

EAST LAKE FIRE RESCUE STRATEGIC PLAN 2016 – 2026



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A Message From

Tom Jamison

Fire Chief

East Lake Fire Rescue

To the Citizens of the East Lake Tarpon Special Fire Control District:



As the Fire Chief of the East Lake Tarpon Special Fire Control District (East Lake Fire Rescue), I recognize the need for a strategic plan to guide the District toward its mission, vision and goals. It is a privilege to serve as the operational leader of our District. Many organizational changes have taken place in the last several years to maximize the efficiencies of the existing District resources and personnel, and we must have a well-defined direction moving forward.

East Lake Fire Rescue has provided exceptional fire and emergency medical services to the East Lake community through challenging economic times. We have accomplished this in spite of reducing our administrative and field crew staffing and a redistribution of the organizational responsibilities. The men and women of the fire department who serve our community as a part of this excellent organization have stepped up to these challenges and done an outstanding job of providing the high level of service our community has come to expect.

This strategic plan provides a clear path between the mission of the District, its vision and core values, and the goals and objectives which we have collectively adopted to reach that vision. At its core is our commitment to providing the highest level of life safety, property conservation and public safety education to our citizens. We will accomplish this through solid leadership, integrity, community involvement, organizational pride, and a respect and empathy for those who call on us in their time of need.

ABOUT EAST LAKE FIRE RESCUE

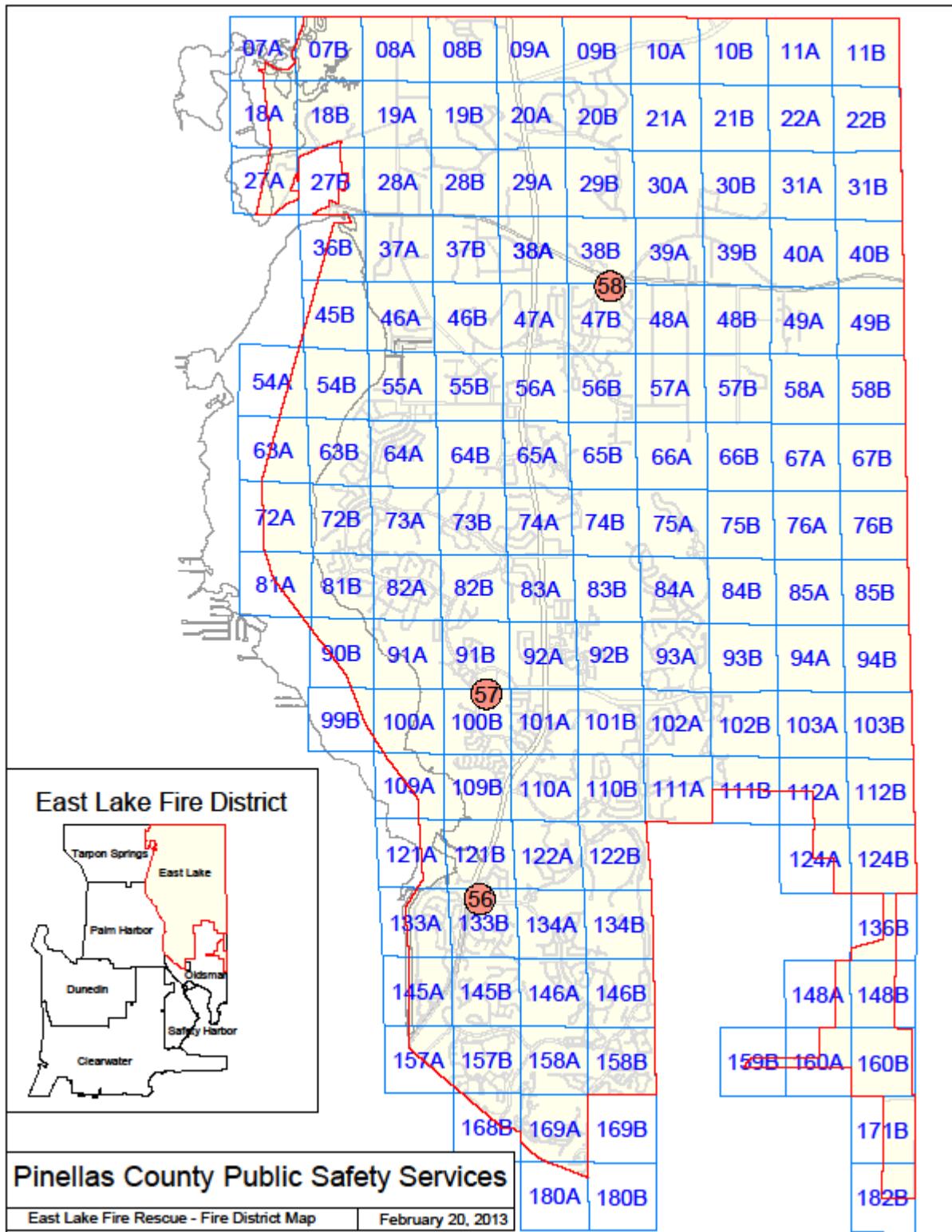
The East Lake Tarpon Special Fire Control District (also referred to as ‘East Lake Fire Rescue’ or ‘The District’) is a legally established special district under Florida Statutes. It is governed by a five member Board of Commissioners elected by the citizens of the District. The commissioners have the authority to guide the agency, provide for programs and services, and manage the financial resources by Florida Statutes 189 and 191. The East Lake Tarpon Special Fire Control District is located in Northeast Pinellas County. The District covers 33 square miles, serves a population of over 30,000 people and has a taxable property value of over \$2.544 Billion (Pam Dubov, Pinellas County Property Appraiser, July 1, 2015).

