

# CITY OF AUBURNDALE FIRE DEPARTMENT

Strategic Plan 2017-2021



# City of Auburndale Fire Department – Strategic plan 2017

## Table of Contents

<b>LETTER FROM THE CHIEF .....</b>	<b>1</b>
<b>EXECUTIVE SUMMARY .....</b>	<b>2</b>
<b>INTRODUCTION .....</b>	<b>3</b>
<b>HISTORY .....</b>	<b>4</b>
<b>DEFINITION OF A COMMUNITY – DRIVEN STRATEGIC PLAN .....</b>	<b>5</b>
<b>THE MISSION, VALUES, AND VISION STATEMENT .....</b>	<b>8</b>
<b>WHO ARE OUR CUSTOMERS .....</b>	<b>9</b>
<b>SERVICES PROVIDED.....</b>	<b>10</b>
<b>RELATIONSHIPS .....</b>	<b>11</b>
<b>CPSE BASED GOALS AND OBJECTIVES .....</b>	<b>13</b>
<b>APPENDIX A (SWOT Analysis) .....</b>	<b>20</b>

**LETTER FROM THE CHIEF**

---

This strategic plan is a living document, which evolves as the department evolves. Our fire department will continue to assess the needs of the community and the Department and make necessary changes. This plan is a result of combined effort and input from customers, elected officials, and fire department personnel. This plan began with internal stakeholders and then expanded to include information from external stakeholders.

Our Department continues to meet the increased demands placed on us each day. We do so in a professional manner and are dedicated to the mission of the Auburndale Fire Department. We will continue to provide highly trained and professional personnel that will deliver services that are second to none. We will continue to pursue the goals of the community and the goals we have set for ourselves.

This strategic plan creates a road map for the department to follow. It has given us the opportunity to take a close look at ourselves and the services which we provide to the community. We know and understand the issues that we are faced with. We will continue to make Auburndale a better place to live, work, and play.

We hope that this document will provide the reader with an understanding of the Auburndale Fire Department and how we intend to look to the future to be the best we can possibly be. We will continue to set short-term and long term professional goals. We look forward to continued support from the community and interacting with them. I would like to personally thank the community and City Administration for its continued support of the Fire Department.

Ronnie Hall

Fire Chief

# City of Auburndale Fire Department – Strategic plan 2017

## EXECUTIVE SUMMARY

The Auburndale Fire Department is a career paid organization with a total of 22 full-time firefighters and one part time administrative assistant. Of the 22 firefighters, 18 of them are shift personnel. The shift personnel operate on a 24/48 schedule. The other 4 personnel consist of the Fire Chief, Deputy Chief, Inspector, and Training Officer who work a 40 hour work week. The agency provides an all hazards approach along with basic life support services, but the department does not transport patients. We operate out of one 8 bay station, which houses both administration and operations. Major resources include two front line engines, two 3000 gallon water tenders, two brush trucks, one 50 foot aerial truck, one rescue vehicle, one 16 foot rescue boat, and two command vehicles. The organizations protection area consists of 31 square miles. Over the last 4 years the agency has responded to an average of 2367 calls for service per year. In 2016 the department responded to 3222 calls for service.



# City of Auburndale Fire Department – Strategic plan 2017

---

## INTRODUCTION

---

In 2013, Chief Efurd retired from the department after 39 years with the department. Of the 39 years, 22 were spent as the Fire Chief. The department thrived and performed well under Chief Efurd. Currently, the department is under the leadership of Chief Ronnie Hall. Chief Hall, along with his administrative staff and operational employees, are working to set the foundation for the future of the department to keep it operating within best business practices. As part of this future, the department as a whole, has agreed that we would need to establish goals and objectives to guide the department via a strategic plan. This strategic plan is intended to be a 5-year plan that is to be constantly re-evaluated. Strategic planning is defined in the Center for Public Safety Excellence (CPSE) book Quality Improvement through Accreditation as “a continuous and systematic process where the guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.” To determine goals and objectives the Auburndale Fire Department conducted internal and external SWOT analysis. The department also has studied performance indicators set forth by CPSE and reached goals and objectives based off of them.

