



CITY OF
KISSIMMEE
FIRE DEPT

**Five-Year
Community-
Driven
Strategic Plan
2022-2027**

Approved December 2022

Revised December 2023





City of Kissimmee Fire Department

Community-Driven Strategic Plan 2022-2027



Introduction

The City of Kissimmee Fire Department (Department) provides fire, rescue, and emergency medical service (EMS) to the citizens and visitors of the City and surrounding communities. The service includes fire suppression, advanced life support (ALS), technical-level vehicle-machinery rescue (VMR), rope rescue, and confined space rescue. The Department also provides operations level hazardous materials mitigation and operations level trench rescue. In addition to these emergency services, the Department and the City of Kissimmee provide public education, fire prevention, disaster preparedness, and emergency management.

The Department is continuously working to improve all services and to maintain the highest level of professionalism. The Department holds the top-level Public Protection Classification rating by the Insurance Services Office (ISO), ISO Public Protection Class 1. Less than 5% of the fire departments in the United States have an ISO Class 1 rating. The City of Kissimmee Fire Department is now working with the Center for Public Safety Excellence (CPSE) to obtain international accreditation. This Community-Driven Strategic Plan along with the fire chief's direction will guide the Department over the next 3-5 years. It also builds a shared vision between our Department and community to set clear strategic goals.

Through the plan's development, the Department embraced input from internal and external stakeholders. Information from surveys, meetings, and a SWOT analysis (strengths, weaknesses, opportunities, threats) has been collected and analyzed by Department personnel, City and community leaders, citizens, businesses, and community organizations. This process has challenged the Department to fully examine its operations. The Department has established a solid direction for the future. It has listened to the community's voice and has enabled firefighters and paramedics to have a valuable say in the vision and direction of the Department.



City of Kissimmee Fire Department Community-Driven Strategic Plan 2022-2027



Message from the Fire Chief

I would like to thank the numerous members of our community, business leaders, civic organizations, elected officials, City leaders, City employees, my staff, and all fire department personnel for the many hours of hard work spent developing this strategic plan. A community-driven organization must seek the expectations, concerns, and ideas from as many internal and external stakeholders as possible. The voice of the community and our personnel was heard, and their input greatly influenced this valuable document. The community survey, the community workshop, City staff meetings, and our Officer Development Day were instrumental in the direction of this document. Because of this information, numerous goals and objectives were identified and added to our existing strategic plan and initiatives and all of them are outlined in this document.



While planning is a continuous process, this strategic plan will provide valuable guidance as we move forward over the next five years. I will ensure that this plan is a living document and will be updated annually, or more frequently as needed. To assist in implementing this plan, I would like to invite all stakeholders to participate in the Department's budget process which starts in January of each year. Staff will review all feedback that is received from stakeholders.

It is my honor and privilege to be your fire chief. The City of Kissimmee Fire Department is well over 100 years old and is rich in history and tradition. We pride ourselves on respecting the past as we move into the future and continue to be one of the nation's best and most progressive fire departments.

Sincerely,

Jim Walls

Fire Chief

City of Kissimmee Fire Department



Tribute to 9/11



City of Kissimmee Fire Department

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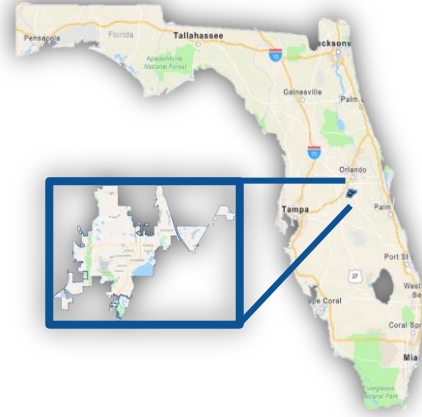
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Department Background

History of the Department

The City of Kissimmee (City) was incorporated in 1883 by the State of Florida. It is located near the geographic center of Florida and is the County Seat of Osceola County. Osceola is the State of Florida's sixth largest county in geographical size with a land area of **1506** square miles. The City is a mix of residential, commercial, and some light industrial properties. The City has a population of **82,108** residents living in **22.2** square miles



and is 70% Hispanic or of Latino Origin. The City has a seasonal increase of about 5,000 visitors due to its proximity to Disney and other area attractions.



1909 Hose Wagon

The Department consists of 111 uniformed career personnel and eight non-uniform staff. The minimum daily apparatus staffing is 29 uniformed personnel working out of four fire stations, staffing six ALS Ambulances, three Engines, one Squad (rescue engine), and one Tower Truck. A fifth station is scheduled to open in 2023. In 2014, the Insurance Services Office

(ISO) increased the City's public protection classification from an ISO Class 2 to an ISO Class 1 rating. In 2021, the Department responded to over 14,500 calls.

Following three large disastrous fires in the City between 1906 and 1908, one that included almost the entire downtown Broadway business district, the fire department was formed in 1909. Funding for this new venture was financed through a 1910 bond issue. The City purchased standard hydrants, 1500-



1912 American LaFrance Engine



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feet of 2.5-inch hose, constructed a 75,000-gallon elevated water tank and drilled two deep artesian wells. The wells brought fresh water to the City and provided water to the hydrants. Three fire stations were erected as metal roof buildings and were strategically positioned around the City to provide maximum fire protection. Each station had eight to ten volunteers and housed a 500-foot wheeled spool of fire hose that was hand-pulled to a fire.



1917 American LaFrance Engine

Very few automobiles were available in those days to assist in pulling the hose reel to the fire, so the fireman (firefighters) usually pulled it. When there was a fire, the call for help went to the City Utility Plant where a shrill variable steam whistle told the volunteers the approximate location of

the fire. Each fireman (firefighter) who responded to the fire was usually paid a dollar or two for his labor.



1923 American LaFrance Engine

This method of firefighting continued in Kissimmee until 1912 when the City purchased its first piece of motorized equipment, a 1912 American LaFrance. This new fire truck was a chemical truck that carried two 35-gallon chemical tanks, 200 feet of 1-inch rubber hose and 1,000 feet

of 2.5-inch supply hose. This new fire truck was state-of-the-art for its time and came equipped with Dayton solid-rubber tires, hand-crank starting motor, and siren, and could carry 8-10 men (firefighters) on the running and tailboards. The truck also carried a 20-foot extension ladder and a 12-foot roof ladder. Unfortunately, the new truck was in an accident soon after it was accepted, but that convinced the City to hire the first paid fire department employee who was paid 60 dollars a month to be the driver/engineer of



1954 Seagrave Engine



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the new truck. The 1912 fire truck protected Kissimmee until 1917 when the City Commission purchased a new 1917 American LaFrance fire truck, similar to the 1912 model. The 1917 fire truck remained in service until it was placed into reserve status with the purchase of a 1923 American LaFrance fire truck that had many significant upgrades from the previous two fire trucks. This 1923 fire truck remained in service until 1956 when it was stored at the Kissimmee



1948 Fire Station

Airport and all but forgotten. In 1975, a hanger demolition crew notified fire department staff that they located the old fire truck. The Department restored it with donations from the community and it is proudly displayed at Station 11.

In 1976, the volunteers were disbanded, and the Department transitioned into a fully paid fire department. Pre-hospital patient



Station 4 1986-1989

care and transport began in the late 1970s and the city started ALS service in 1979. Since then, the City has maintained an aggressive fire and EMS apparatus replacement schedule. Fire stations were built in 1934 and 1948, but the first modern fire station was built in 1967 next to the Kissimmee City Hall (old station 11). Station 12 was then constructed in 1979 and a temporary station was built in 1986 to the west of the City due to needed fire/rescue protection in that area. Station 13 was built in 1989 and Station 14 in 2004. Old Station 11 was demolished in 2009 due to the size and mold issues. In 2010, a new, modern Station 11 was built nearby.



Old Station 11 Dedicated 1967



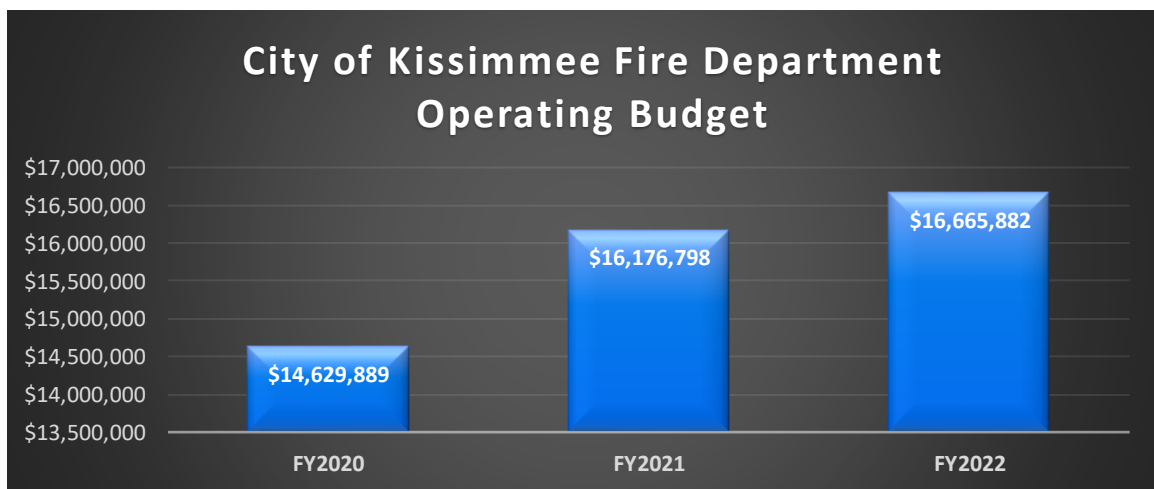
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Current Fire Stations



Department Operating Budget





City of Kissimmee Fire Department

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Services Provided by the City of Kissimmee Fire Department

Fire Suppression	The City of Kissimmee firefighters are well trained in multiple disciplines and supplied with the finest fire/rescue equipment. The crews use newer technology such as thermal imagers to “see through smoke” during searches while fighting fires. Fires are strategically attacked for rapid control saving lives and property. Other types of fire suppression include vehicle/transportation fires and wildland fires.
Emergency Medical Services	All Department firefighters are either paramedics or emergency medical technicians. They provide state-of-the-art pre-hospital emergency care and transport to local hospitals or specialty referral centers. Personnel are well trained in the stabilization, transportation, and advanced treatment of medical and traumatic emergencies.
Vehicle / Machinery Rescue (VMR)	Firefighters certified as VMR technicians provide safe extrication and disentanglement operations at the scene of incidents including vehicle accidents and entanglements in machinery. The latest VMR equipment includes multiple types of specialty hand tools, hydraulic tools, and lift bags.
High Angle Rescue	Select personnel are trained to the (advanced) technician level of high angle/rope rescue. The Department is well equipped with the best rope, rescue harnesses, descent equipment and other devices. The location of potential rescue sites in the City includes radio/cell towers, high-rise buildings and possibly sinkholes.
Confined Space Rescue	Many firefighters are confined space rescue technicians and use specialized air monitoring meters, communication devices, and breathing apparatus to provide rescues in underground vaults, storage tanks, sewers or other confined space locations that may have poor air quality.
Public Education	City of Kissimmee Firefighters, the Department’s Training Bureau, and the fire prevention team of the City’s Development Services Department provide the fire and life safety program. This includes apparatus displays and public education covering numerous lifesaving topics. The Department offers education in schools and during community events.
Fire Prevention	The fire prevention team provides new occupancy fire inspections and numerous other types of fire inspections for commercial buildings in the City. They also perform code enforcement and fire-related plan reviews for all new occupancies.



