



GAINESVILLE
FIRE
RESCUE

a foundation
of noble traditions.
today's model for
the future.

2020-2025
strategic
plan

Gainesville.
Citizen centered
People empowered

the **purpose**
of our city
is the **people**
of our city

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chief's executive summary



I am honored to present GAINESVILLE FIRE RESCUE'S new Strategic Plan. It has taken significant effort and countless hours of investment to produce this important and engaging document. This process carefully and thoughtfully included our community, other departments and stakeholders, and for the first time, nearly all our personnel.

The ultimate purpose of our Strategic Plan is to give action to our vision. Where the visioning process helps us see what is ahead, the Strategic Plan ensures our preparation for the future. GFR has been built on a foundation of noble traditions, which positions us to be a model for the future.

There are many predictors of a successful emergency response and a critical one is the presence of a comprehensive and guiding plan. For fire services, an Incident Action Plan (IAP) is required and guides the Incident Commander at the scene of an emergency. Likewise, the hallmark of a successful fire rescue agency is the presence of a Strategic Plan to lead and support the department's goals and objectives.

The process used to develop GFR's plan was unprecedented in its outreach efforts, engagement process, and leveraging of our organizational talent. We engaged the community through organized and formal sessions with diverse representation of citizens and neighborhood leaders. We also benefited from including several other city departments and professional planners. Most important to our process was the vital input from GFR personnel. Reaching every shift and station, GFR's feedback has been immeasurable to this process and resulting plan.

Deputy Chief JoAnne Rice lead this effort and is to be commended on her leadership as well as so many others who contributed.

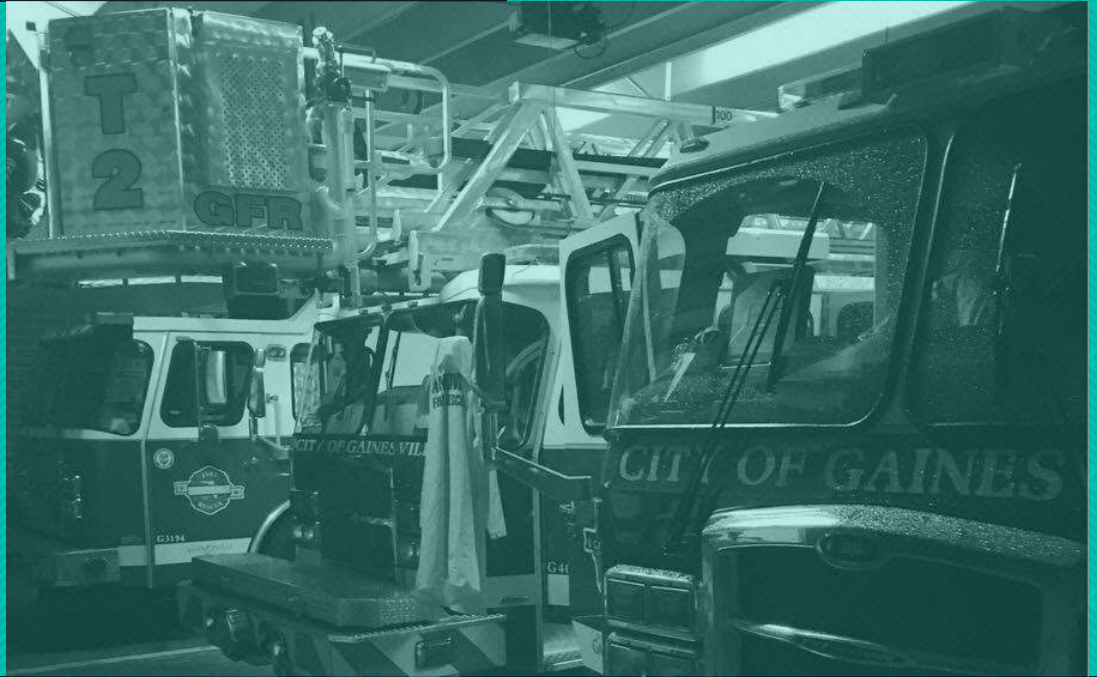
I am proud to share your plan for the future of GAINESVILLE FIRE RESCUE.

