LARGO **FIRE** RESCUE

ISO CLASS ONE
LARGO 1905 FLORIDA
FIRE RESCUE
FLORIDA

STRATEGIC
PLAN

2022-2027

CITY OF
LARGO

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LETTERS FROM THE FIRE CHIEF AND IAFF LOCAL 4966 PRESIDENT

Fire Chief
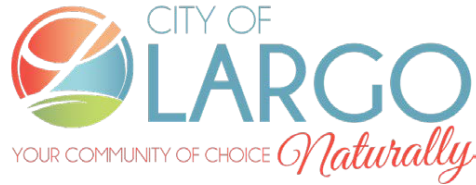
Largo Fire Rescue	Emergency 911
Chad Pittman, Fire Chief	Administration (727) 586-6714
E-Mail: firerescue@largo.com	Fax: (727) 587-6798

September 13, 2022

Dear Mayor Brown, City of Largo Commission, and residents of the Largo Fire Rescue service area,

It is my honor to present the Largo Fire Rescue (LFR) 2022 Strategic Plan. The LFR Strategic Plan is intended to provide a guide for continuous improvements and to further emphasize our commitment to the constant evaluation of organizational strengths and weaknesses. The Strategic Plan will be evaluated and updated periodically during the five-year period to reflect any changing needs.

I would like to recognize the J. Angle Group, LLC. for their tireless work in facilitating this process. Their consultants have extensive experience in the fire service field and have successfully guided the strategic planning process. In addition, their flexibility and creativity in overcoming obstacles presented by the COVID-19 pandemic are very much appreciated.

I would also like to thank the residents of the Largo Fire Rescue service area who provided input by completing an online survey. Additionally, I would like to thank our external partners that assisted in the development of the plan. Representatives from the Town of Belleair, the City of Belleair Bluffs, and from Pinellas County provided much-needed input that assisted with the development of the plan's initiatives.

A special thank you is needed for Team Largo. The support of the project from the City of Largo administration was immeasurable. In addition, the creation of the strategic plan would not have been possible without the participation of the city's Office of Communications and Engagement and the Office of Performance and Budget.

Finally, I would like to recognize the efforts of the membership of Largo Fire Rescue and the support of the International Association of Firefighters Pinellas County Professional Firefighters Local 4966. Utilizing the high-performing organization (HPO) concept, representatives from all levels of LFR came together to provide input into the development and completion of the strategic plan. Because of this relationship, I am confident that the recommended initiatives of the plan will be successfully completed.

Best Regards,

Chad H. Pittman
Fire Chief, Largo Fire Rescue

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IAFF Local 4966 President

Pinellas County Professional Firefighters Inc.

LOCAL 4966

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727.953.7152 www.iaff4966.org

Chief Pittman and Commissioners of City of Largo,

On behalf of the Firefighters represented by IAFF Local 4966 District 2, I would like to voice my support for the Strategic Plan contained in this document. Taking on a project of this magnitude and seeing it to completion is a testament to the commitment of the leadership of Largo Fire Rescue to pave the way for the future and ensure the betterment of Largo Fire Rescue. We also appreciate the willingness to include numerous members of Local 4966 District 2 in the planning and implementation of this project.

This document represents the hard work of the members of our Local as well as the men and women working to serve the citizens of the City of Largo. The members of Local 4966 District 2 recognize the increased needs of our citizens and believe the creation and implementation of this plan will provide a path to allowing Largo Fire Rescue to meet the ever-changing needs of the citizens of Largo Fire Rescue.

Sincerely,
Ty Dougherty
Vice President, Local 4966

INTRODUCTION

Largo Fire Rescue (LFR) was formed in the early 1900s and operated as an all-volunteer department until 1921. In 1970, the department became fully career staffed. Today, the department has grown to an all-hazards department that is budgeted for 157 total members. These professionally trained personnel provide fire protection, emergency medical services, hazardous materials response and mitigation, technical rescue operations, tactical SWAT medics, fire prevention and inspection, community education, and disaster planning service to a service area of more than 110,000 residents in an area of approximately 30.5 square miles. The service area includes the City of Largo, the Highpoint and Ridgecrest areas of unincorporated Pinellas County, the Town of Belleair, and Belleair Bluffs.

Response is provided from six fire rescue stations strategically deployed throughout the service areas. The department has a $28 million budget in FY2022. LFR has achieved a Class 1 rating (the highest rating) from the Insurance Services Office.

In July 2021, LFR contracted the J. Angle Group, LLC (JAG) to facilitate and construct a strategic plan. The strategic plan is a roadmap for change and future success that is based on feedback and input from the various stakeholder groups as identified by LFR.

Stakeholders are not just the external community, but also internal personnel who hold a true stake in LFR's success. Stakeholders are also, in their own specific way, a guiding coalition for LFR's future. 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. Like a compass that provides directional orientation, a strategic plan orients the department on where to take things, toward an intended outcome. A strategic plan is short term (typically three to five years) and is sometimes referred to as an organizational work plan.

The LFR strategic plan, once adopted, must be a living document that is used for management decisions and direction. Otherwise, it will be nothing but another idea; if the plan is not implemented, LFR will remain in a status quo situation, doing things the way it always has. That is why the accreditation model not only requires that your agency has a strategic plan, but also that management processes will drive the plan toward implementation of your organizational goals and objectives.

This document will provide both a description of the process and the results.

Plans are only good intentions unless
they immediately degenerate into hard work.
– Peter Drucker

Participants, Considerations, and Planning

Steering Committee

A steering committee was organized to develop the process, including stakeholder identification and survey development. As presented in Figure 1, there were eight members on the LFR strategic planning steering committee.

Figure 1: Strategic Planning Steering Committee

Name	Department	Title/Function
Chad Pittman	FR	Fire Chief
Meridy Semones	OPB	Director, Office of Performance and Budget (OPB)
Matt Carpenter	FR	Deputy Fire Chief
Emmett Sands	FR	Division Chief of Operations
Kyle Lighthiser	FR	Local 4966 Vice President/LR 42 (A)
Ty Dougherty	FR	FF/PM/L4966 Representative
Summer Mahr	FR	Public Educator & PIO
Julianne Perez	AD	Community Engagement Administrator

JAG Primary Team

The team from JAG that facilitated the process is listed below.

- James Angle, Fire Chief (Ret.), Project Manager
- Rick Talbert, Fire Chief (Ret.), Senior Consultant
- Tom Weber, Fire Chief (Ret.), ISO PPC Report Review

Considerations

The first step in the planning process was to evaluate the general considerations developed by fire department staff to help ensure that the process and outcome meet the needs of the City of Largo and LFR. After steering committee review, the final general considerations shown below in were accepted as a starting point for discussions and the development of the strategic planning processes.

- The process will be conducted in partnership with labor, IAFF Local 4966
- The process will be community-driven
    - Included will be both external and internal stakeholders
- The final plan will cover five years
- The Center for Public Safety Excellence (CPSE) – Commission on Fire Accreditation International (CFAI) 10th Edition model will be used.

- A secondary reason for conducting this process is to prepare for the accreditation process with CFAI.
- The HPO concept will be included.
- The strategic plan will align with the City of Largo's mission.
- Survey instruments will be utilized as appropriate.
- In-person meeting(s) will be utilized as appropriate.
- The final document will be concise, reflecting the results of the surveys and in-person meetings (highlighted) and will identify five to 10 goals.
- The final plan will be presented to City of Largo Commission.
- Mission, Vision, Values will be reviewed and revised by the planning group using feedback from the external and internal stakeholders.
- Potential COVID impacts were considered through the planning process. Activities were adjusted as needed.

Stakeholder Identification

Stakeholders played an important role in the strategic planning process for LFR. Both internal and external stakeholders were identified by the steering committee. Figure 2 illustrates the relationship of the identified stakeholders to the LFD.

Figure 2: Stakeholder Identification

There were several options available to gather feedback from the stakeholders. The option that fit the need the best was used.

Figure 3: Stakeholder Feedback Method

NAME GROUP/INDIVIDUAL	METHOD
City manager's office	Face-to-face small group
Belleair and Belleair Bluffs admin	Face-to-face small group
Pinellas County stakeholders - EMS/Fire/911 and liaisons	Face-to-face small group (virtual)
Community survey/feedback	Online survey
Internal stakeholder assessment Fire Rescue Members (All)	Online survey

After stakeholders were identified and a feedback method for each stakeholder was identified, members of the internal planning team were selected utilizing the High-Performance Organization tenet of leadership at all levels. Members of the organization were polled to elicit interest. There were 46 submissions of interest from shift personnel to fill 14 positions from that group. Additional members were added to ensure a mix of members that reflected the various divisions, ranks, and years on the department; a representative from the IAFF Local was also included. Twenty-five members made up the final internal planning team. These internal planning team members are listed in Figure 4.

Figure 4: Internal Planning Team

NAME	DIVISION	TITLE/FUNCTION
Brooke Baily	OPB	Management Analyst
Mike Carpenter	Fire Admin	Assistant Chief
Matt Carpenter	Fire Admin	Deputy Chief
Shaun Carroll	C Shift	District Chief
Ty Dougherty	L4966	Local 4966
Ben Drenth	L4966	Local 4966
Cara Duran	40 Hours	Firefighter
Bill Edling	B Shift	Firefighter
Sterling Fields	A Shift	Firefighter
James Gallagher	C Shift	Lieutenant
Ben Gebo	B Shift	Lieutenant
Matt Handwerk	A Shift	Lieutenant
Mark Henderson	B Shift	Lieutenant
Cody Johnson	Fire Admin	Division Chief
Kyle Lighthiser	A Shift	District Chief
Summer Mahr	Fire Admin	Public Educator
Woody Mamouzelos	C Shift	Lieutenant
Curtis McClendon	B Shift	Firefighter
Hillary Morales	Fire Prev.	Assistant Chief
Kyle Parker	A Shift	Firefighter
Keri Pettingill	A Shift	Lieutenant
Chad Pittman	Fire Admin	Fire Chief
Jorge Rodriguez	C Shift	Firefighter
Emmett Sands	Fire Admin	Division Chief
Terry Tokarz	Fire Admin	Division Chief

The JAG team thanks the members of LFR internal planning team for their dedication and commitment to the strategic planning process. The administration, support staff, and line personnel were all pleasant, eager to engage in the process, and committed to enhancing the future of LFR and the safety of their community.

PLANNING METHODOLOGY

"Many people don't focus enough on execution. If you make a commitment to get something done, you need to follow through on that commitment."
—Kenneth Chenault, CEO of American Express

As the quote suggests, having a plan—even with goals, objectives, timelines, and assignments—in and of itself accomplishes nothing. The plan represents the commitment to achieve something, and it requires follow-through to effect change.

The LFR members have committed time, effort, energy, and frank honesty to develop this plan. Its success depends entirely on the follow-through by all members of the organization to achieve the stated outcomes listed herein and live up to the mission, vision, and values.

An organization that knows where it is going, knows the environment in which it must operate, and identifies how to get there has the best chance to meet the needs of its community and achieve its own vision. This planning process has served to refresh the organization's continuing commitment to professionalism and set the path toward future success.

Environmental Scan

The approach taken in this planning process included an in-depth environmental scan from the perspectives of the internal staff, elected officials, administration, and the community. Two key components of a strategic plan are included within the environmental scan; external stakeholder and internal stakeholder feedback (each discussed within this report). Combined, the two elements provide context within which the department operates. The environmental scan was as thorough as possible. The feedback from these processes is summarized elsewhere in this report.

Community feedback was gathered through an online survey. The participants viewed a video giving a brief orientation of LFR. This equipped them with a basic understanding of their fire service delivery system. The results of the community survey were presented to the internal planning team to inform them of the planning and service priorities the residents had, as well as their attitudes and opinions about the staffing, response, and cost components of the department.

The use of internal and external feedback is one of the most beneficial components of the strategic planning process. The feedback gathered from LFR's external stakeholders made clear LFR's connection with the community. The use of internal stakeholders in the development of the strategic plan helps develop the level of buy-in that is needed for plan success.

To properly formulate strategic initiatives, the internal planning team had to evaluate the external and internal organizational environment. The internal planning team combined feedback from the external (community) survey, the internal survey results, and the planning team member's collective knowledge of the organization and the community to assess the environment in which the department operates.

Analyzing the department's strengths, weaknesses, opportunities, and threats (SWOT) is the first step in identifying actionable strategies. The external and internal survey results of the SWOT were condensed and reduced into the top themes by the JAG team.

Figure 5: The SWOT Process

STRENGTHS	INTERNAL	WEAKNESSES
Internal capabilities that might help LFR reach its objectives		Internal limitations that might interfere with LFR's ability to achieve its objectives
POSITIVE OPPORTUNITIES		NEGATIVE THREATS
External factors that LFR might be able to use to its advantage	EXTERNAL	Current and emerging external factors that might challenge LFR's performance

Strengths

The identification of organizational strengths is the first step in the environmental scan. An organization's strengths identify its capability of providing the services requested by the community. The department needs to make certain that its strengths are consistent with the issues it faces. Programs that do not match organizational strengths or primary functions should be reviewed to evaluate the rate of return on precious staff time. The following core Department strengths were developed from the internal survey responses:

- LFR Members are quality, qualified and skilled professionals
- Quality capable equipment and well-trained personnel
- Competitive Pay/Benefits
- LFR is highly regarded by the citizens and other agencies that with whom they work

Weaknesses

Organizational weaknesses, or lack of performance, are also an important environmental scan element. To move forward, the department must identify the issues that have created barriers to success in the past. Weak areas needing improvement are not the same as challenges, which will be identified later, but rather those day-to-day issues and concerns that may slow or inhibit progress. Internal organizational issues, as identified by the planning team, are typically issues that are at the heart of an agency's problems. The following core department weaknesses were identified out of the internal survey responses:

- City of Largo uses too many programs (Software/IT Issues)
- City of Largo lacks training/training center (Need)
- Authority of company officers and firefighters to do what is required when it comes to making tough conflict-resolution decisions is lacking
- Culture that dwells in the past

Opportunities

An organization's opportunities and threats are generally derived from the external environment. Opportunities are focused on existing services and on expanding and developing new possibilities within and beyond the traditional services. Many opportunities exist for the department, as was evidenced by the feedback from the internal survey and summarized as follows:

- The relationship with Fire Administration and Shift Personnel can be improved.
- Completing a community risk assessment.
- Support personnel willing to step up and take responsibilities in the city and the county.
- Training programs and training facilities can be improved.

