City Commission Work Session

Agenda

December 11, 2025 @ 3:30 PM

City Hall Commission Chambers
401 S. Park Avenue

welcome

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"If a person decides to appeal any decision made by the Board with respect to any matter considered at this hearing, a record of the proceedings is needed to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based." (F.S. 286.0105).

please note

Times are projected and subject to change.

1. **Meeting Called to Order**

2. **Discussion Item (s)**

   a. Winter Park Fire Rescue Strategic Plan 60 minutes

3. **Adjournment**

City Commission

agenda item 2.a

item type Discussion Item (s)	**meeting date** December 11, 2025
prepared by Dan Hagedorn, Fire Chief	**approved by** Rene Cranis, City Clerk

subject

Winter Park Fire Rescue Strategic Plan

motion | recommendation

background

Present and discuss three three-year Strategic Plan for the Winter Park Fire Department and discuss CIP projects, fire stations, and accreditation.

alternatives | other considerations

fiscal impact

attachments

1. WPFD Strategic Plan 2026-2028

Winter Park Fire-Rescue Department

2025 Strategic Plan

Executive Summary

Fitch & Associates, LLC was engaged by the Winter Park Fire Department to facilitate a Community Driven Strategic planning process aimed at strengthening the agency's ability to deliver high quality fire-rescue services for the entire city. Over the course of three days (July 9-11), a diverse group of 42 internal and external stakeholders worked together to assess organizational strengths and challenges, shape a shared vision, and define key strategic priorities for the future. This Strategic Plan was developed in alignment with the City of Winter Park's community plans, aligning agency priorities with broader jurisdictional goals and long-term development strategies.

PROCESS OVERVIEW

This structured planning approach helped stakeholders translate broad priorities into actionable objectives through:

- Facilitated discussions on service delivery and organizational growth.
- Stakeholder input through a survey and SWOT analysis.
- Review of key documents, including past plans, financial reports, and industry standards.
- Confirmation of Mission, Vision, and Values to align with future needs and creation of Ethos Statement.

STRATEGIC & OPERATIONAL PLAN DEVELOPMENT

During the workshop, stakeholders identified 5 Strategic Pillars, each representing a core functional area of the agency. These were Office of the Fire Marshal (OFM), operations, training, administration, and wellness. Groups were then formed around each Pillar to develop Desired Outcomes, which laid the groundwork for:

- **Strategic Goals** | Broad priorities that turn the agency's vision into action.
- **Objectives** | Specific, measurable steps that support each goal.
- **Tasks** | Concrete actions that drive implementation and progress.

The resulting Operational Plans serve as guides for implementation, accountability, and alignment with the agency's long-term vision. These plans also create a roadmap for budget allocation - reinforcing the cyclical connection between strategic planning and financial decision-making.

COMMITMENT TO CONTINUOUS IMPROVEMENT

With over 40 years of experience in public safety consulting and system design, Fitch & Associates recognizes the agency's commitment to growth, innovation, and service excellence. This plan is not a static document but a living strategy, requiring ongoing evaluation and adaptation. As conditions evolve, the Strategic and Operational Plans will provide a framework for decision-making, performance measurement, and organizational resilience.

The leadership's team engagement in this process reflects the agency's readiness to adapt, lead, and drive meaningful progress for the community.

What is Strategic Planning?

Strategic planning, by general definition, is a structured process in which stakeholders within a shared arena evaluate the present and future direction of an organization. Through a process of establishing common vision, values, and goals, strategic planning produces a living document by which an organization can guide its short-term and long-term decision making.

Public sector agencies can further enrich this process by engaging in it, the very community that they serve. This Community-Driven Strategic Planning blends the expectations of community stakeholders with the vision and purpose of the service providers. As a result, the efforts and resources of public service entities are better poised to be expended in a manner that meets their community's expectations. In the simplest sense, Community-Driven Strategic Planning is about groups of people with a shared interest or common purpose, coming together to determine what they want to accomplish and how they will do it.

The environment in which public safety agencies operate has become increasingly uncertain and more challenging than ever before. A host of factors regularly influence the operation of these agencies such as the political climate, the economy, and public sentiment. Consequently, due to the interconnected nature of this environment, any changes or challenges that arise often have a reverberating effect throughout the community. These attributes require the following fivefold response from public safety organizations:

- They must think strategically as never before.
- They must translate their insights into effective strategies to cope with changing circumstances.
- They must develop the rationales required to adopt and implement their strategies.
- They must build coalitions capable of protecting and adopting these strategies.
- They must build capacity for the ongoing implementation of strategic change.

Strategic planning will help the stakeholders execute this fivefold response. At its best, strategic planning makes extensive use of analysis and synthesis in deliberative settings to help leaders and managers successfully address the major challenges that their organization faces. However, the real value of strategic planning is in its ability to help an organization create public value.