Jeff Lane

Fire Chief

City of Gainesville, Florida

city's strategic framework



LEADING A MOVEMENT

Charting a course toward a new American city

Gainesville is defining a new kind of city - a new American city - that aspires to become a model for other communities by solving critical issues through collaboration and intentional design. More important, we are striving to create a new and inspiring experience for the people who choose to call Gainesville home.

The City of Gainesville, aligned with its community partners, will become a lab for the exploration of pressing social and sustainable challenges. As collaborators, we can make Gainesville a workshop for solutions to problems that face cities nationwide. To seek the greater good, Gainesville will bring great minds with different viewpoints together to solve our toughest challenges.

HOW MIGHT WE...

Cultivate **job diversity & economic vitality** in Gainesville?

Build **equity & vibrant neighborhoods** throughout Gainesville?

Shape **a bright future for each & every person** in Gainesville?

Create **space for ingenuity & partnership** to thrive in Gainesville?

our process

july-august

2018

- Began designing a process for creating a new strategic plan.
- Comprised a team of GFR's Executive Leadership and representatives from Strategic Initiatives and Learning & Organizational Development.

september-october

2018

- Facilitated two community focus group sessions with diverse representation of neighborhoods and stakeholders.
- Conducted community surveys.

october-november

2018

- Lead three sessions with GFR personnel with representation from every station and shift.
- Assembled a planning team of GFR personnel.

november-december

2018

- Conducted focused discussions with GFR command staff and executive leadership.

january-february

2019

- Developed draft versions of a new plan and lead ongoing engagement.
- Reviewed and evaluated drafts with planning team representatives.

march-april

2019

- Developed final plan for department, leadership, and City Commission approval.



GAINESVILLE FIRE RESCUE STRATEGIC FRAMEWORK

MISSION:

To protect and serve through community involvement, education, prevention, and rapid intervention by professionals committed to excellence.



VISION

WHO DO WE ASPIRE TO BE? | GFR IN 2040

We will be a recognized leader of preparedness, responsiveness, and recovery support to promote a model community of safety, health, and resiliency.



STRATEGY

HOW WILL WE GET THERE? | GFR IN 2030

We protect and serve the community as a leading provider of **RAPID** (**R**esponsible, **A**ccountable, **P**rofessional, **I**nnovative, and **D**edicated) fire/rescue services.



FOCUS

WHAT ARE OUR PRIORITIES? | GFR IN 2025



Foster Community Education & Engagement



Support a Culture of Excellence



Deliver Effective Prevention & Intervention

Gainesville.
Citizen centered
People empowered

the **purpose**
of our city
is the **people**
of our city

GAINESVILLE FIRE RESCUE

2020-2025 STRATEGIC ROADMAP



FOSTER COMMUNITY EDUCATION & ENGAGEMENT



Build a system of community resources, which supports the health and wellness of Gainesville citizens



SUPPORT A CULTURE OF EXCELLENCE



Strengthen the culture of safety, health, and wellness to build more prepared and resilient employees



Support a culture of empowerment and inclusion to foster long-term growth and development



DELIVER EFFECTIVE PREVENTION & INTERVENTION



Redesign fire prevention strategies to improve the likelihood of the community's safety and economic vitality



Identify opportunities to increase response capacity to effectively and efficiently manage expanding demand

GAINESVILLE FIRE RESCUE

2020-2021 STRATEGIC ACTION PLAN



FOSTER COMMUNITY EDUCATION & ENGAGEMENT



Build a system of community resources, which supports the health and wellness of Gainesville citizens

GOAL & OBJECTIVES

Expand the Community Resource Paramedicine program to build out the concept of a clinic and increase in-home community support

- Seek appropriate facility for clinical visits
- Create formal partnerships with UF Health (Medical Director for Telemedicine and clinical hours) and Meridian (psychology consultants)
- Attend community meetings on healthcare, advocate for the senior, vulnerable, and underserved community
- Create a resource guide that includes available services and patient selection criteria
- Identify additional partnerships to support growth