Threats

There are conditions in the external environment that are not under the Department's control. The identification of these conditions allows the organization to develop plans to respond when a threat becomes an obstacle. By recognizing these threats or challenges, an organization can greatly reduce the potential for loss. The following threats were developed from the internal survey responses:

- Population increases that creates call volume increases
- Attrition – Retirement-driven loss of senior LFR personnel and their experience and knowledgebase
- Ability to maintain community support as it relates to rising budgets and providing the exceptional service they receive now
- Disengaged employees negatively influencing other employees

The review and understanding of the strengths, weaknesses, opportunities, and threats identified helped to guide the development of strategic initiatives and the subsequent goals and objectives presented in the strategic plan.

External Stakeholder Feedback

The external stakeholders for the LFR process included the Largo City Manager's office, Belleair and Belleair Bluffs administration, one elected official, and the Pinellas County stakeholders (EMS/Fire/911 and liaisons). The feedback from the online community survey was incorporated as well

Administration (Partner) Meetings

The JAG team held face-to-face meetings with Largo City Manager's office, Belleair and Belleair Bluffs, and Pinellas County (virtual). The representatives and summarized feedback from these groups are provided in Figure 6.

Figure 6: Summarized Comments by Stakeholder Group

Group	Summarized Comments
Largo City Manager's Office	
Henry Schubert, City Manager Maggie Paluch, Assistant City Manager	• Community engagement • Growth concerns – Increases in incident volume • Higher buildings • Changes in delivery of EMS • Continue good leadership/labor relationships

Belleair and Belleair Bluffs	
Tom Shelly, Commissioner J.P. Murphy, Town Manager Debra S. Sullivan, City Administrator Alexis A. Silcox, City Clerk	• Community engagement • High marks from community • Good contractual agreement • Good communication from leadership • Stable costs • Plan review (fire) process works well • Joint emergency preparedness meetings
Pinellas County Stakeholders	
Lourdes Benedict, Assistant County Administrator Brian Lowack, Assistant to the County Administrator Jim Fogarty, Public Safety and Emergency Services Craig Hare, EMS/Fire Administration Judith Weshinskey-Price, Regional 911 Center Cathie Perkins, Emergency Management	• Community engagement • Involvement in planning to provide consistent participation • Support of city leadership/succession • Strong tax base • Increase in volume/high call load • Leveraging technology • Partnerships

Community Survey

The community-driven strategic planning methodology has been adopted and utilized by the International Association of Fire Chiefs and numerous other national, regional, and state fire service agencies and associations as well as hundreds of local fire departments across the United States and Canada. The process has proven very effective with all types and sizes of organizations, from large metropolitan fire departments to small, rural all-volunteer fire departments and everything in between. This process is being utilized in the development of the LFR strategic plan.

The external survey was developed by the strategic planning steering committee with input from the JAG team. A link was sent out to the community through various media that the department routinely uses for communicating to stakeholders in the LFR service area. The survey included 31 questions, some of which had multiple parts, for a total of 43 ratable items. At the close of the survey, 133 persons had responded, with an average time to complete the survey just over 24 minutes. A brief video at the beginning of the survey

provided information about the department. Submissions were received from January 7 to January 27, 2022.

Through the online survey, the community was able to provide input in the following areas:

- Participant background information
- Community/citizen Input
- Community planning priorities
- Community service priorities
- Staff/response/cost opinions
- Demographic questions

Participants were given the opportunity to request follow up information (13 requested contact).

Survey questions are listed in Appendix B. Responses to selected questions are included below.

Figure 7 summarizes responses to the item: "Please compare and prioritize the following planning elements by dragging the element up or down and ranking them in order of what needs the most focus in the upcoming strategic plan (highest priority at the top)."

Figure 7: Resident Planning Priorities

Ranking	Planning Element and Description
1	**Training, Safety, Health, and Wellness Programs** (Description: Ensuring Largo Fire Rescue staff is properly trained in all Emergency Medical Services and fire suppression skills and is provided the needed services for both their physical and mental health.)
2	**Reliable Equipment and Facilities** (Description: All equipment and facilities related to Largo Fire Rescue Fire and EMS services are properly serviced, maintained and are in working order.)
3	**Staffing/Recruitment of Diverse Workforce** (Description: Ensure hiring procedures have reduced biases related to a candidate's age, race, gender, religion, sexual orientation, and other personal characteristics that are unrelated to their job performance.)
4	**Budget/Finance Sustainability** (Description: Ensuring budget and finance decisions are transparent and certifiable and that Largo Fire Rescue staff are good stewards of taxpayers' dollars while keeping safety a priority.)
5	**Community Outreach/Program Delivery** (Description: Community Risk Reduction/Education programs such as smoke alarm installations, fall prevention and fire safety presentations, cooking fire safety campaign.)

External stakeholder responses reflected in Figure 7 indicate that the citizens completing the survey prioritized training, safety, health and wellness programs over every other planning element, followed by having reliable equipment and facilities. Staffing and recruitment of a diverse workforce was the third priority. The lower priorities included budget and finance sustainability, followed by community outreach and programs. The prioritization of the training, safety, health, and wellness indicates that, like the LFR, the citizens share the desire to maintain a safe and healthy workforce. These community outreach and programs results could imply that there may be an opportunity to further educate the public in the value of community outreach and fire and life safety education programs and processes.

Next, the participants were asked to rank their perceived importance of the services that LFR provides. Respondents ranked the services provided by LFR using a scale of 3 = critical priority; 2 = important priority; 1 = low priority. Figure 8 illustrates the responses to this item.
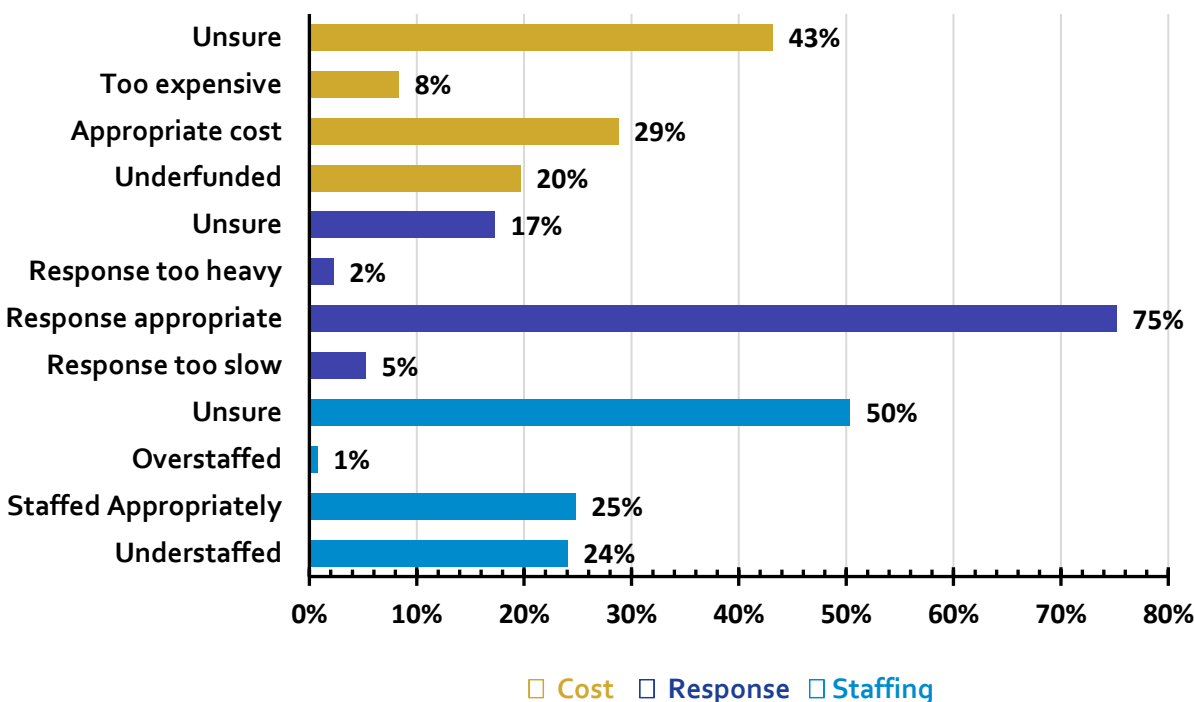
Figure 8: Service Priorities
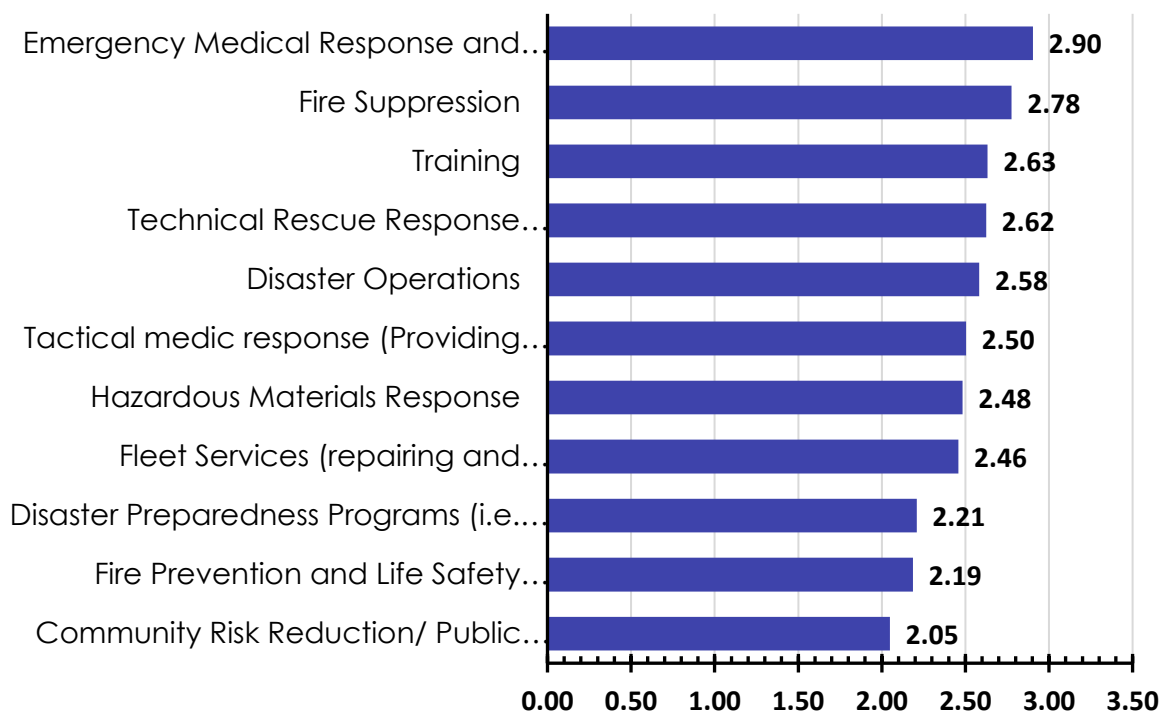
The respondents were allowed to assign as many 3s, 2s, or 1s as they wished.

Next, the respondents were given an opinion poll where they were asked to select one description related to staffing, response, and cost. Figure 9 shows a summary of the responses to this section of the survey.

Figure 9: Staffing, Response, & Cost Survey

Regarding cost, nearly 50 percent of the respondents felt that the costs are appropriate or too low and the staffing is appropriate or too low. However, 75 percent felt that the response is appropriate. Only 2 percent felt the response is too heavy and 1 percent overstaffed. For each of the three categories, over 40 percent were unsure of their opinion. In the case of staffing and cost, 50 percent and 43 percent of the participants respectively chose unsure. These later results again might imply that there is an opportunity to expand the community outreach and public education programs.

These results should not be considered statistically valid; instead, they should be viewed as a potential indicator of the general leanings of the public represented by participants in the survey.

Internal Stakeholders

The environmental scan process for the internal stakeholders was accomplished using an online survey. This survey was developed by the strategic planning steering committee with input from the JAG team. A link was emailed to all 153 department members. This survey was deployed on December 1, 2021, with a submission deadline of December 24, 2021.There were 86 responses (56 percent) to the survey, with an average completion time of 49 minutes. The survey contained 34 questions; however, some had multiple parts for a total of 113 items.

The participants in this survey averaged 14 years in the fire service with an average of 10 years serving at LFR. As expected, over 75 percent of the respondents were assigned to the operations division. Just under 12 percent were from administration and the balance (13 percent) were from compliance/education, emergency management, fire prevention, fleet services, or training/safety. Nine years was the average time that a participant has been assigned to their current position. Ages were spread across five ranges, as illustrated in Figure 10.

Figure 10: Age Profile Survey Participants

Age Range	Percentage of Participants
20-29	18.60%
30-39	23.26%
40-49	26.74%
50-59	29.07%
60 and over	2.33%

All of the internal survey questions can be found in Appendix C.

INTERNAL PLANNING WORKSHOP

Following the environmental scan, the internal planning team assembled to review the findings, identify and prioritize work, and develop the actual strategic plan. This was done over two days, April 19 and 20, 2022, in a face-to-face workshop format.

The strategic planning process divides the work into smaller components for accountability and to ease implementation. Once a strategic plan is created and adopted, the elements are divided among smaller task teams created from members of the organization, which results in additional buy-in. In fact, strategic planning will help LFR focus its efforts and avoid distractions outside of the goals, objectives, and priorities identified through the planning process. Budgeting should also align as much as possible with implementation of the strategic plan.

Six Critical Questions - Clarity

To help focus the planning team groups, the participants discussed Patrick Lencioni's Six critical questions[1]. One work group answered these questions for the team. The results of this discussion are shown in Figure 11.

