



# Fort Myers Beach Fire Control District

2022-2025 Strategic Plan

Adopted 1/26/2022

*Shaping our community through excellence*



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# ACKNOWLEDGEMENTS

This 2022-2025 Strategic Plan focuses on the areas that Fort Myers Beach Fire Control District (FMBFCD) will pursue as a way to deliver on its vision for the residents of Fort Myers Beach and surrounding jurisdiction. To meet these challenges will require continued collaboration and communication. Thank you to all who were involved in its development.

## **Acknowledgements**

### **The Community of Fort Myers Beach, FL**

Focus Group Attendees

Survey Respondents

### **Board of Fire Commissioners**

Larry Wood, Chair

John Bennett

Ron Fleming

Jim Knickle

Jacki Liszak

### **Fire Chief**

Chief Ronald Martin

### **Fort Myers Beach Fire Control District**

Employees

# EXECUTIVE SUMMARY

This 2022-2025 Fort Myers Beach Fire Control District Strategic Plan features a comprehensive perspective on the current conditions, stakeholder feedback and expectations; mission, vision, and values; goals, objectives, and critical tasks; and measures.

Strategic planning is fundamentally about looking forward and backwards. It emphasizes that organizations have limits and must choose the best means to accomplish goals. It also means that the organization should understand what is on the horizon and how to respond to future opportunities and threats. More specifically, a strategic plan should help to build resiliency in order to meet community needs over the long term.

As with the previous plan, the underlying strategy is to focus on the core services of the District. In doing so, the emphasis remains on those initiatives that create the foundation for excellent service to the community. It offers five perspectives, or lens, to organize goals, objectives, and tasks: Stakeholder, Financial, Internal Operations, Organizational, and Governance. These perspectives allow the plan to take a comprehensive systems approach to planning, tracking, budgeting, and evaluation.



# FROM THE FIRE CHIEF

As Fire Chief, I am proud to present this 2022-2025 Strategic Plan. This plan reflects a renewed focus on our core mission and fundamentals.

The purpose of this Strategic Plan is to provide a guideline for decision-making to help the organization keep our ‘eye on the ball’ in the areas of community service, employee engagement, fiscal sustainability, and operational excellence. Please use this plan, mark it up, distribute it, and reference it regularly.

It is my commitment to the community and to the organization to uphold the mission, vision, and values that are articulated herein. It is my hope that the community, Fire Commission, and employees all hold ourselves to the highest standards and articulated goals that, “shape our community through excellence.”

Ronald Martin, M.A.

Fire Chief, Fort Myers Beach Fire Control District

*January 2022*



# OVERVIEW OF THE DISTRICT

## Jurisdiction

The Fort Myers Beach Fire District is located in Southwest Lee County, Florida, covering the Estero and San Carlos islands as well as a portion of the contiguous mainland. The District is bordered by the Iona-McGregor Fire District and the Bonita Springs Fire District.

The District covers a 10-square mile area with 3 fire stations and an administrative headquarters. It also responds outside its jurisdiction through an automatic aid and closest unit response system.

The District serves approximately 9,603 full-time residents.<sup>1</sup> The number of homes estimated to be for seasonal, recreational, or occasional use total 6,366.<sup>2</sup> Estimates of visitors in 2020 totaled 746,147, but can often range between 1 to 1.8 million.<sup>3</sup> Estero Island is a well-known and highly frequented destination for visitors around the world. Future new development is limited due to the build out of properties in the District while future tax base growth will be due to redevelopment of existing properties.

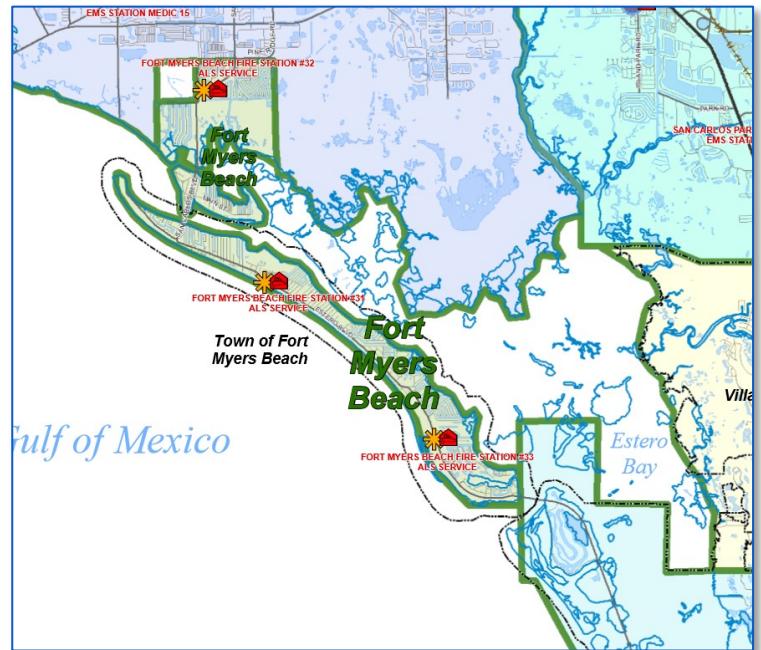


Figure 1: FMBFCD Fire Jurisdiction

## History

The District began as a volunteer fire department in 1949 by the Beach Improvement Association, Inc. The District incorporated as the Fort Myers Beach Fire Control District in 1950 with an estimated population of 2,500 residents. Since that time, the Fort Myers Beach Fire Control District has evolved into a professional

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<sup>1</sup> United States Census. 2010 Census: Apportionment Data Map. Retrieved from: <https://www.census.gov/2010census/popmap/>. Reflects Town of Fort Myers Beach and Census Tracts: 19.11, 601.01 and 19.08. Note that the Census tracts do not precisely correspond to the jurisdictional boundaries, and as such the population expressed here may be slightly larger than actual. For example, Census Tract 19.08 includes population that is not within the jurisdictional boundaries of FMB Fire District. The 5-Year American Community Survey 2019 population of the Town of Fort Myers Beach alone is estimated to be approximately 7,048.

<sup>2</sup> Estimates come from the 2019 American Community Survey 2019 published by the U.S. Census. The following figures do not include seasonal residents for areas outside of the Town, for which there is no reliable data available. See: [https://data.census.gov/cedsci/table?q=Vacancy%20Characteristics&g=0100000US%24160000\\_1600000US1224150&tid=ACSDT5Y2019.B25004](https://data.census.gov/cedsci/table?q=Vacancy%20Characteristics&g=0100000US%24160000_1600000US1224150&tid=ACSDT5Y2019.B25004). Another estimate of longer term seasonal residents may be based on the number of housing units that are vacant with residency elsewhere. This is estimated at 819 housing units. See: [https://data.census.gov/cedsci/table?q=Vacancy%20Characteristics&g=0100000US%24160000\\_1600000US1224150&tid=ACSDT5Y2019.B25005](https://data.census.gov/cedsci/table?q=Vacancy%20Characteristics&g=0100000US%24160000_1600000US1224150&tid=ACSDT5Y2019.B25005). The total number of the estimated seasonal population may be 12,955 (overall average household size of 2.035 multiplied by the number of households of 6,366).

<sup>3</sup> The COVID-19 pandemic is cited by the Lee County Visitor and Convention Bureau as having a significant impact on the visitor population. The VCB notes that the visitor population was closer to 1 million in 2019 (985,280). <https://www.leevcb.com/media/37142/for-councils-info-1-the-beaches-of-fort-myers-and-sanibel-cy-2020-visitor-tracking-report.pdf>



all-hazards emergency response organization. The Fort Myers Beach Fire Control District provides a variety of services, including fire suppression activities, Emergency Medical Advanced Life Support (ALS) on all apparatus, ambulance transport, technical rescue, hazardous materials incident response, and a variety of other emergency and non-emergency services. To the general community, and throughout day-to-day operations, the District is referred to as the Fort Myers Beach Fire District (FMBFCD).

## Legal and Organizational Structure

### Legal Structure

The Fort Myers Beach Fire District is legally organized as a special district under the State of Florida, defined as, "...a unit of local government created for a special purpose, as opposed to a general purpose, which has jurisdiction to operate within a limited geographic boundary and is created by general law, special act, local ordinance, or by rule of the Governor and Cabinet."<sup>4</sup> Special districts are governed by Chapter 189, Florida Statutes. The Fort Myers Beach Fire Control District is considered to be an Independent District with an elected board (Fire Commission). There are special requirements for oversight, accountability, and reporting that have been enacted by the Florida Legislature, including new requirements for performance measurement that will take effect October 2022. This Strategic Plan will help to build the foundation for that effort.



### Organizational Structure

The District is organized into major branches and divisions to achieve the maximum benefit in all aspects of resident and visitor needs. Fort Myers Beach Assistant Chiefs, Fire Official, and Directors oversee organizational branches and divisions to include the Operations Branch, Life Safety Branch, Administrative Branch, Professional Services Division, Support Services Division, and Health Services Division. All branch and division executives are responsible for overseeing the management of their areas of responsibility while working together in achieving the organization's operational and administrative goals.<sup>5</sup>

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<sup>4</sup> See: [http://www.leg.state.fl.us/statutes/index.cfm?App\\_mode=Display\\_Statute&URL=0100-0199/0189/0189.html](http://www.leg.state.fl.us/statutes/index.cfm?App_mode=Display_Statute&URL=0100-0199/0189/0189.html)

<sup>5</sup> Fort Myers Beach Fire Control District, <http://fmbfire.org/about/>

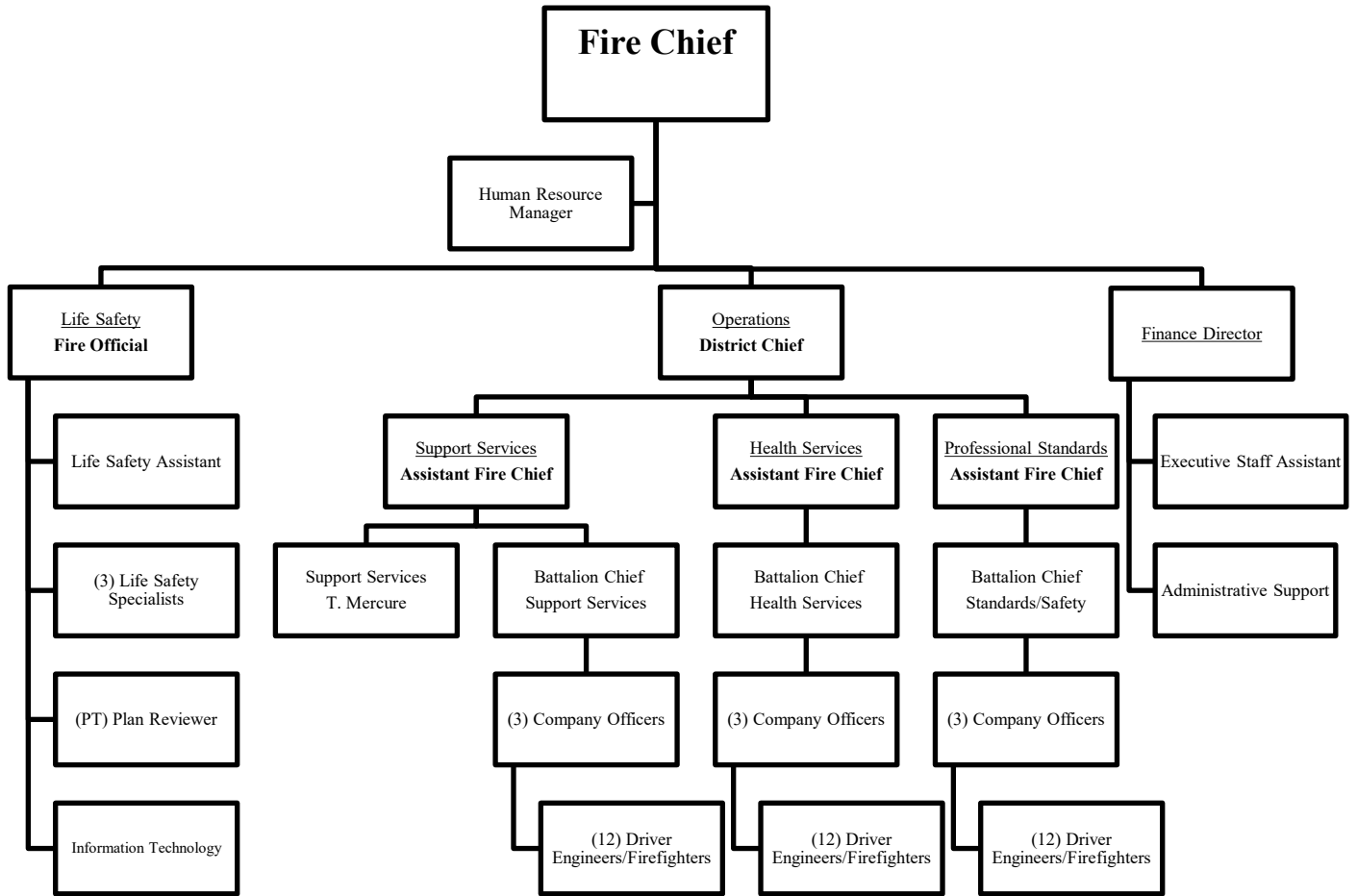


Figure 2: Fort Myers Beach Fire Control District Organizational Chart

## Service and District Overview

The following overview is a snapshot of the District’s work over the last five years. The purpose of this analysis is to provide an overview of service trends.