East Lake Fire Rescue is a full time paid professional Fire Department consisting of 33 line personnel, 4 fire administrative personnel and 2 clerical personnel. East Lake Fire Rescue has 3 fire stations strategically placed throughout the District. Each station has both fire suppression and Advanced Life Support (ALS) capability.

East Lake Fire Rescue is part of the Pinellas County, Florida EMS system. Pinellas County EMS is an integrated countywide system which provides first response ALS by fire departments coupled with a contracted county ambulance transport service, using a priority dispatch methodology.

East Lake Fire Rescue is also part of an integrated automatic aid network with other fire departments in Pinellas County. This means that East Lake will respond as the closest appropriate unit to emergency incidents outside the District borders, and surrounding departments will do the same for the East Lake District as needed.

East Lake Fire Rescue also offers many community interactive services such as CPR instruction, certified child safety seat installation, blood pressure checks, home safety and pool inspections, fire safety programs with local schools and preschools as well as an annual "Safety Day" Open House. All three of its stations are also "Safe Place" havens for troubled teens.



ORGANIZATIONAL CHART



THE STRATEGIC PLANNING PROCESS

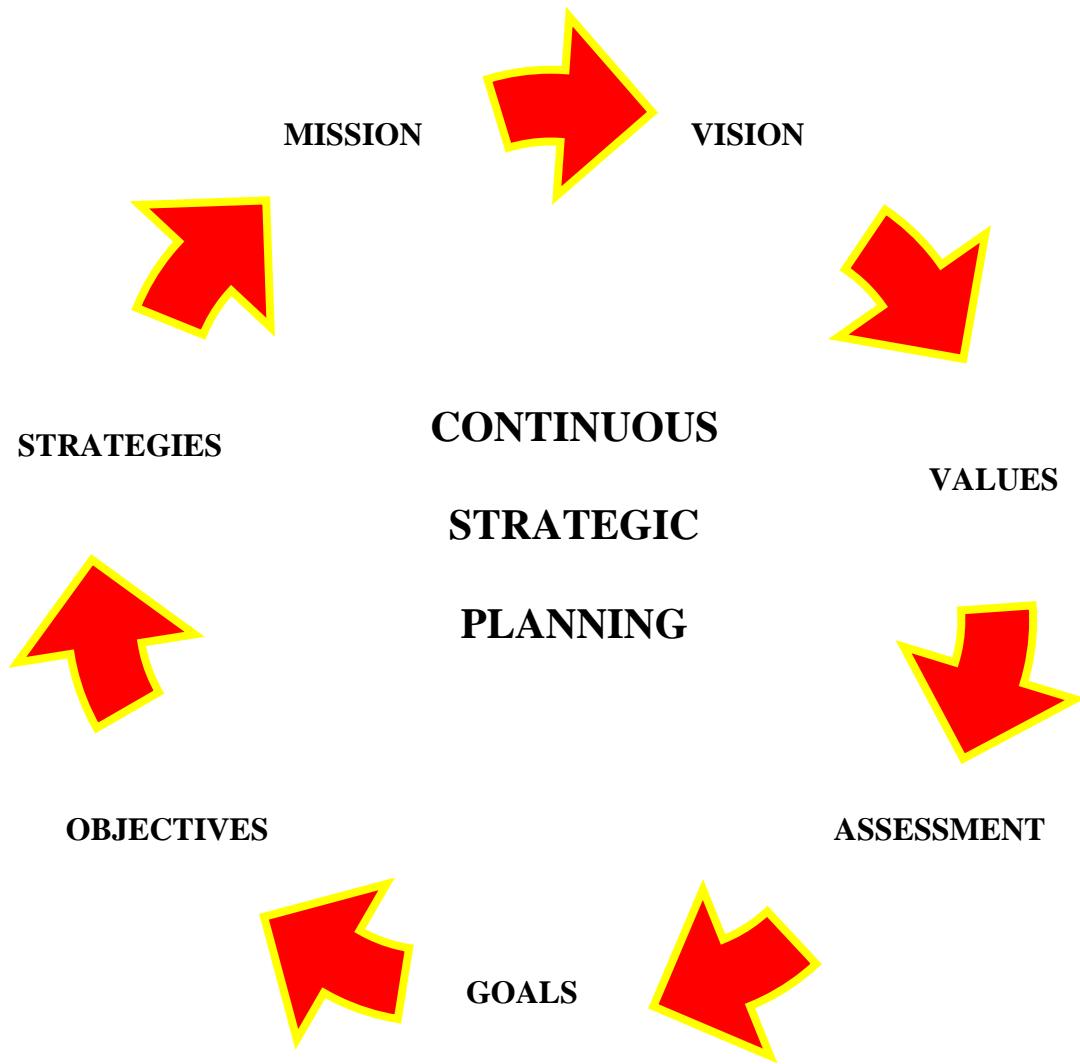
A strategic plan is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does and why it does it, with a focus or vision on the future. As such, the strategic planning process usually begins with a focused approach to determine the organization's Mission, Vision and Values.

In 2014 East Lake Fire Rescue identified its Mission, Vision and Core Values through a methodical and facilitated series of meetings with its staff and community members. The results were presented to the Board of Commissioners of the East Lake Tarpon Special Fire Control District for their approval.

It is understood by management that the process of evaluating the District's Strategic Plan, mission, vision and core values should be repeated periodically to assure the proper alignment of organizational direction based on agreed upon goals and objectives. These goals and objectives are derived from needs analysis studies of our community, the budgetary capabilities of the District, and the oversight of the board of elected commissioners.