Figure 11: Six Critical Questions to Create Clarity

Question	Group Response
How will we succeed?	• Prevention (Community Risk Reduction) • Excellence (Accreditation and Insurance Service Office Rating) • Successfully managing call volume • Data-driven decision making
What is important now?	• Aligning Largo Fire Rescue's mission, vision, and values with those of the City • Provide high level of service and continuous improvement • Adapting to differences in communication technology
Who must do what?	• Passion, hold accountability • Support up and down through the organization, in and out of the organization.

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[1] https://www.tablegroup.com/pat/#pat

Why do we exist?	• Life safety • Incident stabilization • Property conservation • Risk reduction
How do we behave?	• Integrity – doing the right thing no matter who is around • Professionalism – training, calm, respectful • Collaboration – communication with each other surrounding areas. How we can work together, common respect and the right information.
What do we do?	• Help people in their worst moments • Improve quality of life • Education/training/continuous improvement • Outreach

Prior to the workshop, the internal planning team reviewed the external and internal surveys feedback. This was done in an interactive format online. At the workshop, after a brief review of the surveys, the first activity was to review and modify as desired the mission, vision, and values.

Mission

The mission statement should clearly define the primary purpose of the department's existence. It focuses department members 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.

The LFR internal planning team, through a consensus process and based on feedback from the environmental scan, reviewed both the existing LFR's and the City's and revised the Department's mission statement. The proposed mission statement is shown in Figure 12.

Figure 12: LFR Proposed Mission Statement

Safeguarding Our Community with Pride and Excellence

Vision

In addition to knowing their mission, all successful organizations need to identify where they expect to be in the future. The department's vision provides members with a future view that can be shared, a clear sense of direction, a mobilization of energy, and gives a sense of being engaged in something important. Vision statements provide a direction of how things can be and a sense of organizational guidance to get there.

Next, the planning team discussed the department's vision statement. Through a consensus process and based on feedback from the environmental scan, reviewed both the existing LFR's and the City's and revised the LFR Vision. Additional feedback was received and acted on after the planning workshop during the review process. After consideration of the feedback, the planning team finalized and recommended the vision displayed in Figure 13.

Figure 13: LFR Proposed Vision

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

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.

Lastly, the planning team undertook an evaluation of the values for LFR. After discussion, the team reviewed both the existing LFR's and the City's values. It was decided that the values for LFR would be statements of behaviors or actions that support the City's adopted values. The proposed values are shown in Figure 14.

Figure 14: 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 the:

- 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

With the proposed revision of its mission, and suggested adoption of vision and values, LFR has established the organization's foundation for strategic planning. JAG strongly recommends that every member empower themselves with these elements; they are the basis for accomplishing the organization's strategic initiatives, goals, objectives, and day-to-day tasks.
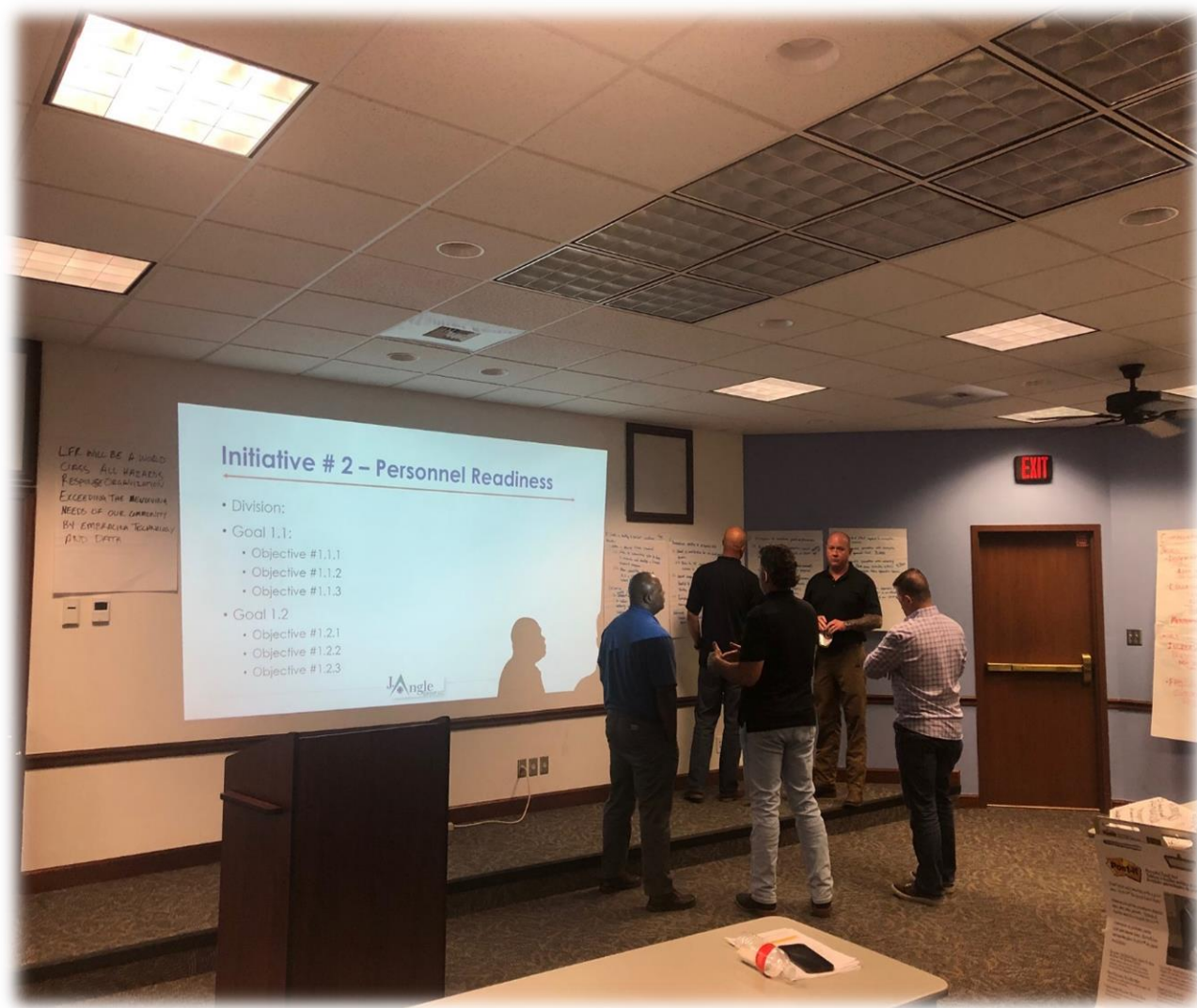
DEFINITION OF TERMS

There are six main components to a strategic plan: Initiatives, Goals, Objectives, Critical Tasks, and Outcomes or Performance Indicators. For purposes of this strategic plan, they are defined as follows:

Initiative—The largest overarching element of a strategic plan, an initiative is a broad enterprise where 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 the 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 usually 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 a goal. Not all goals or objectives have critical tasks.

Outcome Statement—The description of a desired result of a goal or objective once accomplished.

Performance Metric—The description of measurable improvement of a goal or objective once accomplished.

Strategic initiatives, goals, objectives, critical tasks, outcomes, and performance metrics become an important part of the department's efforts. By following these components carefully, the department will be guided into the future and should benefit from reduced obstacles and distractions. Each of the initiatives, goals, and objectives were identified in a two-day planning workshop facilitated by JAG with the internal planning team.

The following series of tables list and define each initiative with its subordinate goals and each goal with its subordinate objectives. Timelines are also listed with each objective as follows: Critical tasks (to be completed in 90 days), Short-term (more than 90 days but less than one year), Mid-term (greater than one year but less than three years), and Long-term (greater than three years but not longer than five years). These timelines are listed after the objectives. The initiative manager(s) is responsible for tracking that initiative's progress. Each objective will have to have a task team responsible for coordinating the efforts to implement that objective.

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.

Initiative Manager: Mike Carpenter

Goal: 1.1	Analysis and Review of Current Infrastructure	
Objectives	**1.1.1** *Create an internal data analysis committee to analyze data on station location, response times, and incident volume.*	
	Responsible: Tokarz	**Timeline:** 180 days
	Performance Metric: Incident Data from various sources.	**Critical Task:** ☒
	Outcome: Determine Ideal Station Locations	
	1.1.2 *Ensure that the existing apparatus committee is empowered to provide input on future apparatus design and replacement schedules.*	
	Responsible: McDonald	**Timeline:** 60 days
	Performance Metric: Capital improvement plan. Apparatus specifications.	**Critical Task:** ☐
	Outcome: Ensures an appropriate schedule of replacement of apparatus that meets a design appropriate for our service delivery needs.	
	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.*	
	Responsible: Scott	**Timeline:** 180 days
	Performance Metric: Equipment replacement program and funding.	**Critical Task:** ☒
	Outcome: A committee using a policy that defines the process to ensure that the equipment needed is available to members.	
Goal: 1.2	Continue To Analyze Call Volume for Current and Future Needs	
Objectives	**1.2.1** *Maintain a Largo Fire Rescue presence on county committees that are charged with analysis of call volume.*	
	Responsible: Pittman	**Timeline:** 30 days
	Performance Metric: Representation and attendance records.	**Critical Task:** ☐
	Outcome: Providing input at the county (system) level.	

1.2.2 *Maintain a Largo Fire Rescue presence on the Pinellas County EMS Data-Driven Focus Group.*	
Responsible: Pittman	**Timeline:** 1,825 Days
Performance Metric: Representation and attendance records.	**Critical Task:** ☐
Outcome: Providing input at the county (system) level.	
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.*	
Responsible: Morales	**Timeline:** 365 days
Performance Metric: Trends from incident records.	**Critical Task:** ☐
Outcome: Attempt to reduce misappropriate use of the 911 system and manage incident growth.	

Goal: 1.3	Implement AVL into All Incident Responses	
Objectives	**1.3.1** *Work with Pinellas County and fire department leadership to implement the use of AVL for responses to all incidents.*	
	Responsible: Sands	**Timeline:** 365 days
	Performance Metric: AVL expansion Implementation plan	**Critical Task:** ☐
	Outcome: Will ensure a response from the closest units for all incidents.	

Goal: 1.4	Monitor the Needs for Additional Personnel and Apparatus Resources	
Objectives	**1.4.1** *Analyze incident data to examine workload and determine the need for additional personnel.*	
	Responsible: Lighthiser	**Timeline:** 365 days
	Performance Metric: Crew commitment times	**Critical Task:** ☐
	Outcome: The ability to balance workload with available resources.	
	1.4.2 *Analyze alternative delivery models to achieve adequate staffing based on demand.*	
	Responsible: Lighthiser	**Timeline:** 365 days
	Performance Metric: Unit commitment hours post implementation	**Critical Task:** ☐
	Outcome: To better maintain work–life balance.	

Goal: 1.5	Provide Service Delivery Excellence	
Objectives	**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.*	
	Responsible: Mike Carpenter	**Timeline:** 180 days
	Performance Metric: CRA/SOC Document completion.	**Critical Task:** ☒
	Outcome: LFR will have an up-to-date analysis of the risks in its community and the resources needed. Completion of this step in the accreditation process.	
	1.5.2 *Complete the Center for Public Safety Excellence fire and emergency services accreditation.*	
	Responsible: Mike Carpenter	**Timeline:** 730 days
	Performance Metric: Accredited agency	**Critical Task:** ☐
	Outcome: A high-performing organization with a commitment to continual improvement.	
	1.5.3 *Review and implement, as appropriate, the Insurance Services Office improvement recommendations from the 2022 analysis (an appendix to this plan).*	
	Responsible: Sands	**Timeline:** 545 days
	Performance Metric: Next ISO Review	**Critical Task:** ☐
	Outcome: Maintaining ISO Class One rating.	

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.

Initiative Manager: **Emmett Sands**

Goal: 2.1	Explore a Physical Fitness Standard to Create a Healthy and Resilient Workforce	
Objectives	**2.1.1** *Form a committee to research and develop options for a LFR fitness program.*	
	Responsible: Handwerk	**Timeline:** 120 days
	Performance Metric: Committee's Research	**Critical Task:** ☒
	Outcome: Promoting and maintaining a physically fit workforce to reduce Injury, increase overall wellbeing, and contribute to operational readiness.	
	2.1.2 *The committee will review the options and select the best fit for LFR and submit the identified program for adoption.*	
	Responsible: Mamouzelos	**Timeline:** 180 days
	Performance Metric: Annual Wellness Exams, Injury statistics	**Critical Task:** ☐
	Outcome: Promoting and maintaining a physically fit workforce to reduce Injury, increase overall wellbeing, and contribute to operational readiness.	
Goal: 2.2	**Demonstrate Mastery of Required Skills**	
Objectives	**2.2.1** *Task the SOP Committee to review and revise, as needed, the driver/operator certifications.*	
	Responsible: Carroll	**Timeline:** 60 days
	Performance Metric: Committee's research	**Critical Task:** ☐
	Outcome: Ensuring that the driver/operator certifications are consistent with those necessary for operational readiness.	
	2.2.2 Task the SOP Committee to review and revise, as needed, the driver/operator recertification process.	
	Responsible: Carroll	**Timeline:** 90 days
	Performance Metric: Committee's Research	**Critical Task:** ☐
	Outcome: Ensuring that the driver/operator recertification process is consistent with the need for operational readiness.	

2.2.3 Develop and assign annual company evolution assessments (1410 drills) to the shift commander.	
Responsible: Scott	**Timeline:** 180 days (Begin)
Performance Metric: Schedule of assigned evolutions	**Critical Task:** ☐
Outcome: Ensuring that the members retain the skills necessary to meet the need for operational readiness.	
2.2.4 Participate in the research and development of a shared training facility for fire rescue and law enforcement.	
Responsible: Manning	**Timeline**: 730 days
Performance Metric: Research results	**Critical Task:** ☐
Outcome: Research and analysis completed as to opportunities that might exist regarding a shared Public Safety Training Facility.	