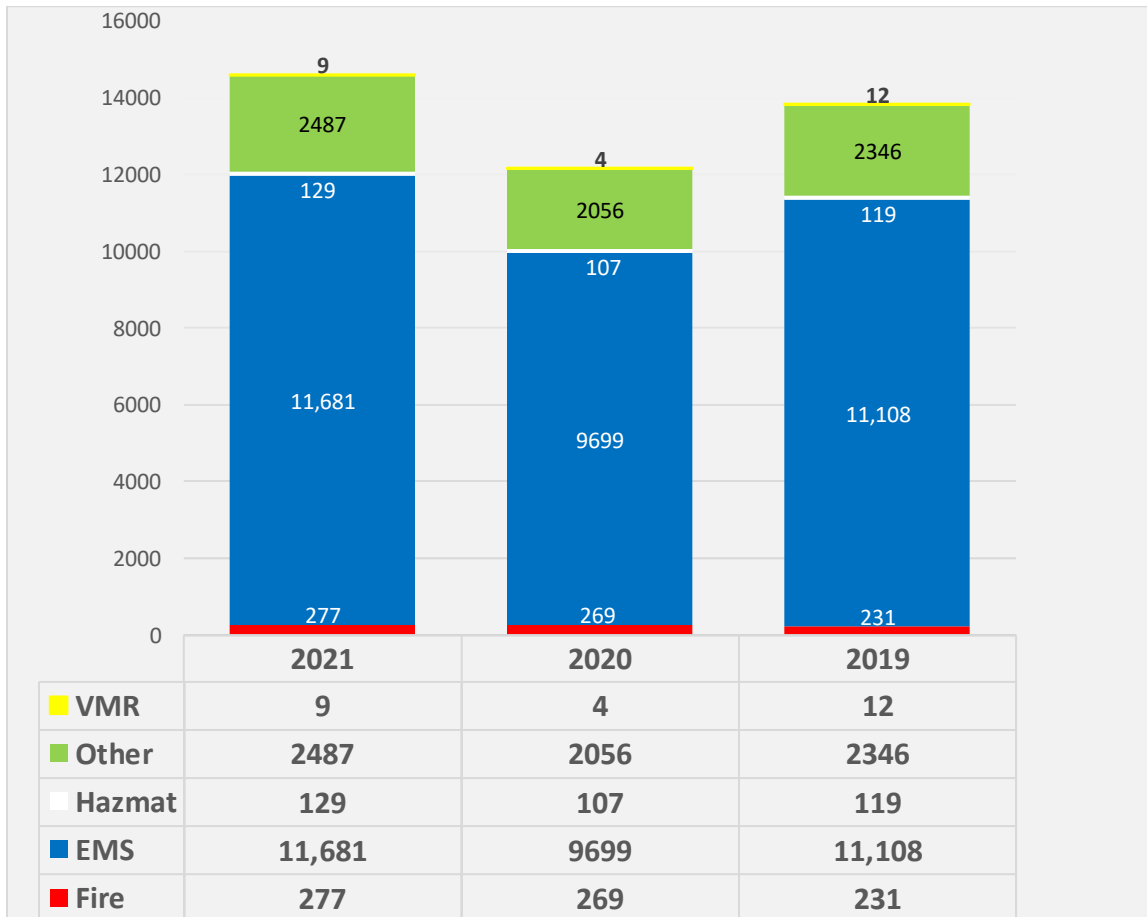
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Incident Responses: 2022 - 2019

2022 Total Responses	2021 Total Responses	2020 Total Responses	2019 Total Responses
	14,583	12,135	13,816

Incidents by Call Type



Other: Public service, lift assists, animal rescue, unauthorized burns, elevator emergencies, canceled in route, etc.



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Department Fire/Rescue Apparatus



Tower Trucks: 1 Frontline, 1 Reserve



Engines: 3 Frontline, 2 Reserve



Rescues: 6 Frontline, 2 Reserves



Squads: 1 Frontline



Brush Trucks: 1 Frontline



Special Operations Trailers: 1



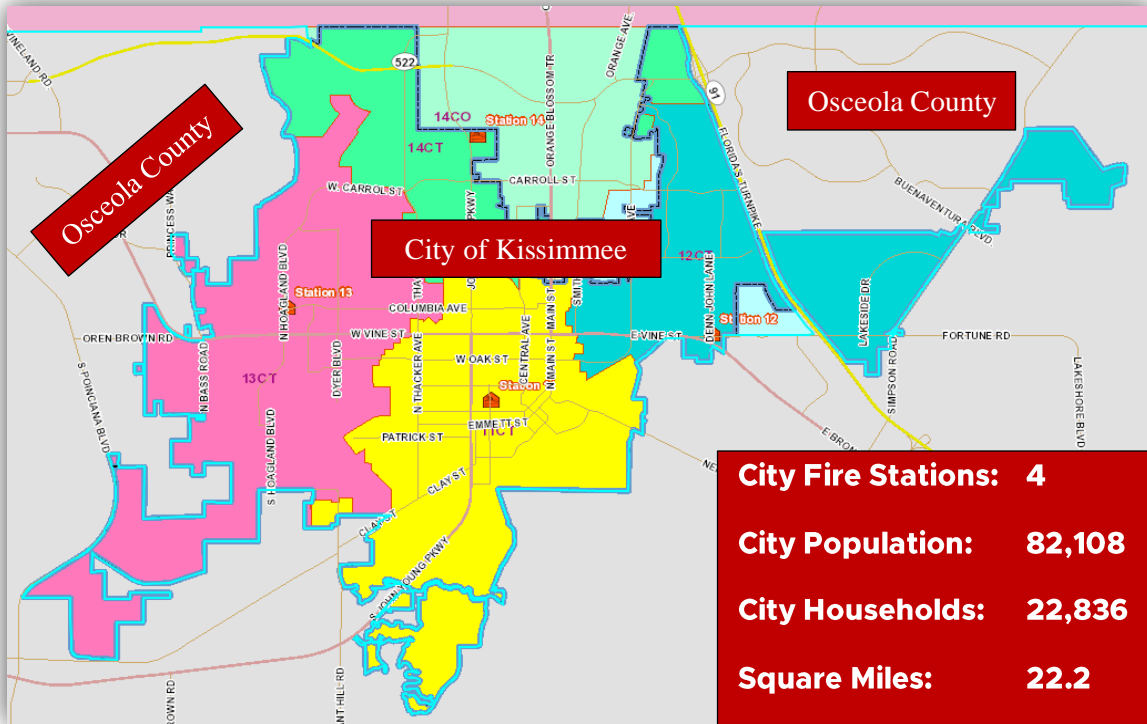
Rescue Fleet



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Fire Station Locations

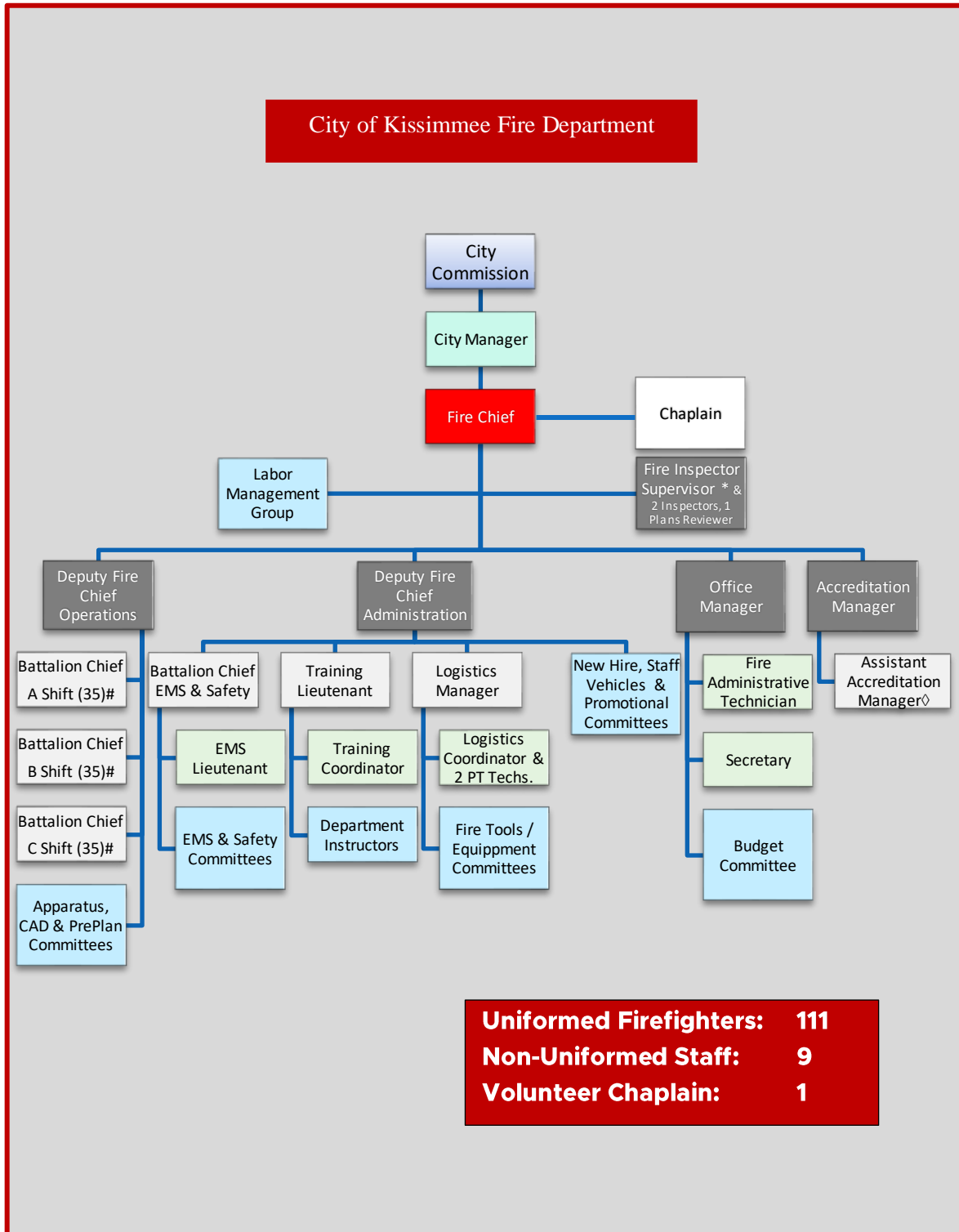




City of Kissimmee Fire Department Community-Driven Strategic Plan 2022-2027



Organization Chart





City of Kissimmee Fire Department Community-Driven Strategic Plan 2022-2027



Strategic Planning

Valuable external stakeholder input was gathered from residents, business owners, and civic organizations. In addition, beneficial internal stakeholder input was gathered from fire department staff, officers, and firefighters. This strategic planning process aims to unify the internal and external stakeholders through a shared vision and a common understanding. It will help determine where the Department is going in the next three to five years. The plan will also be a tool to help measure progression and successes along the way.



Department Stakeholders



An Officer Development Day (ODD) was held with the Department's stakeholders and a SWOT analysis was conducted. Through a consensus process, the Strengths and Weaknesses of the Department, the Opportunities for the Department, and the Threats to the Department were identified.

The Department's Mission, Core Values, and Motto were also reviewed at the ODD. Additional meetings were held with the crews to obtain more feedback on these topics. The stakeholders and crews recommended a shorter Mission statement, revised Core Values, and a newly created Vision for the Department. Many goals and objectives were developed because of the feedback from these meetings.