The Strategic Plan is an important and necessary pre-cursor to the annual budget process. It provides a ten year planning horizon with a focused vision of the future, and provides a clear view of the organization's direction.

STRATEGIC PLANNING



MISSION STATEMENT

Our mission is to provide the community with the highest level of protection for life, property, and the environment. We will engage our community through progressive education and outreach programs.

VISION STATEMENT

The vision of East Lake Fire Rescue is to be the premier emergency services provider, respected by our community and peers. Our aim is to provide these services through fiscal responsibility, training, education, technological innovation and a dedication to our core values.

CORE VALUES

**Community
Leadership
Integrity
Pride
Empathy
Respect**

ENVIRONMENTAL ASSESSMENT

Environmental assessments enable the organization to understand the opportunities and threats that it has or must face. Creating goals, objectives and strategies that do not take advantage of all of the opportunities that may be available to it minimizes organizational potential. Similarly, creating goals, objectives and strategies that do not recognize organizational threats is unrealistic. Our approach to a reliable environmental assessment answered the following questions:

1. What are internal stakeholders (employees) saying about us?

The District employs a total of 39 personnel. The majority of the employees agree that the District's employees adhere to its core values. They also believe we deliver a high level of service to our customer base. This is based on feedback received in several ways: Monthly shift and Staff meetings, internal organizational satisfaction surveys and quality assurance feedback.

2. What are external stakeholders (customers) saying about us?

The District receives consistently good feedback from the customers we serve, with an “exceeds expectations” rating on 89 percent of the Quality Assurance responses received and “Met Expectations” on the remaining 11 percent.

3. What are our competitors (other providers) doing?

Staffing: East Lake Fire Rescue staffs each fire engine with no less than 3 personnel with rare exceptions. There is always a lieutenant, driver engineer, and firefighter paramedic. At times acting (qualified and functioning in a higher level position) personnel will occupy those positions. This is the average staffing level in the Tampa Bay area. The NFPA (National Fire Protection Association) Standard 1710 recommends 4 personnel on each apparatus.