In this document we have compiled areas identified in the SWOT analysis that the Auburndale Fire Department is excelling at and areas that present opportunities. Of the findings, we intend to build upon our strengths and accomplish opportunities that are feasible. Areas such as accreditation, strategic planning, growth, updating software, data collection, pre plans / Community Risk Assessment (CRA), and hiring and promoting are major priorities Chief Hall and staff are focusing on over the next 5 years.

# City of Auburndale Fire Department – Strategic plan 2017

---

## HISTORY

---

The Auburndale Fire Department is a municipal fire agency legally established under Florida Incorporation Act 1911, Chapter 6325, No, 205. The fire department was established as a volunteer department by City Ordinance 52 in 1915. The role of the Fire Chief, as the manager, of the agency was established by City Ordinance 202 in 1929. The Fire Chief is responsible to direct all employees and activities of the agency. The Chief is further responsible for the planning, organization, and the direction necessary in order to accomplish the agencies mission as outlined in the position description for Fire Chief.

### **Milestones**

- 2001 – New 8 bay Fire Station Construction Complete
- 2005 - 2005 Pierce engine replaces 1979 engine
- 2006 - Rescue boat put into service
- 2009 – 2009 Pierce 3000 gallon Tender replaces old tender
- 2012 - ISO rating from 6 down to 4
- 2014 - Training Officer position added
- 2015 - Inspector position added
- 2015 – Registered agency with CPSE
- 2015 - Deputy Chief Position added
- 2015 - Automatic Aid agreement with Polk County Fire Rescue
- 2015 – First Aerial Apparatus (Ladder 421) added to fleet
- 2016 – ISO Rating from a 4 down to 3
- 2016 – Awarded SAFER grant to increase staffing by 3
- 2016 – The department purchased its first inspection software and began pre planning improvements

---

### DEFINING A COMMUNITY DRIVEN STRATEGIC PLAN

---

The Commission on Fire Accreditation International (CFAI) defines a Community Driven Strategic plan as one that:

**“maintains a focus on the needs and expectations, both spoken and unspoken, of customers, both present and future, in the creation and/ or improvement of the product or service provided.”**

The Auburndale Fire Department believes in the importance of a community driven strategic planning process. We want to ensure that our department is not only operating and providing a level of service we believe to be acceptable, but also to a level that the community expects from us.

#### **Steps in a community Driven Strategic Plan**

The specific steps of the process are as follows:

1. Define the programs provided to the community.
2. Establish the community’s service program priorities.
3. Establish the community’s expectations of the organization.
4. Identify any concerns the community may have about the organization.
5. Identify the aspects of the organization that the community views positively.
6. Revise the Mission Statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
7. Revise the Values of the organization’s membership.
8. Identify the Strengths of the organization.
9. Identify any Weaknesses of the organization.
10. Identify areas of Opportunity for the organization.
11. Identify potential Threats to the organization.
12. Identify the organization’s critical issues.
13. Identify the organization’s service gaps.
14. Determine strategic initiatives for organizational improvement.

## City of Auburndale Fire Department – Strategic plan 2017

15. Establish realistic goals and objectives for each initiative.
16. Identify implementation tasks for the accomplishment of each objective.
17. Determine the vision of the future.
18. Develop organizational and community commitment to accomplishing the plan



To begin the process of a community driven strategic plan, we invited the community into the Auburndale Fire Department to participate in an adult open house where we spent time sharing the responsibilities of each division. A SWOT Analysis was held to gather the information necessary for the strategic plan that included external stakeholder input as well as input from internal stakeholders including both the department's administration and shift employees. A SWOT Analysis is a study undertaken by an organization to identify its internal strengths and weaknesses, as well as its external opportunities and threats. In the development of the strategic plan, the data generated by the stakeholder's SWOT Analysis was processed by the Auburndale Fire Department with what was of most important used to create goals and objectives. The goals and objectives will be used as the guiding document over the next five years with future meetings to be held both internally and externally to update the information.

## City of Auburndale Fire Department – Strategic plan 2017

The Auburndale Fire Department will present its community driven strategic plan with its goals and objectives to the City Commission of the City of Auburndale. Approval and support from the City Commission will help to ensure the success of this plan.



