

CITY OF NAPLES

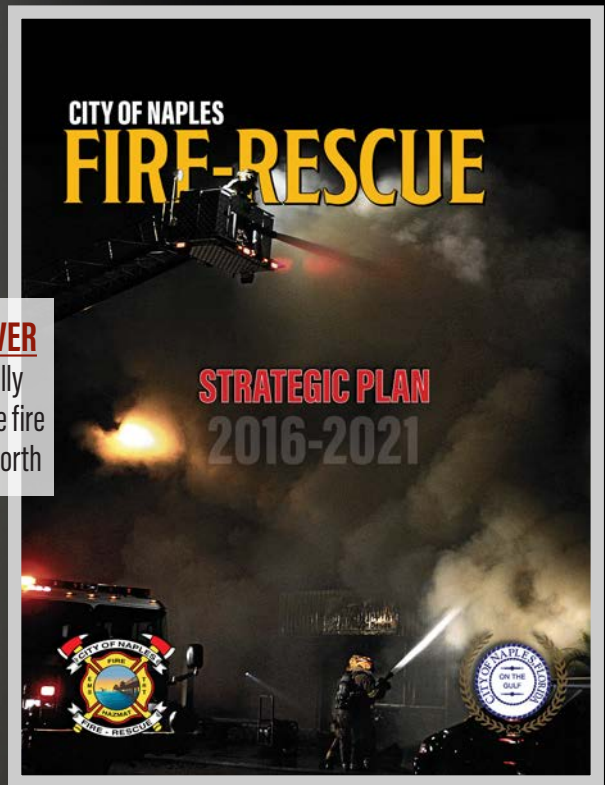
# FIRE-RESCUE

## STRATEGIC PLAN 2016-2021





Driver Engineer Bice & FF Macay performing roof ventilation



**FROM THE COVER**

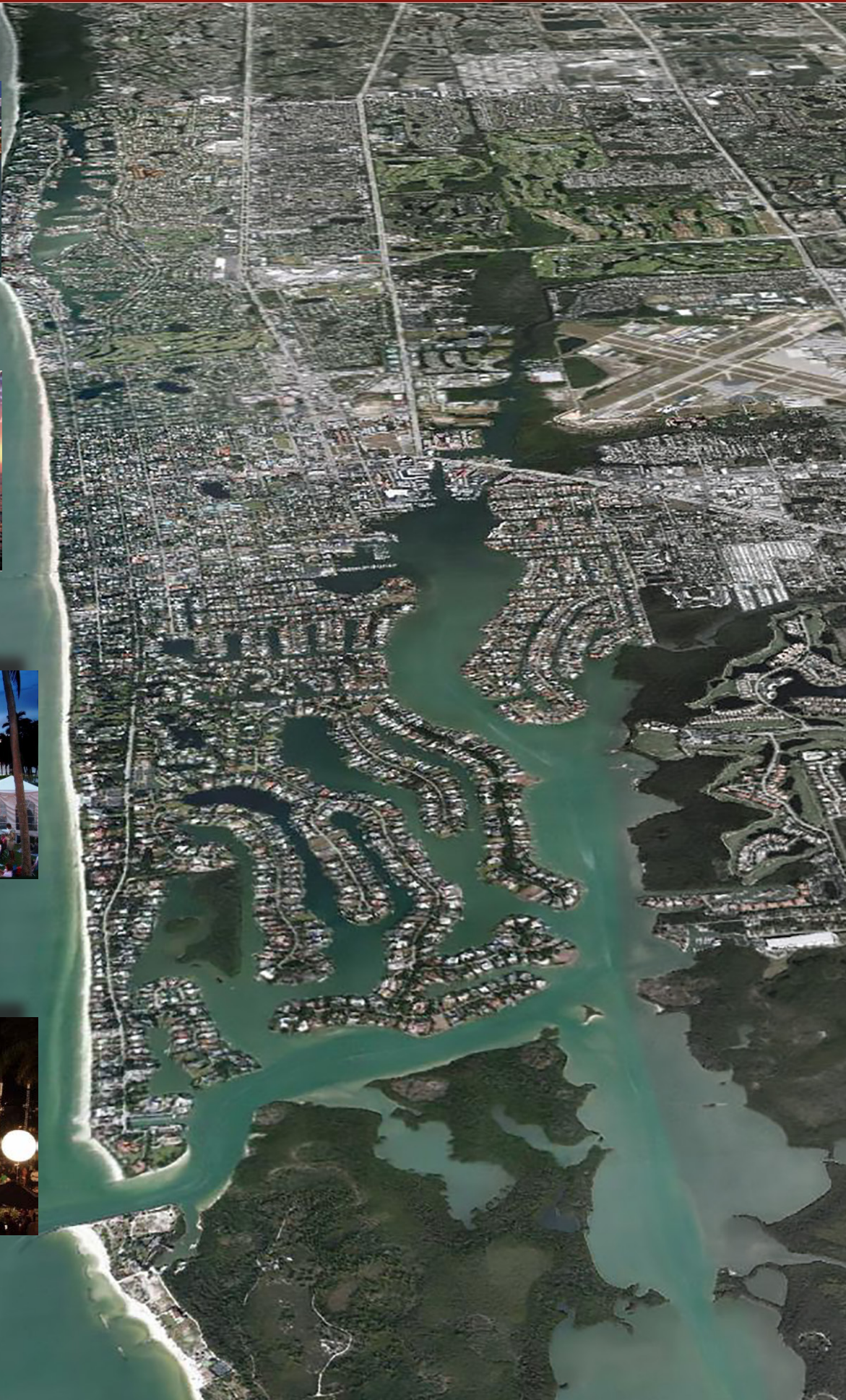
NFD crews at fully involved structure fire on 28th Avenue North

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# NAPLES FIRE-RESCUE DISTRICT

2016-2021



**A**s our community grows and changes, the fire service too must evolve to provide the quality services our customers expect. So it is with great pride and enthusiasm that I share the City of Naples Fire-Rescue Strategic Plan.

This document is one of the most important documents produced by the Fire-Rescue Department because it will serve as a guide to meet our short and long term goals. The strategic plan was developed by our personnel with the best interests of our community at the forefront of our thoughts and minds. All of the developed goals were intended to accomplish the organization's mission and vision while aspiring to achieve national benchmarks for public safety excellence. As you read through our organizational strategy, you will find progressive objectives such as reaching agency accreditation, improving our ISO rating and strengthening our community relationships. These goals are intended to be flexible with a vow to reevaluate our position and the importance of these objectives every year; prioritizing public needs and the best allocation of our resources and efforts.



As good stewards of public funding we shall always be fiscally responsible and transparent in our efforts to provide exceptional service. This plan represents our committed efforts to adapt with the changes in the city while honoring our oath to best guide our community leaders so that they may make sound decisions; balancing recommendations for cost performance and investments on tangible substance and data.

I view our personnel as our most valued asset; a team of public safety professionals that strive to continuously improve our organization and rise to the challenges placed before them. I sincerely believe that our collective efforts will achieve the vision described within the plan; distinguishing the City of Naples Fire-Rescue Department as a leader in public safety.

Sincerely,

**Peter J. DiMaria**  
City of Naples Fire Chief

**T**he City of Naples Fire-Rescue Department was founded in 1945 when career firefighters were hired to replace an all volunteer squad. Since then, it has evolved into a dynamic emergency response agency with an all hazards approach towards meeting consumer demands. The department responds to over 5,000 calls per year requiring a mixed use of technical skills to compliment the delivery of conventional firefighting and Emergency Medical Services. A total of 2,167 multi-family and commercial structures require annual inspections to prevent fires and mitigate hazardous conditions throughout the city. The department continues to evolve with industry practices and technology aspiring to achieve public safety excellence and deliver exceptional customer service.