Equipment: East Lake Fire Rescue maintains equipment and inventory on par with other Tampa Bay area fire departments. Our EMS equipment

inventory meets the state requirements and is primarily provided by the county.

Training: Training in both EMS and firefighting skills have been standardized throughout most of the county by a coalition of the training chiefs from the various fire departments in the county. There is a standardized operational document for EMS, fire and rescue protocols.

Accreditation: Some fire departments choose to go through a formal accreditation process. Organizations such as the Commission on Fire Accreditation International provide a comprehensive self-assessment and evaluation model that enables organizations to examine past, current, and future service levels and internal performance and compare them to industry best practices. There are fees associated with accreditation. For an organization of our size and scope, the cost would be a minimum of \$5,650. It is a very time intensive process which may be something to consider within the next several years.

4. What does our historical data say about us?

Call volume: The number of emergency calls run annually by East Lake Fire Rescue has remained relatively constant over the past five years. Population growth in the District which would result in an increase of calls has been offset by the tiered implementation of priority dispatch, and a reduction in the overall amount of automatic and mutual aids calls delivered to our surrounding communities.

Quality Assurance: Based on historical feedback data, The District provides a high level of service quality to its customer base.

5. What does our financial environment mean to us?

The District relies on ad valorem taxes for the majority of our operating income. Increases in taxable value over the last several years have allowed the East Lake Fire District to Update our aging rolling stock and replace again firefighting gear. It has also allowed us to begin setting aside reserve funds for known future capital costs, other funding obligations, and contingency planning.

It has also allowed for the retention of a Public Education Officer in alignment with our strategic goals and objectives.

The reserve fund was severely depleted during the economic downturn from 2009 to 2013 and will take at least several years to replenish.

The sharp increase in taxable values has also allowed the Fire Board to reduce the millage rate in FY 2015-2016.

6. What does our political environment mean to us?

The East Lake district is protected from encroachment by a community overlay plan which would require the entire district to be annexed or merged with neighboring districts or municipalities to prevent “cherry picking” of portions of the District through selective annexation. This legislative resolution has a 10 year shelf life and expires in 6 years.

The East Lake District works closely with Pinellas County in the provision of EMS services. The ALS First Responder Agreement provides funding to the District to help offset the cost of staffing and overhead and also provides medical equipment and supplies. This is a 3 year agreement with options for an additional 2 years which was entered into in FY 2014-2015. We also have a 3 year agreement with the county to provide coverage for the Brooker Creek Preserve, which makes up roughly ten of the 33 square miles of the District. This agreement was put in effect in FY 2015-2016. This is used to offset equipment and labor costs specific to wildland fire fighting.

The first three questions were addressed through meetings with various constituencies. Input from or understanding of these constituencies’ ideas or concerns enabled us to determine what we might have otherwise overlooked.

The fourth question was addressed by analyzing operational reports over the last several years. Certain patterns emerged that were critical to assessing our effectiveness.

The last two questions were addressed through our collective understanding of our environment. This understanding was compiled using an intuitive approach based on our historical experiences.

FACILITIES OVERVIEW



Station 56: Station 56 was built as a new station in 1999 to improve service to the rapidly expanding southeastern portion of the District. It houses a crew of 3 (Lieutenant, Driver Engineer and Firefighter Paramedic) who operate a Class A pumper with

full ALS capability. The District's reserve apparatus (Engine 57, a Class A pumper) is also housed at Station 56 along with the District's 1961 American LaFrance antique fire truck, used for various community events. The station roof was replaced in 2015. Attic insulation was upgraded to R30 and lighting was converted to LED in 2016.

Station 57: Station 57 was built in 2007 to replace the original East Lake Fire Station 57, which was built in 1978. It serves as the administrative headquarters for the District and contains the offices of the Fire Chief, Assistant Chief, Division Chiefs, Public Education Officer, Office



Administrator and Financial Administrator. It houses Squad 57, a Hybrid Heavy Rescue capable Class A pumper with a crew of 4 (Lieutenant, Driver Engineer, and 2 Firefighter Paramedics or EMT's), and the District's Command vehicle, District 57 which is staffed by a Division Chief. Station 57 serves as the primary Emergency Operations Center for the District.