### Call Volume

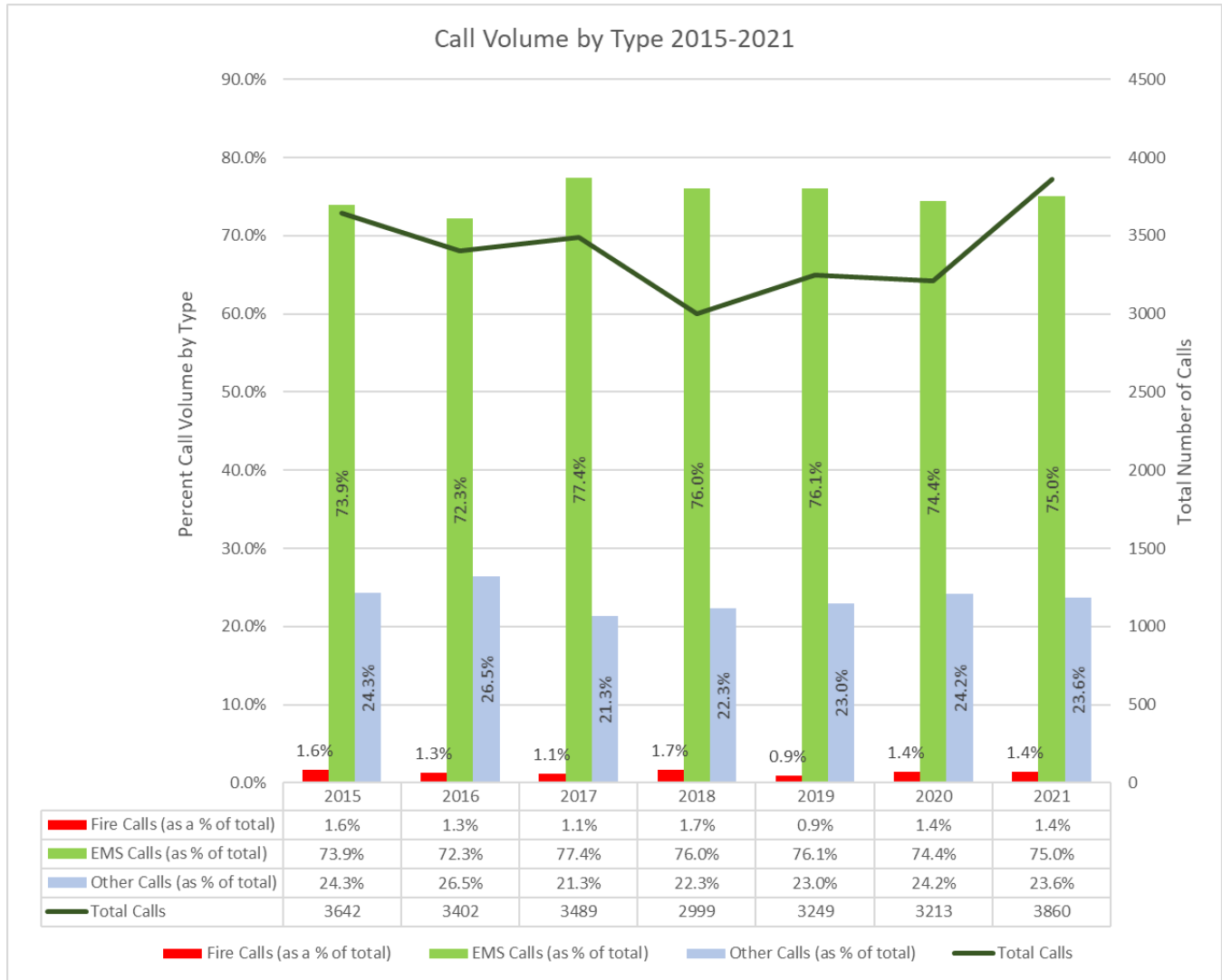


Figure 3: Call Volume by Type 2015-2021

Figure 3 outlines the last 7 years of call volume in the District by percent of calls in the categories of Fire, EMS, and Other. It demonstrates that the vast majority of response(s) are related to EMS or medical emergencies. Across all call types, the percentage of calls by type has remained fairly stable. Figure 3 also represents the total number of calls for each year. These too, have been fairly stable with a small decline in the year 2018 and an uptick in 2021.

## Travel Time

Figure 4 below, shows the District travel time for all types of calls (Fire, EMS, and Other). The majority of calls show a travel time of 8 minutes or less. Significantly, travel time in the 4 minute to 7 minutes, 59 seconds increased somewhat between 2016 to 2018. Travel time in the 0 to 3 minute, 59 second increment reduced as a percentage of calls in the years 2017-2019. However, both time increments have leveled off since 2019. This data demonstrates the impact of traffic and congestion on travel time required for personnel to arrive on scene. This data is significant in that it includes response times during peak season when traffic volume is at its worst.

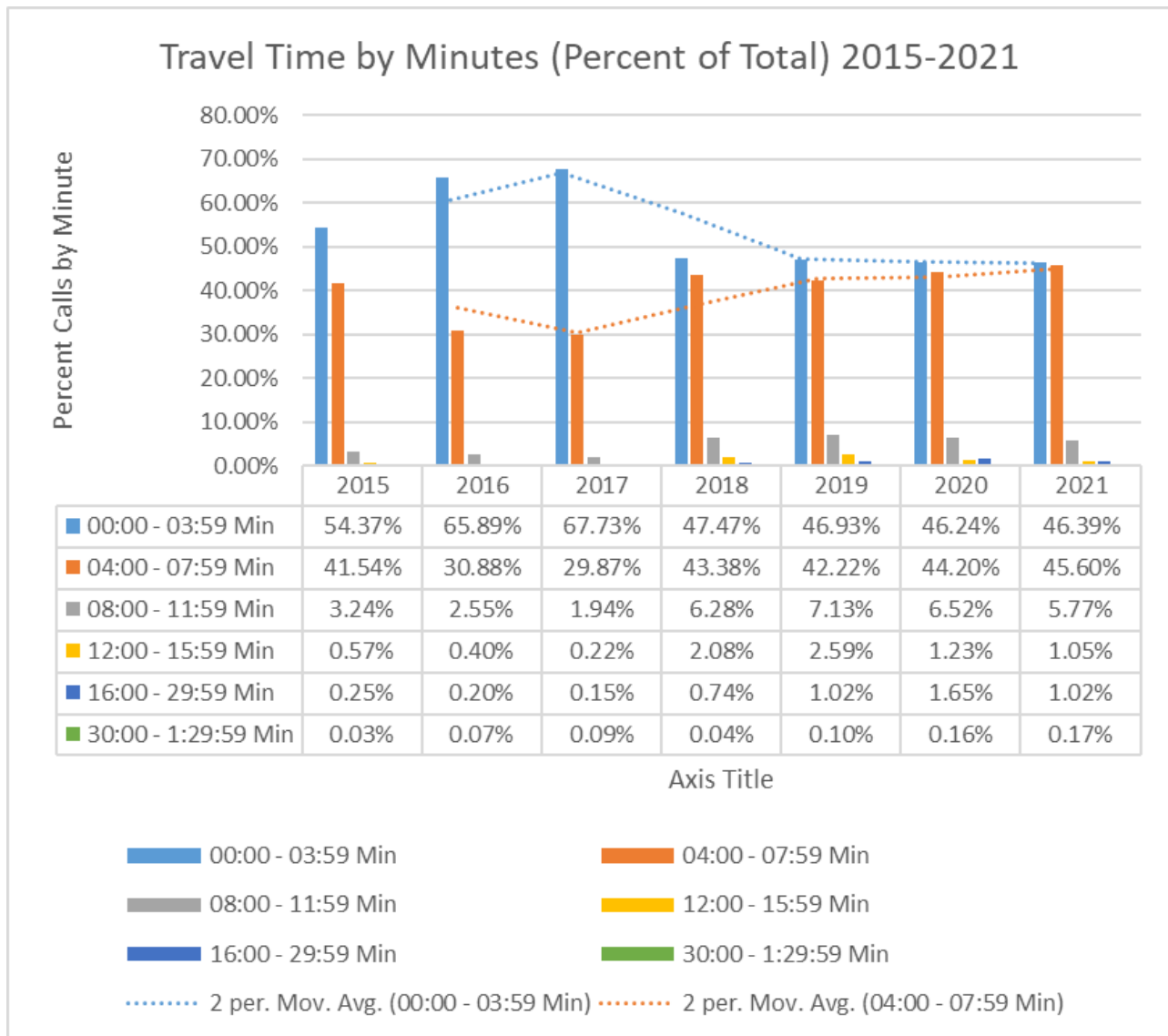


Figure 4: Travel Time by Minute 2015-2021

## Turnout Time

Turnout time is described by the National Fire Protection Association as the “time interval that begins when the emergency response facilities (ERFs) and emergency response units (ERUs) notification process begins by either an audible alarm or visual annunciation, or both, and ends at the beginning point of travel time.”<sup>6</sup>

Figure 5 below shows the turnout time in the 2015-2021 timeframe. This data in Figure 5 shows that while the turnout time under 29 seconds has remained relatively stable, turnout time in less than 1 minute has increased significantly (see gray column in legend). This is significant in that turnout time is one element of response that is within the control of the District (whereas travel time depends on a large number of other factors). The vast majority of calls also show a turnout time well below 2:00 minutes, a big improvement over the years.

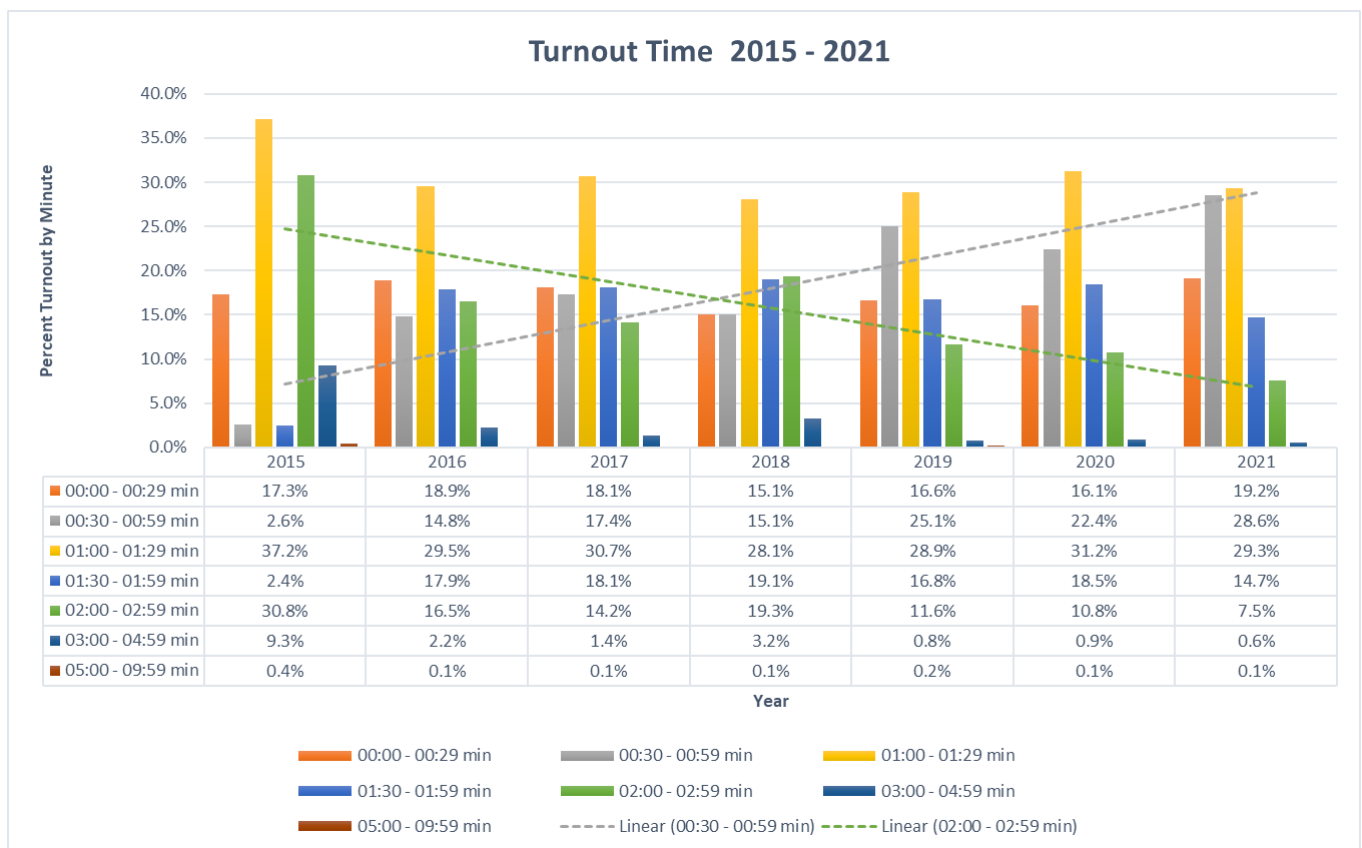


Figure 5: Turnout Time by Minute 2015-2015

<sup>6</sup> See: <https://www.nfpa.org/codes-and-standards/all-codes-and-standards/list-of-codes-and-standards/detail?code=1710>

## Fire Loss/Save Data

The Fire Loss and Save analysis is a snapshot of the community’s total estimated property loss from fire, compared to property saved from a fire.