MEASURES OF SUCCESS



of Community Conversations as a Healthcare Advocate



% Increase in CRP Participants



of Resource Guides Available to the Community



% Decrease in CRP Participants' Emergency System Utilization



of Formalized Partnerships with Community Stakeholders



% Decrease in CRP Participants' Readmission Rates



FOSTER COMMUNITY EDUCATION & ENGAGEMENT



Build a system of community resources, which supports the health and wellness of Gainesville citizens

GOAL & OBJECTIVES

Create a continuous community outreach and engagement strategy

- Obtain and update a comprehensive list of neighborhood associations from GPD
- Utilize online and social media platforms to connect with the community
- Partner with neighborhood associations groups to provide education and information on department educational programs
- Create public service announcement and campaigns about relevant community topics, such as home fire sprinklers and emergency preparedness
- Create a toolkit of resources to assist with recovery after-life/health events
- Design Community Emergency Response Team (CERT) volunteering program

MEASURES OF SUCCESS



% Reduction in Fire Emergency Calls in Specific Areas



Citizens Participating in Fire Prevention Activities



CERTs Deployed Throughout the City



GFR | STRATEGIC ACTION PLAN



SUPPORT A CULTURE OF EXCELLENCE



Strengthen the culture of safety, health, and wellness to build more prepared and resilient employees

GOAL & OBJECTIVES

Bring awareness to the peer support team resources built for mental health support and assistance



- Maintain contract with a mental health professional
- Explore Chaplaincy resource for peer support program
- Develop and present the lesson plan highlighting the role of the peer support program to GFR Company Officers and all personnel
- Quantify value and role of mental health professional and establish a baseline
- Develop peer support team member crisis intervention guide/policy that includes resources and guidance
- Develop feedback loop to identify program effectiveness
- Train additional peer support team members

MEASURES OF SUCCESS



% Increase in Employee Assistance Program Participation



% Increase in GFR Employee Retention Rates



% Decrease in Internal Affairs Investigations



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SUPPORT A CULTURE OF EXCELLENCE



Strengthen the culture of safety, health, and wellness to build more prepared and resilient employees

GOAL & OBJECTIVES

Leverage internal talent and experts to access more hands-on training and market GFR as a regional hub of resources

- Regional Area Fire Training (RAFT)
 - Partner with ACFR for Company Officer (CO) classes
 - Create an online/practical hybrid version of CO classes
- Regional Area Medical Program (RAMP)
 - Partner with UF Students to put on an Emergency Medical Responder course
- Put on a new Blue Card certification course



MEASURES OF SUCCESS



FSFC Approval of Hybrid Class



GFR Certifies a Class of EMR Students



GFR Certifies 8 COs in Bluecard IC





SUPPORT A CULTURE OF EXCELLENCE



Strengthen the culture of safety, health, and wellness to build more prepared and resilient employees

GOAL & OBJECTIVES

Renovate and rebuild stations to create a better home environment



- Install new beds to improve the fire station environments
- Acquire property for station 9
- Begin rebuilding station 5
- Identify and plan for future facility, fleet, and other capital needs to maintain a safe and productive environment

MEASURES OF SUCCESS



% of GFR Employees Satisfied with Station Environment



% of Capital Projects in Progress or Completed





SUPPORT A CULTURE OF EXCELLENCE



Strengthen the culture of safety, health, and wellness to build more prepared and resilient employees

GOAL & OBJECTIVES

Develop a program to bring awareness and minimize exposure to cancer-causing agents

- Develop cancer prevention committee
- Identify best practices and resources available to address cancer prevention needs
- Implement best practices for cancer prevention
- Develop Capital Improvement Plan requests to purchase equipment
- Seek grant funding for address unmet needs



MEASURES OF SUCCESS



Best Practices Implemented to Reduce Carcinogen Exposure



\$ Amount of Grants Received for Implementing Best Practices



% Decrease in GFR and Fire Services Cancer Rates



SUPPORT A CULTURE OF EXCELLENCE



Support a culture of empowerment and inclusion to foster long-term growth and development

GOAL & OBJECTIVES

Implement a plan for leadership transition and support of career progression opportunities