---

OUR MISSION VALUES AND VISION STATEMENT

---

MISSION STATEMENT

To provide efficient and exceptional fire rescue service,  
making Auburndale a wonderful place to live, work, and play

CORE VALUES

Professionalism – Commitment to competence, quality and pride

Integrity – Moral and intellectual honesty

Trust – Valuing the team and each member of the team

Knowledge – Continuously improving job proficiency



VISION STATEMENT

It is the vision of the Auburndale Fire Department to  
continue a strong healthy growth of the department.  
Providing exceptional fire rescue service to the community  
will be the focus of our growth.

During the next 5 years we will grow closer to accreditation, increase knowledge through  
education, and ensure the department has the best possible facilities and equipment needed to  
accomplish our goals. Relationships will grow stronger with surrounding agencies and we will  
remain a strong pillar in the community of Auburndale.

---

OUR CUSTOMERS

---

- 911 callers
- City residents
- County residents
- City employees
- CSX
- Duke Energy
- TECO
- Gulfstream gas pipeline
- Educational facilities and students
- Businesses and their employees
- Nursing home
- Hospice center
- Tourists
- Commuters through the service area
- Environment
- Bordering cities and county areas that may call for aid



**SERVICES PROVIDED**

---

The agency has an all hazards approach to emergencies. The agency has listed below the major services provided to the service area.

- Fire Suppression
- Emergency Medical Services
- Vehicle Accident Response
- Light Technical Rescue Response
- Haz Mat First Responder Level Response
- Citizens Assistance
- Fire Prevention



**RELATIONSHIPS**

---

The Auburndale Fire Department works closely with multiple agencies in Polk County Florida in order to provide strength in unity to the community. The Department maintains relationships with other departments and agencies in Polk County Florida. Some of these relationships are outlined in writing, while others are less formal with no written documentation. These relationships are critical to providing a high level of emergency response in our service area.

Outlined here are some major relationships we maintain:

**Polk County Sheriff's Office**

The Department uses Polk County Sheriff's Office for all emergency dispatching and radio communications. The Department pays annually for those services.

**Polk County Fire Rescue**

Emergency medical transport and Advanced Life Support (ALS) care is provided by Polk County Fire Rescue (PCFR). PCFR sends a Medic unit to all medical calls within our response area. The Auburndale Fire Department responds also and provides Basic Life Support (BLS) care and assists the Paramedic on scene.

The Department also has an Automatic Aid Agreement with Polk County Fire Rescue that helps to achieve an Effective Response Force (ERF) for fires and other significant events within the service area. There is also a county wide Mutual Aid Agreement that the Auburndale Fire Department and PCFR both actively participate in to ensure appropriate resources are available for incidents no matter the service area. There are also informal agreements between PCFR and the Auburndale Fire Department that are practiced during rare circumstances.

## City of Auburndale Fire Department – Strategic plan 2017

### Polk County Emergency Operations Center (EOC)

Polk County Emergency Management is responsible for planning and coordinating actions to prepare, respond, and recover from natural or man-made disasters in Polk County. The Auburndale Fire Department works closely with them throughout the year and especially during times of disaster. The department's training officer acts as a liaison between the EOC and the Auburndale Fire Department.



**CPSE BASED GOALS AND OBJECTIVES**

---

Outlined in this section are goals the Department has deemed priority over the next 5 years. Listed are goals that are in line with Performance Indicators (PI) including Core Competency (CC) Performance Indicators the Center for Public Safety Excellence verifies during an accreditation process. Core Competencies are a requirement for a department seeking accreditation through CPSE. The category number will also be listed with each goal. In order to better the Auburndale Fire Department through accreditation, we must work to meet all of the following performance standards listed below to CPSE satisfaction.

**Criterion 3A: Strategic Planning**

**CC 3A.1 - The fire service agency has a published strategic plan.**

The department began working on its first ever department specific strategic plan in 2016. The goal is to have it completed and approved in 2017. It is a 5 year plan that is intended to be reviewed annually. The annual reviews may include adjustments.