City of Kissimmee Fire Department Community-Driven Strategic Plan 2022-2027



City of Kissimmee Fire Department Internal Stakeholders Officer Development Day June 2022

Lt. Ryan Appleman	Lt. Jeff Booher	Lt. Ken Boro	Lt. David Boykin
Lt. Thomas Carruth	BC Jeremy Christ	BC Eric Gentry	DFC Jeremy Donovan
Lt. Dane Farmer	Lt. Tony Isenberg	Lt. Dwight Johnson	Lt. Justin Kennard
Lt. Chad Lawson	DFC Joe Leone	Lt. Kenny Love	Lt. Geoff Miller
BC John McCommon	Log. Mgr. Amy Meers	Lt. Ben O'Neal	Acc. Mgr. John Rooney
Lt. Royce Schoby	Lt. Glory Seley	Lt. Jason Stewart	Lt. Tyler Vanek
Fire Chief Jim Walls		Chaplain Peter Zieg	

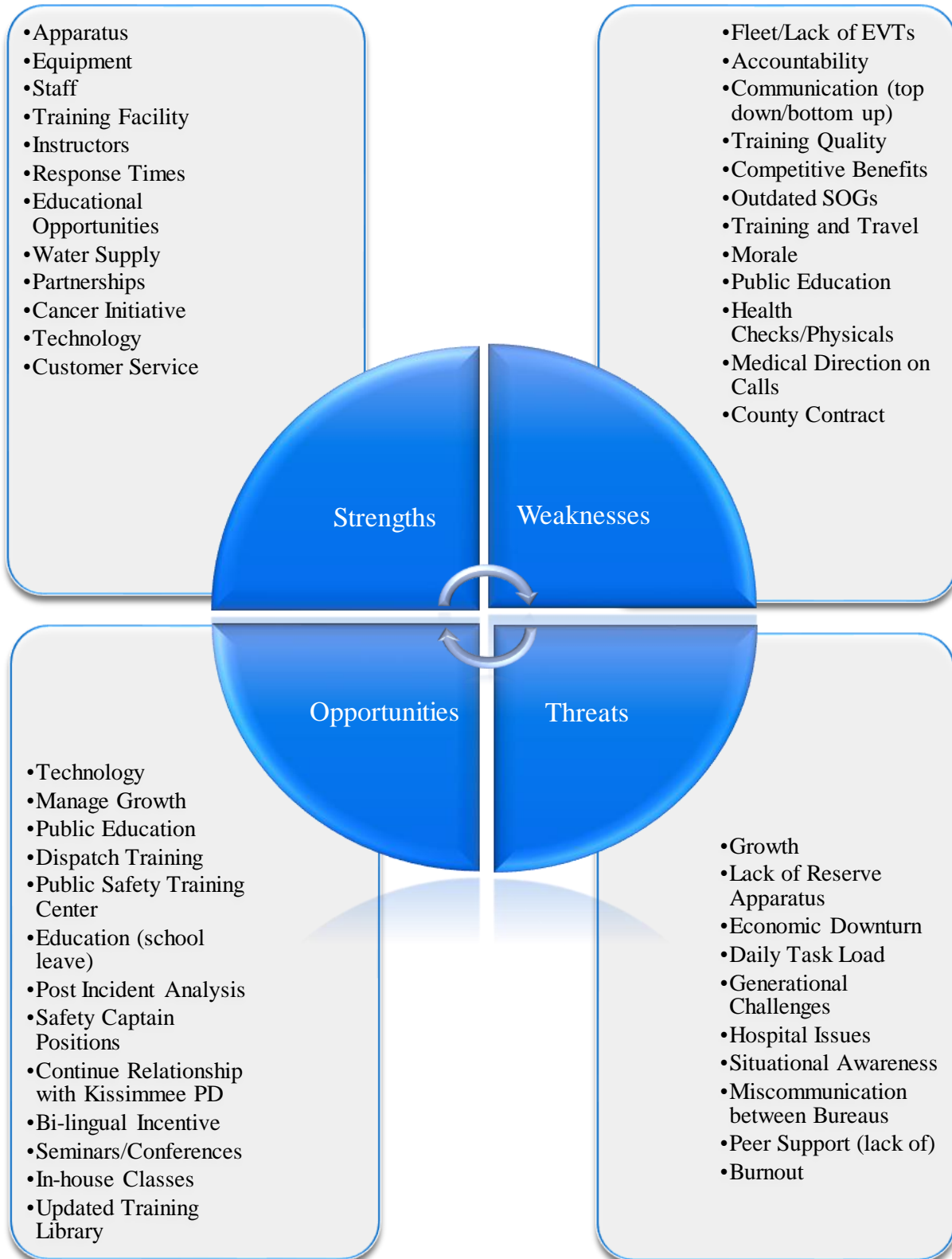




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Results from SWOT Analysis





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Vision, Mission, Core Values, Motto



VISION

**To save lives and build
a safer community through
exceptional service**



City of Kissimmee Fire Department Community-Driven Strategic Plan 2022-2027



MISSION

To protect life and property
with a well equipped
and highly trained team

CORE VALUES

Kindness: Treating others, as we would want to be treated

Inclusion: Making others feel safe, accepted, and respected

Success: Enjoying the fruits of hard work

Skillfulness: Mastering our craft

Improvement: Always working to get better

Motivation: Driving to meet our goals

Mindfulness: Understanding where we came from and where we are heading

Ethics: Always doing what is right

Enthusiasm: Passion for our profession



City of Kissimmee Fire Department Community-Driven Strategic Plan 2022-2027



MOTTO

***“In the Finest Tradition – Courage,
Compassion, and Community.”***

Courage

To always perform one’s duty when called upon in times of danger and chaos. To rise above when one’s values, honesty, and ethics are challenged and have the ability and determination to do what is right; all the time; in every situation.

Compassion

Understand that many of our duties will cause us to see humanity at their very worst. During such times it is our responsibility, in fact our duty, to provide the very best service and comfort possible through those difficult and life changing situations.

Community

The local fire department has traditionally been one of the main focal points of pride, friendship, honesty, integrity, and representation of communities throughout the United States of America. Members of the City of Kissimmee Fire Department are to remember always that we are first a public servant, here to serve the residents and visitors of the City of Kissimmee. We shall always act and conduct ourselves as an Ambassador of the City who is highly trained in Fire, Rescue, EMS, and Fire Prevention service delivery.



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External Stakeholders

A survey was distributed to over 400 members of the community seeking critical feedback, including program priorities and expectations of the Department. Numerous members of the community responded to the survey. Many community members from this group and other guests attended a strategic planning workshop held at the City of Kissimmee City Hall.



Over 50 City residents, business owners, and community organizations attended this workshop. An overview of the fire department, strategic planning, and the accreditation process was presented to the participants. The attendees were given an exercise and asked to rank the top responses from the survey including community expectations and public education programs. The ratings and additional information from this exercise are listed in the below charts. Much of the input from the survey and community meeting was included in the Department’s goals and objectives. These will be used to improve the programs and services of the Department.





City of Kissimmee Fire Department

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City of Kissimmee Fire Department Stakeholders

Community Strategic Planning Workshop August 2022

Alcides Marrero City of Kissimmee	Alexcis Morales City of Kissimmee/Resident	Anthony Perez Positively Osceola	Barbara Dolphus Women Encouraging Women
Brianna Joseph City of Kissimmee/Resident	Carol Kearns First Baptist Church of Kissimmee	Chris Rodriguez City of Kissimmee/Resident	Craig Holland City of Kissimmee/Resident
Darlene Marcusson Salvation Army	Diana Couch Resident	Djeny Charles City of Kissimmee/Resident	Edwin Chavarria City of Kissimmee/Resident
Emerson Koehler City of Kissimmee/Resident	Esther Vargas UCF Kissimmee Business Incubator	James Lietz City of Kissimmee/Resident	Jeanette Flaherty City of Kissimmee/Resident
Jennifer Rodriguez Main Street High School	Jesus Cornier City of Kissimmee/Resident	John Hambley City of Kissimmee	John Newstreet Osceola Chamber of Commerce
Jose Nieves First Kissimmee United Methodist Church	Julio Colon City of Kissimmee/Resident	Justin Hetu City of Kissimmee/Resident	Karen Johnson American Legion Auxiliary/Resident
Ken Jackson Osceola News Gazette	Lance Spencer Kissimmee Christian Church	Rev. Luis Salazar Holy Redeemer Catholic Church	Maria Damas City of Kissimmee/Resident
Michelle Rud HCA Healthcare Osceola	Migdalia Cornier City of Kissimmee/Resident	Moe Dellofano City of Kissimmee	Monica Gavilanes City of Kissimmee
Moses Quiles City of Kissimmee/Resident	Nancy Adkins Kissimmee Florist/Resident	Nora Ghazi City of Kissimmee/Resident	Nyteea Greenhill City of Kissimmee/Resident
Pat Fisher City of Kissimmee Ret./Resident	Paul Deleski City of Kissimmee/Resident	Paul McCrimon City of Kissimmee	Chaplain Peter Zieg Kissimmee Fire Department Chaplain
Robert Jeck Kissimmee Fire Department Ret.	Ronnie Lagana Kissimmee Fire Department/Resident	Sandra Santiago City of Kissimmee	Sherry Clay Marcoe Goodwin Realty/Resident
Sheryl Dolphus Women Encouraging Women	Stacy Stoddard City of Kissimmee/Resident	Sylvester Edwards Holy Redeemer Catholic Church	Tom Franklin KPM Franklin
Victor Daboin City of Kissimmee/Resident	Wilda Belisle Osceola Council on Aging	William Johnson American Legion/Resident	Wilmarie Hernandez Pagan City of Kissimmee/Resident



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Workshop and Survey Results – Community Priorities

Programs	Ranking	Score (low score is the best)	No. of Times 1, 2, or 3
Emergency Medical Service	1	169	53
Fire Prevention	2	208	49
Fire Suppression	3	228	55
Technical Rescue	4	326	28
Public Safety Education	5	355	19
Domestic Preparedness/Emergency Management	6	262	15



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Ranking of Community Expectations

Community Expectations	Ranking	Score <small>(low score is the best)</small>	No. of Times 1, 2, or 3
Well Educated	1	42	13
Fast Response	2	49	20
Up-to-date Equipment	3	71	9
Professional Team	4	74	13
Research Better Ways to Serve the Community	5	92	5
Other:	More apparatus and personnel are needed due to the rising population. Quarter mile markers and preplanning are needed on the City trails. Staffing levels should be brought up to NFPA standards.		

Ranking of Public Education Programs

Public Education Programs	Ranking	Score <small>(low score is the best)</small>	No. of Times 1, 2, or 3
CPR Training	1	57	17
Smoke Detector Installations	2	62	13
Fire Prevention in the Schools	3	66	16
Hurricane Safety	4	83	12
Social Media Campaign	5	93	7
Other:	Fire and hurricane safety for seniors is needed. Increase social media usage on all social media platforms. Consider safety-related advertisements around town. All safety-related materials should be in English and Spanish.		



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Areas for Improvement Discussed

Many areas for improvement that were noted on the survey were discussed in detail at the strategic planning workshop and included the following:

1. Do we currently have an adequate budget?

The short answer is yes, the Department does have an adequate budget. However, the Department could always use additional funds to increase the support of its many programs.



2. Why is there more than one emergency vehicle needed for one patient?

On critical care calls, more than the two personnel on a Rescue are needed to provide the many interventions required for these patients. In addition, fire apparatus may be closer to an incident and often arrives prior to a Rescue and can start to provide patient care. All fire and rescue apparatus in the Department carry the equipment needed to provide advanced life support.

3. Is another fire station needed because of all the City's growth?

A fifth City of Kissimmee fire station is in the advanced planning stages and should be open at the end of 2023 or early 2024. The new fire station will be located at the Kissimmee-Gateway Airport since an



aircraft rescue and fire fighting (ARFF) truck is planned to be placed in service there. In addition to the ARFF truck, a fifth Engine/Squad will also be located at the airport station to provide additional fire suppression, rescue, and EMS to the area north of the airport and surrounding communities. Due to the rising number of calls, a sixth Rescue will be placed in service in the fall of 2022 and will be placed at Station 14. Additional research is currently being performed to determine if additional apparatus and stations are needed.