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

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.*	
Responsible: Lighthiser	**Timeline:** 90 days (Begin)
Performance Metric: annual evaluation goals	**Critical Task:** ☐
Outcome: A workforce and leadership team that is well balanced in terms of education and experience and embraces continuing education.	
2.3.2 *Research the need for and the academic requirements for leadership positions and submit a suggested program for adoption.*	
Responsible: Tokarz	**Timeline:** 180 days
Performance Metric: *Completed research and recommendation*	**Critical Task:** ☐
Outcome: Generate an academically diverse workforce and leadership team.	
2.3.3 *Develop a leadership philosophy within LFR that reinforces that of the city.*	
Responsible: Callahan	**Timeline:** 180 days
Performance Metric: Member awareness and practice.	**Critical Task:** ☐
Outcome: Generate an academically diverse workforce and leadership team.	

*(Left column spanning rows: **Objectives**)*

Goal: 2.4	Ensure a Resilient Fleet Required to Accomplish the FD's Mission	
Objectives	**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.*	
	Responsible: Drenth	**Timeline:** 30 days
	Performance Metric: Policy adoption/expedited repairs.	**Critical Task:** ☐
	Outcome: Maintaining a reserve apparatus fleet to ensure operational readiness.	

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.

***Initiative Manager:* Hillary Morales**

Goal: 3.1	Increase Positive Community Presence	
Objectives	**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.*	
	Responsible: Fields	**Timeline:** 180 days
	Performance Metric: Opportunities identified	**Critical Task:** ☒
	Outcome: Awareness of potential outreach opportunities.	
	3.1.2 *Adopt a process for the community liaison to submit identified events for potential LFR participation.*	
	Responsible: Fields	**Timeline:** 270 days
	Performance Metric: Events Identified and scheduled	**Critical Task:** ☐
	Outcome: LFR participation at events such as Largo sporting events, community yard sales, and movies in the park.	
Goal: 3.2	Increase and Diversify the Dissemination of Information to the Public	
Objectives	**3.2.1** *Initiate print media presence in existing platforms such as, but not limited to, the* Monthly Media Newsletter, Largo Leader, Belleair Beacon, *and* Largo Lantern.	
	Responsible: Mahr	**Timeline:** 365 days
	Performance Metric: Published information	**Critical Task:** ☐
	Outcome: An alternative to information sharing to members of the community without access to technology.	

3.2.2 Evaluate opportunities to expand the LFR digital media presence with Instagram/TikTok, QR codes on apparatus with links to webpages, monthly report, *Largo Today*/E news, and sponsored ads.	
Responsible: Mahr	**Timeline:** 365 days
Performance Metric: Published information	**Critical Task:** ☐
Outcome: Utilize additional information channels and social platforms to reach the maximum number of citizens.	

Goal: 3.3	**Develop Recruitment Program**
3.3.1 Establish a recruitment committee to research best practices in firefighter/EMT/paramedic recruitment.	
Responsible: Dougherty	**Timeline:** 180 days
Performance Metric: Establishment of the committee	**Critical Task:** ☒
Outcome: Recognition of Fire and EMS recruitment best practices.	
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.	
Responsible: Dougherty	**Timeline:** 180 days
Performance Metric: Establishment of the committee	**Critical Task:** ☐
Outcome: Expanded recruitment strategy and increase in qualified applicants for vacancies.	

Goal: 3.4	**Increase Community Risk Reduction Education**
3.4.1 Use data-driven decisions to plan risk reduction initiatives by using incident data to identify frequent risk factors	
Responsible: Mahr	**Timeline:** 1,095 days
Performance Metric: Incident demand changes in an identified area after implementation of risk reduction initiatives.	**Critical Task:** ☐
Outcome: A decrease in incidents related to the risks identified.	
3.4.2 Implement home safety inspections, including smoke alarm installation	
Responsible: Mahr	**Timeline:** 90 days
Performance Metric: Incident data	**Critical Task:** ☐
Outcome: A decrease in home fires and injuries and an increase in working smoke detector presence.	

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.

Initiative Manager: **Cody Johnson**

Goal: 4.1	Improve Emergency Communications Between Fire Rescue and Other City Departments	
Objectives	**4.1.1** *Identify specific communication issues and opportunities between LFR and LPD.*	
	Responsible: Gebo	**Timeline:** 115 days
	Performance Metric: Issues as identified.	**Critical Task:** ☒
	Outcome: Issues will be identified and can be collectively prioritized.	
	4.1.2 *Schedule a meeting with LFR and LPD leadership to discuss gaps identified in 4.1.1 and seek solutions.*	
	Responsible: McDonald	**Timeline:** 180 days
	Performance Metric: Improvement in identified issues.	**Critical Task:** ☐
	Outcome: Improved communications between LFR and LPD.	
	4.1.3 *Establish a city emergency contact list with wide accessibility.*	
	Responsible: Carpenter, Mike	**Timeline:** 45 days
	Performance Metric: *List development and distribution.*	**Critical Task:** ☐
	Outcome: Better communication and accessibility between Fire Rescue and other City departments in emergency situations.	
	4.1.4 *Establish agency-wide training to ensure competency in emergency communication protocols across agencies and departments.*	
	Responsible: Johnson	**Timeline:** 180 days
	Performance Metric: Training program development and delivery across City departments.	**Critical Task:** ☐
	Outcome: Better communication and accessibility between LFR and other City departments during emergency situations.	

Goal: 4.2	Simplify and Streamline Requests for Service Between LFR and City Departments	
Objectives	**4.2.1** Meet with representatives of various city departments to discuss current workflow and identify areas for improvement.	
	Responsible: McDonald	**Timeline:** 180 days
	Performance Metric: Minutes and action items	**Critical Task:** ☐
	Outcome: Improvement in the workflow process for expedited requests.	
	4.2.2 Establish workflow improvement committee to include representation from all affected city departments to develop an improvement process based on the findings in 4.2.1.	
	Responsible: McDonald	**Timeline:** 360 days
	Performance Metric: Committee establishment and recommendations.	**Critical Task:** ☐
	Outcome: Improvement in the workflow process for expedited requests.	
Goal: 4.3	**Modernization and Advancement of Technology Resources**	
Objectives	**4.3.1** Survey LFR members to determine issues related to technology that might be inhibiting effective communication.	
	Responsible: Glenn	**Timeline:** 180 days
	Performance Metric: Survey results	**Critical Task:** ☒
	Outcome: Making certain the appropriate technology in place to allow members to communicate effectively.	
	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.	
	Responsible: McDonald	**Timeline:** 90 days
	Performance Metric: Resolution to identified issues.	**Critical Task:** ☐
	Outcome: Addressing user issues relating to the use of technology.	
Goal: 4.4	**Increase External Communication Countywide Effectiveness**	
Objectives	**4.4.1** Identify relevant external partners with whom the LFR must routinely communicate.	
	Responsible: Rooks	**Timeline:** 90 days
	Performance Metric: Partner identification	**Critical Task:** ☒
	Outcome: Increased presence with all external partners to improve flow of communication.	

4.4.2 *Establish a group of members to serve as liaisons for the division of work and to close feedback loops.*	
Responsible: Rooks	**Timeline:** 180 days
Performance Metric: Group establishment and feedback.	**Critical Task:** ⊠
Outcome: Increased presence with all external partners to improve flow of communication	
4.4.3 *Assign a liaison to identified external partners to build relationships and be involved in shared decision-making when possible.*	
Responsible: Rooks	**Timeline:** 270 days
Performance Metric: Liaison assignments	**Critical Task:** ☐
Outcome: Increased presence with all external partners to improve flow of communication	

IMPLEMENTATION METHODOLOGY

As stated by Chris Ahoy, Associate Vice President of Facilities Planning & Management, Iowa State University, "The three major keys to successful strategic planning and implementation are commitment, credibility, and communication." These three critical elements are best addressed by appropriate prioritization and completion of objectives, consistently seeking and utilizing input from LFR members, keeping the strategic plan and its status front and center of the organization continually, and measuring compliance for the established timelines. Where circumstances threaten timelines, clear articulation of the reasons for the delay is key to securing credibility for the plan's long-term success.

Largo Fire Chief Chad Pittman and IAFF Local 4966 District 2 Vice President Ty Dougherty have been asked to review and adopt the strategic plan, endorsing it with an open letter to all readers of the plan (contained within this report). The importance of these two letters cannot be overemphasized. The executive and labor branches of the organization have essentially signed on and are committed to seeing this strategic plan through to its ultimate achievement.

To the extent possible, the department budget should align with strategic plan elements. The Fire Chief, city administration, and the city commission must strive to allocate funding for the strategic plan elements to prevent a lack of funding from being the roadblock to successful implementation.

Role of Teams

Each objective is assigned a task team and a responsible party within the team. The task teams must be populated by capable members with an emphasis on those having a desire to achieve the objective or who have expertise or job assignments that align with the objective. Each task team should convene for an initial meeting to allow the responsible party to discuss expectations, become familiar with the objective as a team, seek clarification from the initiative manager where there are questions, identify funding appropriations, and begin the process of outlining a work plan. This will help the task team achieve the objective within the assigned timeline(s).

Once a work plan has been created, the task team chair should coordinate the setting of a meeting schedule that works for the team and minimizes organizational conflicts (e.g., training, vacations, etc.). Significant actions of the task teams and issues they face should be recorded for status updates to the initiative managers.

Role of Initiative Managers

Each of the initiative managers have been selected by the planning team to coordinate the goals and objectives they are assigned. They must be clear on their roles and responsibilities; identify and assign inclusive and capable task teams for each of the

objectives within the initiative; identify funding needs to effectively and efficiently accomplish their assignments; maintain constant awareness of the status and progress of each task team under their charge; troubleshoot and help remove obstacles as they perform their work; and regularly report on initiative status, progress, barriers, strategies to address barriers, successes, and achievements. The initiative managers are a crucial part of communicating the status of their plan element to the organization.

Role of Internal Planning Team and Fire Chief

The internal planning team, of which the Fire Chief is a member, is effectively the implementation team, establishing how often people meet, what they produce, and how they should report it. The internal planning teams are responsible for compiling the status of the individual initiatives, providing adequate funding for initiatives, reporting the status on a regular basis to the organization, and working with initiative managers (and potentially task teams). The team must work around obstacles that have been identified that jeopardize the accomplishment of an objective or delays its achievement beyond the timeline set within this plan.

The internal planning team should focus on communicating the plan to the organization using as many effective mechanisms and approaches as possible. No single method of communication is likely to reach all members of the organization and keep the plan front of mind for every member. As charter members of this strategic plan, the internal planning team is the natural champion of it. However, for the strategic plan to be truly successful, every member of the organization must own it, embrace it, and help hold the organization accountable to it.

Role of LFR Members

Every member of LFR is responsible for understanding the strategic plan internalizing its mission, vision, values, goals and objectives; and helping the organization achieve the plan, regardless of the individual's role or team assignment. By being aware of the various efforts being expended to make LFR more successful, members can be on the look-out for opportunities the various task teams may be able to take advantage of to achieve its objectives. Members must also help by holding the organization accountable to its stated timelines and outcomes. Although there should be room for unforeseen circumstances arising that require adjustment of timelines or unexpected opportunities arising that may necessitate a shift in a specific approach, LFR members should not allow surprise events to become excuses for failing to achieve goals.

It is also important for personnel within the organization to be reasonable in their expectations for the strategic plan. In some cases, it has taken years for some of the challenges the Department faces to manifest themselves in their current form. They will not be reversed overnight. It is important that each member sees themselves as part of the solution. Sometimes, despite the strongest desires and best efforts of all involved, resolution

of some thorny issues requires more effort and more expenditure than is available to the Department in the near term. Therefore, every effort should be made to act with focus on efficiency and effectiveness.

Communication Strategies and Mechanisms

The Strategic Plan must be communicated often and through many mechanisms. Numerous communication strategies must be discussed by the internal planning team. They include:

- Chief officers meeting with all crews over the course of time to review the strategic plan.
- Incorporation of mission, vision, and values discussions within training sessions.
- Highlight a single element of the plan during training sessions (e.g., six minutes for strategic planning).
- Upload the strategic plan electronically to make it accessible to all personnel and post a hard copy of the plan at each station.
- Communicate status updates quarterly, celebrating successes and identifying struggles transparently.
- Internal planning team meets with initiative managers at least semi-annually to share lessons learned, brainstorm resolutions to barriers, and provide status updates.
- Convene the internal planning team annually to update plan and ensure accountability.
- Fire Chief reports to City Administration (and the commission as requested) on quarterly status updates as a standing item for the life of the plan.

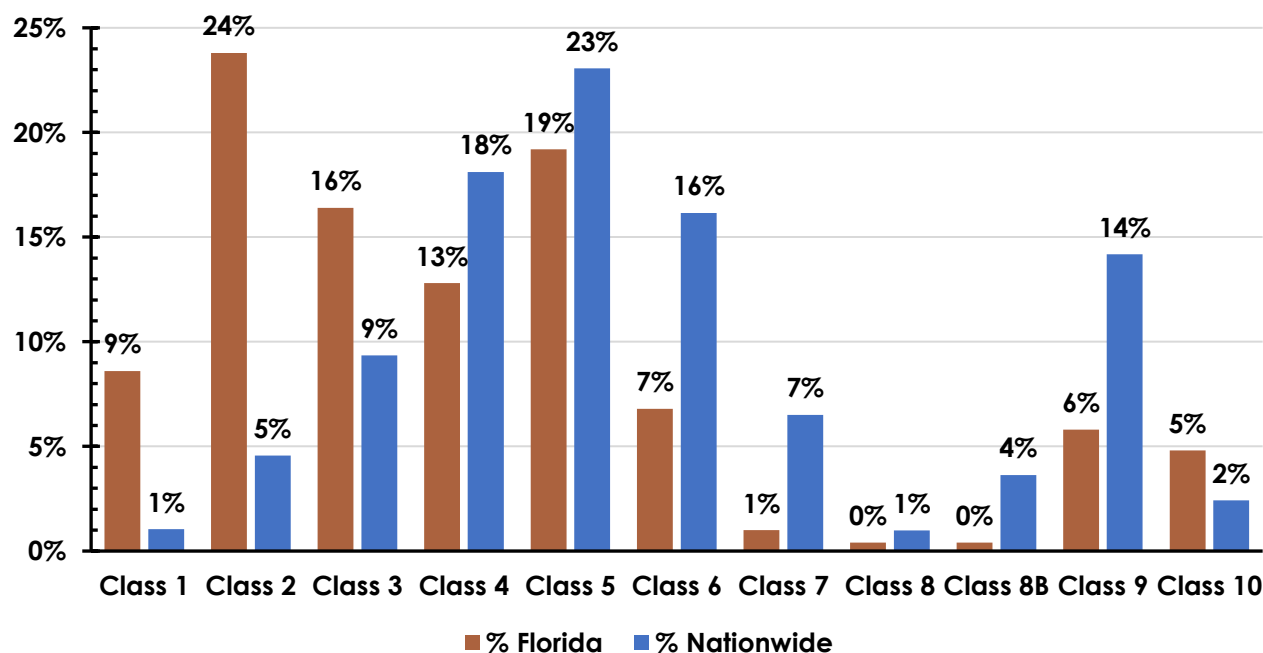These strategies and mechanisms each have their advantages and disadvantages, but the primary theme is to use what works and communicate regularly and transparently to the organization. By keeping the plan front and center in the organization, the plan is alive in the minds and hearts of its members. Celebrating successes as they occur increases the level of anticipation by the members for the other elements to be accomplished.