**PI 3A.2 - The Strategic plan is approved within the agency and submitted to the governing body or administrative officer with responsibility over the fire agency and to whom the chief fire officer/chief executive officer reports.**

The goal is to have this strategic plan approved in 2017 by the Auburndale City Commission.

**Criterion 3B: Goals and Objectives**

**CC 3B.1 - The agency publishes general organizational goals directed towards achieving its long-range plans. The agency publishes corresponding specific objectives to implement these goals and incorporate the measurable elements of time, quantity, and quality.**

The department will post this strategic plan and all adjustments and updates on the City's webpage under the Fire Department tab. Also a Standard of Cover (SOC) document will be posted on the website, when complete.

**Criterion 3C: Implementation of Goals and Objectives**

**PI 3C.4 – The agency, when necessary, identifies outside resources that can be consulted in regards to accomplishing an agencies goals and objectives.**

The department will continue to improve relationships with all outside resources and become more involved with them. A strong focus will be on the north end of the service area, as it is

## City of Auburndale Fire Department – Strategic plan 2017

growing. The Department will continue to work with Lakeland Fire, Polk City, and Polk County Fire Rescue to ensure appropriate incident response. The north end of the service area was a concern for both internal and external stakeholders during the SWOT analysis.

We will continue a good working relationship with the Red Cross for smoke detector installs in the service area. Explore ways to increase distribution to those in need.

### Criterion 3D: Measurement of Organizational Progress

**CC 3D.1 – The agency’s goals and objectives are examined and modified at least annually for quality and to ensure they remain current and consistent with the agency’s mission, vision, and long range plan(s).**

The department will continue to meet at least annually to closely examine the goals and objectives. Currently, goals and objectives are examined and modified in City staff meetings with department heads and in departmental staff meetings internally.

### Criterion 4A: Financial Planning

**PI 4A.5 – The annual budget, short and long-range financial planning, and capital expenditures are consistent with agency priorities and support achievement of the agency’s strategic plan and goals and objectives.**

As reflected in the SWOT analysis, we need to closely look at our current and future budget. Growth was expressed as a threat during the analysis mainly because of the current and anticipated growth on the north end of the City. As a result of planning done in 2008, the City of Auburndale has land secured for a fire station. This land is located at Berkley Road and Strickland Lane. The department also has in the Capital Improvement Plan (CIP) to build and staff a station with 4 personnel along with apparatus in this future station. We will closely monitor the development of the north area to ensure the station and equipment are appropriate. The department will meet at least annually with the City Community Development department, Utilities department, Finance department and any other available resources to assist in planning.

**PI 4B.9 – The agency provides financial management policies on any grant program where funding is received from an outside source. Provisions to ensure compliance with all granting agency requirements must be outlines and monitored.**

Communicate with the city auditor and finance director to determine compliance with grant requirements. The auditor and finance director currently ensure the department is in compliance with outside funding.

### Criterion 4C: Resource Allocation

**CC 4C.1 – Given current and anticipated revenues, the agency can maintain adopted levels of service.**

Closely monitor current and anticipated revenues during the next 5 years to where growth is anticipated to occur. This will require the department to monitor growth and associated revenues with other City departments such as community development and finance at least annually. Future growth was listed as a threat during both internal and external SWOT analysis. Currently,

## City of Auburndale Fire Department – Strategic plan 2017

the budget shows all signs of being balanced with no shortfalls anticipated yet it will be continuously monitored.

### **PI 4C.5 – The agency projects future asset maintenance costs with related funding.**

The City and the Auburndale Fire Department have developed strong planning to account for asset maintenance. A 2-year budget is maintained for the department as a way to plan for future maintenance costs. A 5-year CIP is maintained for the department as well. New maintenance costs for assets such as an aerial truck in the CIP is incorporated in this process. The department will maintain this practice and improve on it, as needs arise. Also, the department will look at asset maintenance costs at least two years prior to a new station opening.