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4. *Do your response times meet your expectations?*

Our response times are currently being evaluated as part of the accreditation process and will be part of the Community Risk Assessment Standard of Cover (CRA-SOC) document.



5. *Why do we occasionally hire from the outside for senior positions?*

The Department strives to promote qualified internal personnel. Two years ago, the Department hired a deputy chief from another fire department since it did not have qualified personnel at the time. The Department's leadership development and succession planning has greatly improved, so the Department is hopeful that future promotions will only be from the ranks of the Department.

6. *Are pay and benefits competitive with other departments?*

Over the past several years, the City commission has made a commitment to improve the pay and benefits of City employees. More importantly, the City started to compare pay and benefits to local cities and counties, not just the departments of similar size. Comparing the entire salary range (minimum, mid range, and maximum) of all firefighter ranks with local fire departments, the pay ranges for all of them are in the acceptable range except the starting pay for firefighters and the top out pay for Lieutenants. The Department will be working with the City to review these issues.





City of Kissimmee Fire Department Community-Driven Strategic Plan 2022-2027



Critical Issues, Service Gaps & Strategic Initiatives

A detailed review by staff of the SWOT analysis and the community's survey and workshop established some areas for needed improvement. These common themes (listed below) were used when developing the Department's strategic goals. A group of stakeholders discussed the critical issues and service gaps in detail, and by consensus, the following strategic initiatives will be the foundation for the Department's goals and objectives.





City of Kissimmee Fire Department Community-Driven Strategic Plan 2022-2027



Identified Service Gaps and Initiatives

Critical Issues and Service Gaps		Initiatives
Department Identified (SWOT)	Community Identified	
Health checks • Morale • Sleep deprivation	Be physically prepared	Firefighter Wellness
New fire station • New station alerting	Consider a new fire station	Facilities
EVT staffing • Medical directions from the field • PSAP training • PIAs Officership program • Decrease daily task load • Lack of reserve apparatus • Accreditation	Quick reliable service • Good tools and equipment • Increase staffing to 4 on Engines/Tower • Safety	Service Delivery
Quality training • Improved training & travel • Issues with FF avoiding training • PSTC • School leave • Seminars • In-house classes • Training library • Lack of peer support	Increased safety training • Educated & professionally trained firefighters • Good tactics • Technology	Training
Accountability • Communication • Outdated SOGs • County contract • Improved benefits • EMS captains • More technology • Data-friendly reports • Bi-lingual incentive	Community involvement • Reduce traffic issues to improve response • Improve accessibility to nursing homes/ALFs • No budget cuts • Curb use on brick roads	Administration
Quality public education	CPR/first aid training • Improve connection with community • Explain need for multiple resources on calls	Public Education
Keep up with Growth	Fire inspections and code enforcement	Fire Prevention





City of Kissimmee Fire Department Community-Driven Strategic Plan 2022-2027



Our Partners

We would first like to acknowledge our community for their support over the years. We are very appreciative of them and the many other partners and colleagues who have worked with, collaborated with, and aided the Department. This is just a partial list (in no particular order):

<ol style="list-style-type: none">1. City of Kissimmee Staff and Departments2. Toho Water Authority3. HAS Florida Osceola Hospital4. AdventHealth Kissimmee5. Osceola County Fire, Rescue, and EMS Department6. City of St. Cloud Fire Rescue Department7. Orange County Fire Department and the many fire departments located in Orange County8. Florida Fire Chief's Association9. Central Florida Fire Chiefs Association10. University of Central Florida Restores Program11. Peer counselors??12. Firefighter Cancer Support Network13. International Association of Firefighters14. Give Kids the World15. Kissimmee Utility Authority16. Florida Emergency Management17. American Red Cross18. American Heart Association19. Ocoola County Medical Directors20. CSX Transportation	<ol style="list-style-type: none">21.
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City of Kissimmee Fire Department Community-Driven Strategic Plan 2022-2027



Goals, Objectives, Critical Tasks and Timelines

Realistic goals and objectives were developed based on the strategic initiatives from stakeholder input. Currently, the City does not have a community master plan, but the City’s policies were reviewed to ensure that the Department’s planning does not interfere with any of the City’s policies. The goals and objectives will provide clear direction for the Department while maintaining its strengths and improving its weaknesses. A completion timeline, including critical tasks needed to maintain the project schedule, and the staff member responsible, are vital parts of each objective. The Department will conduct a formal, annual review of its goals and objectives. Annual progress updates will be made available to the members of the Department and community members.



Strategy 1 / Goal 1 - EMS and Safety			
Enhance the safety, health, and wellness of Department personnel and maintain a strong EMS program.			
Objective 1.1	Perform firefighter medical physicals in partnership with Human Resources, IAFF Local 4208, and third-party entities.		
Timeframe:	1/1/2024	Assigned to:	EMS and Safety Bureau
Critical Tasks:	<ul style="list-style-type: none"> Meet with Human Resources, Local 4208, and Premise Health for on-duty requests Completed 11/23 Complete policy Establish schedule Completed N/A 		
Funding Notes:	HR will cover the cost of Premise Health physicals		



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Objective 1.2	Implement a wellness-fitness program in accordance with the IAFF/IAFC Wellness-Fitness Initiative (WFI) to help secure the highest possible level of health for Department personnel.		
Timeframe:	1/1/2025	Assigned to:	EMS and Safety Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Initiate an annual firefighter fitness evaluation Completed 11/23 • Meet with Human Resources and Local 4208 • Develop program • Write SOG • Train peer-fitness trainers 		
Funding Notes:	Partner with Local 4208		
Objective 1.3	Continue to embrace the Firefighter Cancer Support Network initiatives and recommendations to protect against occupational cancer.		
Timeframe:	On-going	Assigned to:	EMS and Safety Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Review and update all initiatives and recommendations • Schedule periodic and annual training to review safe practices • Partner with Local 4208 on new initiatives • Review all SOGs related to cancer prevention • Ensure post-fire interventions are being completed • Ensure new fire station designs incorporate best practices 		
Funding Notes:	Operating budget for post-fire decontamination supplies		
Objective 1.4	Research the latest trends in EMS equipment and perform trials on equipment or procedures as determined by needs assessments.		
Timeframe:	On-going	Assigned to:	EMS and Safety Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Ensure a clear system to receive recommendations from Operations personnel for new EMS treatment modalities. • Review with EMS Committee • Review current EMS trends through networking and research • Discuss new trends with the Operations personnel and the medical directors • Implement trials as needed 		
Funding Notes:	Capital and operating budget		



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Objective 1.5	Analyze the current EMS billing system for deficiencies.		
Timeframe:	On-going	Assigned to:	EMS and Safety Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Meet with the billing company, collection agency and Finance • Review any concerns from the community • Make recommendations for improvements 		
Funding Notes:	Operating budget		
Objective 1.6	Continue to improve the Tele911 program. Removed 3/1/2023		
Timeframe:	On-going	Assigned to:	EMS and Safety Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Review incidents that were referred to Tele911 • Research incidents that could have been referred • Obtain feedback from Operations • Evaluate/update program as needed 		
Funding Notes:	No funding required		
Objective 1.7	Maintain and follow replacement schedules for EMS-related tools and equipment.		
Timeframe:	On-going	Assigned to:	EMS and Safety Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Compile list of all EMS tools and equipment (operating and capital items) • Research normal replacement dates for similar types of equipment • Complete the schedule with replacement dates • Consider service plans for some equipment 		
Funding Notes:	Operating and capital budget		
Objective 1.8	Research accreditation from the Commission on Accreditation of Ambulance Services (CAAS).		
Timeframe:	1/1/2025	Assigned to:	EMS and Safety Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Research requirements for CAAS accreditation • Complete application • Perform the required self-assessment • Prepare for on-site evaluation 		
Funding Notes:	Operating budget		



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Objective 1.9	Reinstitute patient surveys.		
Timeframe:	6/1/2024	Assigned to:	EMS and Safety Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Research options for surveys • Develop survey • Start with 10% – 20% of transports 		
Funding Notes:	Operating budget		
Objective 1.10	Consider the use of private ambulances to augment the Department’s EMS program.		
Timeframe:	1/1/2025	Assigned to:	EMS and Safety Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Research legality of using private ambulances • Obtain approval from medical director(s) and Legal • Meet with ambulance companies • Establish protocols and agreements 		
Funding Notes:	No funding needed		
Objective 1.11	Institute CPR and Stop-the-Bleed training.		
Timeframe:	1/1/2025	Assigned to:	EMS and Safety Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Work with Department public education personnel • Plan the events and reserve a location • Meet with Public Affairs for advertising needs • Schedule staff as needed 		
Funding Notes:	Limited overtime		
Objective 1.12	Maintain adequate supply levels in all stations of expendable EMS supplies and equipment.		
Timeframe:	On-going	Assigned to:	EMS and Safety Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Maintain current list and required quantities of all expendable items • Maintain restock system • Order supplies as needed 		
Funding Notes:	Operating budget		



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Objective 1.13 Submit adequate operating and capital budget to fund the EMS program.			
Timeframe:	On-going	Assigned to:	EMS and Safety Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Work with vendors for pricing • Consider future growth and expansion of the fleet • Research data from current and historical use • EMS grants for additional funding 		
Funding Notes:	Capital budget		
Objective 1.14 Maintain an effective quality assurance/improvement program.			
Timeframe:	On-going	Assigned to:	EMS and Safety Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Purchase software to assist with Quality Assurance/Quality Improvement (QA/QI) • Expand critical ESO features to better meet the needs of the Department (added 12/2023). • Hire QA/QI staff (requested in FY24 budget) • Ensure QA documentation is performed by Operations (purchased FirstWatch's FirstPass software to assist with QA/QI) • Complete medical QA on EMS calls • Develop needed training for crews • Continue communication and training with the PSAP • Continue to update the PRO-QA system and response postures • Correct deficiencies as needed • Expand the use of the CPR registry program (added 12/2023). • Researching a partnership with UCF/HCA Fellowship Program for a volunteer Associate Medical Director (added 1/23) 		
Funding Notes:	Capital budget		
Objective 1.15 Mobile Integrated Healthcare.			
Timeframe:	1/1/2026	Assigned to:	EMS and Safety Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Establish inter-local agreement between the three Osceola County fire agencies • Partner with local hospital systems • Hire community paramedics • Purchase transport unit • Apply for state and federal grants 		
Funding Notes:	Capital budget		



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Objective 1.16	Develop a behavioral health program (added 12/2023).		
Timeframe:	6/1/2023	Assigned to:	EMS and Safety Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Develop program with UCF Restores Completed 2/2023 • Have UCF meet with all personnel Completed 2/2023 • Personnel to schedule as needed On-going 		
Funding Notes:	N/A		
Objective 1.17	Develop / expand the near miss reporting and training program (added 12/2023).		
Timeframe:	6/1/2024	Assigned to:	EMS and Safety Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Work with the Training Bureau to update the after action SOG. • Set up regular schedule to send out near miss reports 		
Funding Notes:	N/A		
Objective 1.18	Develop a training program to raise the awareness of cardiopulmonary resuscitation and automatic external defibrillator procedures to city staff in all city facilities (added 12/2023).		
Timeframe:	1/1/2024	Assigned to:	EMS and Safety Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Work with Risk Management to set up a rotating schedule for CPR/AED training in all City facilities. • Provide information on location of AEDs to all departments • Provide AED/CPR tips in the City-wide newsletter <i>News and Notables</i>. 		
Funding Notes:	Operating budget		