COMMUNITY-DRIVEN STRATEGIC PLANNING

The process allows agencies to develop their vision and mission in collaboration with the community, ensuring the Strategic Plan reflects actual needs and priorities rather than assumptions. This approach fosters community ownership, aligns stakeholders around a shared vision, and increases the likelihood of successful implementation.

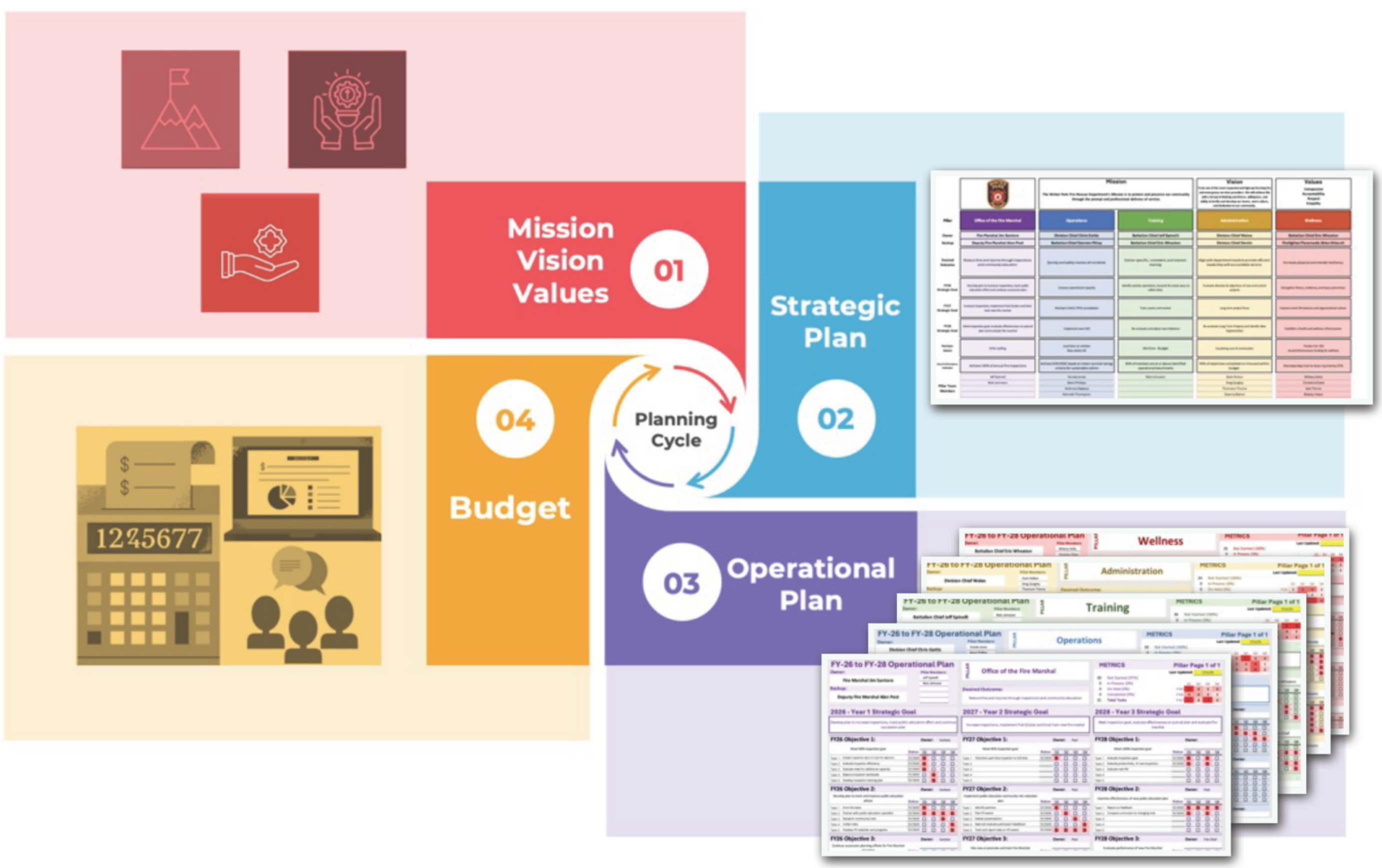
Strategic Linkage

The strategic planning process is inherently cyclical, creating a continuous feedback loop that aligns organizational priorities with budgetary decision-making. At its foundation are the Mission, Vision, and Values, which define the organization's purpose, guiding principles, and long-term aspirations.

Building on these core elements, the Strategic Plan defines five key functional areas, referred to as Strategic Pillars. Each pillar is assigned Strategic Goals that guide the department in pursuing new initiatives, service enhancements, and operational advancements. These goals are structured within Strategic Pillars, representing the major functional areas of the organization. Each pillar is further developed through Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) Objectives, which break broad goals into actionable steps.