- Establish a program to provide exposure to leadership positions
- Transition Fire Chief and Deputy Chief responsibilities to other Executive Chief Officers
- Apply value to degrees on promotional exams
- Encourage opportunities for District Chiefs (DC) to complete bachelor degree programs and attend the National Fire Academy (NFA) Executive Fire Officer (EFO) programs
- Motivate and provide support for Lieutenants to apply to an Executive Fire Officer (EFO) and Managing Officer (MO) courses

MEASURES OF SUCCESS



% Increase in Officers with Advanced Degrees



% Increase in District Chiefs with Advanced Degrees



% Increase in District Chiefs with EFO Certification



% Increase in Lieutenants with MO Certifications



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SUPPORT A CULTURE OF EXCELLENCE



Support a culture of empowerment and inclusion to foster long-term growth and development

GOAL & OBJECTIVES

Support and motivate the department with incentives to seek advanced certifications

- Establish the desired number of advanced certifications needed in each discipline (ARFF, Hazmat, Technical Rescue, Paramedic, Fire Inspector, Fire Investigator)
- Obtain input from GFR members to identify potential obstacles
- Develop and implement training plans to address deficits
- Conduct specialty audit and strategic analysis
- Identify additional funding sources for advanced certifications



MEASURES OF SUCCESS



% Increase in Advanced Certifications Received in the Departments



% of Advanced Certifications Maintained in Department



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SUPPORT A CULTURE OF EXCELLENCE



Support a culture of empowerment and inclusion to foster long-term growth and development

GOAL & OBJECTIVES

Develop an internal communications strategy and implement tactics to improve information sharing



- Schedule Executive Officer visits to stations and consistently share information and support open discussions
- Locate information screens throughout fire stations to share information and announcements
- Evaluate internal communication challenges and barrier and develop an implementation plan to improve communication flows

MEASURES OF SUCCESS



of Officer Station Visits per Quarter



% of GFR Members Satisfied with Communication Effectiveness





SUPPORT A CULTURE OF EXCELLENCE



Support a culture of empowerment and inclusion to foster long-term growth and development

GOAL & OBJECTIVES

Revitalize mentorship and career development program

- Develop a committee to identify development focus areas and select potential mentors and participants
- Revitalize the recruitment team
- Develop a paid Cadet position
- Create a professional development plan for Cadets



MEASURES OF SUCCESS



% Increase in Employees Qualified for Promotion



% Increase in Diversity of Recruitment Pools



% Increase in Employee Retention Rates





DELIVER EFFECTIVE PREVENTION & INTERVENTION



Redesign fire prevention strategies to improve the likelihood of the community's safety and economic vitality

GOAL & OBJECTIVES

Redesign and expand fire safety inspections to meet development changes and ISO standards

- Create an inventory of all buildings in the city and develop hazard profiles
- Identify types of inspections to be facilitated by operations staff and establish a system for implementation
- Develop a training plan for operations staff to conduct inspections and launch a front-line inspection program
- Build and deploy a self-inspection program for low-hazard, commercial buildings
- Launch the self-inspection program with ongoing training and evaluate for compliance and effectiveness

MEASURES OF SUCCESS



% of All Buildings Inspected per Quarter



% of Low-Hazard Commercial Buildings in Self-Inspection Program



% Decrease in Average Inspection Cycles for High-Hazard Buildings



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DELIVER EFFECTIVE PREVENTION & INTERVENTION



Identify opportunities to increase response capacity to effectively and efficiently manage expanding demand

GOAL & OBJECTIVES

Renew and update Automatic Aid Agreement (AAA) to broaden the department's service delivery options

- Evaluate call-type data on cross-jurisdictional responses
- Evaluate opportunities in AAA to expand partnerships with Alachua County Fire Rescue to protect and serve the citizens
- Seek opportunities for amending COCPN for limited transport capability for SWAT and expansion of CRP



MEASURES OF SUCCESS



Maintain or Limit Number of Responses Outside of City Boundary



Average Time Spent for Responses Outside of City Boundary



% Change in Revenue through AAA





DELIVER EFFECTIVE PREVENTION & INTERVENTION



Identify opportunities to increase response capacity to effectively and efficiently manage expanding demand