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Strategy/Goal 2 – Logistics			
Distribute/maintain tools and equipment, personal protective equipment (PPE), and uniforms. Continue to improve all fire facilities.			
Objective 2.1	Assist with the Station 15 construction project for emergency response capabilities for both airport and community coverage.		
Timeframe:	1/25/2024	Assigned to:	Logistics Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Provide input through the fire station committee • Recommendations: <ul style="list-style-type: none"> ○ Provide storage and work areas for Logistics and EMS ○ Keep shower and sleeping area separate ○ Allow for future expansion of station 		
Funding Notes:	Capital budget and grant		
Objective 2.2	Continue to work with the Facilities Maintenance Division to identify future remodel/repair needs for each of the fire stations, Public Safety Training Center, and other properties for inclusion in the budgetary process.		
Timeframe:	On-going	Assigned to:	Logistics Bureau
Critical Tasks:	<ul style="list-style-type: none"> • If possible, install security fencing to the rear of Station 11 to enhance the safety of the public and staff (dependent on nearby construction). • Provide better security for the safety office at Station 11 • Maintain a 20-year paint and remodel list • Additional remodel needs may be required for additional personnel • Remodel kitchen at Station 12 • Evaluate the bay floors at Stations 12 and 14 for paint needs • Address safety, livability, and environmental needs • Install a state-of-the-art station alerting system (*FD FY26) • Install new bay doors/operators at FS13 as needed to improve door opening times between 10 and 15 seconds (added 12/2023). 		
Funding Notes:	Public Works budget/*FD Capital budget		



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Objective 2.3	Update and maintain a 10-year furniture, fixtures, and equipment (FF&E) replacement schedule for the stations.		
Timeframe:	On-going	Assigned to:	Logistics Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Update schedule to include all FF&E • Research replacement schedules/time frame for furniture, appliances, and equipment • Maintain schedule annually 		
Funding Notes:	Operating budget		
Objective 2.4	Update and maintain a 10-year tools and equipment replacement schedule for apparatus. Purchase tools and equipment per this schedule.		
Timeframe:	On-going	Assigned to:	Logistics Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Update schedule to include all tools and equipment • Research replacement schedules/time frame for all tools and equipment • Obtain quotes as needed • Include equipment for new apparatus • Stream-line cleaning supplies to eliminate any unneeded products • Purchase an additional slide-out tray for Logistics 2 vehicle • Replace major hydraulic tools on Squad/Tower every three years • Research additional high-water equipment: PFDs, helmets, additional throw bags, high water vehicle and boat • Update schedule annually • Research computer software to track non-capital items (added 12/2023). 		
Funding Notes:	Operating budget		
Objective 2.5	Look to expand Fire Logistics to accommodate growth for EMS supplies, fire equipment, station supplies, and spare vehicles.		
Timeframe:	1/1/2026	Assigned to:	Logistics Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Research larger facilities for logistics and EMS supplies • Obtain quotes • Meet with staff for discussion 		
Funding Notes:	Capital budget		



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Objective 2.6	Provide an effective tools and equipment maintenance program.		
Timeframe:	On-going	Assigned to:	Logistics Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Identify which tools and equipment are repaired in-house or by vendors • Identify which tools can be repaired by Operations • Maintain required repair equipment and a supply of repair parts • Provide training to crews/staff as needed • Maintain an annual service schedule for all tools and equipment • Develop an SOG and/or maintenance plan/schedule to include all tools and equipment (hand tools, hose appliances, electronics, etc.) 		
Funding Notes:	Operating budget		
Objective 2.7	Replace all self-contained breathing apparatus and fill/cascade systems (FY28).		
Timeframe:	10/1/2029	Assigned to:	Logistics Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Evaluate all SCBA manufacturers (Scott, MSA, etc.) (FY27) • Evaluate 5500 psi SCBAs (FY27) • Replace the SCBA fill stations at fire stations 11 and 14 (FY24 & 25) 		
Funding Notes:	Capital budget		
Objective 2.8	Provide an effective SCBA maintenance program.		
Timeframe:	On-going	Assigned to:	Logistics Bureau/SCBA Shop
Critical Tasks:	<ul style="list-style-type: none"> • Maintain six SCBA Techs with current certifications • Maintain shop supplies and warranty plan • Perform PosiChek annual calibration (one unit every 6 months) • Keep up with NFPA standards, recalls and safety alerts • Ensure that the universal air connections and buddy breathing systems on all SCBAs currently in service are interchangeable • Ensure that all SCBAs currently in service meet the 2018 NFPA 1981 Standard 		
Funding Notes:	Operating budget		



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Objective 2.9	Research the latest trends in fire and rescue equipment, and perform trials as determined by needs assessments conducted by the Operations Division.		
Timeframe:	On-going	Assigned to:	Logistics Bureau
Critical Tasks:	<ul style="list-style-type: none">• Send equipment survey to all personnel• Meet with Equipment Committee• Meet with vendors to demo new equipment• Purchase approved equipment		
Funding Notes:	Operating budget		
Objective 2.10	Purchase/maintain uniforms and PPE.		
Timeframe:	On-going	Assigned to:	Logistics Bureau
Critical Tasks:	<ul style="list-style-type: none">• Maintain uniform allowances and web-based uniform platform• Establish a PPE purchasing schedule to ensure all PPE remains current and all personnel have two structural and one technical rescue set.• Research the possibility of a 2nd helmet for all personnel• Maintain PPE software program		
Funding Notes:	Operating budget		



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Strategy/Goal 3 – Operations			
Improve emergency response operations while maintaining the Department’s ISO Class 1 status through a highly skilled workforce that is continuously training for high-risk/low-frequency events.			
Objective 3.1	Formalize top-down communication process that encourages continuity between shifts, stations, and personnel.		
Timeframe:	1/1/2025	Assigned to:	Operations Division
Critical Tasks:	<ul style="list-style-type: none"> Hold monthly meetings with senior staff and one Local 4208 member. Completed in 2023, we also added one representative from labor to discuss minor labor management issues. Continue daily battalion chief meetings with their officers. Completed, this is done at 0800 hours each morning. Request input from staff for all operational meetings. Completed. An email is sent out each month to the BCs and other essential personnel such as Fleet, PD, dispatch, and our administration. This is for any issues that they would like us to address. Fire chief and deputy fire chiefs to visit stations on a regular basis. Completed Battalion chiefs to visit each station daily. Completed and added to their goals and objectives 		
Funding Notes:	Limited overtime		
Objective 3.2	Identify areas for improvement to address deficiencies or opportunities for improved service delivery.		
Timeframe:	On-going	Assigned to:	Operations Division
Critical Tasks:	<ul style="list-style-type: none"> Review turnout time benchmarks. Completed Provide turnout time data/feedback to the battalion chiefs. Completed, however, we are looking at daily emails for this. Provide feedback to officers about their crew’s turnout times. Completed, however, we are looking at daily emails for this. Analyze reasons for positive and negative turnout times. On-going Provide a user-friendly electronic form for apparatus checks and a better follow-up system. In progress Request the City provide quarter mile markers on all City trails to improve response times to those areas. Review gaps in baseline and benchmark response times in all program areas and identify opportunities to optimize response (added 12/2023). 		
Funding Notes:	No funding needed		



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Objective 3.3	Update the special operations program/plan.		
Timeframe:	1/1/2027	Assigned to:	BC Christ
Critical Tasks:	<ul style="list-style-type: none"> • Research the need for additional special operations capabilities • Complete written plan. (added 1/2024) • Add a watercraft program Completed 10/2023 • Purchase personnel flotation devices Completed 10/2023 • Ensure that the Training Bureau tracks all certifications and recertification for technical rescue Completed 10/20/2023 		
Funding Notes:	Capital and operating budget		
Objective 3.4	Continue to improve fire, rescue, and EMS response capability.		
Timeframe:	On-going	Assigned to:	Operations Division
Critical Tasks:	<ul style="list-style-type: none"> • Purchase fifth frontline Engine Purchase completed/delivery 2025 • Purchase sixth frontline Rescue Completed 12/23 • Purchase cargo trailer with SCBA compressor. On hold • Evaluate the need for additional fire stations and apparatus including a seventh frontline Rescue and a second frontline Tower. Evaluating data • Research grants for additional facilities 		
Funding Notes:	Capital budget		
Objective 3.5	Formalize a culture that ensures accountability and follow-through at all levels of the department.		
Timeframe:	On-going	Assigned to:	Operations Division
Critical Tasks:	<ul style="list-style-type: none"> • Educate Department personnel on the importance of follow-through • Lead by example. Completed. The operations chief meets with each BC to establish goals, expectations and objectives. 		
Funding Notes:	No funding needed		



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Objective 3.6	Improve the health and safety of the stations and apparatus.		
Timeframe:	On-going	Assigned to:	DFC Leone/Safety officers
Critical Tasks:	<ul style="list-style-type: none"> Continue with monthly safety audits of each station. On going Continue with monthly safety audits of all fire and EMS vehicles On going Follow up on safety audits each month On going 		
Funding Notes:	No funding needed		
Objective 3.7	Work with fleet to maintain an efficient and quality apparatus maintenance program		
Timeframe:	On-going	Assigned to:	Operations Division
Critical Tasks:	<ul style="list-style-type: none"> Request weekly updates from fleet on status of units. On going Conduct quarterly meetings with fleet to discuss all apparatus. On going Provide fleet access to our database to ensure repair of all issues with vehicles Completed 12/23 Move to a better fleet software platform (added 1/2024) Provide a third-party monthly safety inspection of all operations vehicles. Completed, currently performed by safety officer. Work with Fleet to ensure all mechanics who work on fire department apparatus maintain EVT certifications (added 12/2023). 		
Funding Notes:	Operating budget		
Objective 3.8	Continue to follow and update, the fleet leasing schedule, the fleet replacement schedule, and the ten-year ambulance re-chassis/purchase plan as needed.		
Timeframe:	On-going	Assigned to:	Operations Division
Critical Tasks:	<ul style="list-style-type: none"> Refurbish the 1923 American La France antique fire truck and research a secure display location Funds were cut; will request again in FY25 Purchase an ambulance as an additional reserve unit. Approved for FY2024 Lease four replacement Engines and one Squad to modernize fleet. Two engines and one squad ordered 2023 Purchase or lease a Ladder Truck if County contract area retained. Create a reserve apparatus purchase plan On going Consider increasing mileage on leased apparatus based on data (1/2024) 		
Funding Notes:	Capital budget		



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Objective 3.9	Develop the UAS program further to include orientation, awareness, and operational focus of the program (added 12/2023).		
Timeframe:	On-going	Assigned to:	BC Dodd
Critical Tasks:	<ul style="list-style-type: none"> • Develop and present orientation to all personnel. • Meet with staff to discuss operational focus on the UAS program. • Encourage more personnel to become pilots. • Develop a budget for the program • Develop a formal training program for pilots. 		
Funding Notes:	Operating budget		
Objective 3.10	Work more closely with CFIX and add additional CFIX Department representatives.		
Timeframe:	1/1/2026	Assigned to:	BC McCommon
Critical Tasks:	<ul style="list-style-type: none"> • Discuss procedures for more liaisons with CFIX. On going • Communicate the mission of with all personnel. On going • Recruit CFIX liaisons. On going 		
Funding Notes:	N/A		



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Strategy/Goal 4 – Administration			
Increase organizational effectiveness, accountability, and communications while maintaining fiscal responsibility.			
Objective 4.1 Submit an effective budget while maintaining fiscal responsibility.			
Timeframe:	On-going	Assigned to:	Administration Division
Critical Tasks:	<ul style="list-style-type: none"> Continue the review of budget lines and capital projects Distribute account balance reports to senior staff Review programs and reallocate existing funding as needed Increase the frequency of staff meetings during budget season Approve all emergent and non-emergent programs in the annual budget Continue the study of impact fees Ensure adequate funding to accomplish Department goals and objectives Monitor available grants for additional funding source Ensure Department plans do not interfere with City plans 		
Funding Notes:	No funding needed		
Objective 4.2 Continue to ensure effective communication is being maintained throughout all levels and functions of the Department.			
Timeframe:	On-going	Assigned to:	Administration Division
Critical Tasks:	<ul style="list-style-type: none"> Identify internal/external information sharing methods Establish monthly staff meetings; disseminate minutes Department-wide Reestablish quarterly newsletter Produce and disseminate quarterly and annual reports to stakeholders 		
Funding Notes:	Operating budget		
Objective 4.3 Evaluate the Department’s awards program and SOG.			
Timeframe:	24 months	Assigned to:	Fire chief
Critical Tasks:	<ul style="list-style-type: none"> Review SOG and past practice Meet with Logistics and the Local 4208 Determine future of program 		
Funding Notes:	Operating budget		



