

# Strategic planning session

Key Dynamics Coaching and  
Consulting

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**[KEY LARGO FIRE-RESCUE AND EMS DISTRICT]**

Results of the Nov. 23, 2013, Strategic Planning Session, Key Largo Library

# Key Largo Fire-Rescue and EMS District Strategic Planning Session

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*Nov. 23, 2013 | Key Largo Library*

## Final report and recommendations

First of all – congratulations for a job well done! I was extremely pleased with the number of people at the strategic planning session as well as the positive, can-do attitude and contributions of everyone in attendance. We do our best work when we are open to all points of view and I think the participants – including the district commissioners – ably demonstrated that.

Here's what we set out to do:

- Examine the mission statement
- Define the district's core purpose
- Establish core values and guiding principles
- Develop key focus areas
- Create goals and strategies

I'm delighted to say we accomplished all those goals. Here's the breakdown, based on my notes as well as from those who provided goals and strategies worksheets.

- **Mission statement:** Leave as is: "To provide exceptional fire protection and emergency medical services efficiently and cost-effectively without compromising the health and safety of residents or personnel."
- **Core purpose:** "To ensure quality emergency services for Key Largo."
- **Core values and guiding principles:**
  - Value and respect our personnel
  - Promote teamwork and unity
  - Foster community involvement and encourage volunteerism
  - Fiscal responsibility
  - Safety for all
  - Responsive to community
  - Education
  - "Our family protecting your family"
- **Key focus areas:**
  - Capital investment/improvement
  - Staffing/retention
  - Funding
  - Community outreach

- **Goals and strategies based on key focus areas:**
  - **Capital investment/improvement**
    - Issue statement: There is no capital plan now, except for vehicle replacement
    - Goal: Create a capital plan to include short term and long term:
      - Property:
        - Resolve issues over land ownership with the former fire department
        - Improve Station 24 – second floor; need construction plan spread over five years
        - Resolve issue of investing taxpayer money on land not owned by the district
        - Create fire hydrant program
        - Create fire training grounds
      - Money:
        - Continue to receive funding from the county's 304 infrastructure fund and impact fees
        - Get Legislature to change funding abilities
        - Building restoration/replacement fund, including paving
        - Create reserve funds categories (as per Theron – already have a contingency fund)
      - Equipment
    - Strategies to impact goal: Create a committee/commission to study these issues and make recommendations to the district board. Sue Heim volunteers to serve.
    - Resources: Jennifer Zimmer
    - Due date: February 2014
  - **Staffing/retention**
    - Issue statement: It is difficult to fill all shifts with volunteer staffing.
    - Goal: Obtain and retain local volunteers for adequate staffing.
    - Strategies to impact goal: Track efforts now under way to deal with this issue.
    - Resources: Chief Don Bock
    - Due date: July 2014
  - **Funding**
    - Issue statement: The district faces number funding constraints, including a millage cap, and the need to annually apply to the county for impact fees and sales tax revenue.
    - Goal: Find additional sources of revenue.
    - Strategies to impact goal:
      - Work with Monroe County for impact and discretionary sales tax funds. Bob Thomas to work with Monroe County and finance.
      - Identify additional sources of grant funding. Vicky Fay and the departments will work on this.
      - Research the possibilities of special fees/assessments. Theron Simmons will report back to the board.
    - Resources: Bob Thomas, Theron Simmons, Jennifer Zimmer
    - Due date: February 2014

- **Community outreach**

- Issue statement: Community awareness of the district and what it does is low.
- Goal: Create a communications plan.
- Strategies to impact goal:
  - Update the website to make it more user-friendly.
  - Improve communications through regularly scheduled press releases to local news media outlets (print and radio) and possibly a regular column. Explore the use of social media platforms such as Twitter and Facebook.
- Resources: Vicky Fay, local media, fire and ambulance departments
- Due date: March 2014

Where most strategic planning processes fall down is not in creating the goals, but in follow-through. After making whatever tweaks you wish to make in this document, and accepting it as your course of action, I strongly recommend the following:

- Someone from the board (or appointed by the board) needs to be designated as the leader for each of these goals to ensure the process stays on task.
- Some of the larger goals need to have intermediate deadlines – and stick with them. Setting and meeting deadlines will not only keep the process moving forward, but will add a sense of accomplishment that will keep people motivated to continue. Goals without action and accountability are merely dreams. You have already put too much work in to this to let it fade away.
- Require a written update at least once a month until the tasks are complete, and place the reports in the agenda packet as well as add as discussion items on the agenda.

Again, thank you for the opportunity to help you through this process. I feel that we accomplished a lot, and have a clear vision of where we want to go. Now it's just a matter of getting there!