### Remaining Value of Improved Property

Pre-Incident Value of Improved Property

Saved data is an estimation that is calculated not only from what remains of the origin of a fire, but also projects out what may have also been lost as a result of a fire not being brought under control. While this data is an objective point of view, it should be noted that various factors outside of the District’s control influence this calculation. Examples of such external factors are the type of property affected (e.g.: structure vs. motor vehicle). Fuel loading (content), and construction types (wood frame vs. block). These values are calculated on present day appraised “just value” as determined by the Lee County Property Appraisers Office.

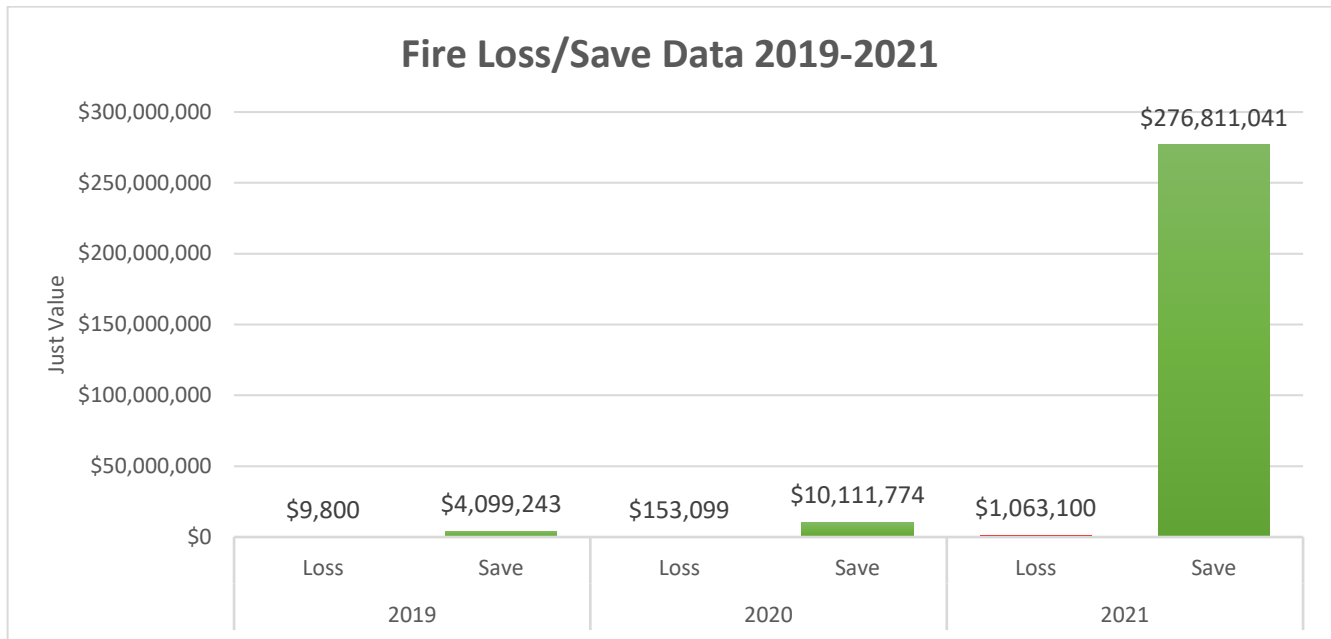


Figure 6: Fire Loss/Save 2019-2021

## Financial Snapshot

### Budget Highlights

The adopted budget for year ended September 30, 2021, included a millage rate of 2.9851, which had not been raised from the previous year. Property values for year end September 31, 2021 increased 4.16%, providing additional ad valorem tax revenue of \$502,895 (net of collection fees). This increase allowed the District to maintain excellent levels of service, accommodate increases in operating expenses, provide for competitive personnel wage alterations, and fund the annual contribution to the capital asset sustainment and replacement plan.

### Financial Overview - Expenditures

The following charts illustrate a snapshot of expenditures for the District. Figure 7: 2018-2021 Expenditures by Category, compares expenditures over the past four years. As is standard with most organizations, expenditures in personnel increase over time due to inflation and cost of living. Further, consistent with most public safety organizations and as evidenced by these charts, personnel services comprise the majority of the District's annual expenditures. Expenditures for operating costs and debt service remained relatively flat. The increase in capital outlay for 2018 was due to the purchase of a fire engine, a light duty apparatus and administrative vehicles. The increase in capital outlay for 2020 was due to the purchase of a ladder truck, and most notably, purchase of vacant land that will be used for the new construction of a facility to relocate Station 31 and the administrative offices.

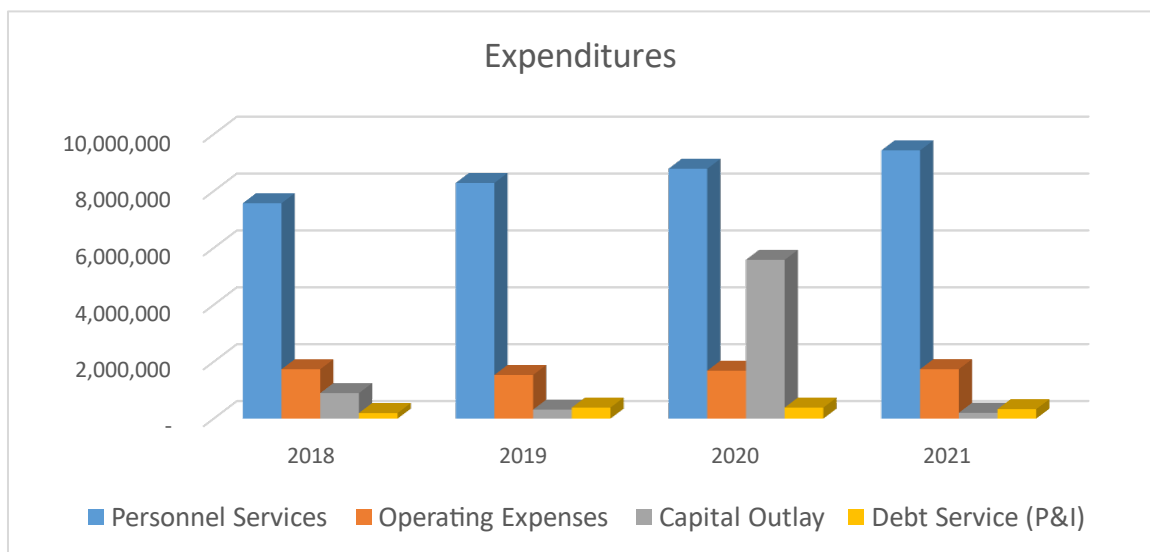


Figure 7: 2018-2021 Expenditures by Category

Expenditures for the 2021 Fiscal Year are displayed below in Figure 8: 2021 Expenditures by Category.

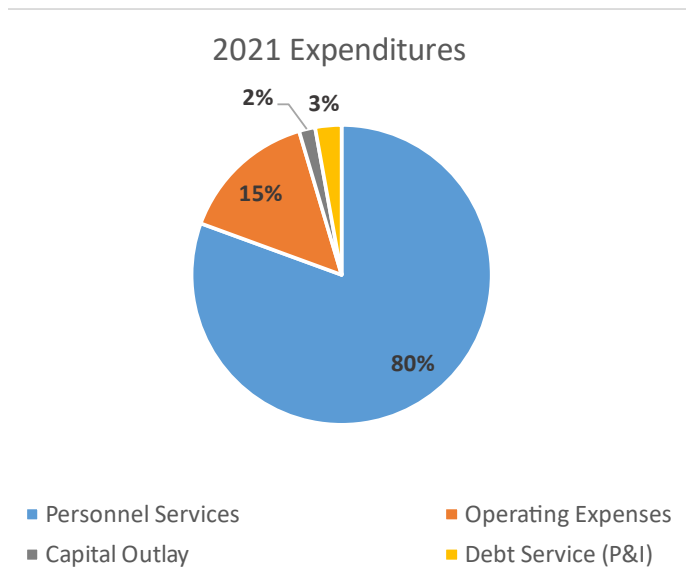


Figure 8: 2021 Expenditures by Category

### Financial Overview – Assigned and Designated Reserves

The District assigns reserves for specific purposes during the budgeting process each year. In 2017, the Capital Replacement and Sustainment (CAP Plan) reserve accounts were consolidated with the Operating Bridge reserve to allow for temporary use of the CAP Plan reserve for operating purposes during the period between October 1<sup>st</sup> (the beginning of the fiscal year), and receipt of the first substantial tax revenue distribution at the end of November. Consequently, this allowed the total reserve to be reduced from the prior year, and allowed the District to immediately augment the CAP Plan and alleviate the need for a separate 2 Million (MM) Operating Bridge reserve. In 2019, the District carried forward 1.2MM to the CAP Plan when the amount budgeted for the purchase of a ladder truck in the prior year was not expended. Consequently, the reserve was reduced in 2020 when the District took possession of the ladder truck in the first month of fiscal year 2020. Additionally, the vacant land purchased for the relocation of Station 31 and the administrative offices was purchased in 2020, in part, through borrowing from the CAP Plan reserves. A new designated reserve was established in 2021 in response to the new legislation to fund the Firefighter Cancer Presumption Bill. Figure 9: Designated Reserves 2017-2021 displays the total designated reserves over the most recent 5-year period.





Figure 9: Designated Reserves 2017-2021

Additional detail is shown in Figure 10: 2021 Assigned Reserves. This data shows the purpose for which the reserves are assigned.

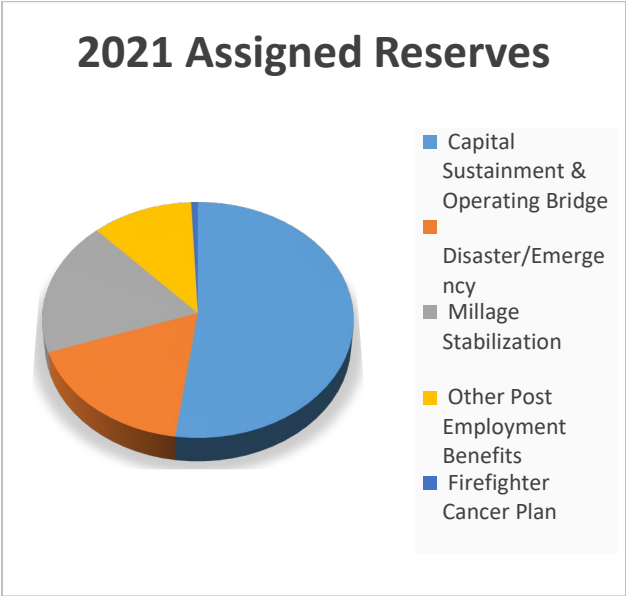


Figure 10: 2021 Assigned Reserves

## Financial Overview - Millage Rates

Another perspective on the financial snapshot of the District is outlined in the following Figure 11: Historical Property Values and Millage Assessed, which illustrates the historical view of property values and millage rates over the past decade. The District has a maximum millage rate of 3.