## POPULATION & DEMANDS

Naples' permanent population is approximately 20,600. In season the number of city residents increases to over 35,000. Our city also has what is called a daily service population; the estimated number of people who visit or travel through by major thoroughfares for business, hospitality, and commercial purposes every day. Tourists, along with Collier and Lee county residents driving to work in Naples



heavily weigh in on this estimate. Our conservative daily service population is estimated to be 50,000 based on traffic counts for the city's main roadways; however, a comprehensive formal study would need to be undertaken to arrive at the best estimate. The daily service population significantly increases during the many special events that occur within our community. The attraction to Naples for inhabitation, work and play places a demand on the fire-rescue department for emergency services, hazard mitigation and public education. The contents of this plan were developed to address consumer demands, urban development and public needs.

## MONITORING & IMPROVING INTERNAL PROCESSES

The City of Naples Fire-Rescue Department Strategic Plan is a goal setting measure intended to customize our services to meet the unique needs of our community. Responses to spontaneous calls for aid require an immense level of preparedness to solve a vast variety of potential emergencies. To adjust for variability and to provide a quality service we continually forecast potential demands against current





and areas of concern. By conducting and addressing an honest self-evaluation we can continue to evolve as an organization.

We are always looking to improve our standing as a fire-rescue department. We believe that continuous quality management principles will guide our organization into a better future; through a slow evolution the community will not need to incur the expense of an outmoded organization that requires an operational revolution. By employing total quality management (TQM) principles, we hope to identify our ability to adapt to the changing needs of our customers; as it is central to our success. However, in all of our current and future endeavors, careful consideration will always be given to the fiscal budget and our fiduciary responsibility.

## ORGANIZATIONAL MISSION & VISION

Contained in this plan are all-encompassing mission and vision statements that provide the agency with a consistent sense of purpose, defined organizational expectations and a shared commitment to meeting future needs. Our primary goal is to cultivate a community-driven fire-rescue department that is responsive to the needs of our constituency and partners within the community to solve issues together; welcoming all of our stakeholders input. Our mission and vision statements are the first steps towards fostering an organizational culture that embraces community involvement and is receptive to all feedback.

resources and operating conditions. Our internal controls for quality are aimed to achieve operational breakthrough and to find the best allocation of all department resources and efforts.

As an integral internal measure for quality improvement, the staff that constructed this plan completed a SWOT (Strengths, Weaknesses, Opportunities, & Threats) analysis. The SWOT identifies areas to build upon and important issues to address within the five year plan implementation period. The SWOT also serves to provide constructive criticism by looking internally to uncover weaknesses



*The fire department responds to over 5,000 calls per year requiring a mixed use of technical skills to compliment the delivery of conventional firefighting and EMS*

## OUR CUSTOMERS: POINTS OF CONTACT

Our customer is anyone who dials 911 and any entity or person in need of our service, aid, or consult. The fire-rescue department's customer points of contact are made through seven (7) functional capacities; fire response, FL certified EMT and Paramedic Emergency Medical Service, specialized emergency services, fire prevention / life safety, marine rescue and hazard mitigation, non-emergency public assistance, and community relations. These functional capacities are delivered and monitored through four (4) divisions; operations, prevention, EMS and Training, and Fire Administration.

It is important to note that our department's personnel are among the first responders on scene for all emergencies within the City of Naples. Our staff is trained to provide a wide scope of services to resolve a

wide range of potential emergencies; from conventional EMS and fire response to HAZMAT, Dive, and Florida certified urban search and rescue. Furthermore, the fire-rescue department has agreed to assist other agencies throughout the county by signing inter-agency agreements. These services, obligations, and points of contact have weighed heavily on the content and substance of this plan.



## FIRE-RESCUE STRATEGIC PLANNING GOALS

- 1 Fire Service Accreditation
- 2 Form a Medical Quality Assurance Committee
- 3 Cost Performance Improvements: Analysis of the Benefits of Satellite Stations
- 4 Cost Performance Improvements: ALS Certificate of Public Convenience (COPCN)
- 5 Revisit Insurance Services Office (ISO)
- 6 Improved Community Outreach
- 7 Total Quality Management (TQM) Program
- 8 Community Risk / Needs Assessment
- 9 Comprehensive Standard Operating Guideline (SOG) Review
- 10 Succession Management & Mentoring Program
- 11 Elimination of Bottleneck Operations: Operational Turnout and Response; Administrative Processing of Data
- 12 Fire Safety Inspections - Rate & Local Amendments
- 13 Annual Reevaluation of Strengths, Weaknesses, Opportunities, & Threats (SWOT) Analysis
- 14 National Incident Management System (NIMS) Compliance
- 15 Continue to Advance the Mission & Vision
- 16 Foster an Engaged Workforce / Courage to Be Safe
- 17 Reduce Barriers Between Fire Operations & Prevention
- 18 Standardized Probationary Process



The purpose of this document is to carve out a road map to improve our overall quality of services while providing direction toward the best utilization of community investments and resources. This plan is intended to be dynamic and functional to meet the constant changing nature of fire and emergency medical responses. Furthermore, this document incorporates best practices in managing fire-rescue services recommended by ICMA and the Center for Public Safety Excellence's Commission on Fire Department Accreditation International.

In March of 2016, the fire-rescue department leadership was in transition. A new fire chief with over 26 years of experience along with his executive staff identified areas of improvement and immediately addressed initiatives recommended by a master plan study developed by Public Safety Solutions International (PSSI). The Fire Chief coined his expedient goal setting "40 for 40"; desiring to address

40 high priority recommendations within 40 days. These initiatives spanned fire-rescue services ranging from all operational capabilities to public relations and fire prevention.

The Fire Chief put everyone to work to transform the department into a high performance consumer oriented agency. Through this revitalization of employee involvement, organizational processes were improved, community outreach was developed and industry conformance requirements were addressed. An organizational emphasis was placed on station alerting and response, accurate reporting, and succession planning. The Fire Chief expects, through the involvement and input of personnel, a dedicated, unified preemptive workforce with high moral ethics and a concern for quality; meeting all changes and challenges that are raised by the community and evolving professional standards.



**T**he City of Naples Fire Rescue Department, or NFD, was formally established in 1945 when career firefighters were hired to replace an all-volunteer squad.

*The City of Naples Fire-Rescue Department was established to provide professional fire and rescue services needed to secure, sustain and bolster the quality of life in Naples. We are responsive to the needs of our citizens and provide rapid, compassionate and professional services essential to the health, safety and well-being of our community. Personnel shall demonstrate exceptional ethics and work seamlessly to achieve public safety excellence.*

The City of Naples Fire-Rescue Department consists of 3 divisions; Operations, Fire Prevention, and Training and EMS. These divisions are made up of 63 full time employees including 24 Firefighters, 15 Driver/Engineers, 12 Lieutenants, 4 Battalion Chiefs, one Fire Marshal, 4 Fire Inspectors, one Fire Prevention Specialist, one Administrative Assistant and the Fire Chief.

