

# LARGO FIRE RESCUE



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# STRATEGIC PLAN

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SUMMARY OF KEY ELEMENTS  
**2022-2027**

CITY OF  
**LARGO**

## INTRODUCTION

### PURPOSE

The Largo Fire Rescue (LFR) strategic plan is a roadmap for change and future success based on feedback and input from the various stakeholder groups identified by the LFR. Without a quality strategic plan with the proper input, LFR would remain as a status quo organization, reactive in nature and grounded in traditions that are not progressive, effective, or efficient. The strategic plan orients the department on the direction to take toward an intended outcome. A strategic plan is a short-term, five-year plan that is sometimes referred to as an organizational work plan.

### Participants

Stakeholders include the external community and the internal personnel who hold a true stake in LFR's success. An eight-member steering committee identified the key stakeholder groups: LFR members, City of Largo officials, and Pinellas County representatives. Community members also contributed input to the plan through online surveys.



### Process

The strategic plan was developed through an environmental scan that compiled feedback from all stakeholder groups to identify planning and service priorities. Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis was conducted during the scan. All feedback and data gathered were employed by the 25 LFR members of the planning team who participated in a two-day workshop.

The LFR strategic plan, once adopted, must be a living document that is used for management decisions and direction in the achievement of organizational goals and objectives.

## DESCRIPTION OF TERMS

The terms used in this plan are described below:

**Vision Statement**—The department's vision provides members with a future view that can be shared, a clear sense of direction, a mobilization of energy, and a sense of engagement in an important mission.

**Mission Statement**— The mission statement should clearly define the primary purpose of the department's existence. It provides department members with a focus on what is truly important to the department and community. The mission statement should be understood by all members and posted prominently throughout the department's facilities. Each member should commit the mission to memory.

**Values**— Values are a set of beliefs that are shared among the members of an organization. These values drive the department's culture and priorities and provide a framework to guide decision-making.

### Strategic Plan Components

**Initiative**—The largest overarching element of a strategic plan, an initiative is a broad enterprise wherein the department may have multiple areas of focus.

**Goal**—A smaller component of and subordinate to an initiative, a goal is focused on one area but is still general in nature. If all goals under an initiative have been accomplished, the initiative will have been achieved.

**Objective**—A smaller component of and subordinate to a goal, an objective is typically defined as specific, measurable, attainable, realistic, and time-bound (SMART). If all objectives under a goal are accomplished, the goal will have been accomplished.

**Critical task**—The smallest component of a strategic plan, critical tasks are the immediate (to be completed within 90 days) action steps needed to meet an objective or goal. Not all goals or objectives have critical tasks.

**Outcome statement**—This statement provides a description of the desired result of a goal or objective once accomplished.

**Performance metric**—The description of the measurable improvement of a goal or objective once accomplished.



## MISSION, VISION, AND VALUES

### LFR Proposed Mission Statement

**Safeguarding Our Community with Pride and Excellence**

### LFR Proposed Vision

**Largo Fire Rescue Will Be a World-Class Organization That Exceeds the Evolving Needs of Our Community**



## LFR Proposed Values

**Integrity:** *Serving the public with honesty and transparency and according to ethical standards; respecting the worth of others and doing what is right.*

**Largo Fire Rescue** members will exhibit **integrity** through:

- Strong moral principles built upon honor, trust, and respect
- Compassion by displaying sympathy and kindness to all we encounter

**Collaboration:** *Communication, engagement, and teamwork that is inclusive of our internal and external partners.*

**Largo Fire Rescue** will **collaborate** by:

- Establishing and nurturing relationships with our public safety partners
- Building a diverse organization that is reflective and inclusive of the citizens we are sworn to protect

**Passion:** *Approaching the job with devotion, enthusiasm, and curiosity; caring about results and enjoying our work.*

**Largo Fire Rescue** members will have a **passion** for their chosen profession by:

- Relentless pursuit of excellence through continued education and training
- Strong desire to serve people

**Creativity:** *Innovative thinking that solves problems and improves service delivery.*

**Largo Fire Rescue** will embrace **creativity**:

- By challenging the status quo
- By learning from our past while welcoming innovation
- By analyzing the environment to meet community needs
- By strong leadership at all levels

## STRATEGIC PLAN

## Initiative 1 – Service Delivery

**Description:** Largo Fire Rescue is committed to maintaining or improving the level of services provided to the community using both internal measures and external evaluation.