APPENDIX A: ISO PUBLIC PROTECTION CLASSIFICATION REVIEW

The Insurance Services Office, Inc. (ISO©) is an independent company that collects and analyzes data about municipal fire suppression efforts in communities throughout the United States. According to a recent report, the ISO's Public Protection Classification program, or PPC, "is a proven and reliable predictor of future fire losses." All other factors being equal, commercial property insurance rates are expected to be lower in areas with lower (better) ISO PPC Class rating.

At the time of the most recent ISO survey, the ISO Fire Suppression Rating Schedule (FSRS) measured four primary elements of a community's fire protection system: Emergency Communications (max 10 points); Fire Department (max 50 points); Water Supply (max 40 points); and Community Risk Reduction (max 5.5 points); for a maximum possible total of 105.5 points. The ISO then assigns a grade using a scale of 1 to 10, with Class 1 representing the highest degree of fire protection, and Class 10 designating a fire suppression program that does not meet ISO's minimum criteria.

Distribution of Communities by PPC Class Number within Classification[2]

Class	% Florida	% Nationwide
Class 1	9%	1%
Class 2	24%	5%
Class 3	16%	9%
Class 4	13%	18%
Class 5	19%	23%
Class 6	7%	16%
Class 7	1%	7%
Class 8	0%	1%
Class 8B	0%	4%
Class 9	6%	14%
Class 10	5%	2%

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[2] https://www.isomitigation.com/ppc/program-works/facts-and-figures-about-ppc-codes-around-the-country/ Retrieved November 1, 2021

In 2015, Largo was assigned an ISO classification of Class 1 which is the best possible rating with a total score of 92.39 out of a possible 105 points. As a result of the latest review in 2020, Largo has maintained the Class 1 rating but has regressed in their point total to 91.61 (-0.78). Continuing as a Class 1 community is important to Largo, but the downward point trend is a cause for concern. This section of the report highlights the areas of concern and makes recommendations for improvement so future gradings do not jeopardize the community's Class 1.

ISO Element Summary

- Emergency Communications: Largo scored 9.98 points of a possible 10 points. A reduction of 0.02.
- Fire Department: Largo scored 41.83 points out of a possible 50 points. A reduction of 0.04.
- Water System: Largo scored 36.55 points out of a possible 40 points. A reduction of 3.45.
- Community Risk Reduction: Largo scored 4.79 points out of a possible 5.50 points. An improvement of 1.02.
- Divergence: Largo had a divergence factor of 1.45 points.
- Total Score: Largo had a total score of 91.61points out of a possible 105.5. A reduction of 0.78.

2015 – 2020 ISO Rating Comparison

FSRS Item	Credit Available	Earned Credit 2015	Earned Credit 2020	Difference
Emergency Communications				
414 Emergency Reporting	3	3	3	0
422 Telecommunications	4	4	3.98	-0.02
432 Dispatch Circuits	3	3	3	0
440 Emergency Communications Total	10	10	9.98	-0.02
Fire Department				
513 Engine Companies	6	6	6	0
523 Reserve Pumpers	0.5	0.5	0.5	0
532 Pumper Capacity	3	3	3	0
549 Ladder/Service	4	2.68	2.37	-0.31
553 Reserve Ladder/Service	0.5	0.47	0.47	0
561 Deployment Analysis	10	8.51	8.68	0.17
571 Company Personnel	15	10.81	11.39	0.58
581 Training	9	7.9	7.42	-0.48
730 Operational Considerations	2	2	2	0
590 Fire Department Total	50	41.87	41.83	-0.04
Water Supply				
616 Supply System	30	30	29.43	-0.57
621 Hydrants	3	3	3	0
631 Inspection and Flow	7	7	4.12	-2.88
	40	40	36.55	-3.45
Divergence	0	-3.25	-1.54	1.71
Divergence Total	0	-3.25	-1.54	1.71
1050 Community Risk Reduction	5.5	3.77	4.79	1.02
Community Risk Reduction Total	5.5	3.77	4.79	1.02
Total Credit	**105.5**	**92.39**	**91.61**	**-0.78**

Divergence

A note about "divergence." According to ISO, divergence "recognizes any disparity in the relative level of effectiveness of your fire department and water supply." A divergence score is always negative, and ISO reduces the overall PPC score if the relative scores for the fire department and water supply are different. In fact, the divergence factor may be high enough to result in a poorer ISO PPC classification. Thus, it is important to consider both the water supply and fire department when seeking to improve a PPC classification; investing in one without the other will be less effective over time. Areas of divergence to be

considered by the department, along with the resultant impact, are quantified in the ISO report.

ISO Areas of Concern

After review of the 2020 report, the following areas of concern were noted:

- 422 Telecommunications: 3.98 out of 4 available points (a loss of 0.02 points) due to slower call processing times at the county dispatch center.
- 549 Ladder Service Company: 2.37 points out of 4.0 available points (a loss of 0.31 points) due to the aerial length, type of apparatus, and equipment carried.
- 553 Reserve Ladder/Service: 0.47 points out of 0.50 available points due to the lack of equipment carried on the designated reserve ladder or service apparatus.
- 561 Deployment Analysis: 8.68 out of 10 available points (increase of 0.17 points) due to the inability to respond with enough apparatus, equipment, and personnel within established response time standards.
- 571 Company Personnel: 11.39 out of 15 available points (increase of 0.58 points) due to not enough personnel arriving at working fires to establish an effective firefighting force.
- 581 Training: 7.42 out of 9 points (a loss of 0.48 points) due to a lack of hours in training.
- 616 Supply System: 29.43 out of 3 points (a loss of 0.57 points) due to the systems overall flow capacity.
- 631 Water Supply Inspection and Flow: 4.12 out of 7 points (loss of 2.88 points) due to a lack of hydrant flow tests and lack of a hydrant marking system in Belleair.

Possible Improvement Actions

The following suggestions are provided as possible improvement actions.

- 422 Telecommunications: Call processing times slightly increased at the county dispatch center. This increase affects every department in the county. The increase was not drastic but should not be allowed to increase. This is an area that should be monitored on a routine basis.
- 549 Ladder Service Company: Largo's community requirement for Ladder/Service companies is two (2) fulltime companies. LFR is receiving credit for T-41and T-42 as Ladder Companies, but neither truck received full credit. The needed fire flow for the community dictates two ladder trucks with 100" aerial devises are required. The following explains the scoring on each Ladder Company.
    - T-41 – Lost 50 points because of the aerial height specifications, 25 points were lost for lack of 35-foot extension ladder, 25 points were lost for having a single 16-

foot or longer roof ladder (two are required), 4 points were lost for portable flood light (had 2 but need 3) and 25 points because of elevated stream device being limited to 75'. This is a total of 643 points out of a possible 772.

- T-42 -Was credited as an Engine-Ladder Company and when this method is used, scoring is 100% credit for equipment needed for an engine and then 50% for what's left towards the ladder company. Depending on the needs of the engine, which gets first priority in a combination method, there is the opportunity to get 50% or there may be no credit based on primary use. T-42 was only awarded 272 points out of a possible 668 points.

To improve this area of concern, LFR should consider, as replacement of current apparatus occurs, purchasing 100-foot aerial apparatus capable of carrying a full complement of Ladder and Service company equipment. Another method available to receive full Ladder/Service credit is to transition the department to a Quint concept of ladder coverage. This would require that 50 percent of the Largo stations be staffed with fully equipped Quint apparatus, and the remaining can be staffed with engine companies.

- 553 Reserve Ladder/Service: The apparatus credited as being a reserve Ladder/Service has the same points as last review: 0.47 out of 0.50. This is a good score for the current apparatus, although it is missing some required equipment.

- 561 Deployment Analysis: Largo was credited with 96.02 percent coverage for Engine Company response arrival within 320 seconds. It was credited with 100 percent credit for complete assignment response arrival within 560 seconds. This is an excellent score that would be difficult to improve with the responding constraints within the district. This standard should be continually monitored, analyzing increased response times and taking corrective action if necessary.

- 571 Company Personnel: ISO defines an effective firefighting force in the City for working fires at 30 personnel. ISO does not define how the personnel can comprise that force. Largo did improve its score within this review by 0.58 to 11.39 and is therefore only 3.61 points from a perfect score. There are improvement methods available to the city, which include: adding full-time personnel or increasing the response by auto-aid companies. These options will be addressed in the strategic plan.

- 581 Training: The training score is good but full credit is easily within reach.
    - Training Facilities and Use – Each member should attend 18 hours of facility training - Largo averaged 16.52 hours per member. Credit was 32.2 out of 35.
    - Company Training – Each member should have 16 hours – Largo averaged 15.29 hours per member. Credit was 23.89 out of 25.

- Officer Training – Certification for current officers responsible for fire suppression. Out of 40 officers identified, 30 were certified. Credit was 4.5 out of 6.
- Officer Continuing Education – Full credit received.
- New Driver/Operator Training – Full credit received.
- Current Driver/Operator Training – Continuing education for assigned driver/operators - Largo averaged 11.94 out of 12 hours per year for 4.93 out of 5 points.
- Hazardous Material Training – Annual Hazardous material refresher training, Largo averaged 5.35 out of 6 hours and received 0.89 out of 1 point.
- Recruit Training – Full credit.
- Building Familiarization for Pre-Incident Planning Program – Largo did not complete the required pre-incident planning as guided by NFPA 1620 "all commercial, industrial, institutional and other similar buildings should have building familiarization and pre-incident planning tours. Records of the inspection (whether in electronic or other formats) should include complete and up-to-date notes and sketches, which must be available to the responding incident commander." No credit received.
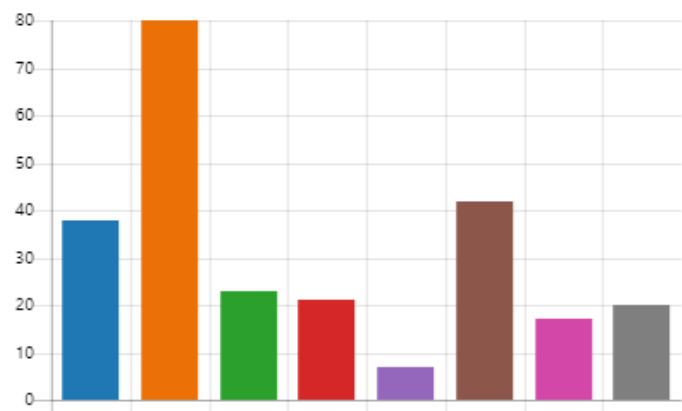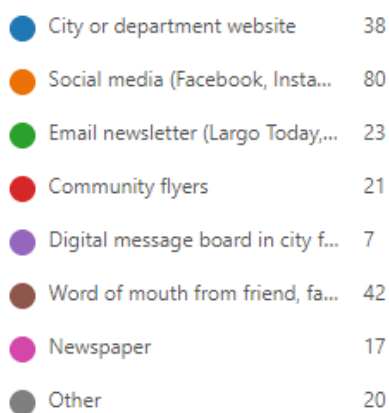
This outline of required training sections defines areas of concerns in each section. A perfect score is achievable with a little more effort or a stronger emphasis on monitoring individual achievement and record keeping. The glaring omission is the lack of pre-incident planning and the availability of building and property data for incident commanders during emergencies. This program should be started as soon as possible. One method that has been successful is to train new recruits in pre-incident planning inspections. Before employees are assigned to operation division, they could be assigned to complete pre-incident inspections throughout the city. Benefits of this approach include the availability of updated plans to the entire department — especially the incident commanders — as well as recruits learning about the commercial property in the community.

- 631 Water Supply Inspection and Flow: Largo did not provide flow tests for the water system in the coverage area. Although it is acknowledged that the system is provided by and maintained by the county, the city is responsible for providing test data to ISO. For full credit, fire-flow tests should be conducted on all parts of the system every five years. In lieu of a comprehensive fire-flow testing program, the city, through the county, can provide results of a properly installed and calibrated hydraulic water distribution system computer model that can produce static pressure and flow predictions at 20 psi residual pressure.

APPENDIX B: EXTERNAL – COMMUNITY SURVEY

The following are the 31 possible questions that were included in the community survey. The results are pasted from the online review used be the planning team members for survey review. Questions that were open-ended were summarized into themes by the JAG team and integrated where appropriate during the planning workshop.

1. As a local resident, what services are you aware of that Largo Fire Rescue provides?
2. How do you typically learn about Largo Fire Rescue's special events or services? (Select all that apply)

● City or department website	38
● Social media (Facebook, Insta…	80
● Email newsletter (Largo Today,…	23
● Community flyers	21
● Digital message board in city f…	7
● Word of mouth from friend, fa…	42
● Newspaper	17
● Other	20

3. Have you ever experienced an emergency that required the response of the Largo Fire Rescue?

● Yes	77
● No	56

4. How was your overall experience (e.g., customer service, care provided, response time, etc.) in dealing with the department?