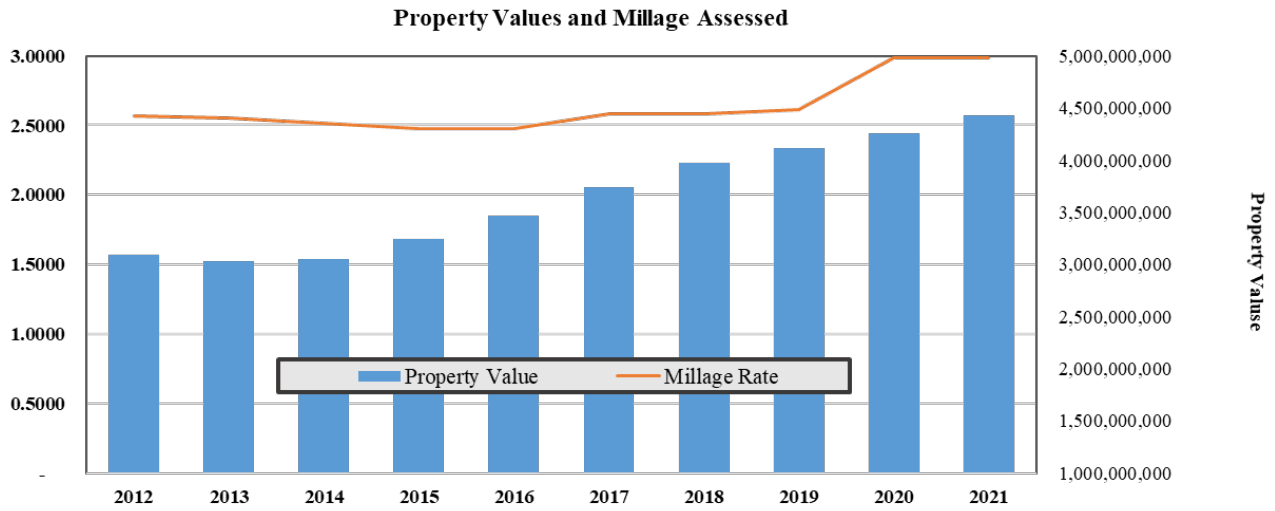


Figure 11: Historical Property Values and Millage Assessed

## Major Accomplishments

The FMBFCD has had significant accomplishments over the past several years. The District has continued to generate benefits for the residents in its jurisdiction. The following chart summarizes these successes in the categories of community, operations, and organization. Readers are also encouraged to review the District’s Annual Reports that document other notable accomplishments that are not able to be listed here.

Table 1: Major Accomplishments: Last Five Years

|             | Community                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Operational                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Organizational                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>2020</b> | <p>Finalized agreement with neighboring agency, Iona McGregor Fire Control District, to provide an additional Battalion Chief for structure fire incidents.</p> <p>Life Safety Division hit one-year mark providing plan review and permitting services to Fort Myers Beach Community and San Carlos Park Fire District.</p> <p>Life Safety Division completed a full review and revision of Ordinance 2016-01, which focuses on the management of short – term rentals in the District.</p> <p>Established new program, “Community Canvases”, that provides community education after a fire by visiting the nearby neighborhoods to discuss the causation of the fire and engage citizens one-on-one with education and mitigation actions.</p> | <p>Acquisition of a new 100 foot aerial platform apparatus. providing coverage to the District’s highest concentration of residential high-rise buildings. And providing greater access to upper floors in our community.</p> <p>Implemented Hospital Data Exchange (HDE): A bilateral communications software program that allows partners to seamlessly exchange vital patient information such as demographics, treatment modalities, diagnosis, and other data.</p> <p>Enhanced EMS Division data sharing practices and data analysis through participation in the Cardia Arrest Registry to Enhance Survival (CARES) and Florida Emergency Medical Services Tracking and Reporting System.</p> <p>Acquisition of property to purchase site for replacement of Fire Station 31 and Headquarters facility.</p> | <p>Launched Operations Policy Work Group to review and update operational policies and procedures.</p> <p>Annual Officer Development Session for officers and acting officers: Full day presentation by Mike Gagliano (retired Seattle Fire Captain) on firehouse leadership and prime recognition decision making for the fire ground.</p> <p>Implementation of enhanced staffing management system.</p> <p>Adoption of the Firefighter Health Reimbursement Account Plan in response to Florida Senate Bill 426 that was enacted by the Florida Legislature in 2019 to provide benefits to firefighters and retired firefighters who develop certain cancers that are presumed to be work-related.</p> |
| <b>2019</b> | <p>Celebrated 70<sup>th</sup> year of service.</p> <p>Recipient of the American Heart Association (AHA) 2019 Mission Lifeline® Gold EMS Award for excellence in caring for cardiac and stroke patients.</p> <p>Added Fort Myers Beach Chief Officers to Lee County Emergency Management Teams’ rotation(s).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p>Implemented The “Handtevy Pediatric Resuscitation System”, a new tool to improve medical care to pediatric population, which is a system proven to save lives and reduce clinical treatment errors.</p> <p>Placed in-station message boards for all fire stations to facilitate</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <p>Replacement of station air condition units to increase efficiency and personnel comfort.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

|             | <b>Community</b>                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Operational</b>                                                                                                                                                                                                                                                                                                                                                                      | <b>Organizational</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|             | <p>Launched plan review and permitting services.</p> <p>Launched community-specific Hurricane Preparedness guide.</p> <p>Launched social media presence with Facebook, Instagram, and Twitter.</p>                                                                                                                                                                                                                 | <p>real-time incident data and pre-alert notification(s).</p>                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>2018</b> | <p>Recipient of the American Heart Association (AHA) 2018 Mission Lifeline® Silver EMS Award for excellence in caring for cardiac and stroke patients.</p> <p>Annual Firefighter “Thank You” picnic in collaboration with Bayside Estates.</p> <p>Supported 22 annual and on-going community events, including Shrimp Festival, Taste of the Beach, child safety seat checks, and numerous other events.</p>       | <p>Replacement engine for Fire Station 32 placed into service.</p> <p>Conference and training activity increased; donations received from private citizens and the Florida Propane Gas Education, Safety, and Research Council for training activities.</p> <p>Added Airtraq Video Laryngoscope to facilitate airway placement.</p> <p>Enhanced security overhaul for all stations.</p> | <p>All firefighters outfitted with a backup set of firefighting gear that allows personnel to decontaminate primary gear immediately following a fire as well as an upgraded firefighting hood that allows for multi-layer protection. This equipment reduces the occurrence of contracting various cancers.</p> <p>Life-Safety cost-recovery assessment completed with development of a new schedule of fees.</p> <p>Cost savings achieved by moving maintenance and grounds in house.</p> |
| <b>2017</b> | <p>Hurricane Irma Preparedness, Response, Recovery, and revision of Hurricane Policy</p> <p>Life Safety Division partnered with Safe Kids of Southwest Florida Coalition and hosted a free car seat check at Station 32</p> <p>Fire Prevention Specialist Adams wrote an article that was published in the Southwest Florida Parent and Child Magazine regarding firework and grilling safety for the industry</p> | <p>\$5,000 Grant received from the risk management insurance carrier for ten (10) new sets of bunker gear</p> <p>Purchase of new Sutphen Engine</p> <p>Updated computer infrastructure and network</p> <p>Mutual Aid for large brush fires in Lehigh Acres</p> <p>Exhaust removal systems installed in all three (3) Fire Stations</p>                                                  | <p>New Mission, Vision, Values, Code of Ethics and Slogan</p> <p>FMBFCD hosted first Annual Awards and Recognition Event</p>                                                                                                                                                                                                                                                                                                                                                                |
| <b>2016</b> | <p>Passage of Fire Ordinance 2016-001 creating life-saving inspections in short-term rental properties</p>                                                                                                                                                                                                                                                                                                         | <p>Achieved ISO 2 Rating</p> <p>District wide re-structure</p> <p>Rescue 31 Beach Ambulance was added to our fleet</p>                                                                                                                                                                                                                                                                  | <p>New Fire Chief Selected</p> <p>FMBFCD Advisory Group Implemented</p> <p>Chat with the Chief Implemented</p>                                                                                                                                                                                                                                                                                                                                                                              |

| Community                                                                                                                                                                                                                                                                        | Operational | Organizational                                                                                    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------------------------------------------------------------------------------------------------|
| <p>The "Scoop" and "What's Up" communication channels were created</p> <p>1<sup>st</sup> Annual Firefighter Appreciation Family Picnic with our community partner Bayside Estates</p> <p>Fire Prevention and Operations presented "Hot Car Awareness" through our local news</p> |             | <p>Re-Capitalization &amp; Sustainment Plan established and the budget process was re-vamped.</p> |



**2019 Mission: Lifeline EMS Recognition**

The American Heart Association proudly recognizes

**Ft. Myers Beach Fire Department  
Ft. Myers Beach, FL**

**Mission: Lifeline-EMS - GOLD PLUS**  
Achievement Award - EMS Agency

The American Heart Association/American Stroke Association recognizes EMS providers/organizations for demonstrating continued success in using the Mission: Lifeline program. Thank you for applying the most up-to-date evidence-based treatment guidelines to improve patient care and outcomes in the community you serve.



# STRATEGIC PLANNING OVERVIEW AND PROCESS

## Why Strategic Planning

As fire districts have advanced their level of professionalism to meet the increasing demands for excellence and efficiency in service delivery, strategic plans have become a method to meet the needs of area residents. Strategic plans allow for policy makers such as the Fire Commission and staff, to balance goals and trade-offs. These plans are also a way to establish transparency and communicate priorities, constraints, and future goals. In addition, achieving efficiency and effectiveness means that Districts find ways to leverage their activities in a way that can achieve maximum outcomes.

To accomplish this, FMBFCD engaged Dr. Margaret Banyan of Public Solutions, LLC to facilitate a process that would move the District toward a strategy for the next three years.



Three guiding questions were used to identify priorities and activities for the current planning process:

1. What are the current Strengths, Weaknesses, Opportunities, and Threats facing the FMBFCD?
2. What has changed over the past several years since the 2018-2021 Strategic Plan that should inform our future thinking?
3. How do we implement a measurement strategic that will track our progress over time?

## Strategic Planning and FMBFCD

This process was adapted to meet the specific needs of FMBFCD. It was designed to be inclusive and consider all stakeholders: FMBFCD Commission, employees, leadership, non-profit organizations, businesses, and community members. This effort is consistent with the approach taken in other jurisdictions and fire agencies, both in the SW Florida region and nation-wide. Strategy is evolutionary, meaning that as the organization learns what works and what does not, it adapts and changes. As a result, so must a Strategic Plan. An important feature of this plan is its usefulness for implementation at different District levels. This makes the plan both a short-term tool for accountability as well as a longer term measurement framework.

## Collection and Report Development Process

Table 2: Data Collection & Report Development

| <b>Data Collection and Report Development Task</b> | <b>Date</b>                  |
|----------------------------------------------------|------------------------------|
| Presentation to Fire Commission with Feedback      | August 2021                  |
| Fire Commission Individual Interviews              | August – September 2021      |
| Focus Group: Senior Leadership Team (various)      | August- December 2021        |
| Shift Personnel One-on-One Interviews              | September 2021               |
| Focus Group: Public Agency Partners                | November 2, 2021             |
| Focus Group: Administrative Staff                  | November 9, 2021             |
| Focus Group: General Community                     | November 30, 2021            |
| Focus Group: Business Groups                       | December 1, 2021             |
| Online Community Survey                            | November – December 2021     |
| Results Analysis                                   | December 2021                |
| Plan Draft and Approval                            | December 2021 – January 2022 |

# STAKEHOLDER ANALYSIS

The planning process involved internal and external stakeholders to develop its conclusions. What follows is a summary of the priorities, expectations, concerns, and general feedback from external stakeholders. These were generated from the focus groups, interviews, and an online community survey. The full results and analysis from the online community survey appear in Appendix A of this document.

## External Stakeholder Priorities

The following discussion of external stakeholder findings reports on feedback from the general community, public agencies, and businesses. Throughout the discussions with community members, businesses, and public agencies, as well as the online survey, there was alignment among priorities.

The following outlines the top priorities of community members in the three areas of services, expenditures, and operations:

- **Service and Service Delivery:** Response Time for Medical and Fire Emergencies constituted the top two priorities for the community. Many community members recognized the importance of focusing on emergency response as the core mission of the District. Planning to mitigate the impacts of other disasters constituted the third service-related priority. Business and public agency focus groups indicated general agreement that response is the core issue for the District and noted support for collaborative efforts that enhance service delivery.
- **Expenditures:** Expenditures to enhance service delivery continued to be the highest priority for community members. This is consistent with the significant concern for response time. The second priority for the community in the area of expenditures was existing facility maintenance, followed by additional water rescue sources. These priorities aside, there was a clear desire for the District to continue to exercise fiscal responsibility and that expenditures should enhance service delivery and be cost effective.
- **Operations:** Retaining quality personnel and staffing the agency continue to be a high priority for community members, followed by ensuring financial stability for the District. The linkage between personnel and high quality services is an important foundation of the community feedback and was noted throughout the survey responses.