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Objective 4.4	Maintain ISO Class 1 Status.		
Timeframe:	On-going	Assigned to:	Administration Division
Critical Tasks:	<ul style="list-style-type: none"> • Through an annual audit process, ensure compliance with ISO benchmarks • Develop an ISO improvement plan to rectify deficiencies and increase current score to ensure the Department maintains ISO 1 • Continue to develop the preplan program • Periodically assess existing fire station placement through GIS tools as well as reality-based analysis • Research the need for mobile repeaters in command vehicle(s) (added 12/2023). 		
Funding Notes:	No funding needed		
Objective 4.5	Through a sound facilities management program, ensure the Department is planning for future space needs while properly maintaining current facilities.		
Timeframe:	1/1/2026	Assigned to:	Administration Division
Critical Tasks:	<ul style="list-style-type: none"> • Complete the design and construction of Fire Station 15. • In anticipation of City Hall’s expansion, develop a plan for fire administration’s space needs on the second floor. • Evaluate short and long-term facility maintenance needs. • Annually review and modify FF&E replacement cycles. 		
Funding Notes:	Capital budget		
Objective 4.6	Develop standardization reference guides/manuals for recurring administrative functions.		
Timeframe:	1/1/2025	Assigned to:	Office Manager
Critical Tasks:	<ul style="list-style-type: none"> • Develop list of needed manuals/job tasks • Develop reference guides for each area • Assign required guide and due date to appropriate personnel • Update reference guides annually • Push a copy of the radio matrix to all Department iPads (added 12/2023). 		
Funding Notes:	Operating budget		



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Objective 4.7	Constantly improve effectiveness and productivity through researching, development, and purchasing of the best information technology available to the fire service.		
Timeframe:	On-going	Assigned to:	Administration Division
Critical Tasks:	<ul style="list-style-type: none"> • Constant research of the latest information technology (IT) to improve the efficiency of the Department • Reform existing systems to improve workflow and enhance data collection • Develop and deploy GIS based ‘dashboards’ to monitor workload and response effectiveness • Develop automated daily, weekly, monthly, and annual response time reports 		
Funding Notes:	Capital and operating budget		
Objective 4.8	Through an aggressive human capital management program, develop an ongoing process of anticipating the needs of the Department as it pertains to personnel development and growth to ensure effective and efficient operations at all levels.		
Timeframe:	On-going	Assigned to:	Administration Division
Critical Tasks:	<ul style="list-style-type: none"> • Evaluate and improve the firefighter recruitment program • Evaluate existing professional development plan for operations positions • Develop a professional development plan for administrative team members • Continue to conduct promotional processes for engineer and lieutenant • Create an EMS Secretary position within the EMS Bureau • Hire the approved personnel for Rescue 16 (completed 3/2023) • Hire the approved personnel for Engine 15 • Hire three (3) fire engineers for the airport suppression unit (4/24) • Perform Department exit interviews • Review external agency agreements every three years and revise as necessary to meet objectives • Evaluate external agency performance (mutual aid, City, etc.) annually to ensure that external agencies are capable and effective in supporting the agency’s goals and objectives • Perform a staffing study to determine proper levels of staffing • Ensure travel times meet acceptable benchmarks • Consider rezoning station’s response districts 		
Funding Notes:	Capital and operating budget		



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Objective 4.9	Review forms, guiding documents, and other organizational documents and manuals at least every three years and update as needed.		
Timeframe:	On-going	Assigned to:	Office Manager
Critical Tasks:	<ul style="list-style-type: none"> • Work toward form fillable/electronic forms • Establish tracking methods for the review process • Review documents by assigned cycle • Assign forms and documents to senior staff for review • Send out revised forms to the Department 		
Funding Notes:	Operating budget		
Objective 4.10	Develop a Continuity of Operations Plan <i>(added 12/2023)</i>		
Timeframe:	1/1/2025	Assigned to:	Administration Division
Critical Tasks:	<ul style="list-style-type: none"> • Work with the City and other departments/ • Meet with County EM 		
Funding Notes:	N/A		
Objective 4.11	Work with the Communications Center to identify baseline performance and adopt benchmark measure(s) that can be used to assess call processing performance <i>(added 12/2023)</i> .		
Timeframe:	1/1/2025	Assigned to:	Administration Division
Critical Tasks:	<ul style="list-style-type: none"> • Work with the accreditation team to discuss terminology. • Meet with the comm center supervisor. • Revise SOGs and CRA SOC as needed. 		
Funding Notes:	N/A		
Objective 4.12	Work with Communications Center to develop a procedure to recall agency personnel and telecommunicators for unplanned, large-scale events and routinely test the procedures <i>(added 12/2023)</i> .		
Timeframe:	1/1/2025	Assigned to:	Administration Division
Critical Tasks:	<ul style="list-style-type: none"> • Meet with the comm center supervisor. • Meet with I.T. if needed • Update SOGs 		
Funding Notes:	N/A		



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Objective 4.13	Obtain alternative water source use agreements in areas with poor hydrant distribution and develop a standard operating guideline that will outline procedures for turbo draft operations (added 12/2023).		
Timeframe:	1/1/2025	Assigned to:	Administration Division
Critical Tasks:	<ul style="list-style-type: none">• Meet with TWA for new fire hydrant plans• Survey areas where needed for static water sources• Obtain use agreements if needed• Consider tanker(s) for structure fire responses• Write SOG and include map of static water supply areas.		
Funding Notes:	Operating		





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Strategy 5 / Goal 5 – Training			
Provide an effective Department-wide training program. Recruit and promote the best possible candidates.			
Objective 5.1	Develop succession strategies to prepare personnel for professional growth and promotional opportunities.		
Timeframe:	On-going	Assigned to:	Training Bureau
Critical Tasks:	<ul style="list-style-type: none"> Continue to review/update SOG 100.31 Organizational Development & Promotional Development Gather and evaluate feedback from personnel Based on feedback and as directed, adjust the plan, and implement changes as needed Continuously provide and encourage participation in continuing education Consider a mentorship program for new firefighters Consider a mentorship program for those aspiring to leadership roles Encourage credentialing of officers through the Center for Public Safety Excellence (CPSE) 		
Funding Notes:	Operating budget		
Objective 5.2	Implement an officer academy for both lieutenants and battalion chiefs with training and completion of job specific task books for each position.		
Timeframe:	1/1/2027	Assigned to:	Training Bureau
Critical Tasks:	<ul style="list-style-type: none"> Assess the needs and/or deficiencies noted by current company officers Reach out to current company officers and battalion chiefs for their feedback on what they would like to see Gather and evaluate information Determine desired curriculum - schedule and develop task books Implement an in-house ride-up program as part of the academy Launch and implement program 		
Funding Notes:	Instructor overtime and printing cost		





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Objective 5.3	Change the culture of training to make it more inclusive		
Timeframe:	On-going	Assigned to:	Training Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Improve safety standards at scheduled training • Conduct annual refresher training for instructors to review safety procedures, instruction methods, etc. • Emphasize proper techniques and use of tools, PPE, and body mechanics to reduce injuries • Focus on quality of training vs. speed • Allow for anonymous critiques of all training • Meet with instructors annually (added 12/2023) 		
Funding Notes:	Operating budget		
Objective 5.4	Expand the amount of department NFPA 1403 and adjunct instructors.		
Timeframe:	1/1/2026	Assigned to:	Training Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Assess the need for 1403 instructors and adjunct instructors • Promote incentives for training • Cultivate in-house LFTI II instructor (burn master) • Provide in-house 1403 training in compliance with State utilizing LFTI II instructor 		
Funding Notes:	Limited overtime		
Objective 5.5	Integrate new fire suppression practices into scheduled training.		
Timeframe:	1/1/2025	Assigned to:	Training Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Attend conventions, expos, and conferences • Gather and evaluate information on new techniques and practices being utilized elsewhere • Obtain feedback from staff and approval for implementation • Send personnel for train the trainer programs • Train personnel and update appropriate SOGs • On-going evaluation and periodic review of effectiveness and personnel 'buy-in' 		
Funding Notes:	Instructor overtime		



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Objective 5.6	Continue to partner with KPD over future projects/expansion at the Public Safety Training Facility (PSTC).		
Timeframe:	On-going	Assigned to:	Training Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Meet periodically with KPD PSTC staff to evaluate needs • Gather, evaluate, and implement ideas and changes as needed • Continue collaborative sharing of facilities • Implement agreements with outside agencies and organizations for the use of facilities 		
Objective 5.7	Research online textbook subscriptions for firefighter use.		
Timeframe:	1/1/2025	Assigned to:	Training Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Research available options • Determine associated costs • Submit budget request for approval • Disseminate information to personnel 		
Funding Notes:	Operating budget		
Objective 5.8	Ensure that an after-action reviews/post incident analysis (PIA) occurs following all significant incidents.		
Timeframe:	Ongoing	Assigned to:	Training Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Develop a consistent format and usable form Completed 12/2023 • Evaluate the need for an SOG or inclusion into an existing SOG Completed 12/2023 • Work with the battalion chiefs for scheduling PIAs • Invite outside agencies if needed • Distribute findings from all PIAs on Vector Solutions (added 12/23) • Discuss with all instructors at annual training meeting. 		
Funding Notes:	No funding needed		





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Objective 5.9	Install a training pavilion at the Public Safety Training Center (PSTC).		
Timeframe:	1/1/2025	Assigned to:	Training Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Develop Architectural Design Committee • Setup contractor bids and approval • Commence buildout 		
Funding Notes:	Capital budget and State grant		
Objective 5.10	Work with the Administration and Operations Divisions to develop data driven training.		
Timeframe:	1/1/2025	Assigned to:	Training Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Improve training data collection • Reinstate critiques after formal training classes (added 12/2023) • Review training recommendations from critiques • Conduct survey for training suggestions • Meet with Department officers for training needs • Develop annual training schedule to include monthly, quarterly, and annual special operations training. 		
Funding Notes:	Operating budget		
Objective 5.11	It is recommended the agency provide formal and documented basic fire investigation training to officers and acting officers tasked with the initial determination of origin and cause (added 12/23).		
Timeframe:	6/1/2024	Assigned to:	Training Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Set up annual classes with the Florida BFAEI or qualified instructor. • Add annual Vector Solutions class or NFA class to training matrix. 		
Funding Notes:	Operating budget		
Objective 5.12	Add annual decon training and improve other operations-level hazmat training (added 12/2023).		
Timeframe:	6/1/2024	Assigned to:	Training Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Work with Osceola County hazmat team personnel. • Update annual training matrix. • Set up classes. 		
Funding Notes:	Operating budget		



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Objective 5.13	Provide documented basic and routine refresher training on aircraft emergencies, firefighting, and general airfield operations. Develop an SOG on airport and aircraft emergencies. <i>(added 12/2023)</i> .		
Timeframe:	6/1/2024	Assigned to:	Training Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Work with airport staff and qualified instructor to provide training. • Research required training with other jurisdictions. • Include aircraft shutdown and emergency egress • Consider live-aircraft fire training if possible • Update training matrix. <i>Completed 2/2024</i> 		
Funding Notes:	Operating budget		