● Very satisfied	72	
● Somewhat satisfied	4	
● Not satisfied	1	

5. Have you ever attended an in-person or virtual event hosted by Largo Fire Rescue?

● Yes	57
● No	76

6. How would you rate the quality of information at the event?

● Very Informative	65
● Somewhat Informative	15
● Not Informative	3

7. What areas of Fire Rescue Service (prevention and response) do you believe currently need improvement? (Select all that apply)
   a. Fire prevention (Includes: fire inspections, smoke alarm installations, home fire safety education)
   b. Fire response (Includes: response time, quality of emergency fire response)
   c. Storm/Hurricane preparedness (Includes: education on storm kit preparedness, emergency alerts)
   d. Storm/Hurricane response (Includes: shelters, emergent care during a storm, emergency alerts, etc.)
   e. Individual safety/emergency services prevention (Includes: fall prevention, bicyclist and pedestrian safety, home modification for seniors and disabled or other vulnerable populations, drug / alcohol abuse prevention)
   f. Individual safety/emergency services response (Includes: medical care for individual injuries including for seniors and disabled or other vulnerable populations, medical attention for drug/alcohol abuse)

Fire prevention (Includes: fire i... 24
Fire response (Includes: respo... 13
Storm/Hurricane preparednes... 30
Storm/Hurricane response (Inc... 20
Individual safety/emergency s... 50
Individual safety/emergency s... 32
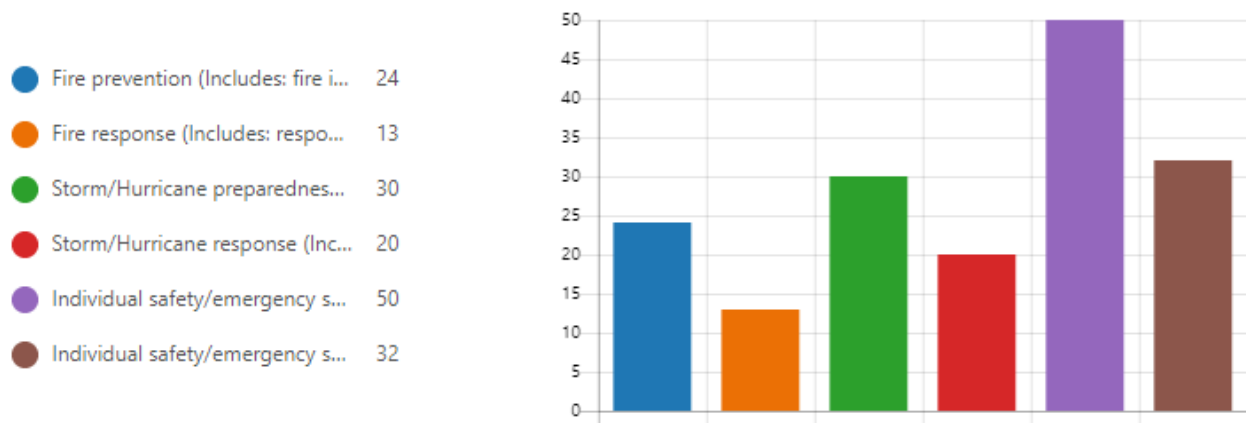
8. Please describe what improvements you believe are needed related to your responses above.
9. Are there any specific populations in the community overall that you believe need more support from Largo Fire Rescue?
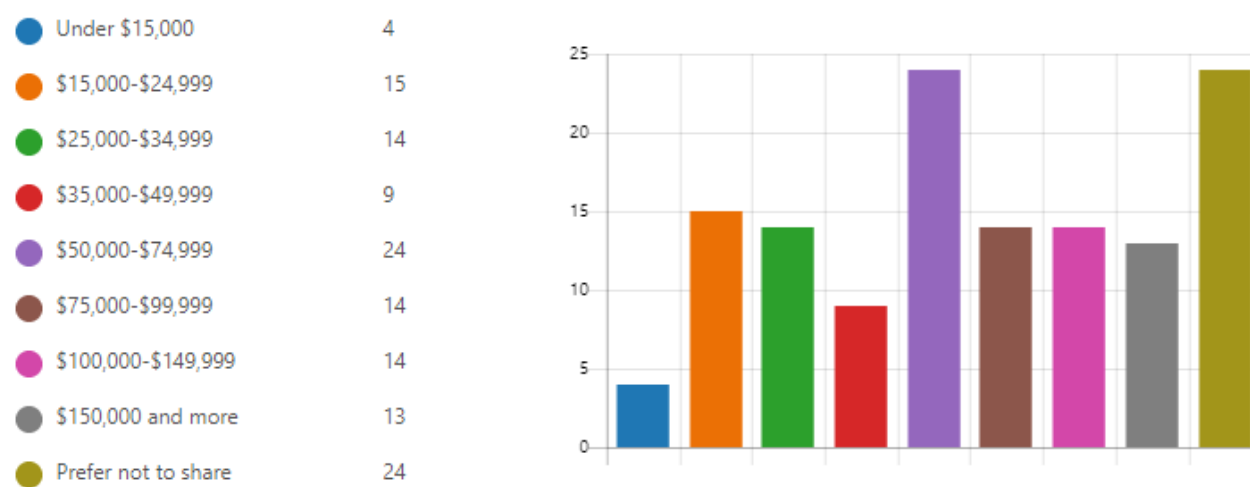10. Please list any strengths you would like to share regarding Largo Fire Rescue. What is the Largo Fire Rescue team doing well?
11. Please list any concerns you have regarding Largo Fire Rescue and the services/programs provided by Largo Fire Rescue.
12. Please compare and prioritize the following planning elements by dragging the element up or down and ranking them in order of what needs the most focus in the upcoming strategic plan (highest priority at the top). *These results are presented in the body of this report.*
13. Based on your opinion, please rank the following service priorities provided by Largo Fire Rescue using a scale of 3 = critical priority; 2 = important priority; 1 = low priority. *These results are presented in the body of this report.*
14. Considering the services listed above, if you would like to see a service added, please list it in the space below.
15. Considering the services listed above, if you see a service that you feel should not be provided by Largo fire rescue, please list it in the space below.
16. Please select the statement below that best reflects your opinion as it relates to staffing. These results are presented in the body of this report.
17. Please select the statement below that best reflects your opinion as it relates to Response Performance. These results are presented in the body of this report.
18. Please select the statement below that best reflects your opinion as it relates to Cost of Service. These results are presented in the body of this report.
19. Please provide any comments related to the Staff/Response/Cost questions.
20. What is your zip code?
21. Which option best describes your residence?

🔵 Single Family Home	84
🟠 Manufactured Home	19
🟢 Townhome/Condo	16
🔴 Apartment	7
🟣 Prefer not to share	2
🟤 Other	3
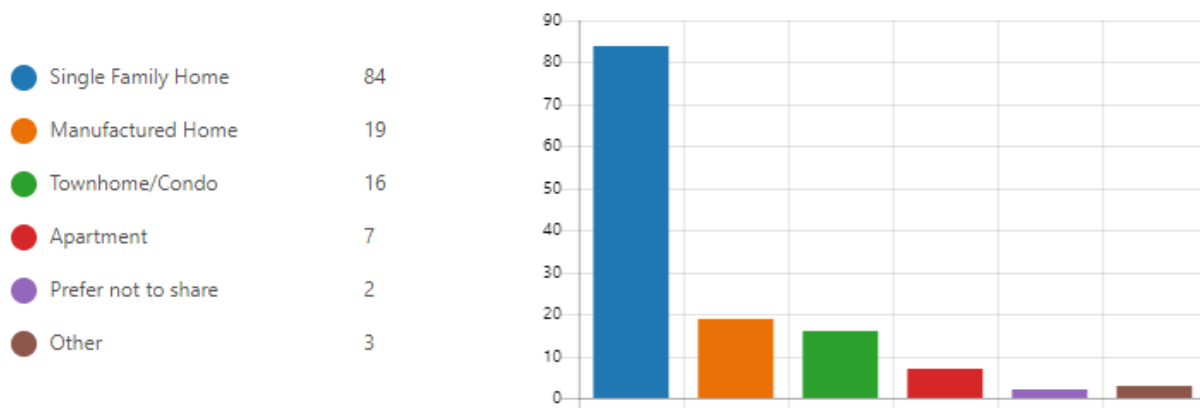
22. Which race/ethnicity(s) do you most closely identify with?

🔵 Black/African-American	2
🟠 White/Caucasian	109
🟢 Hispanic/Latinx	3
🔴 Asian/Pacific Islander	1
🟣 Native American/American	0
🟤 Indian/Alaska Native	0
🟣 Prefer not to share	16
⚫ Other	1
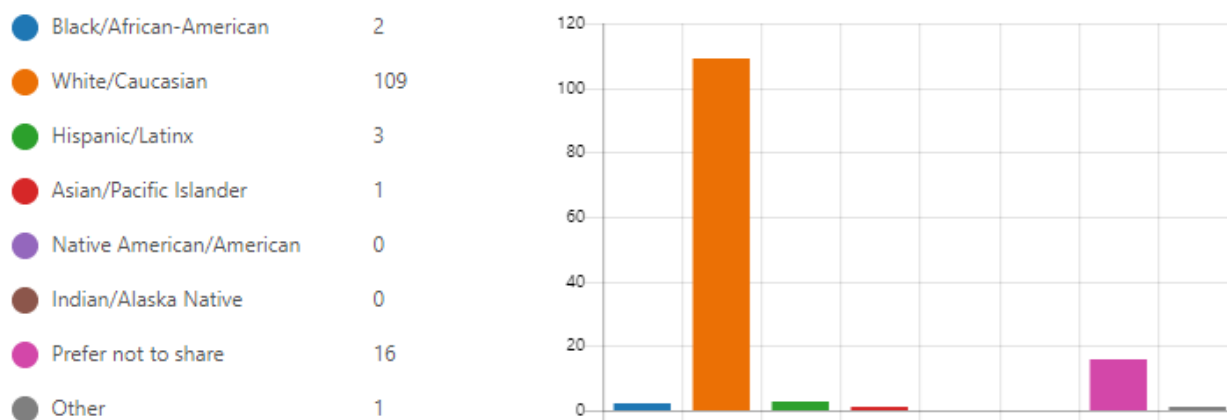
23. What is your approximate annual household income?

🔵 Under $15,000	4
🟠 $15,000-$24,999	15
🟢 $25,000-$34,999	14
🔴 $35,000-$49,999	9
🟣 $50,000-$74,999	24
🟤 $75,000-$99,999	14
🟣 $100,000-$149,999	14
⚫ $150,000 and more	13
🟡 Prefer not to share	24

24. Does anyone in your household experience any disability or impairment? (Select all that apply)

● A sensory impairment (vision ...	17
● A mobility impairment	27
● A learning disability (e.g., ADH...	7
● A mental health disorder	9
● I do not experience any disabi...	66
● Prefer not to share	14
● Other	7
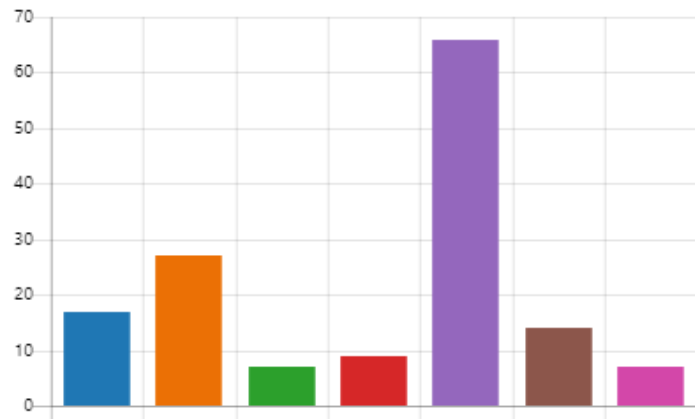
25. Are there any specific barriers that make it a challenge for you to access or use Largo Fire Rescue services (e.g., language, transportation, access to internet, medical conditions, cultural or religious considerations, etc.)?
26. First and Last Name (optional)
27. Email Address (optional)
28. Phone Number (optional)
29. Organization (if representing one)
30. Would you like to share more information in a follow-up interview about Fire Rescue services? If Yes (please include contact information)

|	
● Yes - (please include contact i...	13
● No	88

31. Is there anything else you would like to share related to Largo Fire Rescue services, programs, or support?

APPENDIX C: INTERNAL SURVEY

The following are the 34 questions that were included in the internal survey. The results are pasted from the online review used by the planning team members for survey review. Questions that were open-ended were summarized into themes by the JAG team and integrated where appropriate during the planning workshop.

1. Please indicate your total number of years of experience in the fire service.
2. Please indicate your total number of years of service for LFR.
3. To which division are you currently assigned?

Administration	10	
Operations	65	
Compliance/Education	1	
Emergency Management	1	
Training/Safety	1	
Fleet Services	1	
Fire Prevention	7	
Administration Office Staff	0	
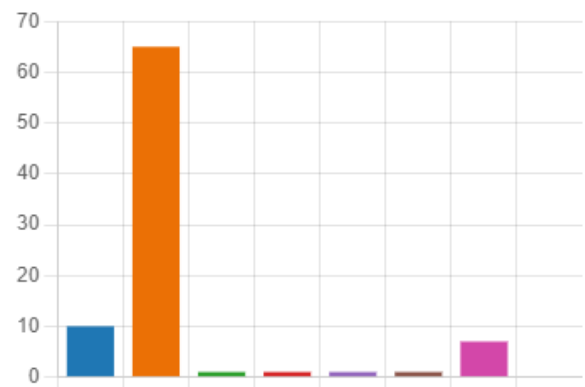
4. How many years in this division?
5. Please choose your age range.

19 and under	0	
20-29	16	
30-39	20	
40-49	23	
50-59	25	
60 and Over	2	
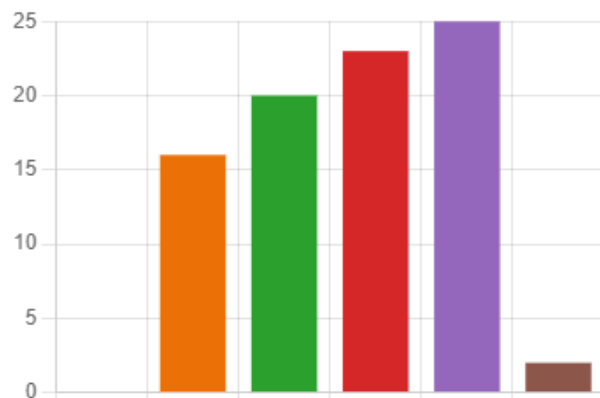
6. What is your highest level of education?