*The City of Naples Fire-Rescue Department operates three fire stations located throughout the community, responding to over 5,000 calls annually and protecting over 20,000 full time residents.*

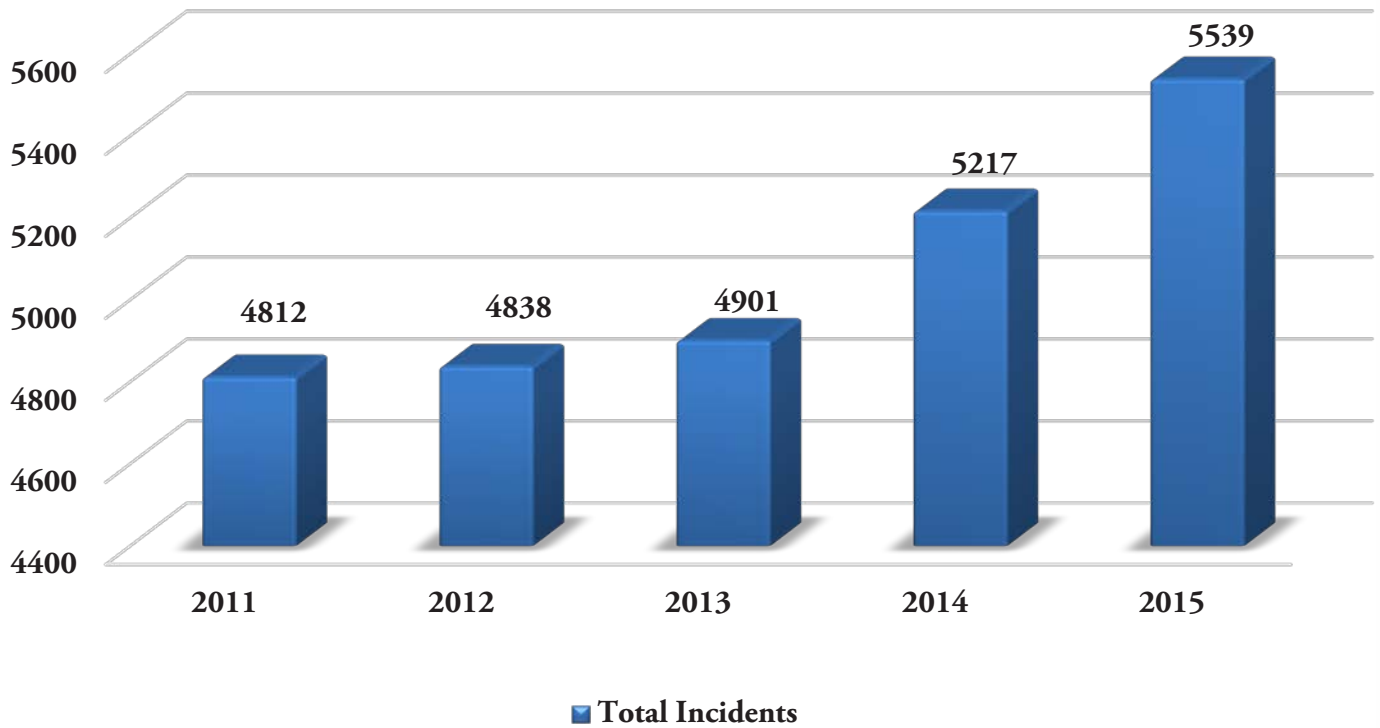


## OPERATIONS DIVISION

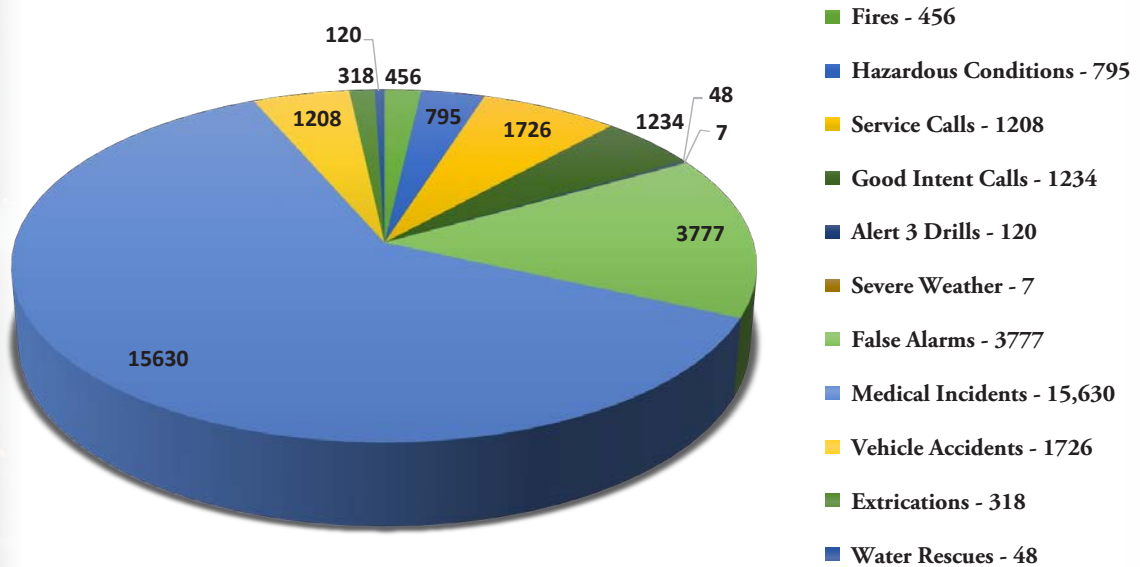
The Operations Division is comprised of three rotating shifts each responsible for the 24-hour response to calls for emergency service and non-emergency assistance. Personnel are all-risk, fire and life safety responders, handling a wide array of emergencies, including fire suppression, medical emergencies, dive and marine rescue, hazardous material response and technical rescue operations. These members respond from three fire stations located throughout the City of Naples. Each shift is led by a Battalion Chief who is responsible for the day-to-day operations of the crews. The Battalion Chief oversees four Lieutenants assigned to the various fire stations, each of which supervises the respective Driver/Engineers and Firefighters.



### Total Incidents 2011-2015



### Incident Break Down by Call Type 2011-2015



## FIRE PREVENTION DIVISION

The Fire Prevention Division is primarily responsible for conducting fire and life safety building inspections, plan reviews, quality fire and life safety public education programs, and fire origin and cause investigations. Fire Inspectors identify hazards and take mitigating action with the goal of educating occupants in order to protect lives and property. The City of Naples Fire-Rescue Department Fire Prevention Division is led by the Fire Marshal who oversees our dedicated Fire Inspectors that inspect existing occupancies using a grid system. Additionally, two Fire Inspectors work in the City of Naples Building Department, reviewing plans and performing inspections on fire separation, fire sprinkler, fire suppression and fire alarm construction permitted throughout the city. Fire investigation, sometimes

referred to as origin and cause investigation, is the analysis of fire-related incidents. After firefighters extinguish a fire, an investigation is launched to determine the origin and cause of the fire or explosion. Investigations of such incidents require a systematic approach and knowledge of fire science. The Fire Prevention Division offers a diverse Fire and Life Safety Education Program to the community. The division continually assesses the potential risk and hazards in the community and designs, develops and implements new programs accordingly.

<b>Fire Prevention Bureau</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<i>Fire Investigations</i>	16	21	16	11	14	10	26
<i>Fire Prevention Inspections</i>	5912	5109	3550	2978	2738	2546	4268
<i>Fire Operations Inspections</i>	730	685	740	911	824	745	481
<i>New Construction Inspections</i>	1429	1626	2334	2344	2398	2223	2837
<i>New Construction Plans Reviews</i>	546	794	1352	1536	1660	1614	1941
<i>New Construction Consultations</i>	150	109	150	113	135	109	166
<i>Public Education Events</i>	102	137	94	158	190	99	148
<i>Total Public Attendance</i>	6885	7750	6335	8872	9415	5342	5029
<i>SERV Events</i>	47	42	50	59	52	39	59
<i>SERV Hours</i>	630	594	674	1061	993	718	1043.5

## TRAINING & EMS DIVISION

The City of Naples Fire-Rescue Department Training and EMS Division is responsible for the training, safety, health and well-being of the NFD personnel. They work to provide the most effective, efficient and prepared firefighters, driver/operators, and officers in the State of Florida. The Training and EMS Division provides oversight and training for NFD Emergency Medical Services. Services provided range from basic first aid and patient care to sophisticated Advanced Life Support interventions; such as advanced airway management and complex drug therapies provided by department paramedics. Responsibilities include, representing the department at local and regional EMS meetings, coordinating with Collier County Emergency Medical Services (CCEMS), overseeing quality assurance and improvement processes, and maintenance of training and certification records.