Strategy 6 / Goal 6 - Public Education			
Expand the Department’s public outreach and education program.			
Objective 6.1	Request through the budgetary process a part-time public education coordinator. <i>Completed 10/2023</i>		
Timeframe:	1/2024	Assigned to:	DFC Leone
Critical Tasks:	<ul style="list-style-type: none"> • Fund public education coordinator • Work with HR to develop job description • Document the critical need through the budget process 		
Funding Notes:	Capital budget		
Objective 6.2	Develop data driven loss reduction program.		
Timeframe:	On-going	Assigned to:	DFC Leone
Critical Tasks:	<ul style="list-style-type: none"> • Better analyze community data with the goal being to identify areas of opportunity for community risk reduction <i>(added 12/2023)</i>. • Review stakeholder survey results for public education suggestions • Canvas neighborhoods after fires to educate the public • Review the IAFC <i>Vision 2020</i> program 		
Funding Notes:	Operating budget		



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Objective 6.3	Educate operations personnel of current practices and age-appropriate public education programs		
Timeframe:	On-going	Assigned to:	DFC Leone
Critical Tasks:	<ul style="list-style-type: none"> • Educate all Department personnel on the importance of public education • Educate officers and fire fighters on public speaking • Provide training on age-appropriate communication and programs to the crews • Provide lesson plans/scripts for firefighters to use when providing public education 		
Funding Notes:	Operating budget		
Objective 6.4	Become proactive in public education.		
Timeframe:	On-going	Assigned to:	DFC Leone
Critical Tasks:	<ul style="list-style-type: none"> • Provide a presence at schools with grades K - 12 • Expand participation in community events • Develop an after-the-fire program/kit • Work with KPD to develop joint programs • Explore ways to promote public education (advertisements, electronic marquis, etc.) • Work with the EMS and Safety Bureau to provide CPR/first aid training to the community • Research the possibility of starting a local <i>Juvenile Firesetter's Intervention Program</i> • Research the possibility of starting a <i>Fire Explorer</i> program • Expand the <i>Fire Pals</i> program • Research the best public education material and provide an adequate quantity. Include the needs of senior citizens and the business community • Research the <i>Every 15 Minute</i> program for high schools • Expand participation in the ARC's Sound the Alarm Program • Institute an idea folder for public education topics/events • Consider adding select public education handouts and community resource lists on apparatus (shelters, food banks, free clinics) • Work with KPD to enhance their child safety and bike safety programs (added 12/2023). 		
Funding Notes:	Operating budget		



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Objective 6.5	Work with the PIOs and Access Osceola to develop appropriate community risk reduction media information.		
Timeframe:	On-going	Assigned to:	DFC Leone
Critical Tasks:	<ul style="list-style-type: none"> Become more active with our social media (drowning prevention, texting and driving, illegal drugs, unattended cooking fires, smoke alarms, exit drills, hurricane preparedness, etc.) PIOs should notify the public early in the Department’s response to incidents to increase community awareness Media blitz after serious call – positive prevention tips related to the incident Use public service announcements to educate and inform citizens of hazards or issues in the community Develop a program to increase awareness of allowing emergency vehicles to move through traffic 		
Funding Notes:	No funding required		



***Flooding from Hurricane Ian
September 29, 2022***



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Strategy 7 / Goal 7 – Accreditation			
Achieve and maintain international accreditation through the Center for Public Safety Excellence (CPSE).			
Objective 7.1	Continue to increase employee buy-in of the accreditation process		
Timeframe:	On-going	Assigned to:	Accreditation Team
Critical Tasks:	<ul style="list-style-type: none"> Continue to meet with crews Develop accreditation-related policies Get input from internal stakeholders Establish training as needed 		
Funding Notes:	No funding required		
Objective 7.2	Complete the Community Driven Strategic Plan, the CRA SOC and the Self-Assessment Manual (SAM). Completed 8/2023		
Timeframe:	8/1/2023	Assigned to:	Accreditation Team
Critical Tasks:	<ul style="list-style-type: none"> Obtain commission approval for Strategic Plan Continue to collect data for CRA SOC Obtain commission approval for CRA SOC Complete SAM 		
Funding Notes:	No funding needed		
Objective 7.3	Resolve areas of needed improvement based on gaps discovered during the accreditation process.		
Timeframe:	1/1/2025	Assigned to:	Accreditation Team
Critical Tasks:	<ul style="list-style-type: none"> Meet with the staff and Local 4208 to discuss initiatives Develop policies as needed Establish training as needed Evaluate the performance (times) of mutual aid in all planning zones including 13C. 		
Funding Notes:	Funding determined by discovered gaps		



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Objective 7.4	Continue to analyze the Department response times.		
Timeframe:	On-going	Assigned to:	Accreditation Team
Critical Tasks:	<ul style="list-style-type: none"> • Produce daily/monthly/quarterly reports • Meet with officers • Establish training 		
Funding Notes:	No funding needed		
Objective 7.5	Develop initiatives to improve incident dispatch to enroute times.		
Timeframe:	1/1/2025	Assigned to:	Accreditation Team
Critical Tasks:	<ul style="list-style-type: none"> • Meet with CAD Committee • Meet with PSAP supervisor • Establish policies as needed 		
Funding Notes:	No funding needed		
Objective 7.6	Update the community risk assessment (CRA) for all new occupancies.		
Timeframe:	On-going	Assigned to:	Accreditation Team
Critical Tasks:	<ul style="list-style-type: none"> • Perform quarterly checks for new occupancies in the City and Osceola County contract area (citizen’s self-service portal and county I.T.) • Perform windshield survey(s) • Update CRA spreadsheet and CRA SOC 		
Funding Notes:	No funding needed		
Objective 7.7	Become a CPSE applicant agency. Completed 11/2023		
Timeframe:	11/1/2023	Assigned to:	Accreditation Team
Critical Tasks:	<ul style="list-style-type: none"> • Complete the required documents • Submit application 		
Funding Notes:	Operations budget		



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Objective 7.8	Perform a new community risk assessment every three years.		
Timeframe:	1/1/2026	Assigned to:	Accreditation Team
Critical Tasks:	<ul style="list-style-type: none"> • Update the methodology as needed and include fire detection systems (added 12/2023). • Improve the risk analysis based on fire protection systems • Perform the CRA 		
Funding Notes:	Limited overtime		
Objective 7.9	Ensure that the department focuses on continuous improvement.		
Timeframe:	On-going	Assigned to:	Accreditation Team
Critical Tasks:	<ul style="list-style-type: none"> • Produce monthly/quarterly/annual reports • Meet with staff provide deadlines for required documents 		
Funding Notes:	No funding needed		
Objective 7.10	Submit the required annual report to CPSE.		
Timeframe:	On-going	Assigned to:	Accreditation Team and all Divisions/Bureaus
Critical Tasks:	<ul style="list-style-type: none"> • Meet with bureau/divisions • Obtain required data • Review report with staff 		
Funding Notes:	No funding needed		
Objective 7.11	Review and update the Community Driven Strategic Plan and the CRA SOC.		
Timeframe:	On-going	Assigned to:	Accreditation Team
Critical Tasks:	<ul style="list-style-type: none"> • Meet with staff • Update as needed • Re-publish on website 		
Funding Notes:	No funding needed		



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Objective 7.12	Ensure all requirements are met for future accreditations.		
Timeframe:	On-going	Assigned to:	Accreditation Team
Critical Tasks:	<ul style="list-style-type: none"> • Review requirements • Review goals and objectives • Meet with staff • Re-apply for accreditation • Plan for future Accreditation Managers 		
Funding Notes:	Operating or capital budget		

Strategy 8 / Goal 8 Fire Prevention			
Develop a comprehensive fire prevention bureau that encompasses fire safety inspections and public education to ensure customer safety.			
Objective 8.1	Assess current fire prevention program to determine any relative gaps.		
Timeframe:	1/1/24	Assigned to:	Fire Prevention Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Conduct needs assessment • Create list of needed tasks after reviewing gaps • Prepare report with data analysis on findings to improve gaps • Enhance fire inspection program using data from gap analysis • Consider creating fire marshal position under fire department • Explore need for additional personnel 		
Funding Notes:	Capital budget		
Objective 8.2	Re-assess fire prevention program to ensure goal compliance.		
Timeframe:	1/1/24	Assigned to:	Fire Prevention Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Analyze current delivery and proposed outcomes to determine gaps • Develop adjustments to program to overcome gaps • Create policy to govern annual assessment • Install a module in EnerGov to track inspections (added 12/2023). 		
Funding Notes:	No funding needed		



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Objective 8.3	Improve fire and life safety inspection frequency based on national standards, industry standards, and best practices.		
Timeframe:	1/1/24	Assigned to:	Fire Prevention Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Evaluate available data to determine number of businesses in the City • Create master list of mandated inspections to help determine program model • Improve efficiency of enforcement operations • Create policy to govern inspection frequency of occupancies (CFAI recommendation) • Create master calendar to maintain inspection frequency and compliance 		
Funding Notes:	Capital budget		
Objective 8.4	Implement improved computer hardware and software program in accordance with industry standards and best practices for the fire prevention program.		
Timeframe:	1/1/25	Assigned to:	Fire Prevention Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Compare hardware/software with other fire departments • Evaluate current logging of inspection programs and processes. (Fire-related software would better meet the needs of the bureau.) • Evaluate current and future software needs to streamline inspections • Consider alternate industry electronic programs to increase staff efficiency 		
Funding Notes:	Capital and operating budget		
Objective 8.5	Review/update the City of Kissimmee Title VI and other City Ordinances.		
Timeframe:	1/1/24	Assigned to:	Fire Prevention Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Review current Land Development Code and Title VI • Evaluate and update current Title VI using Florida Fire Prevention Code and City Ordinances (Fire Prevention Bureau reports to the fire chief for fire code issues. The fire chief is the AHJ.) • Improve efficiency of enforcement operations (Fire Department personnel can advise of violations during EMS/fire calls.) • Create policy governing assessment of Title VI 		
Funding Notes:	Operating budget		



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Objective 8.6	Assist in developing fire prevention budget.		
Timeframe:	On-going	Assigned to:	Fire Prevention Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Identify current budget • Compare cost of needs to current and future budgets • Explore revenue potential (enforcement fines, permitting, etc.) • Determine all possible funding sources (grants, enforcement fines, etc.) 		
Funding Notes:	No funding needed		
Objective 8.7	Research appropriate fire prevention staffing and develop succession strategies to prepare fire prevention personnel for professional growth and promotional opportunities.		
Timeframe:	1/1/25	Assigned to:	Fire Prevention Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Develop staffing model. • Following national standards, develop a training plan for personnel. • Develop pathway to fire marshal management position • Create policy to govern training programs and advancement. 		
Funding Notes:	Operating budget		
Objective 8.8	Assume the primary role for the Public Education Program.		
Timeframe:	1/1/2029	Assigned to:	Fire Prevention Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Work with fire operations to develop a data driven loss reduction program and create a comprehensive public education SOG • Assist in prioritizing programs based on evaluation results • Assist in developing fire educational programs 		
Funding Notes:	Operating budget		
Objective 8.9	Establish standard operating guidelines to define the inspection process for all risk levels and property types and measure the outcomes of all inspections.		
Timeframe:	1/1/2025	Assigned to:	Fire Prevention Bureau
Critical Tasks:	<ul style="list-style-type: none"> • Establish an approved plan to inspect all properties. • Write SOG 		
Funding Notes:	Operating budget		



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Success of the Plan

After much planning and input from internal stakeholders and the community, this plan has been prudently developed. The success of this Community Driven Strategic Plan will depend on the successful and timely completion of the objectives for the identified strategic goals. Some of the objectives will be an on-going journey but success will be measured by the completion of the many related critical tasks. The success of all the goals and objectives also depends on the support from City officials, members of the Department and the community. The Department has always enjoyed an outstanding connection with these parties, and it looks forward to the continuance of these great relationships. To provide the best possible organizational direction, the vision, mission, core values and motto must always be kept in sight while completing, updating, and creating new goals and objectives.