🔵	High School	22
🟠	Associate degree	26
🟢	Bachelor's degree	22
🔴	Master's degree	8
🟣	Other	8

7. From a training standpoint, how prepared are you to respond with LFR to the following incident types?

Legend: Very unprepared ■ Somewhat unprepared ■ Neither prepared nor unprepared ■ Somewhat prepared ■ Very prepared ■ Not relevant to my position

Categories:
- Structure fire, 1- or 2-family, mobile home
- Structure fire, multi-family apt
- Structure fire, large commercial
- Wildfire or other outdoor fire
- Vehicle fire
- Vehicle fire with hazmat
- Hazmat spill or release, no fire
- Motor vehicle incident with injures/ entrapment
- Medical emergency involving a single patient
- Medical emergency involving multiple patients
- Pediatric medical emergency
- Major disaster (flood, etc.)
- Fire pre-plans
- Fire inspections
- Fire investigation, origin and cause only
- Active assailant/civil disturbance

8. Please identify your level of agreement with each of the following statements about training and professional development opportunities provided by LFR:
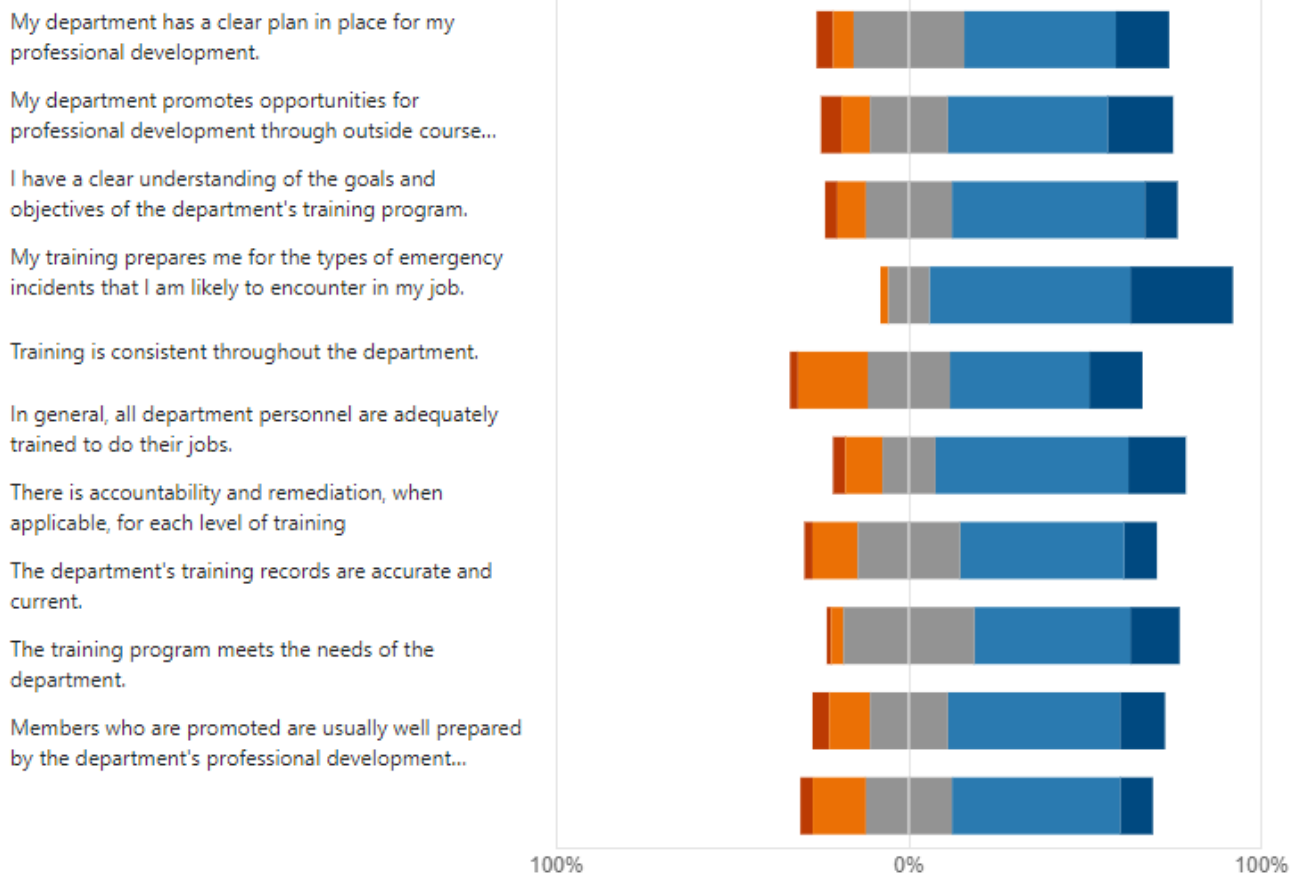
9. In which subjects or areas would you like to see more training?
10. If you could change one thing about the department's training program, what would it be?

11. From an emergency communications standpoint, how well does LFR perform the following?
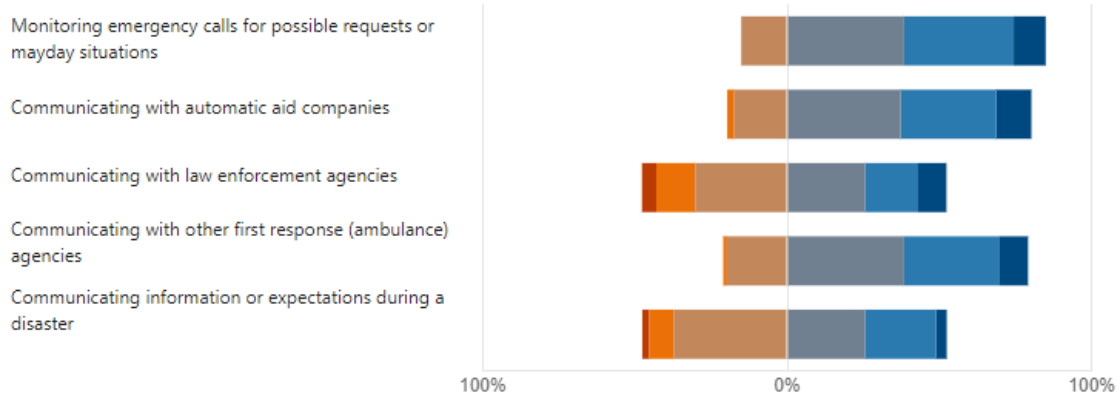
12. Please identify your level of agreement with each of the following statements about communication at LFR:
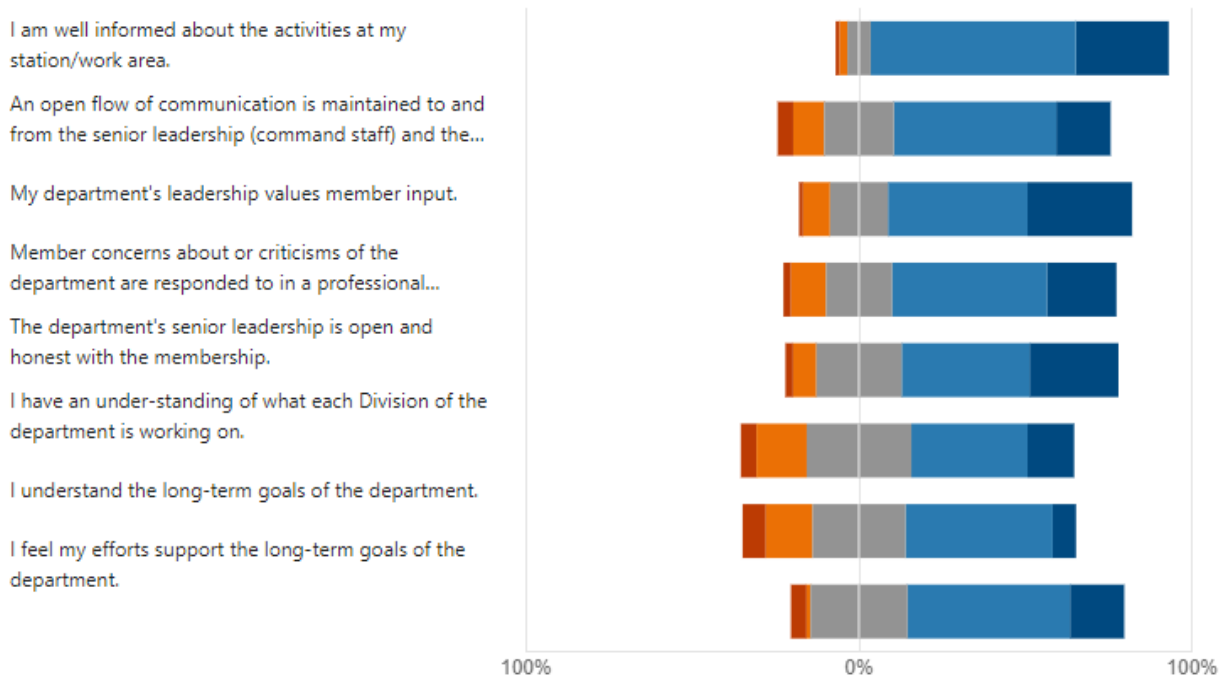
13. Which one of the following do you most frequently rely on as a source of information about activities at your department?

Rank Options   First choice ⬛ ⬛ ⬛ ⬛ ⬛ ⬛ Last choice

1   My immediate supervisor

2   Emails/Memos

3   Other department members

4   Senior leadership (i.e. chief, dep...

5   Labor representatives

6   Other - Note type in final thoug...
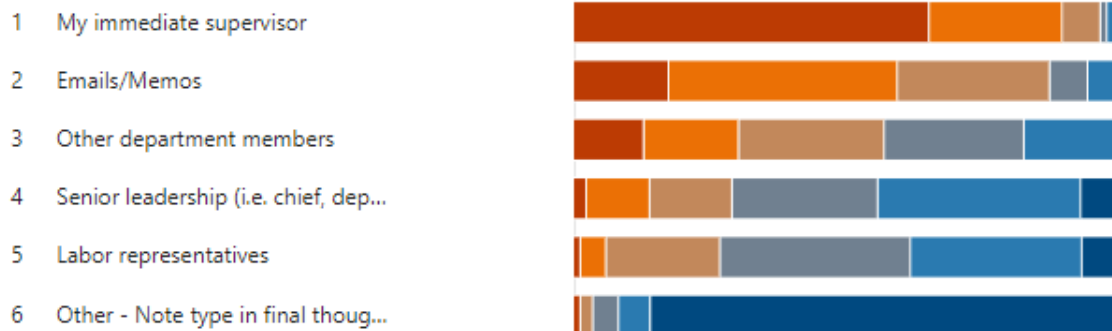
14. In your opinion, what is the best way to communicate information at LFR?

15. If you could change one thing about the communication process, what would it be?

16. Please identify your level of agreement with each of the following statements about your work environment at LFR:

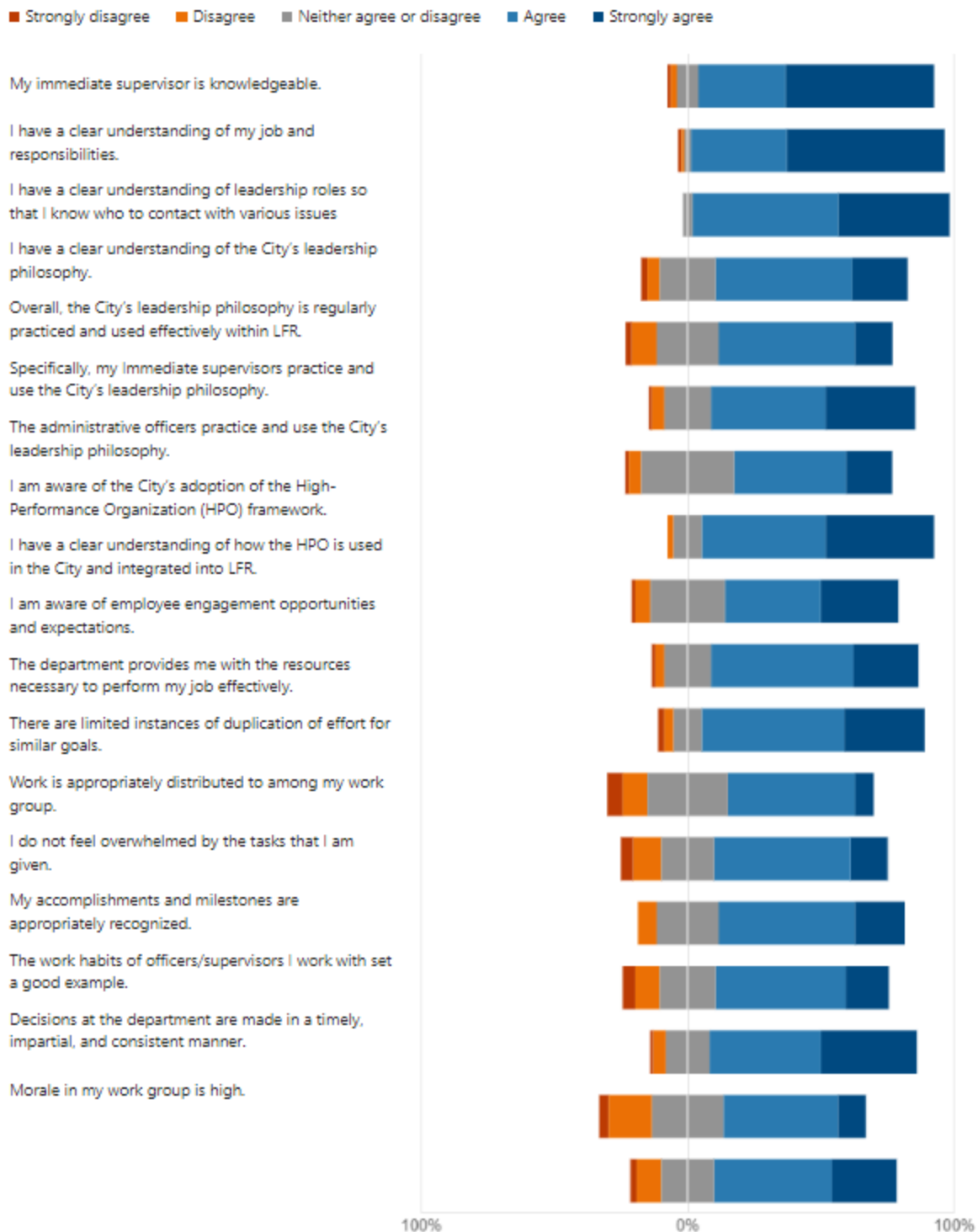■ Strongly disagree   ■ Disagree   ■ Neither agree or disagree   ■ Agree   ■ Strongly agree

My immediate supervisor is knowledgeable.