Firefighter Adcock teaching CPR at Riverside Community Center

## FIRE STATIONS

The City of Naples Fire Rescue Department operates three fire stations located throughout the city. Fire Station 1 is located in the downtown area of Old Naples housing a Ladder, Engine, and Rescue Company. Fire Station 1 houses our department's Dive-Rescue and Marine Emergency Response Team who staffs Fire Boat 1, which is located at Naples Sailing and Yacht Club. Fire Station 1 is also home to the department's SERV, or Special Event Rescue Vehicle, utilized for special events or marine rescues. This station is also shared with a Collier County Emergency Medical Services ambulance crew; which consist of two personnel, usually one EMT-Basic and one Paramedic.

Fire Station 2 is located in the northern area of the city protecting the various neighborhoods and beach front high-rise condos. Fire Station 2 is home to an Engine, Tower, and Rescue Company as well as a Collier County Emergency Medical Services ambulance

crew. Fire Station 2 is also home to the departments Technical Rescue Team (TRT) and Hazardous Materials Response Team (HMRT). The special response equipment required for their operations is stored in two respective trailers. City of Naples Fire-Rescue's reserve fire apparatus are also housed at Fire Station 2.

The City of Naples also operates Fire Station 3 at Naples Municipal Airport with a crew staffing two Aircraft Rescue and Fire Fighting (ARFF) Fire-Rescue trucks. Both ARFF apparatus, a Crash-Fire and Crash-Rescue are only staffed with a single person. In 2015, the City of Naples and the Naples Airport Authority reached a mutual agreement for fire protection to provide staffing at Fire Station 3 during regular flight operational times.

## EMERGENCY MEDICAL SERVICES

The City of Naples Fire Rescue Department has been providing an advanced level of Emergency Medical Services since 1976. Today the department provides a first response of Basic Life Support (BLS) EMT's and Advanced Life Support (ALS) Paramedics. Emergency Medical Services are governed by Collier County EMS which provides medical control and transportation countywide.

There is a memorandum of understanding (MOU) called the City of Naples Fire-Rescue and Collier County ALS Partnership between NFD and CCEMS that provides for Naples Fire-Rescue Paramedics to practice Advanced Life Support skills prior to CCEMS arrival and continue patient care during transport to area hospitals.

## AIRCRAFT RESCUE AND FIREFIGHTING (ARFF)



The NFD has historically provided Aircraft Rescue and Firefighting, or ARFF services, dating back 28 years, to the Naples Airport. In addition, the NFD provides structural, vehicle and brush firefighting services, emergency medical services, special operations response to the Naples Municipal Airport. The City of Naples Fire-Rescue Department provides all certified firefighting personnel and services necessary to meet the requirements of Federal Aviation Regulations. The Naples Airport Authority (NAA) provides the ARFF facility and all crash, fire and rescue equipment and vehicles necessary to meet the requirements of Federal Aviation Regulation. These two apparatus are designed

and intended to be used as the primary response vehicles at the Naples Municipal Airport and remain the property of the NAA.

Naples Airport traffic exceeds 95,000 flights annually, including commercial, with most of those occurring during the hours of 7 am and 10 pm. The type, size, and value of the aircraft exceed what would normally be found at a general aviation airport. The Naples Airport is also home to, and provides services for, the Collier County Sheriff's Aviation Unit, Collier County EMS Med-Flight and the Collier County Mosquito Control District.

## MARINE FIRE RESCUE OPERATIONS



The City of Naples Fire-Rescue Department participates in a Marine Emergency Response Team (MERT) System that covers the Coast of Collier County and navigable inland waterways. The City of Naples Fire-Rescue Department runs command for MERT responses from the northern half of Keewaydin Island, north to the city limits at Seagate Drive to Clam Pass.

In July 2015, the NFD took delivery of a new 27-foot Brunswick Guardian. The fire boat, which is

hailed as Boat 1 during MERT operations, is now equipped with a pump for fire operations. Fire Boat 1 is a versatile vehicle which allows virtually all fire-rescue operations to be delivered in a water-borne environment. Fire Boat 1 is utilized for several different types of emergency responses; such as providing emergency medical services with the ability to transport patients or persons in distress from water to land, salvage of vessels, environmental hazard clean-up, water rescue, dive rescue and firefighting capabilities.

## SPECIAL OPERATIONS



The City of Naples Fire-Rescue Department has placed in service an Emergency Services Unit (ESU) for special operations. This unit has been formed to enable the department to respond to hazards or conditions not normally encountered at routine emergency scenes. The Emergency Services Unit is comprised of three teams; the Hazardous Materials Response Team, the Technical Rescue Team and the Dive Rescue Team. All three teams are cross-staffed by on-duty members assigned to fire apparatus.

## HAZARDOUS MATERIALS RESPONSE TEAM

The Hazardous Materials Response Team (HMRT) provides support and technical assistance to manage and mitigate hazardous material emergencies. The HMRT trains with other local agencies and is prepared to respond to HAZMAT incidents as part of Collier County District Response Team (DRT).

## TECHNICAL RESCUE TEAM



Technical Rescue Team members are trained in specialized and advanced rescue operations in five disciplines: Confined Space Rescue, High Angle Rope Rescue, Trench Rescue, Structural Collapse and Advanced Extrication.



## DIVE RESCUE AND RECOVERY TEAM

Dive Rescue and Recovery Team members are trained to perform underwater search, rescue and police evidence recovery. Each member is certified as a Public Safety Diver and Rescue Swimmer.

**A** Strategic Plan Committee was assembled to create a living document by which the department could evolve. All members of the department were given the opportunity to contribute to the plan and evaluate its contents; as the elements of the plan will require an organizational commitment to see the goals come to fruition. Over the course of several weeks the Strategic Planning Committee researched accredited elements of creating a five year plan and conducted internal audits to uncover where the department could build upon strengths, eliminate weaknesses, become proactive and engage the community. Every effort was made in the planning process to create goals that were centered on the Naples community to either sustain the department or improve it on a graded approach. The intent of this plan is to produce a high performance organization that is community oriented, focused and driven.



NFD & NCFD raising American flag during Brotherhood Ride on 5th Ave South



## WHAT IS A COMMUNITY DRIVEN PLAN?


The City of Naples Fire-Rescue Department aspires to become a world class fire-rescue organization that is unified with the community; evolving skills, practices, services and resources to meet the standards of quality that our customers expect and deserve. Our Community Driven Plan is a road map for organizational goal attainment that is highly motivated by our community's needs.

This modern age community engagement is more accessible and easily facilitated by platforms such as social media and the internet. Furthermore, the valuable customer input that is generated is central to any fire-rescue department's success. We understand the value of input from those we serve. We aspire to attain as much feedback as possible and to be accessible to the community.

This document was constructed with the community's needs and input as a focal point to where the department should be headed and where we can

sustain our strengths in service. We sincerely believe that a unified partnership with our community will help us solve problems and challenges in the best possible way.



A firefighter in a brown uniform with "NAPLES FIRE" on the back and a yellow helmet with "KAI SER" on it is positioned on a ladder. The firefighter is reaching up to assist a bald eagle that is entangled in fishing line. The eagle's wings are spread, and it appears to be struggling. The background is a clear blue sky.

FF Kaiser assisting an American bald eagle entangled in fishing line

## *MISSION STATEMENT*

The City of Naples Fire-Rescue Department was established to provide professional fire and rescue services needed to secure, sustain and bolster the quality of life in Naples. We are responsive to the needs of our citizens and provide rapid, compassionate and professional services essential to the health, safety and well-being of our community. Personnel shall demonstrate an exceptional work ethic and work seamlessly to achieve public safety excellence.

## *VISION STATEMENT*

Achieve a better future by realizing an agency status that executes the very best practices, learns new skills and utilizes the latest technology. Build upon organizational strengths; locate, improve, and eliminate agency weaknesses, enhancing the City's standing as a premier residential and business destination. Through these efforts, we hope to continually demonstrate our value to our customers by always exceeding their expectations.