Station 58: Station 58 was originally built in 1992. It has had several upgrades and improvements to the structure since then, including wind hardening, roof replacement (2010), and resealing of the exterior (2013). It houses 3 apparatus: Engine 58, a Class A Pumper, Brush 58, a purpose – built wildland firefighting vehicle, and Water 58, a tanker truck. It is staffed by a crew of 3 (Lieutenant, Driver Engineer and Firefighter Paramedic).



APPARATUS OVERVIEW

Engine 56: 2014 Pierce Impel Class A Pumper with 1500 gpm single stage Hale pump, Advanced Life Support EMS equipment and light vehicle extrication equipment. Estimated replacement: 2024-2026.

Squad 57: 2014 Pierce Impel Class A Heavy Rescue Pumper with a 1500 gpm Hale pump, Advanced Life Support equipment, and full complement of vehicle extrication equipment, and a Cascade-type air bottle refill system, Estimated replacement: 2024-2026.



Engine 58: 2014 Pierce Impel Class A Pumper with 1500 gpm single stage Hale pump, Advanced Life Support EMS equipment and light vehicle extrication equipment. Estimated replacement: 2024-2026.



Engine 57 (spare apparatus): 2009 E-One Cyclone II Class A pumper. 1,500 gpm single stage Hale pump. Scheduled for replacement in 2022.



Brush 58: Custom built by Pride Enterprises in 2012. Built on a 2001 International Chassis with 20,000 lb. PTO driven winch. 800 gallon poly tank with in-line foam system. Estimated replacement: (of chassis): 2022. years.



Water 58: Leased from Pinellas County. 2,500 gallon water tanker with 500 gallons of multi-purpose foam. Drop tank and pump capable (500 gpm).



District 57 (incident Command Vehicle): 2008 Ford F250 Super Duty 4x4 chassis with a purpose built compartmentalized bed cover and slide out bed. Estimated replacement date: 2018.



Fire Chief Vehicle: 2014 Ford Explorer. Estimated replacement date: 2024



Deputy Chief Vehicle: 2015 Ford Explorer.

Estimated replacement date:
2025.



Assistant Chief Vehicle:

2015 Ford Explorer.

Estimated replacement date: 2025.



Public Education Officer Vehicle: 2009 Chevrolet Impala. Estimated replacement date: 2019.

CAPITAL IMPROVEMENT PLAN

Fiscal Year 2015 / 2016:

Acquire thermal imager for D57 command vehicle	
Acquire 4 air monitor quality monitors	
Acquire SCBA and HEPA mask fit testing machine	
Replacement of roof on Station 56:	\$30,000
Remediation and repairs Station 56 (water damage, mold):	\$85,000
Other station wear item replacement:	\$ 3,000*
LED lighting conversion (all stations)	\$35,000**
* Replacement of appliances, bedding etc.	
**5 year lease purchase	

Fiscal Year 2016 / 2017:

Station 56 flooring replacement:	\$12,000
Station 56 interior and exterior painting:	\$ 8,000
Other station wear item replacement:	\$ 3,000

Fiscal Year 2017 / 2018:

Station 57 interior and exterior painting:	\$ 8,000
Other station wear item* replacement:	\$ 3,000

Fiscal Year 2018 / 2019:

Replacement of D57 vehicle:	\$80,000
Other station wear item replacement	
(Includes carpeting in Station 57):	\$12,000
Bunker Gear Replacement (5 year lease renewal), or Bunker Gear Purchase:	\$17,000

Fiscal Year 2019 / 2020:

Replacement of Staff vehicle (2009 Chevrolet Impala):	\$35,000
Other station wear item replacement	
(Includes replacement of Training / Meeting room Furnishings):	\$10,000

Fiscal Year 2020 / 2021:

Station 58 interior / exterior painting:	\$10,000
Other station wear item replacement:	\$ 3,500

Fiscal Year 2021 / 2022:

Replacement of Engine 57:	\$500,000
Other station wear item replacement:	\$ 10,000

CAPITAL IMPROVEMENT PLAN

Fiscal Year 2022 / 2023:

Replacement of Brush Truck (Chassis):	\$80,000
Other station wear item replacement:	\$ 3,500

Fiscal Year 2023-2024:

Replacement of SCBA:	\$220,000
Other Station wear item replacement:	\$ 4,000

Fiscal Year 2024-2025:

Replacement of staff vehicle (1)	\$ 40,000
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Fiscal Year 2025-2026:

Replacement of staff vehicles (2)	\$ 80,000
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SUMMARY GOALS

***Goal 1:* Develop interpersonal relationships where members respect each other at all levels and support the mission of the organization.**

***Goal 2:* Meet the NFPA 1710 5.2.3.2.1(Staffing Operating Units) standard.**

***Goal 3:* Identify and develop alternative funding sources.**

***Goal 4:* Develop and improve firefighter physical fitness to effectively support the mission of the department and meet the NFPA 1583 standard.**

***Goal 5:* Develop an effective community relations program that meets the needs of the community and supports the mission of the fire department.**

***Goal 6:* Develop a succession plan to ensure the continuous coverage of duties critical to the ongoing operations of our department.**

GOALS, OBJECTIVES AND STRATEGIES

<p>Goal 1: Develop interpersonal relationships where members respect each other at all levels and support the mission of the organization.</p>	
Objective 1A	Identify and determine strategies to resolve workplace conflict.
Completion Target	<i>August 2015 Lead Officer: Chief Jamison</i>
Action Plan ✓	<ol style="list-style-type: none"> 1. Research statewide interpersonal professionals for a third party identification and strategy to resolve department workplace conflict challenges.
✓	<ol style="list-style-type: none"> 2. Conduct an evaluation of offsite locations for a departmental retreat to identify and resolve workplace conflict.
✓	<ol style="list-style-type: none"> 3. East Lake Tarpon Special Fire Control District will receive approval from the board of commissioners to hire an interpersonal professional and purchase a department retreat in the district.
✓	<ol style="list-style-type: none"> 4. Plan and organize a department retreat at an offsite location. The operations division will also coordinate the conflict resolution professional's pre and post retreat e-mail correspondence with department members.
✓	<ol style="list-style-type: none"> 5. Report retreat activities, results, and suggested conflict resolution findings to the fire board.
Objective 2A	Create an alternative dispute resolution process.
Completion Target	<i>August 2015 Lead Officers: Chief Gennaro and Division Chiefs</i>
Action Plan ✓	<ol style="list-style-type: none"> 1. Conduct an evaluation of existing alternative dispute resolution process procedures from other public organizations.

<input checked="" type="checkbox"/>	2. With input from department officers, develop a tentative alternative dispute resolution process for use at East Lake Tarpon Special Fire Control District. This SOP will include utilizing an external ombudsman. This external ombudsman is required for a fair, impartial, and confidential process so all members can talk through existing problems and consider resolution alternatives.
<input checked="" type="checkbox"/>	3. With input from all department members, review the alternative dispute resolution process and make changes based on recommendations.
<input checked="" type="checkbox"/>	4. East Lake Tarpon Special Fire Control District will receive approval from the board of commissioners to adopt the alternative dispute resolution process into the standard operating procedures.
<input checked="" type="checkbox"/>	5. East Lake Tarpon Special Fire Control District will receive approval from IAFF Local 1158 to implement the alternative dispute resolution process into the standard operating procedures.
<input checked="" type="checkbox"/>	6. Train all firefighters on the alternative dispute resolution procedures.

Goal 2: Meet the NFPA 1710 5.2.3.2.1(Staffing Operating Units) standard.

Objective 1A	Conduct an analysis of the NFPA 1710 5.2.3.2.1 standard.
Completion Target	<i>August 2015 Lead Officers: Chief Jamison, Gennaro, Bessler</i>
Action Plan	<p style="margin-left: 15px;">1. Purchase the textbook <i>NFPA 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments</i> from the National Fire Protection Association.</p> <p style="margin-left: 15px;">2. Study and comprehended the textbook <i>NFPA 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments</i> in preparation for adhering to the apparatus staffing standard of the textbook.</p>