These priorities were consistent among other several questions embedded in the community survey and focus groups. For example, the survey used ranking questions to further identify priorities. These questions asked about how respondents would spend \$100 of their income on various services. Through these questions, the emphasis continued to be on the enhancement of emergency response and personnel recruitment/retention. Other feedback such as purchasing equipment, collaborative training, cooperative programs, traffic mitigation, and educational efforts are generally a means to the end of providing high quality services.

Collaboration was seen across all external focus groups as being an important means to achieving important outcomes for the community. For example, many of the external focus groups noted joint use of the new station and its property. Other priorities were connected to high quality services, including the need to recruit and retain quality personnel. However, respondents were quick to note that maintaining fiscal responsibility is still an important value to consider.



The community priorities speak to an overall desire to maintain or enhance the speed and quality of response to medical and fire emergencies – the core mission of the District.

## External Stakeholder Expectations and Concerns

### Overall Feedback

External stakeholders were also asked about their feedback on the District’s performance and service to residents. The feedback was consistently positive across all data collection efforts. Those entities (public agencies and businesses) that work closely with the Fire District noted their responsiveness, open communication, collaborative attitude, and professionalism. This was consistent feedback regarding the administration and line staff.

The community survey supported this notion of support for the District as well. The responses appreciated the District personnel. Figure 12, below, shows this where 82.11% of respondents rated the FMB Fire District as “Very Good” or “Good” in meeting the needs of its citizens and community stakeholders.

### Q12 How do you rate the FMB Fire District in meeting the needs of its citizens and community stakeholders?

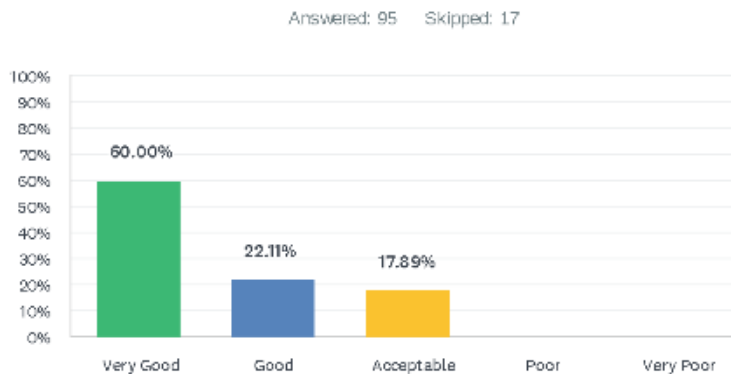


Figure 12: FMB Fire District Rating

### Expectations

As noted above, external stakeholders are consistent in that they expect the District to perform its core mission of fire and medical response in a high-quality and expedient manner. The community expectations for partnerships, education, planning, and employee relations are a part of how external stakeholders see the District meeting its core mission.

Those that work closely with the Fire District see that collaborative efforts and increased interaction (or island-wide planning) across agencies can have sustainable benefits. For example, District engagement in inspections / plan review, traffic planning, and other forms of planning benefit each agency as well as the community.

## Concerns

External stakeholders also expressed some concerns about the District. While most survey respondents had no concerns, some noted the turnover of personnel as something that the District should pay attention to. Several others noted the cost of the Fire District with related comments questioning the need for a new fire station. Finally, some participants expressed a desire for increased communication with the Fire District through Chief forums, newsletters, or recorded / remote meetings.



## Internal Stakeholder Findings

The internal stakeholder groups findings are best organized into a SWOT analysis (strengths, weaknesses, opportunities, and threats). The SWOT analysis, along with the Stakeholder Analysis above helps to support a framework for critical issues and gaps. As noted above, internal stakeholders were categorized as the Fire Commission, administrative and support Staff, the Senior Leadership team, and shift personnel.

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>District Strengths</b></p> <ul style="list-style-type: none"> <li>• Longstanding record of meeting community needs through response, education, and involvement</li> <li>• Collaborative partnerships and good community relationships (residents, businesses, and public agencies)</li> <li>• Organized and cross-trained leadership team</li> <li>• Cohesive Fire Commission with a focus on governance</li> <li>• Clarity of direction through on-going planning and implementation</li> <li>• Community risk reduction and life-safety operations</li> <li>• Equipment and apparatus are in good shape</li> <li>• Financially sound (long term capital sustainment planning) with good tax base</li> <li>• Professional staff</li> <li>• Good image of District with support for personnel</li> <li>• Prepared and well-trained line personnel who are prepared to take on challenges</li> <li>• Increased health and wellness programs for line personnel</li> </ul> | <p style="text-align: center;"><b>District Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Divisions between line staff and District leadership</li> <li>• Declining morale and negative culture</li> <li>• Inconsistent communication and education throughout the organization: Fire Commission, leadership, and line personnel</li> <li>• Employee turnover and staffing problems</li> <li>• Employee burnout</li> <li>• Lack of personnel with training and education to take on new leadership positions</li> <li>• Lack of line personnel meaningful experience with fires and fire training</li> <li>• Gaps in training and communication</li> <li>• Need for succession planning</li> <li>• Public resistance to increased fees</li> <li>• Traffic and growth that impacts transport time and loss of capacity to transport additional patients</li> </ul>                                                              |
| <p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Redevelopment potential for limited additional tax base</li> <li>• Changing demographic composition of resident and tourist population</li> <li>• Technology change offers new options for rescue and response</li> <li>• Signed labor contract and ability to improve morale and labor-management relations</li> <li>• Increased ability to recruit employees with experience as Florida population grows</li> <li>• Enhanced relationship(s) with the public through remote technologies and electronic communications</li> <li>• New fire station with opportunities for meeting community needs, increased collaborative spaces, community meeting rooms, training rooms / center, and consolidated functions</li> </ul>                                                                                                                                                                               | <p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Redevelopment density where critical infrastructure is already at capacity</li> <li>• Increases in population means increases in service demand and risk</li> <li>• Development and redevelopment implications for District resources</li> <li>• Job market, ability to attract new employees, and changing expectations of new hires</li> <li>• Traffic and implications for response time and delays</li> <li>• Long term funding sustainability</li> <li>• Implications for tax base due to limited build out of District properties</li> <li>• Uncertainty in pandemic trajectory on staffing, existing personnel morale, and safe operations</li> <li>• Changing climate and water quality issues presents future challenges for service demands</li> <li>• Increasing cyber security threat landscape and impacts on operations</li> </ul> |

# MISSION, VISION, VALUES, & BEHAVIORS

## Mission

The Mission of the Fort Myers Beach Fire District is to honorably serve our community by providing caring, compassionate service through devoted professionals.

## Vision

The Vision of the Fort Myers Beach Fire District is to be a best in class organization, shaping our community through excellence in service, changing lives in all that we do.

## Values

Professionalism

Loyalty

Integrity

## Slogan

The Slogan of the Fort Myers Beach Fire District is: *Shaping our community through excellence.*

## About the Core Elements

The FMB Fire District developed its mission, vision, values, and behaviors prior to this 2018-2021 Strategic Plan. The elements were developed in an iterative and inclusive process that culminated in the adoption of a Policy and Procedure titled, “Core Elements” on 11/6/2017. The policy outlines the application of the mission, vision, values, slogan, and code of ethics in the daily decision making, and framework of the organization. These core elements have supported the framework of this and the previous Strategic Plan through which the priorities, goals, objectives, and tasks of the organization are carried out. The feedback received as part of this plan do not imply that changes are needed in the mission, vision, values, and slogan of the district. However, implementation of the mission continues to be at the forefront of the planning effort.

The *mission* identifies that FMBFCD members are fully dedicated to the organization’s values, sharing those values with personal values, and delivering service on behalf of our values.

The *vision* is a concept based on the specific components of the community we serve, people we serve with, and leadership of the organization.

The *values* have tremendous meaning to the members of the FMBFCD and identify the organization’s philosophy of service.

# CRITICAL ISSUES AND SERVICE GAPS

The purpose of developing a critical issues and service gaps section is to identify those areas that, from a strategic standpoint, would most leverage the FMBFCD to meet its mission and achieve its vision. Consistent with the section below (described below), the issues and gaps fall into five main categories or perspectives. Two of these are externally focused perspectives, two internally focused perspectives, and one is associated with governance.

Table 3: Critical Issues and Service Gaps

| <b>Stakeholder</b>                                           | <b>Financial</b>                              | <b>Operational, Life Safety &amp; Support</b>                                                                                                             | <b>Employee Growth &amp; Development</b>                           | <b>Governance</b>                    |
|--------------------------------------------------------------|-----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|--------------------------------------|
| Continuation of community programs                           | Long term organizational and fiscal stability | Continued development of life-safety program(s) with adjustments needed as suggested through the Community Risk Reduction and Standards of Cover Analysis | Recruitment and retention of employees                             | Finalization of performance measures |
| Communication and education programs to meet community needs |                                               | New facility development                                                                                                                                  | Succession planning to support long term leadership sustainability | Implementation of Strategic Plan     |
|                                                              |                                               | Policy and planning for organizational resilience                                                                                                         | Employee morale and labor-management relations                     |                                      |

# PLAN OVERVIEW

Accomplishing the FMBFCD vision requires the tools to organize and focus efforts. This plan outlines Strategic Priorities, Objectives, Critical Tasks, and Timelines associated with the near term (0-3 years). This plan embraces the idea that working on organizational fundamentals must be in place for the District to accomplish its mission. These fundamentals are financial, operational, and employee centered.

The Plan also embraces the idea that tracking outcomes will yield better results by ensuring continuous improvement, funding initiatives tied to strategic priorities, and ensuring accountability for critical tasks.



# STRATEGIC PRIORITIES

Following identification of critical issues and gaps, the strategic priorities fall into five main categories, or perspectives, consistent with a moderated Balanced Scorecard Approach. These are two externally focused perspectives, two internally focused perspectives, and one associated with governance. Where the Balanced Scorecard generally suggests four perspectives, governance is important to capture the character of the District as a public agency with an elected body. Figure 13 illustrates the relationship between these perspectives to one another and the mission of the District. The externally focused perspectives are indicated in green, and internally focused perspectives are indicated in blue. These perspectives are described below.



Figure 13: Strategic Plan Perspectives

## The Stakeholder Perspective

The Stakeholder Perspective considers how the District is seen by its stakeholders and is guided by the question: “To achieve our mission, how do we want to be seen by our stakeholders and what services help to enhance their expectations?”

## The Financial Perspective

The Financial Perspective considers the financial resources of the District that are needed to achieve the mission and is guided by the question: “To achieve our vision, how do we succeed financially?”

## The Internal Operations Perspective

The Internal Operations Perspective is inward-facing, and considers what the District must excel at to achieve its mission.

## The Organizational Learning Perspective

This perspective is inward-facing and considers how the District works internally and with its employees to adapt, change, improve to achieve its mission.

## The Governance Perspective

The Governance Perspective considers the way in which the Fire Commission engages its duties to govern the District in a way to achieve the mission. The Commission’s responsibilities include making governance-level policy, monitoring and approving the budget, and supervising the Fire Chief. Because the Commission has ultimate responsibility for ensuring that the mission of the organization is achieved, governance is uniquely different from the other perspectives. Nevertheless, the Fire Commission does have certain priorities, which are to provide oversight for the Strategic Plan.

# PLAN ELEMENTS IN ACTION: PRIORITIES AND OBJECTIVES

As a tool for District management, this Strategic Plan should be considered as a living document. It provides short-term direction for a 0-3 year period, builds a shared vision, sets priorities and objectives, and optimizes resources.

The strategic priorities listed below describe the ultimate aim, or target, of an activity. These form the logic and ultimate direction to support activity. They are suitable for reporting in the context of District documents or in its Annual Report. Objectives are more specific in that they describe the steps that are to be taken to accomplish the priority. Critical tasks describe activities that staff may take to accomplish a particular objective. A Timeline and Lead is also indicated in the tables below. It is important to note that because there is considerable overlap throughout the agency, many staff members will be involved in accomplishing the priorities, objectives, and tasks as outlined.

The tables below are intended to provide guidance and clear activities for the upcoming planning period as a way to address the critical gaps noted above. These activities are not designed to be exclusive nor are they intended to constrain all District activities. In other words, the excellent on-going work of the agency should continue beyond what is listed here, as well as the workload of staff to achieve daily operations in addition to those identified in this plan, should be noted.