### Strategic City Alignment

*Provide responsive, high-quality public safety services that meet the community's needs.*

### Goal: 1.1 Analysis and Review of Current Infrastructure

**Objective 1.1.1** Create an internal data analysis committee to analyze data on station location, response times, and incident volume.

**Objective 1.1.2** Ensure that the existing apparatus committee is empowered to provide input on future apparatus design and replacement schedules.

**Objective 1.1.3** Create an equipment committee and a process for the committee to follow that will permit the analysis of equipment needs and research innovations and provide recommendations.

### Goal: 1.2 Continue To Analyze Call Volume for Current and Future Needs

**Objective 1.2.1** Maintain a Largo Fire Rescue presence on county committees that are charged with analysis of call volume.

**Objective 1.2.2** Maintain a Largo Fire Rescue presence on the Pinellas County EMS Data-Driven Focus Group.

**Objective 1.2.3** Use data to identify types of incidents and locations that are high users of Fire and EMS services to develop and analyze response alternatives.

### Goal: 1.3 Implement Automatic Vehicle Location (AVL) into All Incident Responses

**Objective 1.3.1** Work with Pinellas County and fire department leadership to implement the use of AVL for responses to all incidents.

### Goal: 1.4 Monitor the Needs for Additional Personnel and Apparatus Resources

**Objective 1.4.1** Analyze incident data to examine workload and determine the need for additional personnel.

**Objective 1.4.2** Analyze alternative delivery models to achieve adequate staffing based on demand.

**Goal: 1.5 Provide Service Delivery Excellence**

**Objective 1.5.1** Complete a Community Risk Assessment/Standard of Cover document that is compliant with the accreditation requirements of the Center for Public Safety Excellence.

**Objective 1.5.2** Complete the Center for Public Safety Excellence fire and emergency services accreditation.

**Objective 1.5.3** Review and implement, as appropriate the Insurance Services Office improvement recommendations from the 2022 analysis.



## Initiative 2 – Operational Readiness

**Description:** Operational Readiness is the foundation of the LFR mission. Two primary resources that impact operational readiness are human resources and apparatus.



### Strategic City Alignment

*Recruit and retain an innovative workforce that is motivated to exceed customer service expectations. Provide responsive, high-quality public safety services that meet the community's needs.*

### Goal: 2.1 Explore a Physical Fitness Standard to Create a Healthy and Resilient Workforce

**Objective 2.1.1** Form a committee to research and develop options for a LFR fitness program.

**Objective 2.1.2** The committee will review the options and select the best fit for LFR and submit the identified program for adoption.

### Goal: 2.2 Demonstrate Mastery of Required Skills

**Objective 2.2.1** Task the Standard Operating Procedures (SOP) Committee to review and revise, as needed, the driver/operator certifications.

**Objective 2.2.2** Task the SOP Committee to review and revise, as needed, the driver/operator recertification process.

**Objective 2.2.3** Develop and assign annual company evolution assessments (1410 drills) to the shift commander.

**Objective 2.2.4** Participate in the research and development of a shared training facility for fire rescue and law enforcement.

### Goal: 2.3 Strengthen the Academic Profile of Personnel

**Objective 2.3.1** Incorporate into annual evaluation goals of each LFR member completion of a position-related college-level course, practical live seminar, or any prerequisite leading to a department certification.

**Objective 2.3.2** Research the need for and the academic requirements for leadership positions and submit a suggested program for adoption.

**Objective 2.3.3** Develop a leadership philosophy within LFR that reinforces that of the city.



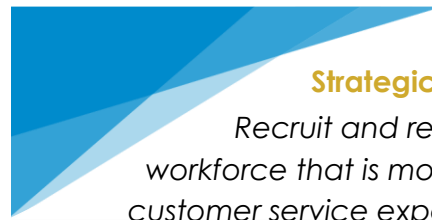
**Goal: 2.4 Ensure a Resilient Fleet Required to Accomplish the FD's Mission**

**Objective 2.4.1** Task the Apparatus and SOP committees with research and development of a Root Cause Corrective Action (RCCA) policy to help expedite future apparatus repairs and submit the policy for adoption.