<input checked="" type="checkbox"/>	3. Conduct a needs analysis to meet the recommended staffing levels according to the NFPA 1710 standard.
Objective 2A	Fire Board proposal to meet the NFPA 1710 staffing standard
Completion Target	<i>March 2016</i>
Action Plan	<p>1. Provide information to the Fire Board on the minimum staffing standards according to NFPA 1710.</p> <p>2. Provide information on the intended results and benefits of meeting the NFPA 1710 staffing standard for the department and the community.</p> <p>3. Provide an NFPA 1710 implementation proposal to the Fire Board for approval.</p>
Objective 3A	Hire personnel to meet the requirement of NFPA 1710 5.2.3.2.1.
Completion Target	<i>October 2017</i>
Action Plan	1. Implement the Fire Board approved NFPA 1710 staffing plan, hiring firefighters according to departmental policy.
Goal 3: Identify and develop alternative funding sources.	
Objective 1A	Establish funding sources through grant writing, community benefactors, and servicing fees.
Completion Target	<i>August 2015 Lead Officer: Chief Jamison</i>
Action Plan	<p>1. Develop teams for grant writing, community outreach, and the looking into of servicing fees.</p> <p>2. Have teams develop goals and timeframes.</p> <p>3. Have grant writing team compile a list of all available grants (federal, state, local, and private). Write grants as needed for allotted timeframe.</p>
Completion Target	<i>April 2016</i>

	<p>4. Have community outreach team develop a request form that can be distributed to possible benefactors. Have team member's meet with potential benefactors.</p> <p>5. Have servicing team request approval from the Fire Board to develop a plan for impact fees and other servicing possibilities.</p>
Goal 4: Develop and improve firefighter physical fitness to effectively support the mission of the department and meet the NFPA 1583 standard.	
Objective 1A	Develop a comprehensive analysis of physical fitness training needs based on NFPA 1583 standards.
Completion Target	<i>August 2015 Lead Officers: Chief Jamison and Division Chiefs</i>
Action Plan ✓	<p>1. Purchase the textbook <i>NFPA 1583: Standard on Health-Related Fitness Programs for Fire Department Members</i> from the National Fire Protection Association.</p>
✓	<p>2. Study and comprehended the textbook <i>NFPA 1583: Standard on Health-Related Fitness Programs for Fire Department Members</i> in preparation for adhering to the fitness training standards in the textbook.</p>
	<p>3. Conduct department wide analysis to identify physical fitness needs. (<i>will be completed April 2016 due to delayed scheduling of annual physicals</i>)</p>
✓	<p>4. Identify facilities needed to support physical fitness training.</p>
✓	<p>5. Analyze information to see if there is any overlap or gap in fitness training.</p>
Objective 2A	Identify physical fitness trainers and resources to support physical fitness needs.
Completion Target	<i>March 2016</i>
Action Plan	<p>1. Identify minimum qualifications for physical fitness trainers.</p> <p>2. Identify equipment and resource needs.</p> <p>3. Determine an appropriate budget to support physical fitness</p>

	training needs.
Objective 3A	Implement NFPA 1583 based physical fitness plan.
Completion Target	<i>August 2016</i>
Action Plan	<ol style="list-style-type: none"> 1. Identify and educate physical fitness trainers. 2. Educate all officers on NFPA 1583 physical fitness standards. 3. Develop group events to stimulate physical fitness interest. (Fun races, Department 5K, team events – Sportsfest, Stairclimb, shift competitions). 4. Have trainers develop physical fitness action plan for all operational firefighters. 5. Implement physical fitness action plans for all operational firefighters. 6. Have department trainers analyze LifeScan physical fitness data on all operational firefighters. 7. Have department trainers refocus physical fitness training as needed.
Goal 5: Develop an effective community relations program that meets the needs of the community and supports the mission of the fire department.	
Objective 1A	Conduct an analysis of community outreach efforts and risk awareness education needs in the community.
Completion Target	<i>August 2015 Lead Officer: Chief Gennaro</i>
Action Plan	<p>✓</p> <ol style="list-style-type: none"> 1. Identify an internal community outreach/community education task force.
✓	<ol style="list-style-type: none"> 2. Identify current community outreach/education activities provided by the department.
✓	<ol style="list-style-type: none"> 3. Review emergency incident data to identify trends, at risk response areas, and so on.
	<ol style="list-style-type: none"> 4. Survey community to identify level of community risk