## Strategy-Based Plan: Objectives, Tasks, Timeframe, Responsibilities, and Measures

Table 4: The Stakeholder Perspective

| Strategic Priority                                                 | Objective                                                                                                                                                             | Critical Tasks                                                                                                                                      | Timeframe |          |           |           |           | Lead Branch / Division* |
|--------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|-----------|----------|-----------|-----------|-----------|-------------------------|
|                                                                    |                                                                                                                                                                       |                                                                                                                                                     | 0-6 mon   | 6-12 mon | 12-24 mon | 24-36 mon | Long Term |                         |
| <b>1. Achieve excellence in stakeholder's perception of safety</b> | 1.a. Measure effectiveness of existing education program to increase stakeholder's actual and perceived sense of safety (car seat program, AED, & CPS programs, etc.) | Identify opportunities for innovative program delivery to meet community needs                                                                      |           |          | ✓         |           |           | Life Safety             |
|                                                                    |                                                                                                                                                                       | Conduct evaluation of existing public education programming                                                                                         |           |          | ✓         | ✓         | ✓         |                         |
|                                                                    |                                                                                                                                                                       | Update education program based on evaluation findings                                                                                               |           |          | ✓         | ✓         | ✓         |                         |
| <b>2. Increase opportunities for stakeholder engagement</b>        | 2.a. Increase educational and preparedness programs throughout the community                                                                                          | Evaluate the need and opportunities for increased staffing to enable implementation of educational programs and community risk reduction activities |           |          |           | ✓         |           | Life Safety             |
|                                                                    |                                                                                                                                                                       | Fund staffing consistent with needs identified                                                                                                      |           |          |           | ✓         |           |                         |
|                                                                    | 2.b. Develop and sustain forums for community access                                                                                                                  | Evaluate and implement opportunities for remote and/or recorded access to Fire Commission meetings                                                  |           |          |           | ✓         |           |                         |

\*Abbreviated to indicate title of Branch or Division

Table 5: The Financial Perspective

| Strategic Priority                                                                          | Objective                                                                                                                              | Critical Tasks                                                                                                                                                  |         |          |           |           |           | Lead Division/<br>Branch                 |
|---------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|----------|-----------|-----------|-----------|------------------------------------------|
|                                                                                             |                                                                                                                                        |                                                                                                                                                                 | 0-6 mon | 6-12 mon | 12-24 mon | 24-36 mon | Long Term |                                          |
| <b>3. Implement financial and revenue strategy to sustain current and meet future needs</b> | 3.a. Implement long term system of contributions and withdraws to maintain capital infrastructure and organizational health            | Continue to monitor revenue to fund capital and operational needs based on existing 5-year plan                                                                 |         | ✓        |           |           |           | Finance & Administrative Services        |
|                                                                                             |                                                                                                                                        | Assess options for enhanced service delivery, including fee-based system                                                                                        |         |          | ✓         | ✓         |           |                                          |
|                                                                                             | 3.b. Monitor funds and plan for facility replacement                                                                                   | Monitor station funding plan and adjust as needed                                                                                                               |         | ✓        |           |           |           |                                          |
|                                                                                             | 3.c. Assess costs and benefits of additional resources                                                                                 | Conduct cost-benefit analysis of additional resources for service delivery (e.g., fire boat and/or other resources)                                             |         |          | ✓         |           |           |                                          |
| <b>4. Achieve operational efficiency</b>                                                    | 4.a. Develop and implement an Information Technology (IT) plan to support internal and external District operations and administration | Develop IT Plan including software and hardware priority needs in stations and vehicles; address system security, budget requirements, training, and timeframes |         | ✓        | ✓         |           |           | Operations<br><br>Information Technology |
|                                                                                             |                                                                                                                                        | Evaluate adopted technology for efficiency and effectiveness. Fund, monitor, and update plan                                                                    |         |          | ✓         | ✓         | ✓         |                                          |
|                                                                                             | 4.b. Develop and implement a cyber security resilience plan                                                                            | Develop a cybersecurity risk assessment and mitigation plan, including strategies to protect critical data                                                      | ✓       | ✓        |           |           |           | Operations<br><br>Information Technology |
|                                                                                             |                                                                                                                                        | Develop and implement a cyber security program and management plan to achieve cyber resilience                                                                  |         | ✓        | ✓         | ✓         | ✓         |                                          |

Table 6: The Internal Operations Perspective

| Strategic Priority                                           | Objective                                                                                                                  | Critical Tasks                                                                                                                                                                                                | 0-6 mon | 6-12 mon | 12-24 mon | 24-36 mon | Long Term | Lead Division/<br>Branch                            |
|--------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|----------|-----------|-----------|-----------|-----------------------------------------------------|
|                                                              |                                                                                                                            |                                                                                                                                                                                                               |         |          |           |           |           |                                                     |
| <b>5. Reduce community risk</b>                              | 5.a. Develop, refine, and update emergency response plans                                                                  | Work with Lee County Division of Public Safety, Town of Fort Myers Beach, and Lee County Sheriff and other stakeholders to refine emergency response plans, including active shooter (all hazard plan update) |         |          | ✓         |           |           | Operations<br><br>Life Safety                       |
|                                                              |                                                                                                                            | Evaluate opportunities to incorporate emergency plans into District operations                                                                                                                                |         |          |           |           | ✓         |                                                     |
|                                                              | 5.b. Respond to operational changes as suggested by the Standards of Cover and Community Risk Reduction analysis and plans | Review, finalize, and adopt SOC and CRR plan(s)                                                                                                                                                               | ✓       |          |           |           |           |                                                     |
|                                                              |                                                                                                                            | Develop plans and staffing necessary for implementation of SOC and CRR                                                                                                                                        |         | ✓        |           |           |           |                                                     |
| <b>6. Efficiently and effectively respond to emergencies</b> | 6.a. Ensure adequate protective equipment and turnout gear for emergency responders                                        | Maintain inventory and replacement schedule for PPE needs                                                                                                                                                     | ✓       | ✓        | ✓         | ✓         | ✓         | Operations                                          |
|                                                              |                                                                                                                            | Respond to legislative and industry standards for additional / new PPE                                                                                                                                        |         | ✓        | ✓         |           |           |                                                     |
|                                                              |                                                                                                                            | Fund and procure equipment                                                                                                                                                                                    |         |          | ✓         | ✓         | ✓         |                                                     |
|                                                              | 6.b. Ensure efficient and effective vehicle replacement and maintenance                                                    | Continue to update vehicle replacement plan (Initial 5-Year Capital Asset Plan) and revisit timeframe for replacement (including monitoring useful life of certain types of vehicles).                        |         | ✓        | ✓         | ✓         | ✓         | Operations<br><br>Finance & Administrative Services |

Table 5: Ctn- Internal Operations

| Strategic Priority                                         | Objective                                                                                           | Critical Tasks                                                                                                          |         |          |           |           |           | Lead Division/<br>District                             |
|------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|---------|----------|-----------|-----------|-----------|--------------------------------------------------------|
|                                                            |                                                                                                     |                                                                                                                         | 0-6 mon | 6-12 mon | 12-24 mon | 24-36 mon | 36-60 mon |                                                        |
| 7. Achieve excellent communication throughout the District | 7.a. Provide forums for enhanced organizational communication                                       | Identify and implement methods to ensure consistent and continuity in communication practices                           |         | ✓        | ✓         |           |           | Office of the Fire Chief<br><br>Senior Leadership Team |
| 8. Achieve excellence as a high-performing organization    | 8.a. Develop consistency in personnel management policy and practice                                | Standardize, update, and revise, and create consistency among organizational policies, procedures, and documents        |         |          | ✓         | ✓         |           | Fire Chief<br><br>Senior Leadership Team               |
|                                                            | 8.b. Address employee culture                                                                       | Develop an internal work group to collaborate and implement opportunities for meaningful workplace engagement           |         | ✓        | ✓         |           |           | Senior Leadership Team                                 |
|                                                            |                                                                                                     | Engage labor partners in implementing measures to enhance employee morale and solving organizational culture challenges |         |          |           | ✓         | ✓         |                                                        |
|                                                            |                                                                                                     | Develop opportunities for labor – management communication and collaboration                                            | ✓       | ✓        | ✓         | ✓         | ✓         | Fire Chief                                             |
|                                                            | 8.c. Complete organizational performance review as mandated by the Florida Statute, Section 191.003 | Complete performance review as outlined and mandated by FL Statutes                                                     | ✓       | ✓        |           |           |           | Senior Leadership Team                                 |
|                                                            |                                                                                                     | Implement improvement measures as suggested by performance review                                                       |         | ✓        | ✓         | ✓         | ✓         |                                                        |

Table 7: Employee Development & Learning

| Strategic Priority                                                                  | Objective                                                                                                          | Critical Tasks                                                                                                     | 0-6 mon | 6-12 mon | 12-24 mon | 24-36 mon | Long Term                       | Lead Division/<br>Branch                                        |
|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|---------|----------|-----------|-----------|---------------------------------|-----------------------------------------------------------------|
|                                                                                     |                                                                                                                    |                                                                                                                    |         |          |           |           |                                 |                                                                 |
| <b>9. Recruit and train for excellence throughout the workforce</b>                 | 9.a. Recruit for excellence in the workforce                                                                       | Develop and implement formal recruiting and evaluation plan consistent with mission, vision, values, and behaviors |         | ✓        |           |           | ✓                               | Fire Chief<br><br>Operations<br><br>Human Resources<br>Training |
|                                                                                     |                                                                                                                    | Implement, evaluate, and monitor plan consistent with succession objectives                                        |         |          | ✓         | ✓         | ✓                               |                                                                 |
|                                                                                     | 9.b. Ensure all employees meet job performance requirements through fire and medical training in core competencies | Define standards and requirements to be achieved                                                                   |         | ✓        | ✓         |           |                                 |                                                                 |
|                                                                                     |                                                                                                                    | Evaluate compliance with training standard (by the employee)                                                       |         | ✓        | ✓         |           |                                 |                                                                 |
|                                                                                     |                                                                                                                    | Develop and implement annual training plan to ensure compliance                                                    |         | ✓        | ✓         | ✓         | ✓                               |                                                                 |
|                                                                                     |                                                                                                                    | Monitor and evaluate progress                                                                                      |         |          |           |           | ✓                               |                                                                 |
|                                                                                     | 9.c. Ensure all employees have opportunity for growth and development                                              | Create opportunities for District mentoring and leadership development                                             |         |          | ✓         | ✓         | ✓                               |                                                                 |
| <b>10. Ensure capacity to meet staffing needs at all levels of the organization</b> | 10.a. Develop and implement leadership and personnel retention and succession plan                                 | Assess position vacancies in the short, medium, and long term(s)                                                   | ✓       | ✓        |           |           | Training<br><br>Human Resources |                                                                 |

Table 8: The Governance Perspective

| Strategic Priority                                                                                                                | Objective                                                                                              | Critical Tasks                                                                                                                                                 | 0-6 mon | 6-12 mon | 12-24 mon | 24-36 mon | Long Term | Lead Division/<br>Branch                              |
|-----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|----------|-----------|-----------|-----------|-------------------------------------------------------|
|                                                                                                                                   |                                                                                                        |                                                                                                                                                                |         |          |           |           |           |                                                       |
| <b>11. Utilize a strategic planning and performance management system to guide the organization to perform at a high standard</b> | 11.a. Finalize 2022-2025 Strategic Plan to guide District operations and ensure continuous improvement | Finalize and adopt updated 2022-2025 Strategic Plan                                                                                                            | ✓       |          |           |           |           | Fire Commission                                       |
|                                                                                                                                   |                                                                                                        | Evaluate and report District activities based on Strategic Plan                                                                                                |         | ✓        | ✓         | ✓         | ✓         | Fire Chief                                            |
|                                                                                                                                   |                                                                                                        | Update and approve annual work plan and Strategic Plan in coordination with the annual budget; incorporating new objectives, tasks, and timelines as warranted |         | ✓        | ✓         | ✓         | ✓         |                                                       |
|                                                                                                                                   | 11.b. Assess financial strategies to ensure both long term sustainability and excellent service        | Continuously monitor opportunities to sustain and improve operations and meet organizational priorities                                                        |         | ✓        | ✓         | ✓         | ✓         | Fire Chief<br><br>Finance and Administrative Services |

# MEASURING PERFORMANCE

There are two approaches to measuring performance. The first measures accomplishment of the objectives described in the Strategic Plan. However, because the plan requires regular review and revision to keep up with accomplishments and environmental changes, a second approach is also required. The second approach measures performance of the District outcomes.

This can also be known as “Performance Measures.” Performance measures are designed to assess the outcomes of the District’s activities and how it achieves its mission. Performance measures allow the District to create targets and regularly assess its methods, budget alignment, and communicate effectively with the public. They can be reported in the Annual Report, on the District’s webpage, or used in an email newsletter. Ideally, performance measures should remain consistent over time to ensure that there is standardization from year-to-year. Ultimately, they should assess inputs, outputs, efficiency, service quality, and outcomes.

As documented in Goal 11, Florida Statutes, Chapter 189.0695 recently mandated a performance review process. This process requires fire districts to contract with an independent entity to conduct a performance review covering a variety of factors, such as purpose and goals, goals and objectives for programs, service delivery, alternative service delivery, comparison of programs, revenues and costs of programs, extent to which goals and objectives have been achieved, factors that contributed to failure to meet goals, and recommendations for statutory or budgetary changes to improve the special district. Performance measures that are developed as part of the strategic planning process should identify the most appropriate performance measures that will meet both the statutory requirements and be useful for the priorities established in the FMB Fire Strategic Plan. Because more clarity and guidance are forthcoming relative to the state-required process, final performance measures (if needed) should be developed following the submission of the state-required performance review.

