- Good job!
- The department's ancillary activities are important: AED program, smoke detector battery change, CPR classes, support at community gatherings and town squares, and CERT.
- Has image of a job well done!
- Friendly.
- Horns and sirens work well!
- I feel blessed to live in a community with such a wonderful fire department, and I look forward to them taking over EMS.
- Big concern regarding turnover of patients to emergency room staff. Times are unacceptable elsewhere.
- In a tight labor market, retention is always an issue. Often retention = \$\$\$. Need to think ahead on that issue.
- Have the PSD continue Open Houses and similar functions to maintain public awareness and support

Appendix 2 - SWOT

Strengths

It is important for any organization to identify its strengths to ensure that it can provide the services requested by the community and that strengths are consistent with the issues facing the organization. Often, identifying organizational strengths leads to channeling efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the organization's primary function, should be seriously reviewed to evaluate the rate of return on staff time and allocated funds.

Through a consensus process, the department stakeholders identified the department's strengths as follows:

- We are positively responsive to our citizens' needs
- Great community support
- Well trained
- Rapid response times
- Station locations
- Monthly diverse training topics
- Pride and ownership
- Constant desire to improve the department
- Smoke detector program
- Apparatus staffing levels
- Good working relationships with other agencies
- Firefighter scholarships
- Infrastructure and planning
- Developer and District support
- Morale is good
- ISO rating
- Fire prevention
- Career advancements
- Expanding department
- Exceptional equipment
- Customer service
- Clean working environment
- Retention
- VPSD admin/union relations
- Chaplaincy program
- Promotional opportunities
- Highly regarded by the community
- AED program
- Emergency management
- Funding
- Peer support
- Marketing and community outreach
- Community education
- Pro-active medical protocols
- The accreditation process

Weaknesses

For any organization to either begin or continue to move progressively forward, it must identify its strengths and those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The department stakeholders identified the following items as weaknesses:

- No dedicated information technology person
- No dedicated mechanic (contracted service)
- Loss of Fire Station 46
- Number of dedicated staff to focus on accreditation workload
- Poor data available for department analysis
- Governmental relationships with Sumter County
- Lack of qualified aerial drivers
- Too many web-based programs
- New hire orientation leadership
- Funding levels from multiple sources (multiple jurisdictions)
- Uniform vendor delivery delays and accuracy
- Quality assurance of reports needs enhancement
- Inadequate number of personnel in upper management
- Lack of affordable housing in The Villages for VPSD members
- Rapid promotion leads to lack of experience
- Need for enhanced inventory control process/program
- Infrequent pediatric EMS training
- Lack of support staff for future growth
- Not enough marine units
- Need for enhanced recruitment program
- No dedicated in-house dispatch center
- Low pay for civilian personnel
- Non-defined (state) retirement
- Low level of experience in new hires
- Out-dated policies and procedures
- Do not have our own training center
- Lack of space for logistics and storage
- Aging apparatus remains in the fleet
- Need for our own human resources staff
- Compression for wages
- Infrequent live fire training
- Lack of adherence to SOP's and contract
- Lack of offices for the growing admin staff
- No dedicated fire-department specific PIO
- Lack of succession planning

Opportunities

The opportunities for an organization depend on identifying strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service but on expanding and developing new possibilities inside and beyond the traditional service area. The department stakeholders identified the following potential opportunities:

- Growing community
- Strong community/public support
- Robust medical community (citizens' knowledge base)
- Revenue from EMS transport
- District operated dispatch center
- Mutual aid with other departments
- Additional educational opportunities for department personnel
- Firefighter paramedic and EMT scholarship programs
- Department operated Fire/EMS training facility
- Enhanced firefighter procedural and operational knowledge of District Leadership (i.e., Fire Ops 101)
- 191 independent fire district
- ISO designation improvement
- Strong tax base
- Grants for personnel and equipment
- Community paramedicine
- Inter-facility transport
- NFA resident classes
- Resident academy
- Enhanced medical control
- More high school outreach for recruitment
- Partnerships with external public safety agencies