GOAL & OBJECTIVES

Renegotiate contract with Combined Communications Center (CCC) and identify opportunities to set and manage performance expectations

- Evaluate CCC call processing data and identify deficits meeting GFR and CFAI standards
- Renegotiate CCC contract to integrate GFR and CFAI standards and evaluate ongoing performance



MEASURES OF SUCCESS



% of Calls Meeting Performance Standards



GFR | STRATEGIC ACTION PLAN



DELIVER EFFECTIVE PREVENTION & INTERVENTION



Identify opportunities to increase response capacity to effectively and efficiently manage expanding demand

GOAL & OBJECTIVES

Add single-role responders to assist in managing low-acuity calls during peak times to increase capacity

- Develop single role responder capacity and connect with CRP
- Hire two full-time temporary employees for the pilot program



MEASURES OF SUCCESS



% Change in Call Load Volumes



DELIVER EFFECTIVE PREVENTION & INTERVENTION



Identify opportunities to increase response capacity to effectively and efficiently manage expanding demand

GOAL & OBJECTIVES

Develop partnerships to identify new technology for traffic preemption



- Partner with Department of Mobility and other stakeholders to evaluate data and need for improved traffic preemption system
- Establish a committee of stakeholders to evaluate available technology
- Develop plan to address traffic preemption deficit and identify funding needed
- Obtain resources and implement new traffic preemption system

MEASURES OF SUCCESS



% Change in Travel Times

special thank you

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** *Planning Committee*

appendices

community
planning sessions

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GFR personnel
planning sessions

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GFR STRATEGIC PLANNING
Notes from External Stakeholder Session
9/20/18

Brainstorming Ideas and Prioritization Exercise

Participants were asked to brainstorm ideas around the four core components of GFR's mission statement. They were also asked to add any other innovative ideas they had.

After brainstorming, participants were instructed to place a dot by the ONE idea that they would want to implement, if they could only implement one of the ideas listed.

Each idea that received at least one vote is **highlighted in yellow**

Votes are denoted by a **bold green I**

EDUCATION

Use YouTube for low tech videos from fire officials about general and specific aspects of fires, their causes and prevention

Use the www.gfr.org URL on all communications, banners, publications, vehicles, fire houses so that citizens will be blanketed with a place to learn about GFR

Neighborhood associations

Establish database of them

Establish regular communications to them

Firefighters participate in their own associations – be a resource

Social media – videos from YouTube (see above) – expand those who “like” the page. Link to neighborhoods I

Promote Smart911!!!

Consider open houses at fire houses. Touch a Fire Truck Day? GFR Recipe of the Month

Local TV/Radio Liaison (presentations, interviews, etc.)

Liaison local churches

Attending neighborhood events

Mini Responder – first aid, CPR (training citizens, business owners)

Disaster Training

Education (continued)

Ride-a-long training

Identify stations by # and location

Make fire department stamps (to be used for mailing)

Place information kiosks at each of the stations

Nutrition education

Bike/pedestrian education/rules

PREVENTION

Nutrition information for firefighters from different perspectives

Outreach to homeless

Fire extinguisher training for residents

Mini magnets for fridge about fire/first aid

Thanksgiving time – offer classes about different types of fires; people are frying turkeys and having bonfires

Business training for owners – small fee

Education and volunteer instruction

CPR Equipment, Ladder, Ride Alongs

Aquatic Therapy, oxygen therapy (internal)

Street crossings – underground tunnels under streets or bridges above streets – bicycle lanes need to connect

COMMUNITY INVOLVEMENT

Elementary, high school, university presentations

Who you are

What you do

Drug-related health issues/situations

Increase awareness and connection with community groups, neighborhood associations, etc. II

COMMUNITY INVOLVEMENT (continued)

Volunteer firefighters

Firefighter for a day, raffle, fundraiser I

Part of Citizens Academy (already doing)

A Jr. fire student in school, explorers, apprenticeships (doing in some way)

Outreach to disability communities

Utilize volunteers for website maintenance/presence

RAPID INTERVENTION

Best/most knowledgeable person responding 911 I

Phone numbers alert in district

Construction workers have heavy duty equipment that could be used to help fire service

OTHER INNOVATIVE IDEAS

Virtual reality training

Drone

Volunteer committee to assist with social media, PIO, etc. III

Close rapport with GPD to support current problems

Reach out to leaders in the community

Avoid over-reliance on agency jargon. Explain jargon used.