# SUCCESS OF THE STRATEGIC PLAN: ACHIEVING ONGOING EXCELLENCE

The success of this Strategic Plan, and ultimately FMBFCD, depends on the extent to which all members of the District support and engage with it as a dynamic tool. The tools and the processes described herein can unify internal, and external stakeholders in the achievement of the FMBFCD mission, vision, and values. This requires all members to use, measure, change, and adapt the Plan with the ultimate outcome of District success. Success is defined in the mission statement: to honorably serve our community by providing caring, compassionate service through devoted professionals.





# GLOSSARY OF TERMS AND ACRONYMS

|                     |                                                                                                                                                                                                            |
|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| AED                 | Automatic Defibrillator Device                                                                                                                                                                             |
| Efficiency          | A performance indication where inputs are measured per unit of output (or vice versa)                                                                                                                      |
| Input               | A performance indication where the value of resources are used to produce an output (e.g., funding)                                                                                                        |
| Outcome             | A performance indication where qualitative consequences are associated with a program or service (e.g., the ultimate benefit to the public)                                                                |
| Output              | A performance indication where a quality or number of units is produced (e.g., training hours)                                                                                                             |
| Performance Measure | A specific measurable result for each goal and or program                                                                                                                                                  |
| 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 of time                                                                                                       |
| Strategic Objective | A specific, measurable accomplishment required to realize the completion of a strategic goal                                                                                                               |
| 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: FMB 2021 SURVEY REPORT

The following survey report presents the quantitative and qualitative (open-ended) responses to the FMB Fire Community Survey, conducted as part of the Strategic Plan development. The following reports on the survey statistics, demographics, and survey results. The open-ended questions were summarized. The raw data of responses is also available.

## Survey Statistics

- Number of Responses: 112; 93 fully completed surveys
- Analysis for duplication: 6 instances of duplicate IP addresses were noted in the survey. This is largely indicative of two people in the same household completing the survey.

## Respondent Demographics

### Residency Status

- Full Time Resident: 62%\* (see below)
- Part Time Resident: 32.26%
- Visitor: 3.23%
- Business Owner: 4%\* (see below)
- Other: 6.45%. Three respondents were both full-time residents and business owners and were double-counted as full-time residents and business owners. One respondent was a 7-month seasonal resident, and another was a 9-month seasonal resident - both were considered full-time; One additional respondent was an employee in the Town for Fort Myers Beach.

### Average Age of Respondents

- 64

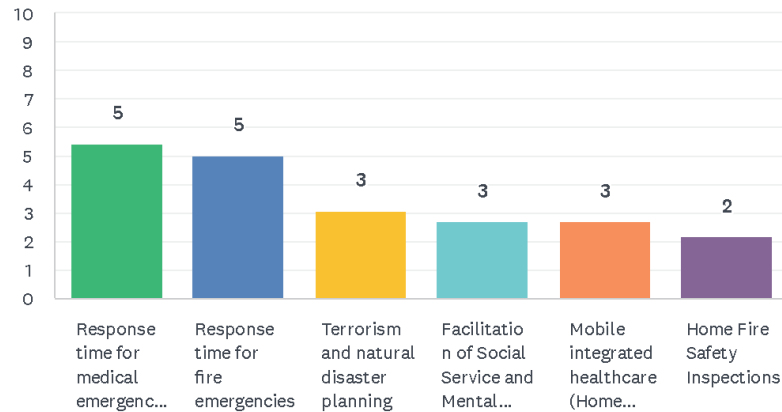
### Zip Codes of Respondents (93 responses)

- Fort Myers Beach 33931: 70 respondents
- Local (e.g., 33907, 33917); 5 respondents
- Out of Area: 18 respondents

## Survey Responses

Q1 What priorities should the District focus on in the next three years in providing services? You may click and drag these items or use the drop down boxes to assign a priority.

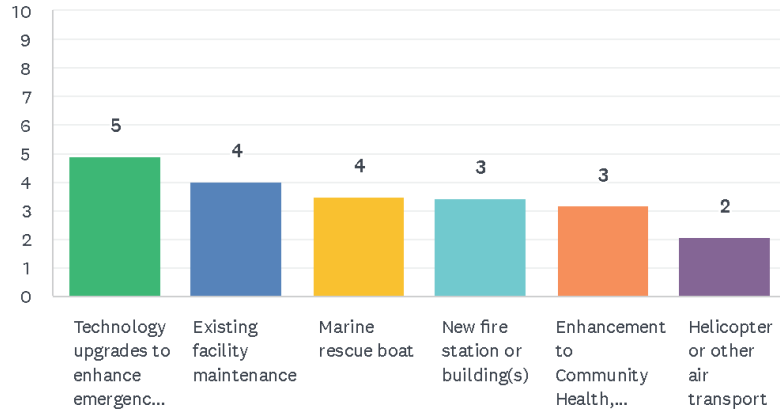
Answered: 110 Skipped: 2



|                                                                                                       | 1            | 2            | 3            | 4            | 5            | 6            | TOTAL | SCORE |
|-------------------------------------------------------------------------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|-------|-------|
| Response time for medical emergencies (for example, automobile crashes or health-related emergencies) | 57.80%<br>63 | 35.78%<br>39 | 0.92%<br>1   | 1.83%<br>2   | 3.67%<br>4   | 0.00%<br>0   | 109   | 5.42  |
| Response time for fire emergencies                                                                    | 30.28%<br>33 | 53.21%<br>58 | 9.17%<br>10  | 4.59%<br>5   | 0.92%<br>1   | 1.83%<br>2   | 109   | 5.02  |
| Terrorism and natural disaster planning                                                               | 2.78%<br>3   | 7.41%<br>8   | 31.48%<br>34 | 24.07%<br>26 | 20.37%<br>22 | 13.89%<br>15 | 108   | 3.06  |
| Facilitation of Social Service and Mental Health referrals                                            | 3.77%<br>4   | 0.94%<br>1   | 22.64%<br>24 | 29.25%<br>31 | 20.75%<br>22 | 22.64%<br>24 | 106   | 2.70  |
| Mobile integrated healthcare (Home Medical Visits)                                                    | 5.71%<br>6   | 1.90%<br>2   | 21.90%<br>23 | 17.14%<br>18 | 30.48%<br>32 | 22.86%<br>24 | 105   | 2.67  |
| Home Fire Safety Inspections                                                                          | 0.00%<br>0   | 0.93%<br>1   | 14.95%<br>16 | 22.43%<br>24 | 23.36%<br>25 | 38.32%<br>41 | 107   | 2.17  |

Q2 What priorities should the District focus on in the next three years in capital expenditures (facilities and/or vehicles)? You may click and drag these items or use the drop down boxes to assign a priority.

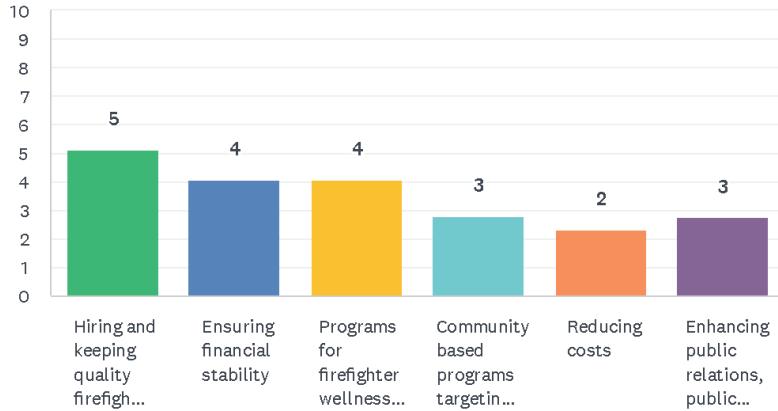
Answered: 109 Skipped: 3



|                                                       | 1            | 2            | 3            | 4            | 5            | 6            | TOTAL | SCORE |
|-------------------------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|-------|-------|
| Technology upgrades to enhance emergency response     | 35.78%<br>39 | 30.28%<br>33 | 22.94%<br>25 | 7.34%<br>8   | 3.67%<br>4   | 0.00%<br>0   | 109   | 4.87  |
| Existing facility maintenance                         | 20.37%<br>22 | 18.52%<br>20 | 21.30%<br>23 | 22.22%<br>24 | 13.89%<br>15 | 3.70%<br>4   | 108   | 3.98  |
| Marine rescue boat                                    | 10.28%<br>11 | 17.76%<br>19 | 20.56%<br>22 | 21.50%<br>23 | 22.43%<br>24 | 7.48%<br>8   | 107   | 3.50  |
| New fire station or building(s)                       | 19.63%<br>21 | 14.02%<br>15 | 14.95%<br>16 | 16.82%<br>18 | 11.21%<br>12 | 23.36%<br>25 | 107   | 3.44  |
| Enhancement to Community Health, Wellness, and Safety | 12.26%<br>13 | 11.32%<br>12 | 11.32%<br>12 | 26.42%<br>28 | 23.58%<br>25 | 15.09%<br>16 | 106   | 3.17  |
| Helicopter or other air transport                     | 1.90%<br>2   | 7.62%<br>8   | 8.57%<br>9   | 6.67%<br>7   | 25.71%<br>27 | 49.52%<br>52 | 105   | 2.05  |

Q3 What priorities should the District focus on in the next three years in operations? You may click and drag these items or use the drop down boxes to assign a priority.

Answered: 109 Skipped: 3



|                                                                 | 1            | 2            | 3            | 4            | 5            | 6            | TOTAL | SCORE |
|-----------------------------------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|-------|-------|
| Hiring and keeping quality firefighters                         | 45.87%<br>50 | 31.19%<br>34 | 12.84%<br>14 | 6.42%<br>7   | 2.75%<br>3   | 0.92%<br>1   | 109   | 5.08  |
| Ensuring financial stability                                    | 20.37%<br>22 | 22.22%<br>24 | 25.93%<br>28 | 12.96%<br>14 | 8.33%<br>9   | 10.19%<br>11 | 108   | 4.03  |
| Programs for firefighter wellness / safety                      | 14.02%<br>15 | 24.30%<br>26 | 30.84%<br>33 | 15.89%<br>17 | 13.08%<br>14 | 1.87%<br>2   | 107   | 4.05  |
| Community based programs targeting Health, Wellness, and Safety | 5.61%<br>6   | 7.48%<br>8   | 12.15%<br>13 | 26.17%<br>28 | 31.78%<br>34 | 16.82%<br>18 | 107   | 2.79  |
| Reducing costs                                                  | 10.28%<br>11 | 5.61%<br>6   | 4.67%<br>5   | 14.95%<br>16 | 15.89%<br>17 | 48.60%<br>52 | 107   | 2.34  |
| Enhancing public relations, public education, or communication  | 3.77%<br>4   | 8.49%<br>9   | 14.15%<br>15 | 24.53%<br>26 | 28.30%<br>30 | 20.75%<br>22 | 106   | 2.73  |

#### Q4 Briefly, share any more information about why you selected your top ranked issue in each area.

Respondents to this question were invited to add additional detail to their choice in ranking.

Overall themes in these responses indicated that the main mission and priorities of the District should continue to focus on response time to fire and EMS emergencies.

The first major theme within this category, indicated different ways of achieving service provision. These included attracting, retaining, and supporting firefighters; utilizing technology and modernization; and the addition of resources for service delivery (such as a fire boat). Some noted interest in innovative services that would increase medical services and possibly reduce transports, including mobile integrated health (MIH) and on-island urgent care. Others viewed community education and training as a way to reduce the need for emergency services.

A second major theme reflected concerns over the financial sustainability and cost of the District service.

#### Q5 Would you add any additional priorities that are not mentioned here?

Respondents to this question mentioned a number of additional priorities that the Fire District could consider.

These included operational priorities such as increased training of personnel; consideration for alternative work schedules; and the use of proven methods or technologies for service delivery (e.g., lift and assist program or piston devices for CPR).

A second category of responses focused on capital expenditures and equipment, including adding water resources; support for the new station being quickly built; and maintaining existing equipment (e.g., hydrants).

A third category of responses focused on external concerns, including community involvement (greater connections with the public), communication (through efforts such as Beach Talk Radio), and training (e.g., safety training for residents). Respondents also expressed the desire to reduce administrative and operational costs (with some exceptions noted for firefighter pay) as well as efforts to increase revenue and collections. One respondent noted that inspections should be paid through property taxes.