Threats

By recognizing possible threats, an organization can reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not entirely and/or directly controlled by the organization. Some of the current and potential threats identified by the department stakeholders were as follows:

- Loss of training facility
- Rapid growth and expansion
- Supply chain for equipment and supplies
- Severe weather
- Outsourcing of services (fleet, dispatch)
- Potential 191 independent fire district failure
- Other departments affecting employee retention (competitive pay)
- Mutual aid agreements
- Lack of hospital working-relationships
- Potential change of Certificate of Public Convenience Necessity (COPCN)
- County cooperation and influence
- Lack of qualified applicants
- Rising costs of equipment and supplies
- Delayed patient offloads
- Economic downturn
- County consolidation
- Change of Sumter County commissioners
- No public information officer
- Burn-out in positions
- Loss of public support
- Vaccine mandates

Appendix 3 – Critical and Service Gap Issues

The following information is the raw data comprised from the deliberation of the two internal workgroups. The information in each table is linked to a strategic initiative that the overall group, by consensus, determined was something that the department should pursue for change and continuous improvement.

Initiative Link	Group 1	Group 2
Physical Resource Management	Physical Resources <ul style="list-style-type: none"> ○ Stations ○ Apparatus ○ Equipment ○ IT ○ Future station locations ○ Renovation plans ○ Truck replacement plans ○ Purchasing new apparatus ○ Training locations ○ Logistics for EMS/fire/fleet 	Physical Resource Management <ul style="list-style-type: none"> ○ Vehicles-replacement and fleet management ○ Supplies-inventory control ○ Equipment-capital equipment replacement ○ Station locations ○ Logistics manager ○ No dedicated mechanic ○ Lack of a proper storage facility ○ Loss of Station 46 ○ Administrative space for officers

Initiative Link	Group 1	Group 2
Workforce Management	Workforce Management <ul style="list-style-type: none"> ○ Recruitment ○ Retention ○ Budgeting ○ Promotions ○ Training ○ Certified employees for all emergencies ○ Benefits ○ Management/Union relations ○ Fitness ○ Support staff increased to deliver services ○ Internal mechanics 	Personnel Management <ul style="list-style-type: none"> ○ Job tasks analysis ○ SOP's updated as needed ○ Ethics manual ○ Selection ○ Retention ○ Recruitment ○ Evaluations ○ Discipline-adherence to SOP's/contract ○ Succession planning ○ Apparatus staffing personnel ○ Dedicated human resources staff ○ Compression of wages ○ Quality assurance ○ Fire department-specific PIO ○ Employee involvement

Initiative Link	Group 1	Group 2
EMS Delivery	<ul style="list-style-type: none"> ○ Budgeting ○ Data ○ Training ○ Response times ○ Medical direction ○ Equipment 	<ul style="list-style-type: none"> ○ Billing ○ Staffing ○ Quality assurance ○ Communications ○ Emergency room hospital concerns ○ Empathetic

Initiative Link	Group 1	Group 2
Internal Communications	<ul style="list-style-type: none"> Web-based programs Management/union relations Peer support Chain of command Two-way communications improvement of identity Chief's coffee sessions Increased line participation 	N/A

Initiative Link	Group 1	Group 2
External Communications	<ul style="list-style-type: none"> Public relations Fire prevention PIO Open house Smoke detector program 	<ul style="list-style-type: none"> Cardiopulmonary Resuscitation (CPR) Car seat installation Customer surveys Emergency management Presence at conferences

Initiative Link	Group 1	Group 2
Training/Education	N/A	<ul style="list-style-type: none"> Physical facility Promotional training Fire EMS - create an EMS division Health and fitness Specialized training Peer support Pediatric EMS training Community paramedicine program Enhancement of upper management Succession planning Medical direction

Initiative Link	Group 1	Group 2
Information Technology	N/A	<ul style="list-style-type: none"> Fire software Training Payroll/scheduling/EMS software SOP's Vendors Supplies No dedicated IT person Poor data available



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