## Initiative 3 – Community Outreach

**Description:** Presence within and outreach to the community is essential to the LFR mission. Community outreach ranges from fire and life safety education to information on the department's operations, and can include recruitment efforts. This outreach is accomplished through a multitude of methods.



### Strategic City Alignment

*Recruit and retain an innovative workforce that is motivated to exceed customer service expectations. Address community public safety issues using proactive tools and methods. Provide responsive, high-quality public safety services that meet the community's needs.*

### Goal: 3.1 Increase Positive Community Presence

**Objective 3.1.1** Establish a community liaison—an LFR member—from each station who can monitor upcoming community events in that station's first due area.

**Objective 3.1.2** Adopt a process for the community liaison to submit identified events for potential LFR participation.

### Goal: 3.2 Increase and Diversify the Dissemination of Information to the Public

**Objectives 3.2.1** Initiate a print media presence in existing platforms such as, but not limited to, the *Monthly Media Newsletter*, *Largo Leader*, *Belleair Beacon*, and *Largo Lantern*.

**Objective 3.2.2** Evaluate opportunities to expand the LFR digital media presence with Instagram, TikTok, QR codes on apparatus with links to webpages, monthly reports, *Largo Today*/E-news, and sponsored ads.

### Goal: 3.3 Develop Recruitment Program

**Objective 3.3.1** Establish a recruitment committee to research best practices in firefighter/EMT/paramedic recruitment.

**Objective 3.3.2** Task the recruitment committee, based on best practices, to identify opportunities to increase recruitment through presence at fire academies and job fairs, and via the creation of marketing materials.

### Goal: 3.4 Increase Community Risk Reduction Education

**Objective 3.4.1** Use data-driven decisions to plan risk reduction initiatives by using incident data to identify frequent risk factors.

**Objective 3.4.2** Implement home safety inspections, including smoke alarm installation.

## Initiative 4 – Communications

**Description:** Effective communication—both internal and external—is necessary to effectively deliver mission-critical information. Whether it is an emergency or a non-emergency situation, an effective communication process must be in place.



### Strategic City Alignment

*Provide modern, evolving technology that supports collaboration, automation, and a seamless user experience. Provide responsive, high-quality public safety services that meet the community's needs.*

### **Goal: 4.1 Improve Emergency Communications between Fire Rescue and Other City Departments**

**Objective 4.1.1** Identify specific communication issues and opportunities between LFR and LPD.

**Objective 4.1.2** Schedule a meeting with LFR and LPD leadership to discuss gaps identified in 4.1.1 and seek solutions.

**Objective 4.1.3** Establish a city emergency contact list with wide accessibility.

**Objective 4.1.4** Establish agency-wide training to ensure competency in emergency communication protocols across agencies and departments.

### **Goal: 4.2 Simplify and Streamline Requests for Service between LFR and City Departments**

**Objective 4.2.1** Meet with representatives of various city departments to discuss current workflow and identify areas for improvement.

**Objective 4.2.2** Establish workflow improvement committee to include representation from all affected city departments to develop an improvement process based on the findings of 4.2.1.

### **Goal: 4.3 Modernization and Advancement of Technology Resources**

**Objective 4.3.1** Survey LFR members to determine issues related to technology that might be inhibiting effective communication.

**Objective 4.3.2** Implement a task team with IT personnel and end users to hold ongoing meetings with the goal of continually improving or correcting technology issues.

**Goal: 4.4 Increase External Communication Countywide Effectiveness**

**Objective 4.4.1** Identify relevant external partners with whom the LFR must routinely communicate.

**Objective 4.4.2** Establish a group of members to serve as liaisons for the division of work and to close feedback loops.

**Objective 4.4.3** Assign a liaison to identified external partners to build relationships and be involved in shared decision-making when possible.