Station names – use location in name such as Main Street Fire Station #1. Staff can rely on the # only but the public needs more than a #

Community outreach of monthly programs 4 sections for 4 weeks

Interpreter program – sign language (in use), Rosetta Stone languages, Google Translate (language line – currently utilize shift resources)

GFR Strategic Planning

Internal Stakeholder Sessions Themes & Priorities

STRENGTHS

- People
 - Experienced, knowledgeable, professional
 - Certifications, training, instructors
 - Compassionate
 - Family-oriented department
 - Innovative, forward thinking
 - Physical fitness, energized, motivation, work ethic
 - Aggressive fire attack
 - Proud, desire to be a leading department, eager to learn
- Programs
 - Innovative
 - CRP, crowd manager, safety city, juvenile fire starters
 - Education
 - Tuition reimbursement, certifications, training incentives
 - Citizen support, perceptions
- Operations
 - Response times
 - Apparatus
 - Gear and equipment
 - Full-service department, all-community response
 - Special ops, TMST, Hazmat, T's, Tech, SWAT

WEAKNESSES

- People
 - Diversity, inclusion
 - Increasing youth in department, lack of experience, retention of newer employees
 - Decreasing morale, feel less valued and not recognized
 - Loss of “senior” employees
 - Retiring, knowledge transfer, seniority benefits
 - Underutilized expertise, talent (instructors)
 - Limited tuition support for non-college education
- Operations
 - Increasing inspectable property
 - Increasing staff demands
 - Day-side staffing support, data analysis, IT support
 - Dispatch issues
 - Lack of public communications, marketing, community education
 - Preparation for unexpected events
 - New construction, disasters
 - Inconsistent training across stations, shifts
 - Lack of paramedics, special certs

GFR Strategic Planning

Internal Stakeholder Sessions Themes & Priorities

- Spread thin, lots of projects
- Lack of succession planning
- Administrative
 - Compensation package
 - Competitive pay, benefits, pension
 - Station conditions
 - Leadership support, listening to ideas
 - Internal communication
 - Accountability, hold to standards
 - Funding for new ideas (CRP)
 - Hiring processes
 - NTN

OPPORTUNITIES

- Operations
 - City growth and development
 - Training leader for state, others
 - Car seat techs, Stop the Bleed, Blue Card
 - Training center
 - Backfill for uninterrupted training
 - Technology implementation
 - IOT (Internet of Things) - smart devices, smart sensors in bunker gear, firefighter safety and accountability (monitoring vitals, air pack)
 - Possible partnership with UF engineering department
 - Pulse point data for improved response times
 - Mobile doctors, primary care physicians, connect with doctors over mobile devices
 - Traffic pre-emption for response
 - Mental health training and awareness
 - Greater funding to deliver unique services already trained in (tech rescue, hazmat, large events, paramedics)
 - Staffed for specific purpose/calls
 - Public communications and information
 - Commercials with info (emergency, hurricanes, students), PSAs
 - Social media
 - Special ops model and training for community engagement
 - Designated people and vehicle for public education (retired certified trucks)
- Administrative
 - Partnerships
 - CRP, opportunity to educate public, connect with better resources
 - UF, UFHealth, additional resources
 - Expand for funding, training opportunities

GFR Strategic Planning

Internal Stakeholder Sessions Themes & Priorities

- Health insurance partnerships for employees
- UF Athletics Assoc. (physical rehab for firefighters)
- UF Health - study, research physical and mental health of firefighter
- New department leadership

THREATS

- Administrative
 - Outsourcing - prevention, inspections
 - Misuse of 911 system
 - Working relationships with GPD, ACFR, FSAA
 - Coordination and communication of resources, duplication of services
 - Development expansion across city without proper resources
 - Keeping up with codes
 - Narrowing roads - decreasing response times
 - Not growing fast enough comparatively to the city (occupancy, height – high rise)
 - Increase population, needing more services with fewer resources
 - Keeping up with influx of homeless population, how city manages
 - CCC/dispatch
 - Increasing turnover
 - No wiggle room on procedures/protocols
 - Delays in receiving calls

GFR Strategic Planning

Internal Stakeholder Sessions Download

Command Staff

WHAT SHOULD THE FUTURE LOOK LIKE FOR GFR?