Q6 How should the District fund any new activities or services? (click all that apply)

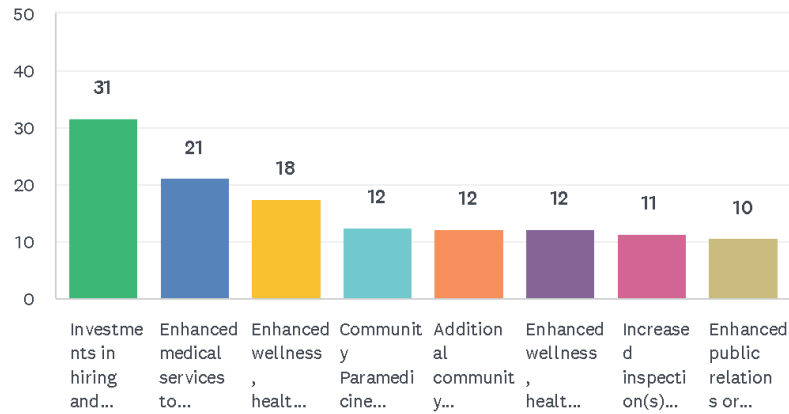
Answered: 101 Skipped: 11

|                                                           | FEEES FOR SERVICE | PROPERTY TAXES | TOTAL RESPONDENTS |
|-----------------------------------------------------------|-------------------|----------------|-------------------|
| Inspections of rentals                                    | 75.00%<br>75      | 26.00%<br>26   | 100               |
| Inspections of businesses                                 | 71.00%<br>71      | 31.00%<br>31   | 100               |
| Emergency transport                                       | 52.53%<br>52      | 52.53%<br>52   | 99                |
| In home wellness or mobile integrated healthcare visit(s) | 72.16%<br>70      | 28.87%<br>28   | 97                |
| New equipment (marine rescue or trucks)                   | 17.00%<br>17      | 86.00%<br>86   | 100               |

Additional comments considered that Medicare/Medicaid billing, grants, and donations may be important to add to the list of Fire District funding. Others noted that no marine rescue resources (e.g., fire boat) should be funded.

Q7 If you had to spend/divide \$100 of your income on services, how would you spend/divide it? (The survey will require that your choices add up to \$100. For example, you may choose to spend all \$100 on wellness programs or give \$20 to five priorities). Please do not enter decimals or \$ signs.

Answered: 89 Skipped: 23

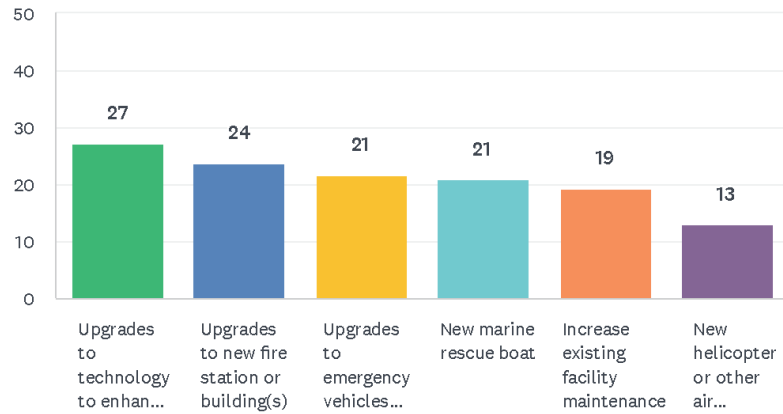


| ANSWER CHOICES                                                               | AVERAGE NUMBER | TOTAL NUMBER | RESPONSES |
|------------------------------------------------------------------------------|----------------|--------------|-----------|
| Investments in hiring and keeping quality firefighters                       | 31             | 2,580        | 82        |
| Enhanced medical services to reduce Hospital Emergency Department transports | 21             | 1,580        | 75        |
| Enhanced wellness, health, and safety programs for firefighters              | 18             | 1,225        | 70        |
| Community Paramedicine (Home health and wellness visits)                     | 12             | 697          | 56        |
| Additional community education program(s), such as emergency preparedness    | 12             | 817          | 67        |
| Enhanced wellness, health, and safety programs for the public                | 12             | 787          | 65        |
| Increased inspection(s) frequency of rentals or businesses                   | 11             | 663          | 58        |
| Enhanced public relations or communication                                   | 10             | 551          | 53        |
| Total Respondents: 89                                                        |                |              |           |



Q8 If you had to spend/divide \$100 of your income on new facilities or equipment, how would you spend/divide it? (The survey will require that your choices add up to \$100. For example, you may choose to spend all \$100 on a new fire station or give \$20 to five priorities). Please do not enter decimals or \$ signs.

Answered: 91 Skipped: 21



| ANSWER CHOICES                                        | AVERAGE NUMBER | TOTAL NUMBER | RESPONSES |
|-------------------------------------------------------|----------------|--------------|-----------|
| Upgrades to technology to enhance emergency response  | 27             | 2,306        | 85        |
| Upgrades to new fire station or building(s)           | 24             | 1,678        | 71        |
| Upgrades to emergency vehicles (ambulances or trucks) | 21             | 1,716        | 80        |
| New marine rescue boat                                | 21             | 1,412        | 68        |
| Increase existing facility maintenance                | 19             | 1,248        | 65        |
| New helicopter or other air transport                 | 13             | 740          | 57        |
| Total Respondents: 91                                 |                |              |           |

## Q9 In a few words, please share what you expect of your Fire District?

Respondents to this question focused on the core areas of the fire and emergency services, mentioning that they expect that the District focus on its core mission of fire, emergency, and rescue services while aiming for quick response. As a part of the mission central focus, several respondents expected high quality services, adequate staffing, professional and trained employees, and prevention activities. Some mentioned the desire for increased community involvement and partnerships, including partnerships with businesses for safety planning and responsiveness (expedient) fire inspections.

Less often some advocated for cost-effective services (salaries and equipment), but this was countered by a roughly equal number that expressed the desire for well-paid firefighters and the best possible equipment. Less often mentioned was the lack of support for a new station and the desire for a rescue boat.

Overall, the community expectation for the Fire District was expressed simply by one respondent as, "keep us safe."

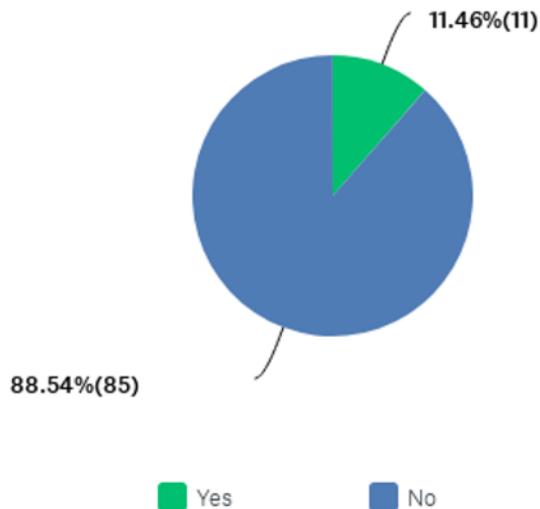
## Q10 In a few words, please share any concerns about your Fire District.

There were less frequent responses to this question. The majority of those that responded stated that they had no concerns about the District or offered appreciation for the service. Several others noted concern for the turnover of personnel and staffing.

As noted in the previous question, response time was also a noted concern with the increasing impacts of traffic and island growth as part of the cause for delays. Also consistent with the previous question, others noted the high cost of services, questioned District spending, the need for additional stations, and the demands for increased pay from the union. Finally, some respondents cautioned that the District should continue to maintain its focus on core services. Other less frequent responses advocated for increased public education and noted concern over the impact of inspections on businesses/condos.

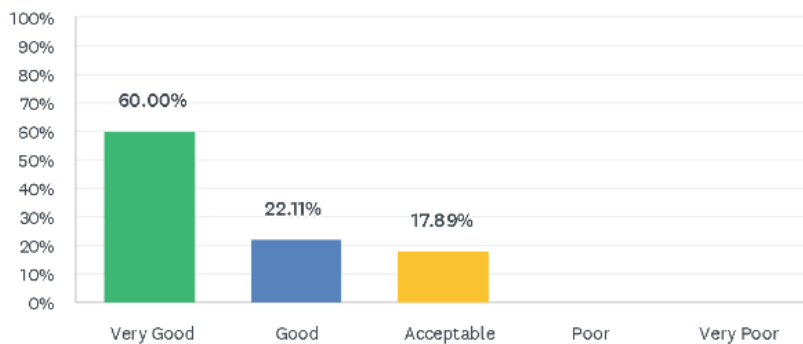
# Q11: In the last 12 months, have you required the assistance of a member of the FMB Fire District?

Answered: 96 Skipped: 16



# Q12 How do you rate the FMB Fire District in meeting the needs of its citizens and community stakeholders?

Answered: 95 Skipped: 17



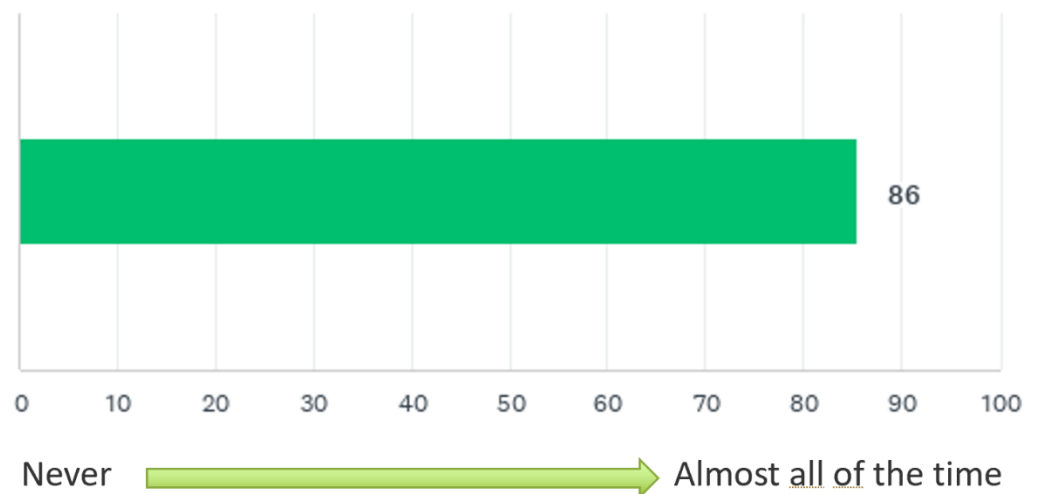
| ANSWER CHOICES | RESPONSES |           |
|----------------|-----------|-----------|
| Very Good      | 60.00%    | 57        |
| Good           | 22.11%    | 21        |
| Acceptable     | 17.89%    | 17        |
| Poor           | 0.00%     | 0         |
| Very Poor      | 0.00%     | 0         |
| <b>TOTAL</b>   |           | <b>95</b> |

Notably, a total of 82.11% of respondents rated the FMB Fire District as Very Good or Good in meeting the needs of residents and stakeholders. No respondents rated the District as Poor or Very Poor.

Additional analysis shows that of those that required the services of the Fire District in the last year; 73% rated the Fire District as “Very Good” in meeting the needs of citizens and stakeholders. The remaining 27% rated the Fire District as “Good”.

### Q14: How would you rate your perception of safety in the community as it relates to the services provided the FMB Fire District? I feel safe...

Answered: 94 Skipped: 18



Respondents were asked to rate their perception of safety on a scale of 0 to 100, with 0 indicating never and 100 indicating all of the time. The average response was a rating of 86, indicating that the respondents' perception of safety leaned heavily towards feeling safe more, rather than less, of the time.

### Q15: What could the FMB Fire District do to enhance your feeling of safety?

Consistent with other feedback in the survey, many respondents expressed that they had no additional suggestions to enhance resident's feeling of safety and expressed satisfaction / gratitude for the work of the District. An equal number of respondents focused on improving response times.

Within the District's area of influence, community education and involvement of various forms were noted as a means to enhance resident's feeling of safety (including severe weather or daily summaries of calls and community safety courses). Others noted that having additional equipment on-hand (helicopter, rescue boat, or hook and ladder for high rise response) would increase their feeling of safety. Improving the staffing and expertise of department personnel

was also noted as a means to enhance the feeling of safety. Finally, one respondent noted that increased inspections would make a difference.

External to the District operations, respondents considered that traffic issues (including crosswalks) and problems with homelessness impacted their perception of safety.

### Q16: Do you have anything else you would like to share that we have not captured in this survey?

The majority of respondents to this question stated that they had no additional feedback to share and expressed appreciation for the District's work and personnel. Several others cautioned that the District should stay focused on its core mission of emergency services and community education and not be engaged in other activities (e.g., home health). Some additional comments called for a rescue boat and a training tower, while others reiterated that cost is a concern for residents and questioned the use of unmarked vehicles. Finally, one respondent felt as if the survey was skewed and should provide more information to answer questions.