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Appendix 1

Glossary of Acronyms

ALS	Advanced life support
CAAS	Commission on Accreditation of Ambulance Services
CFAI	Commission on Fire Accreditation International
CPSE	Center for Public Safety Excellence
EMS	Emergency medical services
EVT	Emergency vehicle technician
IAFC	International Association of Fire Chiefs
IAFF	International Association of Firefighters
ISO	Insurance Services Office
KPD	Kissimmee Police Department
NFPA	National Fire Protection Association
ODD	Officer Development Day
PIA	Post incident analysis
PSAP	Public safety answering point
PSTC	Public Safety Training Center
QA/QI	Quality assurance/quality improvement
SOG	Standard operating guideline
SWOT	Strengths, Weaknesses, Opportunities, Threats
VMR	Vehicle machinery rescue



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Appendix 2

Community Survey Results

1. What do you expect from your fire department?

1. Be prepared to perform fire related activities, nothing more, nothing less.
2. Immediate response
3. To be at the scene of an emergency quickly, and eliminate the risks involved.
4. Putting out fires, medical safety response, professionalism, keeping themselves safe while saving us from our own mistakes
5. Fast response times
6. To be professional
7. Put fires out and save lives
8. Remain reliable
9. To arrive in a timely manner.
10. Keep up the good work
11. Quick response to arrive onsite after 911
12. Knowing how to shut off the water, gas, or electricity to the premises of incidents.
12. Professional timely response.
13. Timely arrival to cease domestic fires and attend to emergency medical events
14. Fast response
15. Good service
16. To be as quickly and prompt to each incident
17. I expect a quick response from professionally trained fire and EMS persons. A fire prevention division that inspects and enforces violations.
18. Prompt responses, up-to-date and well-maintained equipment, and personnel
19. Able to assist in saving lives and property during an emergency
20. Quick response and professional firefighters who are well trained for all types of calls.
21. Protection from fire and threats to my property
22. To be more accessible to all the entities that need you like Alf's
23. Response when necessary
24. Excellent work from everyone!
25. Quality and quick service in an emergency. Well educated and trained firefighters, EMT and medics
26. Quick response and knowledge
27. Fire protection and emergency medical service
28. No response
29. Professionalism, honesty, integrity, preparedness.
30. Prompt Response time. We have never had an issue with this.
31. Fast response, full on team effort
32. Fire suppression, fire prevention, community engagement, education.
33. When called to rush to help who is needed



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34. Quick reliable service
35. Protect us when an emergency arises! Having the right tools to do the job!
36. Fast Response Time for medical and/or fire emergency. Education to keep safety best practices top of mind.
37. To continue the outstanding job, they are already doing.
38. Punctuality and good service (Puntualidad y buen servicio)
39. To address safety concerns
40. To be there on time
41. Quick emergency response and preparedness
42. Be equipped to do their job
43. Fast response time from trained personnel. With the best equipment
44. I was an explorer for the department when I was younger and getting the community involved can reduce the number of first responders to hold a sense until professional arrive
45. To be on time 🖱
46. Education for preventing fire disaster
47. Communication on procedures and needs to help them improve their ability to serve.
48. Speedy response time.
49. Good service and speed as always (Buen servicio y rapidez como siempre)
50. Fast Service
51. Getting to my house quickly. Knowledge in reading smoke, fire tactics, and medical.
52. On Time in case of Emergency
53. Like most people I truly expect the fire dept. to be there is my home or business needs to have a fire put out. that is the single most important job they do
54. No response
55. To be prepared for all emergencies.
56. We need to keep finding ways to better serve our growing community.

2. List areas of concern about your fire department.

1. Driving the big trucks down the old brick roads in historic downtown on non-urgent calls.
2. Excessive pay and benefits
3. None for me, however, I would like to be sure they have what they need to be safe.
4. Controlled fires get out of hand.
5. Keep up the good work
6. Response time
7. Currently none
8. No response
9. I think there should be stiffer fine for not getting out of the way when driving on the roads.
10. number of personnel



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11. As a fast-growing City. I wonder if another station is needed and if they are prepared for commercial fires.
12. Budget cuts preventing training and equipment upgrades; lack of personnel and equipment (and locations of firehouses) for growing population
13. Fire chief
14. I have no concerns
15. Pay and benefits may not be competitive with other jurisdictions. Safety on calls.
16. That they will not be able to get where they need to go when needed due to traffic concerns and lack of needs
17. The only thing that I can really think of is that there sometimes seems to be a bit of a waste of resources. For example, I've seen instances where 911 was called for a single person falling and being injured in their home, and multiple EMT units and multiple fire crews turned up (in this instance, I think it was 2 ambulance and 3 fire crews).
18. None, they appear to be an excellent department, I have had several occasions to interact with them
19. I do not have any. KFD is engaged and does an amazing job for our City!
20. I hope they have all the up-to-date equipment to help medical or fire
21. None. Great leadership and operations.
22. N/A They are always there
23. Response time not quick enough in emergencies
24. Fully equipped
25. Bad traffic conditions slowing response time.
26. So far none. I love the department
27. Roads should be well shouldered so fire truck can pass more conveniently
28. Not enough fire houses
29. May GOD protect you in this risky business. (Que DIOS LOS PROTEJA EN ESTA RIESGOZA LA OR)
30. Funding for payroll and equipment. Need four FFs on Engines and Trucks for safety.
31. Enough Equipment and trained Staff.
32. I really think they are doing a fine job. I have not heard any concerns in the community or in our personal experience with them



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3. Provide positive feedback about your fire department.

1. Always quick and display professional and caring attitudes during multiple emergency medical responses over the last few years for my elderly mother.
2. They are true heroes!
3. Uses current technology to communicate with the community! When they used to take the Chimney Swifts to "back to nature "that was very helpful (pre-pandemic) Also thanks for keeping your numbers up because that keeps our insurance rates down.
4. Appear to be well qualified and professional
5. Professional, responsive
6. They truly are professional heroes.
7. They arrive in a timely manner and are always pleasant.
8. Haven't interacted
9. Thanks to your constant training and being prepared.
10. They always responded fast, they saved my life when I had my heart attack a week after my husband passed away, the doctors told me I had a widow maker.
11. good response times
12. They have always responded very promptly.
13. I give credit as a 48-year resident to the department keeping up with the growth of our City.
14. Never heard a neighbor complain when they've called for assistance (and there have been quite a few)
15. Always polite and helpful.
16. I have never needed their services, thank God.
17. They are very professional and help our community a lot.
18. Very well run
19. From the chief on down, they do a phenomenal job!
20. Equipment is always top notch. Great organization.
21. I have not personally heard any concerns locally. So, my areas of concern may be minimal, but I feel that they always do the best they can and if we can get more local people involved it will help spread the word.
22. Promptness
23. They are great! Keep up the good work!
24. I cannot provide any personal feedback, as I have been fortunate enough to never need the service.
25. We have never had an issue as a business in Kissimmee. Always prompt and courteous.
26. They have been professional and courteous in their delivery of services
27. Kissimmee Fire Dept. under the direction of Chief Walls is always available. They are engaged and work hard to educate the community.
28. Good neighbor
29. I believe you have the most amazing group of staff! Learning how you deal with each situation that arises was so overwhelming and makes you feel totally in awe! To know that you count on the most innovative and best equipment that I have seen makes me



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feel totally at ease and happy to live in your jurisdiction! The friendliness, customer service, camaraderie and knowledge displayed by all the staff makes you trust you completely with our care!

30. Great leadership and operations.
31. I strongly feel with their great leadership, the Kissimmee Fire Department as a whole display's great workmanship and professionalism and demonstrate excellent teamwork.
32. They have always been punctual, and their help is 100%, they give us a good service. (Siempre han estado puntual y su ayuda es de 100%, nos dan un buen servicio.)
33. Again, first response
34. Well equipped
35. I have an autism child with seizure many times. If it was not for the fire department my child would not be alive now.
36. True professionals.
37. Always there, I have them see how they work and very happy the way they work
38. Hard working prompt and capable of working in high pressure
39. Friendly and willing to assist
40. 100% help and responsibility (100% ayuda y responsabilidad)
41. They came to me quickly, rendered medical aid, and got me to the hospital quickly for treatment.
42. Dependable Service
43. As I have said they have done a great job in my personal experience, and I hear nothing bad when I talk to other people or business in the community
44. Good hard-working men and women.
45. Very happy and appreciative of the men and women who bravely serve our community. Keep up the great work.

4. Please provide any additional comments you would like to share about your fire department.

1. Kissimmee Fire is awesome. I fully support this accreditation.
2. First, thank you for being the FIRST City of Kissimmee agency to reach out via modern communication techniques such as email & survey monkey. This is far superior to the traditional "printing on the papers no one receives" that the Planning and Zoning department does. There would be much better community representation in planning projects if they followed your lead. Great job!
3. I participated although our services are provided by Osceola County here in the Oaks
4. Keep making us proud
5. I want to thank them for their courageous service.
6. It would be awesome if they offered CPR & first aid classes to the community
7. Everyone should learn to appreciate and be thankful for all those who work for fire and police departments.
8. Everyone we have had contact with have good attitudes and are friendly. Their equipment has improved over the years with more reliable equipment.



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9. They are great! Thank God, we have them
10. I believe we have a top-notch department of sterling quality. The trucks and equipment are the best. I am very impressed with the new training facility.
11. Do not cut their budget.
12. I like seeing those who have served well to be recognized and promoted within the ranks. We should not have to depend on outsiders when we have plenty of qualified members here already.
13. Thank you for what you do for our community!
14. Firefighters can complain a lot and do not understand that other City staff cannot fix their problems. They need to work with their chain of command.
15. I wish there was a way to get all emergency services more connected with the community. Kissimmee is probably the least I see out and about, but I am newer in the Kissimmee area, so I will see as time goes by.
16. We love and support our fire department.
17. Thank you KFD!
18. I really hope funding is given to you so you can get more of the medical equipment needed to save lives! You have some of the best that I have seen! However, it may not be enough! To visit your location and see every part of your operation makes you comprehend the very different components that makes your staff work as well as they do! I am totally impressed with the organization, methods, and practices! You have everything that makes a Fire Department and Rescue Team be the best; an amazing and caring CHIEF, kindness, very committed to the community you serve and very clear in your goals and practices!
19. Proud of Chief Walls getting highest credential for fire executive officers.
20. Keep up the good work.
21. Whenever I have needed them, they have done an excellent job. (Siempre que los he necesitado han hecho un trabajo excelente.)
22. Why they charge if they are for the people, community
23. I will continue to keep them in prayers, I am asking the government to keep them fully funded, equipped to do the job they were called to do.
24. All emergency responders should be highly respected. They are risking their lives to save strangers. Noble job
25. Please communicate to the community what your needs are. Perhaps we can assist by reaching out to our local government, as we understand there is unprecedented growth in our county.
26. No, me va puedo quejar
27. Electronic alert to neighborhood about an emergency (Similar to "Amber Alert")
28. I think at this current time, there is this belief or feeling that we need to expect a lot from our first responders that may be away from their primary function. I believe that you should stay focused on the task of putting out fires and being there when EMS need you and if and only if you can do more than do it.
29. Salaries should be increased because of the degree of stress put on the men and woman.



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Sources

1. Historical accounts of the Department’s history were taken from printed materials from Mr. Sam L. Lupfer (deceased).
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3. *Interpretation Guide for the Commission on Fire Accreditation International* (2021)
4. City of Kissimmee Fire Department Standard Operating Guidelines
5. [Annual Budget Documents | City of Kissimmee, FL](#)
6. [Everyone Goes Home - Firefighter Life Safety Initiatives](#)
7. [City of Kissimmee, FL | Home](#)