- Maintain all hazard response
- Make sure we stay focused on citizens
 - Expand non-emergency programs; CRP, Public Education
 - Need additional staff, can't expect ops to do job
- Facilities need funding
 - Re-model, re-build
- Competitive compensation to retain employees
- Training facilities
 - Training staff improvements (people)
- Creative ways to expand total compensation package
- Employees – greatest asset
- Communication with internal and external
- Internal support to staff/personnel
- Focus on what we can control
- Above 3 allow enhanced recruitment
- Adjust current programs and create new ones to address changes in community and needs

HOW IS GFR UNIQUELY POSITIONED TO BE A MODEL FOR DEPARTMENTS ACROSS THE COUNTRY?

- Maintain and build on specialized programs
 - Tech rescue, HazMat, Arff, CRP
- Identifying ways to curb healthcare problems using resources
- Involve more stakeholders
 - UF, hospitals, private businesses
- Quality of our personnel
 - Many instructors in all fields relating to our profession
- Strategic planning accreditation already in place
- Great community support
- Agreements with ACFR for automatic aid
- Resilient and strive to develop and maintain external relations
- ISO1 within reach – community benefits
- Young workforce/leadership
- Accredited department allows to provide experiences and processes to others around the world
- Well respected industry leaders that teach/instruct to internal and external customers
- Education
 - Tech skills – medic, tech, haz
- Physical and mental health training and support

WHAT KEY RISKS SHOULD GFR BE PREPARED FOR?

- Loss of experienced people
 - PM's, specialty trained
- Change in risks
 - Construction
 - Density
- Funding – must have leaders understand why we need what we need
 - Specialized equipment
 - Staffing
 - Etc.
- Cancer awareness
 - New technology
- Society
 - Civic unrest
 - New generations
- Ability to adjust to tech and challenges to function without
- Youth of department, succession plan
- Staffing levels/FSA agreement
- Retaining personnel
- Morale issues
- Internal support/City Manager/Commission
- Public image
- Social media issues – what's next
- Large scale terrorist type incident

CITIZEN FEEDBACK AND THEMES

- PIO, public relations, community outreach and education
 - Success of Station 1 open house
- Neighborhood involvement, association meetings
 - Standing dates/presence and attendance in the past (partnered with GPD)
 - Demands on staffing
 - Sustainability
 - More, diverse ways to deliver info than just in-person
- Physical and mental health wellness of the department
 - Continue excelling
- Training to maintain and enhance services and abilities
 - Good experience/customer service
 - Fast
 - Efficient and effective
- Citizens desire to be engaged and supportive

OPERATIONS AND DAY STAFF THEMES, SIMILARITIES, AND DIFFERENCES

- Generally, mirrors Command Staff themes
- NTN testing/hiring processes
 - CPAP (sp?) part of test only?
 - Gap between test and interview processes
 - Get more people qualified in testing part
 - Better/enhanced testing part
 - Or, adjust cut-off score, bands
- Take seriously feedback from staff
 - If within Command Staff control, should be a priority
 - Will affect morale
 - Transparency, communication
 - DC – communications stream
 - Boggled down with projects, deadlines
 - Need opportunity to train and lead ops
- Focus on developing crews, providing high level of service
 - DC – more time with Officers
 - More logistics support (purchasing equipment, inventory, station supplies, more centralized)
- Transparency and sharing good work with citizens and internally
 - Community support – Commission feedback loop
 - PIO – dedicated staff (time to build relationships)
 - Community relations
 - Citizens looking for more information
 - Communicating efforts in addition to successes
 - Press releases going nowhere/used to be more connected to local media