	knowledge, education needs, and education expectations. (It was determined that this portion of the action plan should be conducted with the department PEO)
✓	5. Review and enhance the partnership with East Lake CERT.
✓	6. Meet and work with community public service organizations such as Pinellas County Sheriff's Office, East Lake Library, Sunstar EMS, and surrounding fire/EMS providers.
✓	7. Meet and work with neighborhood associations and organizations to identify opportunities with a similar focus.
✓	8. Increase and enhance partnerships with Local 1158, American Red Cross, local media, and local businesses to address mutual community concerns.
Objective 2A	Secure funding and approval to hire a full time community education professional.
Completion Target	<i>March 2016</i>
	1. Develop a job description for an administrative position to establish the criteria for hiring a qualified person to fill this position. (Developed, but not yet approved by Board.)
	2. Attain fire board approval to hire and employ a full time community education professional.
	3. Post job description on fire service professional websites to attract full time member.
	4. Develop hiring team consisting of the fire chief, a fire board member, and union VP.
	5. Complete hiring process with selected professional suggested by hiring team.
Objective 3A	Develop and implement community risk awareness initiatives/campaigns.
Completion Target	<i>August 2016</i>
Action Plan	<ol style="list-style-type: none"> 1. Develop outreach/informational material to reduce community risk. 2. Standardize safety messages for operational personnel for consistency. 3. Identify and train operational personnel to appropriate

	levels for risk reduction education.
	4. Develop new public outreach programs as the need arises.
	5. Raise risk awareness levels in the community through media, the department website, and public safety announcements.
Objective 4A	Evaluate community outreach program effectiveness.
Completion Target	<i>August 2016</i>
Action Plan	<ul style="list-style-type: none"> 1. Conduct internal community outreach survey. 2. Review trends with emergency incident data. 3. Determine and implement program improvements.
Goal 6: Develop a succession plan to ensure the continuous coverage of duties critical to the ongoing operations of our department.	
Objective 1A	Conduct an analysis of current and future service needs in the community
Completion Target	<i>August 2016 Lead Officers: Chiefs Jamison and Gennaro</i>
Action Plan	<ul style="list-style-type: none"> 1. Conduct department wide survey to identify service needs in the community. 2. Conduct an evaluation of fire department service needs from other public organizations. 3. Analyze all feedback and data to determine current and future service needs in the community.
Objective 2A	Identify key positions and competencies in the Department
Completion Target	<i>March 2016</i>
	<ul style="list-style-type: none"> 1. Conduct department wide survey to identify key positions and competencies in the department. 2. Evaluate current succession planning processes for department personnel. 3. Conduct an evaluation of fire department key positions and competencies from other public organizations. 4. Analyze all feedback and data to determine current and

	future service needs in the community.
Objective 3A	Determine training and development activities
Completion Target	<i>August 2016</i>
Action Plan	<ol style="list-style-type: none"> 1. Conduct department wide survey to identify training and development activities for the department. 2. Analyze information to see if there is any overlap or gap in succession training processes. 3. Conduct an evaluation of fire department training and development processes from other public organizations. 4. Identify minimum levels of training required from all divisions for all positions in the department.
Objective 4A	Implement training and development activities
Completion Target	<i>August 2017</i>
Action Plan	<ol style="list-style-type: none"> 1. Develop action plan for all succession training. 2. Identify and train necessary staff. 3. Create short and long-range succession training schedules. 4. Educate department staff on succession training program. 5. Refocus succession training as needed.

EAST LAKE TARPON SPECIAL FIRE CONTROL DISTRICT BOARD OF COMMISSIONERS



**David Root
Chairman**



**Randy Burr
Vice Chairman**



**Tom McKone
Secretary**



**Paul Ferreri
Treasurer**



**Tom McQueen
Comm. at Large**

COMMISSIONERS' ROLES AND RESPONSIBILITIES

- David Root:** Board Chair. Schedules meetings; Approves agendas; oversees external Board communications.
- Randy Burr:** Board Vice Chair. Serves as Chair in the Chair's absence. Special District Liaison; Pension Fund Liaison.
- Paul Ferreri:** Board Treasurer. Reviews Budgets, Oversees Finances, Financial Reports, and Audits; Strategic Planning.
- Tom McKone:** Board Secretary. Good and Welfare Fund Committee.
- Tom McQueen:** At - Large Board member. Duties to be assigned.

SUMMARY STATEMENT

The East Lake Tarpon Special Fire Control District has historically provided excellent fire and EMS service to the community. It is our objective to continue to provide this high service level by assessing the needs of our citizens and responding to those needs, properly maintaining and updating the equipment needed to deliver our mission, and training and challenging our personnel to constantly improve.

Administration and the Board of Commissioners will review this Strategic Plan annually. It will serve as the guideline for budget planning, establishing and tracking organizational goals and objectives, and identifying the internal and external environmental challenges facing our organization.

The Administration of East Lake Fire Rescue will use continuous quality improvement and frequent research into industry best practices to seek ways to improve our organization and remain on the cutting edge of public safety service to the citizens of our community and those who visit and travel through it.