**T**he fire-rescue department is most often the first agency on scene to assist in all types of emergencies occurring within our community. The fire-rescue department serves its customers with an all hazards approach to emergency response and management through seven functional capacities, which are delivered and managed through one of four respective divisions. It is well established that the fire-rescue department serves the community and

local businesses. Other government agencies and stakeholders can also be viewed as the department's customers due to a mutual and cooperative relationship in providing for public safety. This document should clarify our role in the community, who we serve, and our points of contact with our customers.

## *Our customers are further defined below:*

- ▶ **Local Businesses & Employees**
- ▶ **Area Hospitals**
- ▶ **Naples Police & CCSO**
- ▶ **Tourists - Hospitality - Industry**
- ▶ **Utilities**
- ▶ **City Residents**
- ▶ **Patients**
- ▶ **Commuters/ Traffic**
- ▶ **Bordering Fire Districts**
- ▶ **Assisted Living Facilities & Nursing Homes**
- ▶ **Anyone Physically Disabled or Incapable of Self Preservation**
- ▶ **Construction & Developers**
- ▶ **CCEMS**
- ▶ **Visitors to Naples**
- ▶ **Government Agencies**
- ▶ **Schools**
- ▶ **City Departments**
- ▶ **Day Care Occupancies/ Schools**
- ▶ **Stakeholders & Political Representatives**



**I**t is important to note that your department's personnel are continually among the first responders on scene for all emergencies within the City of Naples and train to provide a wide scope of services to alleviate a wide range of potential emergencies; from conventional EMS and fire response

to HAZMAT, Dive, and Florida certified urban search and rescue. Furthermore, the fire-rescue department has agreed to assist other agencies throughout the county and state by signing intergovernmental agreements. Our fire personnel's dedication to the job and ability to think critically makes the difference in what we offer our customers.

## *We expect from our employees the following shared organizational characteristics:*

- Courageousness
- Vigilance
- Honesty
- Responsibility
- Intelligence
- Perseverance
- Loyalty
- Dedication
- Professionalism
- Team player
- Enthusiasm
- Trustworthiness
- Respectful
- Compassion
- Commitment
- Physically Fit
- Pride in ownership

## *We believe that our customers expect the following organizational output:*

- Readiness
- Rapid response & arrival
- Thorough assessment of emergencies
- Ability to manage emergencies
- Mitigation of hazardous conditions
- Prevention efforts that enhance life safety
- Evolved services to meet demands
- Public trust & confidence
- Trained, credentialed, & intelligent
- Fitness
- Service excellence
- Compassionate patient care
- Protection of privacy & medical records
- Proficiency in all aspects of Fire-Rescue services
- Advanced (ALS) EMS Practice



*The City of Naples Fire-Rescue Department provides the following services to the community with associated logistics:*

## ***Operational Services***

- Fire suppression
- Emergency medicine
- Marine rescue
- Technical rescue
- Dive rescue & recovery
- Hazardous materials response

- Public assistance
- Fire & life safety inspections
- Public education
- Emergency management
- Fire investigations
- Neighborhood public relations



## ***Support Programs/ Logistics & Ancillary Duties***

- Administrative clerical support
- Hydrant testing & maintenance
- SCBA respiratory program
- Medical supply inventory with research & development
- Fleet maintenance
- NFIRS state reporting
- Hose & appliance testing
- EMS training & records
- Ground ladder testing
- Records management
- Uniform inspection & maintenance
- Quality Assurance
- Special teams
- Tools & equipment
- ARFF supplies
- Site survey & inspection records
- Personal protective equipment
- Special event staffing
- Capital Improvement Projects (CIP)
- Fiscal budget
- Automatic & Mutual Aid Agreements
- Radios
- Citizen surveys
- Apparatus testing
- Bunker gear maintenance
- Facilities
- Safety & Health Program NFPA 1500 Compliance
- Continuous Florida Fire Prevention Code Review & compliance
- Recertification records
- Community outreach management

*The City of Naples Fire Department is inheritably exposed to risk in every thing we do. To better manage and control our exposure, we use a SWOT Analysis to quantify our exposure. SWOT stands for Strengths, Weaknesses, Opportunities and Threats. A holistic review of these four areas will give our department the necessary perspective to best manage and control our risk.*

- ▶ Excellent customer service
- ▶ Good relationship with surrounding departments
- ▶ Ability to adapt & come up with solutions
- ▶ Experienced EMT's & Paramedics with excellent EMS delivery
- ▶ Drive for personal development & involvement in Training
- ▶ City administration & elected officials Recognition of the importance of delivering excellent customer service
- ▶ Employee involvement & open door policy
- ▶ Recover well from economic adversity/ ability to maintain Pprformance during economic downturns
- ▶ Efficiency
- ▶ Strong city economy that sustains the department
- ▶ Outstanding employees that work hard for the community

- ▶ Resistance to change
- ▶ Recognize & utilize strengths of personnel
- ▶ Inadequate educational funding for quality College/ University programs
- ▶ Fire station alerting
- ▶ Lack of equipment storage areas
- ▶ Administrative work by operational shift personnel/ inadequate number of staff or support officers
- ▶ Equal enforcement of standard operating guidelines (SOG's) department wide
- ▶ Increasing off-duty details
- ▶ Goal setting
- ▶ Educational recognition & endorsement
- ▶ National Incident Management System (NIMS) compliance
- ▶ Number of personnel (sworn & non-sworn)
- ▶ Career advancement opportunities
- ▶ Training division staff to accommodate all aspects of Fire-Rescue training, projects, & EMS proficiency
- ▶ Day-to-day special team response staffing
- ▶ Growth of Fire-Rescue department has not kept pace with the continuing growth of the City
- ▶ Facilities need upgrades
- ▶ Use of data collection to communicate needs Assessments & cost benefit analysis to the public
- ▶ Cultivating culture & organizational design
- ▶ Long term organizational planning
- ▶ Community engagement & feedback
- ▶ No protection from the elements and risk to personnel well being during extended Fire Boat responses
- ▶ Infrequent recognition of employee accomplishments
- ▶ Fire inspections rate
- ▶ Need for a Total Quality Management Program
- ▶ Need for an effective program to develop & train Mid-Level supervisors
- ▶ Need for greater community presence (i.e. smoke detector program, Community Emergency Response Teams, & CPR/ AED Classes)



**S**  
**STRENGTHS**



**WW**  
**WEAKNESSES**

- ▶ Expanding into full-service ALS Department
- ▶ Accreditation
- ▶ Take advantage of existing public events for dissemination of public information & blood pressure checks
- ▶ Total Quality Management Program
- ▶ Efficient data management for council & community
- ▶ Team with non-traditional partners (i.e. local medical offices, NCH, utility companies)
- ▶ Mutual Aid Partnerships/ Automatic Aid
- ▶ More feedback opportunities (i.e. surveys, Newsletter, articles, websites, social media)
- ▶ Use of new technology to increase efficiency & eliminate errors
- ▶ Rules & Regulations/ Standard Operating Guidelines improvements
- ▶ Community support/ social networking presence
- ▶ Fire Department facilities/ apparatus
- ▶ Partner with public health department
- ▶ Safer station alerting
- ▶ Merger cost benefit
- ▶ ISO rating improvement
- ▶ Public outreach & neighborhood services (i.e. smoke detector program, Community Emergency Response Teams, & CPR/ AED classes)
- ▶ Cultivating organizational culture & design
- ▶ Joint training with other departments & public safety partners
- ▶ Employee commendation process & awards banquet
- ▶ Grants
- ▶ Company officer development
- ▶ Contributions to media outlets for department program offerings
- ▶ Education & training program to support & recognize employees for academic achievement
- ▶ Cost performance improvements: Satellite stations to cover fringe Areas & COPCN for ALS services

- ▶ State of EMS/ Uncertainty of EMS provider
- ▶ Natural disasters (i.e. high tides, beach erosion, hurricanes, terrorism)
- ▶ Limited expansion space for facilities
- ▶ City growth outpacing department growth
- ▶ Personnel safety: Personal Protective Equipment, Strategy/ Tactics, and Body Substance Isolation
- ▶ Lack of businesses buying-in on fire safety
- ▶ Potential loss of an effective working relationship with Mutual Aid departments
- ▶ High-Hazard occupancies/ Target Hazard response
- ▶ Increasing response times due to traffic Congestion & construction expansion
- ▶ Day-to-day special response to FLUSAR, Dive-Rescue, & HAZMAT
- ▶ Support for community engagement: CPR/ AED (Heart Safe City)
- ▶ Decreasing quality of some building materials
- ▶ Loss of community trust & confidence

**O**  
**OPPORTUNITIES**

**T**  
**THREATS**

We are making every effort to solicit feedback and give our constituents a voice. It is our firm belief that customer satisfaction and feedback is essential to public safety excellence. The survey below is available at [www.naplesgov.com](http://www.naplesgov.com) under *Fire and Rescue*, providing us with unbiased feedback to improve in all areas of service.