### **Criterion 5B: Public Education Program**

**PI 5B.4 – There are programs in place that identify large loss potential or high risk audiences (such as low socio-economic status, age, cultural/ethnic differences where appropriate), forge partnerships with those who serve those constituencies, and enable specified programs to mitigate fires and other emergency incidents (such as home safety visits, smoke alarm installations, free bicycle helmet programs, fall prevention programs etc.).**

Further utilize new inspection and pre-plan software to help in identifying risk levels. The software is new as of 2016 so it will take time to input data. Continually encourage all members of the organization to bring up new ways we can get more involved with these activities. Ensure that ideas are explored in staff meetings on a regular basis. Also, work on letting local churches and civic groups know about what we have to offer such as our partnership with Red Cross for our smoke detector program. Examples of other programs include fire prevention week, school visits, extinguisher training, and the KNOX box program. These programs are tracked but the department will explore ways to document any change in outcomes, as a direct result.

**PI 5B.5 - The agency should evaluate the juvenile firesetter intervention program. This program should refer all juveniles identified as involved in fire-play or fire setting behavior for educational intervention or other intervention series.**

There is no juvenile fire setter program in Polk County. Explore any type of partnership we may be able to do with Polk County Fire Rescue, Auburndale Police Department, Clerk of Courts or Polk County Sheriff's Office for a program. Along with this, look into any budget and staffing needs for such a program.

### **Criterion 5D: Domestic Preparedness, Planning and Response**

**PI 5D.4 - The agency has processes to record information and provide data on needed resources, scope, nature of the event, and field resources deployed to local, state / provincial, and federal agencies.**

The department's fire reporting software records data and is able to provide detailed reports from the information put into the system. The department will look for potential partnerships with Polk County Fire Rescue and Polk Sheriff for any opportunities to record even more data or integrate with the Computer Aided Dispatch provided by Polk County.

## City of Auburndale Fire Department – Strategic plan 2017

### Criterion 5E: Fire Suppression

**CC 5E.1 - Given its standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), pumping capacity, apparatus, and equipment deployment objectives for each type of magnitude or fire suppression incident(s).**

The department needs to determine baseline, and benchmark response. This will be accomplished while working on a Standards of Cover Document for the department. Currently automatic and mutual aid agreements help greatly with response times. When the second station is constructed on property secured in 2008, the department anticipates being able to meet National Fire Protection Association (NFPA) 1710 standards in over 90% of its service area.

### Criterion 5F: Emergency Medical Services (EMS)

**PI 5F.8 - The agency has developed a plan or has already implemented a cardio pulmonary resuscitation (CPR) and public access defibrillation program for the community.**

The City began this process in 2015 by purchasing defibrillators and placing them in major City facilities. The department will look for more ways to inform the public on where defibrillators are located in the community. We will look at social media, mapping, and other ways to get the message out. The department will involve defibrillators located on non-City property, long as the owners are willing to be involved.

### Criterion 5G: Technical Rescue

**PI 5G.2 - The agency establishes minimum training and operational standards; compliant with local, state/provincial, and national standards, and that all personnel who function in the technical rescue program meet training and operational standards.**

Our technical rescue SOP's need to be developed to establish minimal training and standards. The department will continue to train as many of its employees as possible to a rope technician level in order to utilize equipment provided by the department. The department constructed a three story training tower in 2001 that has been very instrumental so far with technical rescue training. We will work with the local fire academy and offer classes at the station, if feasible.

### 6A Physical Resources Plan

**CC 6A.2 – The governing body, administration, and staff are involved in the planning for physical facilities.**

Ensure that the department continues to communicate well with the governing body during any planning of physical facilities. Successful planning was done in 2008 which secured property for a second station at Berkley Road and Strickland Lane. The department will plan to present response data and any pertinent information to the governing body to assist in any future facility locations.

### Criterion 6B: Fixed Facilities

**PI 6B.2 Buildings and outbuildings are clean and in good repair, and the surrounding grounds are well kept. Maintenance is conducted in a systematic and planned manner.**

## City of Auburndale Fire Department – Strategic plan 2017

Continue 69a inspections of facilities at least every quarter. Ensure any negative findings are addressed.

### Criterion 6C: Apparatus and Vehicles

**CC 6C.1 – Apparatus types are appropriate for the functions served (e.g., operations, staff support services, specialized services, and administration).**

Communicate with all Lieutenant and higher ranks prior to buying an apparatus to ensure we are meeting functional needs within budget. Consider a formal apparatus committee for such purchases.