I have a clear understanding of my job and responsibilities.

I have a clear understanding of leadership roles so that I know who to contact with various issues

I have a clear understanding of the City's leadership philosophy.

Overall, the City's leadership philosophy is regularly practiced and used effectively within LFR.

Specifically, my Immediate supervisors practice and use the City's leadership philosophy.

The administrative officers practice and use the City's leadership philosophy.

I am aware of the City's adoption of the High-Performance Organization (HPO) framework.

I have a clear understanding of how the HPO is used in the City and integrated into LFR.

I am aware of employee engagement opportunities and expectations.

The department provides me with the resources necessary to perform my job effectively.

There are limited instances of duplication of effort for similar goals.

Work is appropriately distributed to among my work group.

I do not feel overwhelmed by the tasks that I am given.

My accomplishments and milestones are appropriately recognized.

The work habits of officers/supervisors I work with set a good example.

Decisions at the department are made in a timely, impartial, and consistent manner.

Morale in my work group is high.

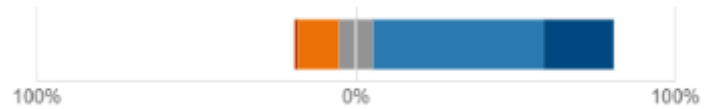100%   0%   100%

17. Do you feel there are any needed changes to the way that milestones of the department are celebrated/recognized?

18. How would you rate morale at LFR?

■ Poor ■ Fair ■ Neutral ■ Good ■ Very good

Morale

100%   0%   100%

19. Complete the following statement: Overall, member morale at LFR is....
20. What suggestions do you have for improving member morale at LFR?
21. In your opinion, what should the LFR senior leadership be doing more of?
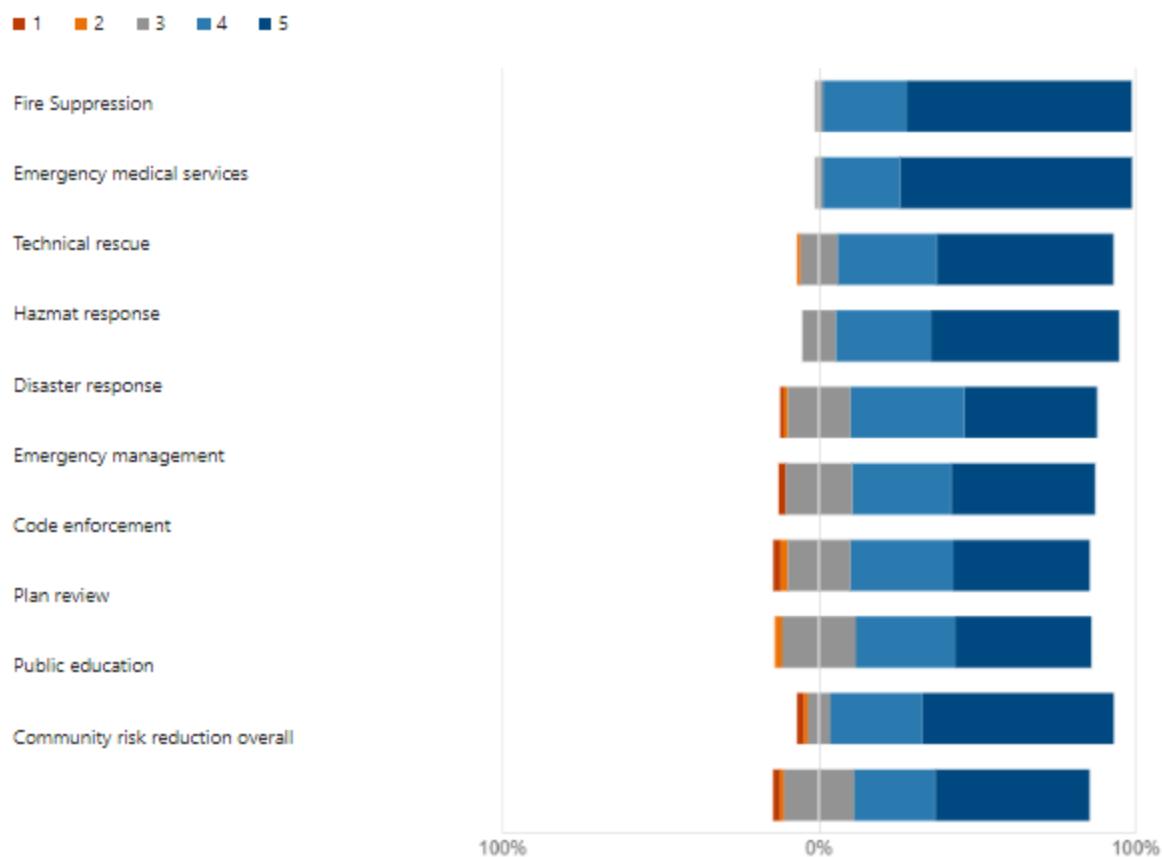22. How would you rate your overall personal work environment at LFR?

★★★★★

4.29 Average Rating

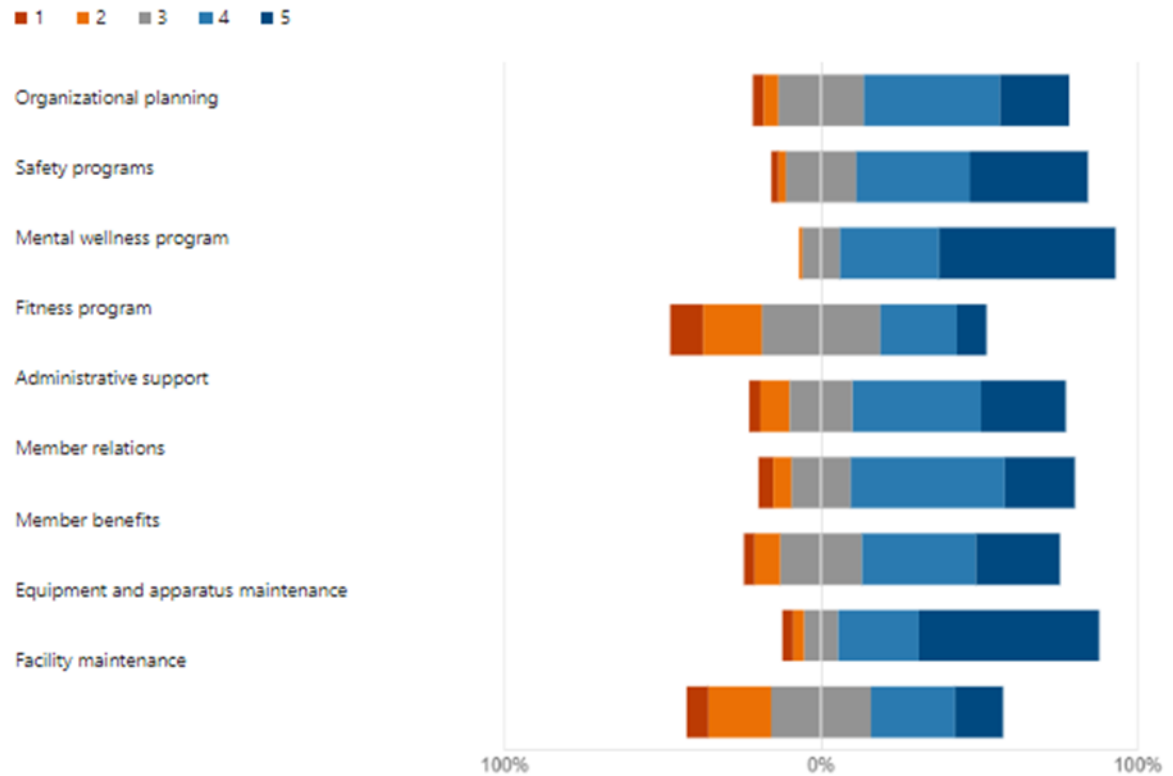23. How proud are you to tell other people that you are a member of the LFR?
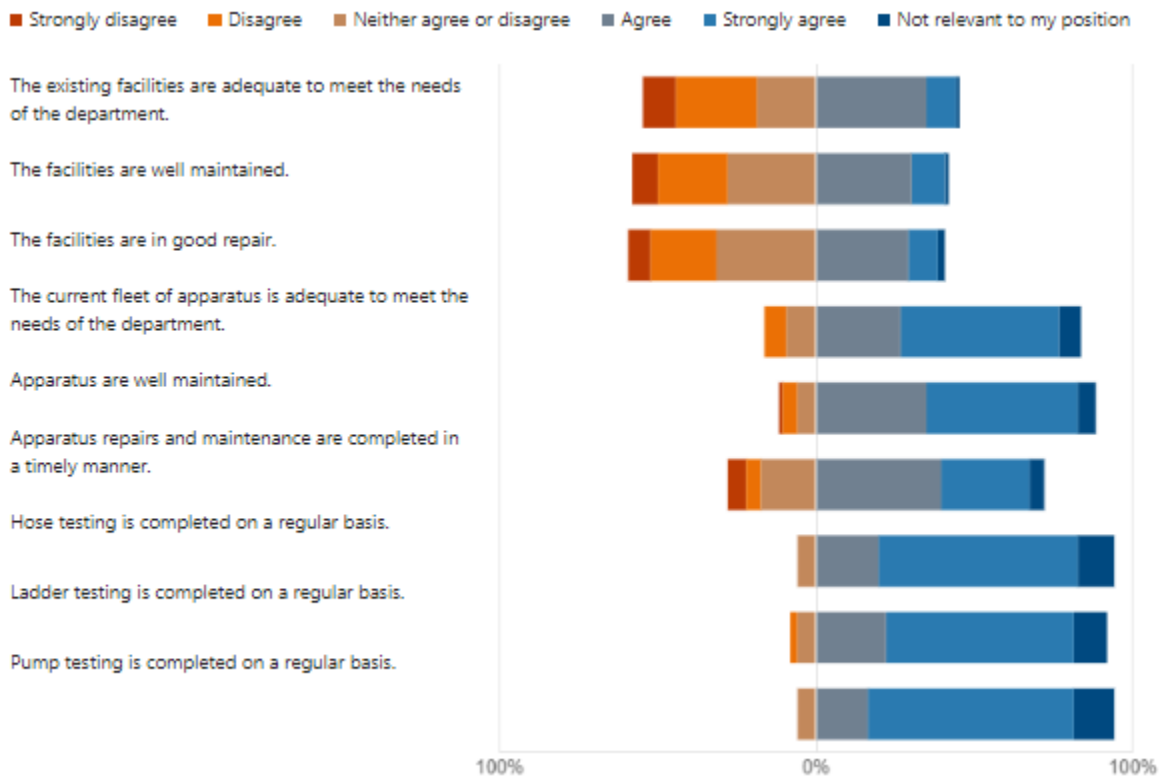
★★★★★

4.57 Average Rating

24. If you could change only one thing about the work environment at LFR, what would it be?
25. On a scale of 1 to 5, where 5 is excellent and 1 is poor, how would you rate the following external services and programs provided to the public by LFR?

Legend: 1, 2, 3, 4, 5

Categories (top to bottom): Fire Suppression, Emergency medical services, Technical rescue, Hazmat response, Disaster response, Emergency management, Code enforcement, Plan review, Public education, Community risk reduction overall

X-axis: 100% — 0% — 100%

26. On a scale of 1 to 5, where 5 is excellent and 1 is poor, how would you rate the following internal services and processes provided by the LFR?

■ 1   ■ 2   ■ 3   ■ 4   ■ 5

Organizational planning

Safety programs

Mental wellness program

Fitness program

Administrative support

Member relations

Member benefits

Equipment and apparatus maintenance

Facility maintenance

27. Please identify your level of agreement with each of the following statements about the department's facilities and apparatus:

■ Strongly disagree   ■ Disagree   ■ Neither agree or disagree   ■ Agree   ■ Strongly agree   ■ Not relevant to my position

The existing facilities are adequate to meet the needs of the department.

The facilities are well maintained.

The facilities are in good repair.

The current fleet of apparatus is adequate to meet the needs of the department.

Apparatus are well maintained.

Apparatus repairs and maintenance are completed in a timely manner.

Hose testing is completed on a regular basis.

Ladder testing is completed on a regular basis.

Pump testing is completed on a regular basis.

28. Please identify your level of agreement with each of the following statements as they relate to the LFR relations with the community it serves:

29. In your opinion, what is the community's overall image of the LFR?
30. In your opinion, what is the department's single greatest STRENGTH?
31. In your opinion, what is the department's single greatest WEAKNESS?
32. In your opinion, what are the greatest OPPORTUNITIES that LFR should take advantage of in the future?
33. In your opinion, what are the most significant CHALLENGES or THREATS that LFR faces in the future?
34. Please use the space below to tell us your suggestions or final thoughts for improving LFR or provide any comments not included above.

APPENDIX D: TABLE OF FIGURES

APPENDIX E: TASK/ASSIGNMENT TRACKER

Initiative:	Person(s) Responsible:	Desired Outcome(s):				
Goal:						
Objective:		**Timeline:**				

#	Task	Assigned/Delegated	Start Date	Completion Date	Cost Estimate	Comments
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						