**Naples Fire-Rescue Department Customer Feedback Form** Sign in to Save Progress

**Incident Date\***

**Location of Incident\***  
  
(Example: address, business name, intersection, etc.)

**First Name\***  **Last Name\***

**Address1\***

**Address2**

**City\***  **State\***  **Zip\***

**Phone Number\***  **Email**

Select the best choice in which your call for service was related to:\*

EMS- Medical Related Emergency

Fire/Rescue- Fires, Vehicle Accidents, Hazardous Conditions, Public Assistance

**Fire Rescue personnel provided timely service.\***

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

**Fire Rescue personnel provided service in a professional manner.\***

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

**Fire Rescue personnel where sympathetic to my needs.\***

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

**Fire Rescue personnel were knowledgeable and informative.\***

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

**Fire Rescue personnel worked well together as a team. \***

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

**Fire Rescue personnel's appearance was appropriate and professional.\***

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

**Overall experience left me satisfied with the service I received. \***

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

**Comments**


**I am currently a:\***

**I would like to be contacted about the above service.\***

Yes

No

**Thank you for your time and assistance!**

I'm not a robot 

Receive email copy

**Email address**

This field is not part of the form submission.

\* indicates a required field





## **FIRE-RESCUE STRATEGIC PLANNING GOALS**

- 1 Fire Service Accreditation
- 2 Form a Medical Quality Assurance Committee
- 3 Cost Performance Improvements: Analysis of the Benefits of Satellite Stations
- 4 Cost Performance Improvements: ALS Certificate of Public Convenience (COPCN)
- 5 Revisit Insurance Services Office (ISO)
- 6 Improved Community Outreach
- 7 Total Quality Management (TQM) Program
- 8 Community Risk / Needs Assessment
- 9 Comprehensive Standard Operating Guideline (SOG) Review
- 10 Succession Management & Mentoring Program
- 11 Elimination of Bottleneck Operations: Operational Turnout and Response; Administrative Processing of Data
- 12 Fire Safety Inspections - Rate & Local Amendments
- 13 Annual Reevaluation of Strengths, Weaknesses, Opportunities, & Threats (SWOT) Analysis
- 14 National Incident Management System (NIMS) Compliance
- 15 Continue to Advance the Mission & Vision
- 16 Foster an Engaged Workforce / Courage to Be Safe
- 17 Reduce Barriers Between Fire Operations & Prevention
- 18 Standardized Probationary Process

## GOALS FOR ORGANIZATIONAL IMPROVEMENT - GRADED

### 1. Fire Service Accreditation with the Center for Public Safety Excellence / Commission on Fire Department Accreditation International: Applicant Agency Status

Timeline for Completion: January 2019

#### Critical Tasks:

- Identify qualified personnel to head the evaluation process.
- Prepare the organization to meet accreditation standards and designate an accreditation manager.
- Select all personnel capable of achieving professional accreditation for Chief Fire Officer (CFO) and Fire Officer (FO) designations.
- Develop and implement a five-year plan.
- Establish a community based fire-rescue organization that fosters involvement and feedback.
- Establish a committee to address accreditation requirements and standards.

#### Expected Program Results:

- Assurance to colleagues and the public that they have a first-class fire-rescue organization.
- Detailed evaluation of the services we provide to the community
- Identified crucial areas of strength and weakness within the department.
- Methods or systems for addressing deficiencies while building organizational successes.
- Encouraged professional growth for both the department and its personnel.
- A forum for the communication of organizational priorities.
- Attainment of national recognition
- Mechanism for developing strategic and program action plans.
- Organizational pride department wide for achieving an All-Hands historic accomplishment for the City of Naples Fire-Rescue Department.

Division of Oversight: Fire Administration



## 2. Form a Medical Quality Assurance (QA) Committee

Timeline for Completion: October 2017

### Critical Tasks:

Identify qualified physicians, allied health care providers, and personnel to form a community medical committee.

### Expected Program Results:

- Assure colleagues and the public that they have cutting edge medical training and QA service.
- Identify future needs regarding the delivery of EMS.
- Periodic review of training, protocols, and public health issues.
- Open public meetings to inform our community and stakeholders of issues regarding their EMS and public health.
- Improved EMS Practice.
- Institute appropriate QA process for future Certificate of Public Convenience and Necessity (COPCN) responsibilities regarding advanced life support medicine.

**Division of Oversight: Joint - Fire Administration and EMS & Training Division**

## 3. Cost Performance Improvements: Analysis of the Benefits of Satellite Stations

Timeline for Completion: October 2017

### Critical Tasks:

- Locate potential properties to reduce response times to fringe areas.
- Conduct a cost benefit analysis.
- Quantify incommensurables against costs: proportionate risk approach.

### Expected Program Results:

- Measured benefits and costs for city management and council.
- Alternative plans to address response times to city residents and businesses at far reaches from stations 1, 2 and 3.
- Plans and ideas to enact satellite stations and distribute existing resources.

**Division of Oversight: Fire Administration**

## 4. Cost Performance Improvements: Analysis of the Benefits of a Certificate of Public Convenience and Necessity (COPCN)

Timeline for Completion: October 2017

### Critical Tasks:

- Conduct a cost benefit analysis of a fire-rescue transport service.
- Audit medical training of personnel.
- Analyze if staff improvements needed – Support and Operational.
- Review response times of CCEMS to NFD and compare staffing of ALS personnel.

### Expected Program Results:

- Measured benefits and costs for city management and council.
- Better utilization of fire-rescue resources.
- Data pertaining to quality of EMS services provided to city residents and businesses.

Division of Oversight: Fire Administration

## 5. Revisit Insurance Services Office (ISO)

Timeline for Completion: October 2017

### Critical Tasks:

- Form a team with team leader to provide ISO with all auditing data.
- Review and update data from previous audit.
- Conduct an internal pre-audit.

### Expected Program Results:

- Improved Public Protection Classification (PPC) rating from 2 to 1.
- Reduced insurance costs for businesses and residents.
- Assurance to city residents and businesses of a best in class fire-rescue service that meets the highest national benchmarks.

Division of Oversight: Fire Administration

## 6. Improved Community Outreach

Timeline for Completion: October 2016

### Critical Tasks:

- Formulate and list potential program offerings to the community.
- Identify personnel in the department capable of heading programs.
- Identify applicable public safety partners.

### Expected Program Results:

- Educated and safer community.
- Heart Safe City CPR/AED.
- Reduced risks community wide.
- A community that is unified with the fire-rescue department.
- Avenues for feedback from program participants.