**PI 6C.3 – A process is in place for writing apparatus replacement specifications that allow for employee input.**

Develop this process. Seek employee input through an apparatus committee.

### Criterion 6F: Safety Equipment

**CC 6F.1 - Safety Equipment is identified and distributed to appropriate personnel.**

Build a small surplus of essential safety equipment such as safety vests, gloves, masks, etc. Determine what items we should have a surplus of and pursue the appropriate budget.

**PI 6F.3 – Safety equipment replacement is scheduled, budgeted, implemented, and adequate to meet the agency's needs.**

Create a schedule for replacing safety equipment. Identify the life span of all safety equipment being used and ensure those items are taken out of service after that time frame. Planning for replacements should help the budget to be more predictable and manageable.

### Criterion 7B: Recruitment, Selection, Retention, and Promotion

**PI 7B.1 – A mechanism is in place to identify and announce potential entry level, lateral, and promotional positions.**

The current mechanism will be reviewed annually.

**PI 7B.7 – The agency has an employee/member recognition program.**

We are a part of the City wide longevity plan and employee of the year awards. The department should develop more internal ways of recognizing its members.

**PI 7B.9 – The agency conducts exit interviews or periodic employee surveys or other mechanisms are used to acquire feedback and improve policies and procedures.**

Develop a plan to meet with all employees on at least an annual basis to discuss policy and procedure improvements. The officers of the department are involved in such interactions currently on a monthly basis during staff meetings. Also, develop an employee survey that could be submitted anonymously.

## City of Auburndale Fire Department – Strategic plan 2017

**PI 7B.10 – The agency conducts workforce assessments and has a plan to address projected personnel resource needs, including retention and attrition of tenured and experienced employees/members.**

Develop or look into an already made workforce assessment for the department and involve tenured and experienced members in this process.

### Criterion 7G: Wellness/Fitness Programs

**CC 7G.1 - The agency provides for initial, regular, and rehabilitative medical and fitness evaluations.**

Currently, the department provides health evaluations in accordance with NFPA 1581. The Auburndale Fire Department will develop regular fitness evaluations. The department will look into avenues that can meet this Core Competency from the Center for Public Safety Excellence (CPSE). Several surrounding agencies are utilizing Life Scan for these evaluations.

### Criterion 8A: Training and Education Program Requirements

**PI 8A.5 - A command and staff development program is in place that encourages pursuit of professional credentialing.**

The department will develop a program that will educate and encourage pursuit of professional credentialing. The department will research what other agencies are doing and how successful they have been in their program. Also, partner with other surrounding agencies to work together on this, if possible.

### Criterion 8C: Training and Educational Resources

**PI 8C.3 - Instructional materials are current, support the training program, and are easily accessible.**

The department currently has an internal library of firefighting training books such as building construction, tactics and strategy, basic standards books, etc. that are several editions behind. The department will begin to update books on an annual basis to keep up with new standards and practices.

### Criterion 9B: Communication Systems

**CC 9B.1 – A system is in place to ensure communications with portable, mobile, and fixed communications systems in the field. When an area is identified as not being capable of adequate emergency scene communications, such as inside buildings or below grade level, and operational plan is written.**

Implement identifying areas that are not capable of adequate emergency scene communications into the department's pre-planning process. Incorporate it into the MobileEyes Responder and communicate these areas with dispatch as well.

## City of Auburndale Fire Department – Strategic plan 2017

### Criterion 10B: External Agency Agreements

**CC 10B.1 External agency agreements are reviewed on an annual basis and revised as necessary to meet objectives.**

The department will review agreements annually and ensure they help meet our objectives outlined in the strategic plan.