Division of Oversight: Fire Administration



## GOALS WHICH SUSTAIN CURRENT LEVEL OF SERVICE

### 7. Total Quality Management Program

Timeline for Completion: January 2018

#### Critical Tasks:

- Itemize all equipment, trainers and ongoing department programs.
- Review all operational capacities against professional standards, best practices and community needs.
- Build upon operational guidelines to update them to contemporary industry practice.
- Utilize Kaizen (Quality Circles), garnering input from personnel to make services more efficient.
- Revamp training to address advanced life support, live fire training evolutions and customer service.
- Actively engage the community and solicit feedback for continuous program improvement.
- Implement Post Incident Reviews
- Review The National Institute for Occupational Safety & Health (NIOSH) Reports
- Partner with local medical facilities and physicians to best address emergencies at their location of practice and to utilize their expertise for department EMS training.
- Comprehensive review of all SOG's, EMS protocol and standing orders to ensure that all shifts and personnel practice with uniformity.
- Identify bottleneck operations and conduct root cause analysis to address each issue.
- Incorporate the plan-do-study-act cycle when addressing agency goals (Shewhart Cycle).
- Develop training programs for succession; monitor results and request feedback from participants.
- Employ mistake proofing tools where applicable to reduce or eliminate errors.
- Top management support and commitment to quality / Pareto Principle.

#### Expected Program Results:

- Streamline the delivery of services through all departments.
- Engrain a commitment to quality in the organizational culture.
- Improved services and reduced errors.
- Community engagement.
- Better trained workforce.
- Elimination of redundancies.

Division of Oversight: Joint - Fire Administration and EMS & Training Division



## 8. Community Risk / Needs Assessment

Timeline for Completion: January 2019

### Critical Tasks:

- Complete the Center for Public Safety Excellence's Community Risk Assessment: Standards of Cover.
- Survey the community to identify target hazards and itemize them.
- Evaluate fringe areas and a comprehensive list of ways to address response times.
- Develop programs to address risks associated with the demographic make-up of the city such as drowning prevention, CPR-AED and fall prevention.
- Evaluate and itemize quality of personnel to address community emergencies with an all-hazards approach.
- Analyze distribution of resources and concentration of personnel.
- Provide a platform for the community to provide feedback and actively seek feedback from the community.
- Forecast future needs against current resources by trend extrapolation.
- Actively look for public health hazards and partner with the public health department to provide immunizations.
- Monitor and address outbreaks of HIV/AIDS, Hepatitis, Ebola, Zika Virus, etc. for potential outbreak in the community in partnership with the Collier County Health Department.
- Examine quality and accessibility of health services.
- Analyze urban development with GIS mapping against fire-rescue resources and ancillary equipment such as fire flow and access to hydrants.

### Expected Program Results:

- Mitigation of hazardous conditions affecting the Naples Community.
- Improved chances of effective by-stander CPR and AED use.
- Working relationship with the Collier County Health Department.
- Reduce causes of injury and death in our community.
- Quantified community risks for the community, city management and council.

Division of Oversight: Fire Administration

## 9. Comprehensive Standard Operating Guideline (SOG) Review

Timeline for Completion: March 2017

### Critical Tasks:

- Form a team of qualified personnel to review respective Standard Operating Guidelines (SOG's).
- Develop a new format with learning tools.
- Review Rules and Regulations (RR) against SOG's for discrepancies.
- Combine Department Rules and Regulations with SOG's into one manual.
- Analyze SOG's against best practices and applicable legislation.
- Disseminate updated SOG's department wide.
- Review guidelines and policy on a quarterly basis to ensure SOG's are compliant with current NFPA, NIMS, CFAI and ISO standards.

### Expected Program Results:

- Ensure SOG's and RR's are understandable and easy to digest.
- Sustainable, long term SOG's and RR's.
- Ensure unified work practices across the board.
- Eliminated redundancies in official documents.
- Riding assignments / set expectations for personnel

Division of Oversight: EMS & Training Division

## 10. Succession Management & Mentoring Program

Timeline for Completion: January 2020

### Critical Tasks:

- Form a team to address a personnel development program that utilizes the Center for Public Safety Excellence (CPSE) Commission on Fire Accreditation International (CFAI) recommendations and the International Association of Fire Chiefs (IAFC) Officer Development Handbook.
- Evaluate succession planning needs on a quarterly basis.
- Evaluate promotional process for best practices.
- Ensure that all personnel are encouraged, recognized and rewarded for pursuing advanced certifications and college degrees annually.
- Work with training office and administration to ensure that accommodations to support higher education will be made.

### Expected Program Results:

- A pathway to success for all personnel.
- Smooth transition of personnel into leadership roles and positions of responsibility.
- Sharing of job knowledge and tacit knowledge.
- Better trained, skilled and more knowledgeable workforce.
- Meet expectations / requirement criteria for accreditation.

Division of Oversight: EMS & Training Division



## 11. Elimination of Bottleneck Operations:

### Operational Turnout & Response; Administrative Processing of Data

Timeline for Completion: January 2018

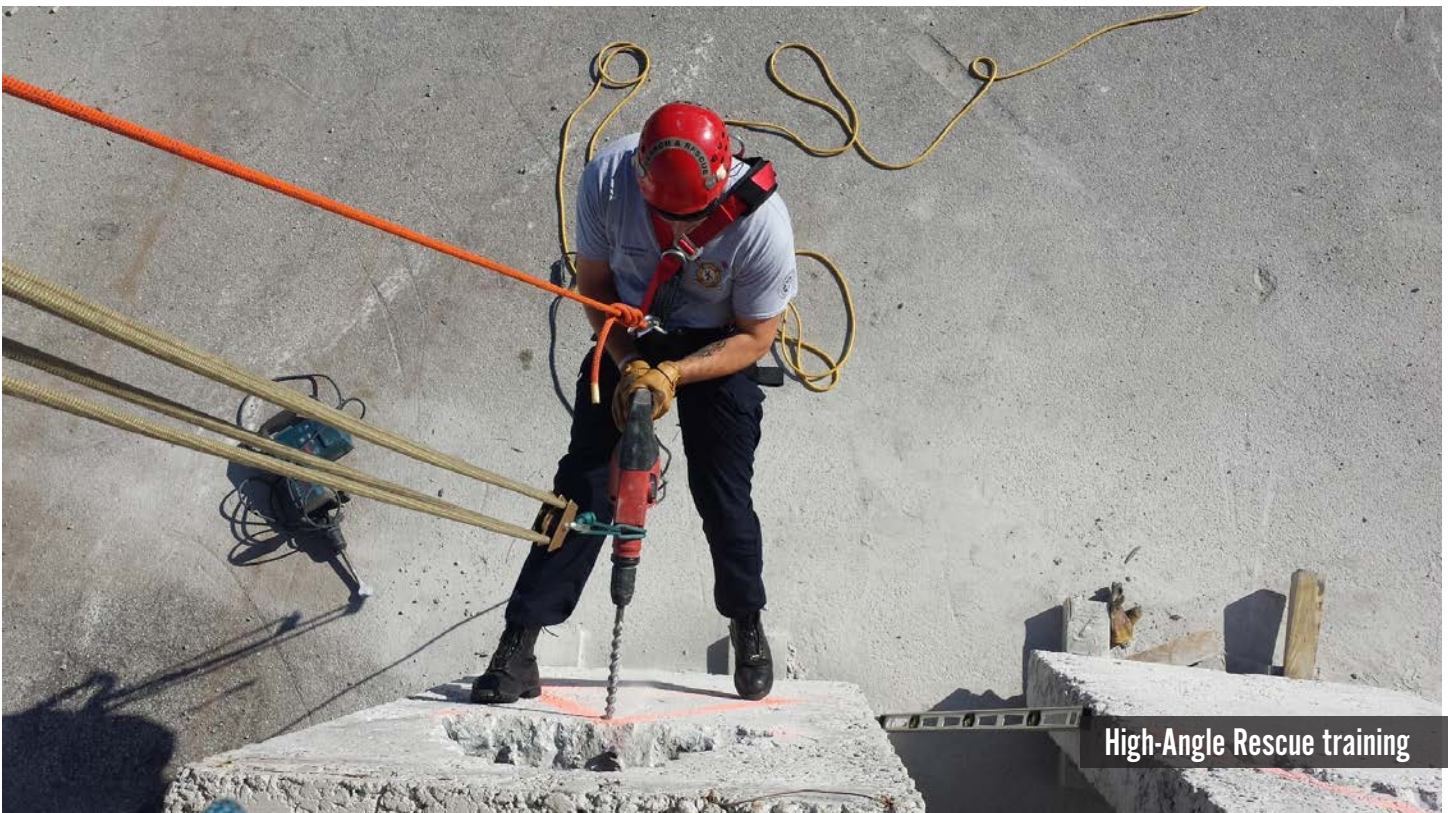
#### Critical Tasks:

- Perform root cause analysis on areas that slow down operational responses and business processes.
- Form a committee to address known bottleneck operations and analyze systems theory.
- Evaluate administrative bottleneck operations such as data processing, records management, finance and project completions.
- Eliminate redundancies and employ best practices and technology to make the workplace more efficient.
- Create business performance improvement plans.