## City of Auburndale Fire Department – Strategic plan 2017

### Appendix A - SWOT Analysis

Strengths	Related Category
City support	Category I – Governing Body
Professional	Category I – Governing Body
Response and reaction times	Category II – Assessment and Planning
Striving for accreditation	Category III - Goals and Objectives
Have a 5 year Capital Improvement Plan	Category IV – Financial Resources
Grants	Category IV – Financial Resources
Growing public education programs	Category V - Programs
Community involvement	Category V - Programs
KNOX program	Category V - Programs
Quality facility with community access	Category VI – Physical Resources
Opticom helps response times	Category VI – Physical Resources
Good equipment	Category VI – Physical Resources
Good moral employees with comradery	Category VII - Human Resources
Experienced senior line officers with good leadership	Category VII - Human Resources
Open to new Ideas	Category VII - Human Resources
Low turnover	Category VII - Human Resources
Training above and beyond	Category VIII - Training and Competency
Customer Service	Category VIII - Training and Competency
Social media	Criterion IX – Essential Resources
Outside protection Area	Category X - External Relationships
Good external relationships	Category X – External Relationships
Automatic aid agreement	Category X – External Relationships
Weaknesses	Related Category
No formal Community Risk Assessment document	Category II – Assessment and Planning
Keeping up with growth of City as a department may be a challenge	Category II – Assessment and Planning
North end of City response times based off NFPA 1710	Category II – Assessment and Planning
Not accredited	Category III - Goals and Objectives
No paramedic program or service	Category V - Programs
Haz Mat / Rope Rescue / Technical Rescue	Category V - Programs
Increase current community outreach	Category V - Programs
No station on north end of City	Category VI – Physical Resources
Air packs two NFPA editions out of compliance and > 10 yrs.	Category VI – Physical Resources
Maintaining consistent and focused hiring practices	Category VII - Human Resources
Changes that involve learning new skills geared towards accreditation	Category VII - Human Resources
Young department (low average tenure)	Category VII - Human Resources
Diversity	Category VII - Human Resources
No Engineer position	Category VII - Human Resources
Manpower on scene typically does not meet NFPA 1710	Category VII - Human Resources
In-house employee recognition needs improvement	Category VII - Human Resources
Classes not typically taught in house	Category VIII - Training and Competency

## City of Auburndale Fire Department – Strategic plan 2017

Increasing training involvement with APD and PCFR	Category VIII - Training and Competency
Improve paper trail accountability	Criterion IX – Essential Resources
Data gathering software	Criterion IX – Essential Resources
Dispatching not in-house	Category X – External Relationships
<b>Opportunities</b>	<b>Related Category</b>
Community Risk Assessment	Category II – Assessment and Planning
Plan to account for growth	Category II – Assessment and Planning
Accreditation	Category III - Goals and Objectives
Seek more funding for better service	Category IV – Financial Resources
Educate residents on residential sprinklers	Category V - Programs
More fire prevention involvement	Category V - Programs
Seek fire prevention opportunities with civic groups	Category V - Programs
Increasing KNOX awareness	Category V - Programs
Distributing of smoke alarms with Red Cross agreement	Category V - Programs
Working with veterans and children	Category V - Programs
Aerial Truck	Category VI – Physical Resources
Improving ISO rating	Category VII - Human Resources
Active shooter training with law enforcement	Category VIII - Training and Competency
Promotional opportunities with growth	Category VIII - Training and Competency
Technical rescue	Category VIII - Training and Competency
Higher education utilizing City tuition reimbursement	Category VIII - Training and Competency
<b>Threats</b>	<b>Related Category</b>
Any national, state and local government, especially unfunded mandates and compliance issues	Category I – Governing Body
Rapid Growth	Category II – Assessment and Planning
Unknowns	Category II – Assessment and Planning
Past Practices	Category II – Assessment and Planning
Winter population influx	Category II – Assessment and Planning
Traffic volume increase	Category II – Assessment and Planning
Ongoing funding from grants / external control	Category IV – Financial Resources
Budgeting for anticipated growth	Category IV – Financial Resources
Additional call volume associated with OPA agreement	Category VI – Physical Resources
Servicing entire City limits with City resources	Category VI – Physical Resources
Large Coverage area	Category VI – Physical Resources
New taller buildings that include hotels	Category VI – Physical Resources
Personnel numbers and young department at Firefighter I/II	Category VIII - Training and Competency
Keeping up with any IT demands on Essential Resources	Criterion IX – Essential Resources
Continue maintaining historically good relationships with the community	Category X – External Relationships