#### Expected Program Results:

- Improved response times.
- Elimination of overloaded areas of management.
- Improved customer service.

Division of Oversight: Fire Administration



High-Angle Rescue training

## 12. Fire Safety Inspections: Rate & Local Amendments

Timeline for Completion: January 2018

### Critical Tasks:

- Generate recommendations to meet the shortfall of personnel available to conduct fire inspections throughout the City of Naples.
- Involve Fire Prevention in creating local amendments to the building code.

### Expected Program Results:

- Safer community with a responsive, progressive fire prevention program.

Division of Oversight: Fire Prevention





12 vehicles involved in carport fire

### 13. Annual Reevaluation of Strengths, Weaknesses, Opportunities, & Threats (SWOT) Analysis

Timeline for Completion: October 2016

#### Critical Tasks:

- Implementation and annual review of department SWOT analysis.

#### Expected Program Results:

- Recognizing areas for improvement and opportunities in a time sensitive manner.

Division of Oversight: Fire Administration

### 14. National Incident Management System (NIMS) Compliance

Timeline for Completion: October 2018

#### Critical Tasks:

- Audit Incident Command System (ICS) and NIMS training of all city staff.
- Identify the amount of personnel that will require training at each level.
- Partner with the Collier County Emergency Operations Center (EOC) to deliver training.

#### Expected Program Results:

- A well informed municipal government that can work seamlessly across all departments and divisions to manage incidents involving all threats and hazards—regardless of cause, size, location, or complexity—in order to reduce loss of life, property and harm to the environment (FEMA, 2015).

Division of Oversight: Joint - Fire Administration and EMS & Training Division

## 15. Continue to Advance the Mission & Vision

Timeline for Completion: October 2016

### Critical Tasks:

- Form a committee to generate a mission and vision for the Fire-Rescue Department.
- Allow all personnel and stakeholders to review the outcome and make recommendations for changes.

### Expected Program Results:

- Official statements that inform all stakeholders of our purpose, commitment and our service future

Division of Oversight: Fire Administration

## 16. Foster an Engaged Workforce / Courage to Be Safe

Timeline for Completion: October 2016

### Critical Tasks:

- Allow multiple avenues for employee input i.e. bunker gear, SOG's, uniforms, rules and regulations.
- Hold in-services on courage to be safe.
- Design the organization with employee motivation in mind.

### Expected Program Results:

- A workforce where safety is everyone's responsibility.
- A motivated workforce.
- Buy-in from personnel.

Division of Oversight: Fire Administration

## 17. Reduce Barriers Between Fire Operations & Prevention

Timeline for Completion: October 2018

### Critical Tasks:

- Overlap Prevention roles with Operations (Inspectors assisting Command and Safety Officer during structure fires).
- Pre-Incident Survey where both Prevention and Operations personnel work together.
- Mutual training.

### Expected Program Results:

- Public safety excellence that is seamless across all divisions.
- Improved job knowledge of Operations and Prevention personnel.

Division of Oversight: Fire Administration



Tower 2 construction site rescue

## 18. Standardized Probationary Process

Timeline for Completion: October 2016

### Critical Tasks:

- Reorganize the probationary testing process to suit current needs.
- Create a handbook for probationary employees.
- Integrate Target Solutions into the testing and training process.
- Create a task-book with practical skills that must be signed and recorded each month by a supervisor.

### Expected Program Results:

- Standardized probationary process across all shifts.
- Assurance that practical skills are exercised.
- Clear understanding of what is expected from probationary firefighters.
- Clear understanding of what is expected from company officers supervising probationary firefighters.

Division of Oversight: EMS & Training Division

**ALS:** Advanced Life Support  
**APF:** Alternate Page Field (Naples Airport)  
**ARFF:** Aircraft Rescue and Firefighting  
**CFAI:** Commission on Fire Department Accreditation International  
**COPCN:** Certificate of Public Convenience and Necessity  
**CPI:** Cost Performance Improvement  
**CPSE:** Center for Public Safety Excellence  
**DRT:** Collier County District Response Team (Hazardous Materials Response)  
**EMS:** Emergency Medical Services  
**EMT:** Emergency Medical Technician  
**FEMA:** Federal Emergency Management Agency  
**GIS:** Geographic Information System  
**HAZMAT:** Hazardous Materials  
**IAFC:** International Association of Fire Chief's  
**ICMA:** International City/County Managers Association  
**ISO:** Insurance Services Office

**IT:** Information Technology  
**NAA:** Naples Airport Authority  
**NFPA:** National Fire Protection Association  
**NFRD:** City of Naples Fire-Rescue Department  
**NIMS:** National Incident Management System  
**PDSA:** Plan-Do-Study-Act  
**PPE:** Personal Protection Equipment  
**PM:** Preventive Maintenance  
**QA:** Quality Assurance  
**QI:** Quality Improvement  
**SOC:** Standards of Cover  
**SCBA:** Self-Contained Breathing Apparatus  
**SOG:** Standard Operating Guideline  
**SWAT:** Special Weapons and Tactics  
**SWOT:** Strength, Weaknesses, Opportunities, and Threats  
**TRT:** Technical Rescue Team  
**TQM:** Total Quality Management



NFD CPR class at Riverside Community Center

The City of Naples Fire-Rescue Department would like to acknowledge all the staff that committed their time and energy to construct this plan. Furthermore, we appreciate and thank the personnel from each Battalion that will be involved in making this plan work. We would like to thank our community and our representatives for investing in the department; facilitating the development of a community driven fire-rescue agency. We sincerely believe that through our mutual working partnership, the fire-rescue department and constituency will achieve public safety excellence.

## Internal Stakeholders – Planning Committee

Fire Chief Peter J. DiMaria

Battalion Chief Michael Nichols

Chairman

Lieutenant-Paramedic Daniel Zunzunegui

Engineer-Paramedic Christian Bice

Firefighter-Paramedic Cesar Macay

Firefighter-Paramedic Jerald G. Adcock

Firefighter-Paramedic William Thornton

Fire Inspector Katherine Szostak

Document Design

Firefighter-Paramedic Michael Murphy

## WORKS CITED

2015 Public Safety Solutions International: Master Plan for the City of Naples Fire-Rescue Department

ICMA: Managing Fire-Rescue Services

Kaoru Ishikawa Quality Circles

Dr. W. Edwards Deming: PDSA Cycle (Shewhart Cycle)

Economic and Scientific Section (ESS) group / Dr. W. Edwards Deming: Kaizen

Joseph Juran: Pareto Principle and Breakthrough

Center for Disease Control: Public Health at the Local, State, National, and Global Levels

Federal Emergency Management Agency: National Incident Management System

Websites:

[www.naplesgov.com](http://www.naplesgov.com)

[www.naplesfire.com](http://www.naplesfire.com)



# NFRD



## **CITY OF NAPLES FIRE-RESCUE DEPARTMENT STRATEGIC PLAN 2016-2021**