This structured approach directly informs budget planning, as funding allocations must align with strategic priorities. By identifying clear goals and measurable outcomes, the Strategic Plan guides decision-makers on where jurisdictional resources should be directed, ensuring that financial investments support long-term organizational growth, operational efficiency, and community impact.

Because each major function is interdependent, the Strategic Plan and budget cycle must work in tandem. Regular evaluation of progress informs future funding priorities, making strategic planning an ongoing, iterative process that adapts to emerging needs, financial realities, and organizational performance.

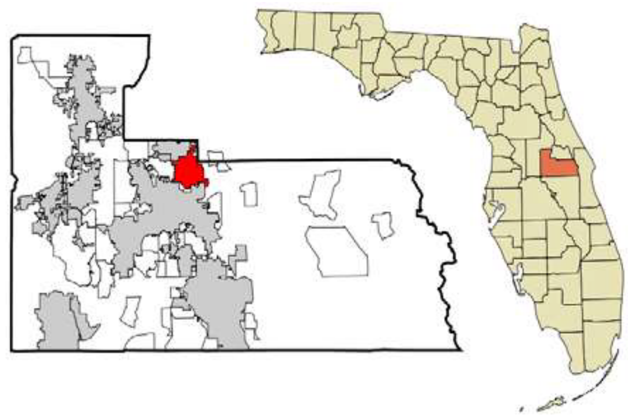


Background

Every organization is shaped by its journey. This section provides an overview of Winter Park Fire-Rescue Department's growth and evolution, offering context for the development of this strategic plan. While the future is the focus, recognizing the organization's foundations ensures that the strategy remains grounded in experience, informed by progress, and positioned for success.

COMMUNITY OVERVIEW

The City of Winter Park spans 8.76 square miles and has an estimated population of 29,894, reflecting a 7.3% growth since 2010. The city's demographic composition includes 16.8% of residents under 18 years of age, followed by 23.5% of residents aged 65 and older. Housing in the city consists of approximately 12,653 households, with a 66% homeownership rate. The median household income stands at $98,076, while approximately 9.1% of residents live below the poverty level. General fund revenues for the city are projected to be 29.9% of for general fund expenditures for FY23.



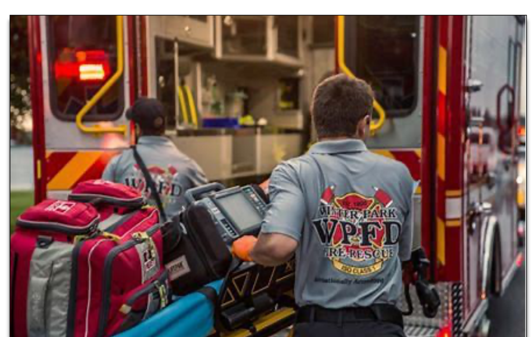
FIRE & EMERGENCY MEDICAL SERVICES

Emergency response services in Winter Park are provided through career personnel. The Winter Park Fire Department maintains 3 fire stations, staffed by firefighter/paramedics, ensuring continuous emergency response coverage.

Managing the needs of the operations staff falls to the Deputy Fire Chief. This position is responsible for supervising the three Battalion Chiefs and the EMS Manager, Division Chief, and all agency training. The battalion chiefs oversee the daily operations of each shift. Shifts operate on a 24-hour on, 48-hour off schedule within a twenty-one-day work period.

Three engines, one truck company, two advanced life support transport rescues (ambulances), one emergency medical services supervisor and one battalion chief deliver fire and EMS operational service.

The agency maintains technical rescue capabilities. Specializing in vehicle/machinery rescue, building collapse, elevated rope rescue, and confined space operations, the agency is equipped to initiate rescue operations as needed. The agency has established a mutual agreement with the City of Orlando Fire Department and Orange County Fire Rescue for backup or augmented technical rescue needs. Through and interlocal agreement, the City of Orlando also provides hazardous materials responses as needed given the extremely low risk of hazardous materials incidents beyond the awareness level within the City of Winter Park.



Mission | Vision | Values

When taken together, the mission, vision, and values define the guiding principles and core identity of Winter Park Fire-Rescue Department. They articulate purpose, direction, and ethical commitments that shape decision-making, inspire action, and ensure alignment across all strategic initiatives.

MISSION

To protect and preserve our community through the prompt and professional delivery of service.

The **mission** defines Winter Park Fire-Rescue Department's core purpose, guiding its actions and decisions in service to the community.

VISION

To be one of the most respected and high-performing fire and emergency services providers. We will achieve this with a forward-thinking workforce, willingness, and ability to fortify and develop our teams, work culture and dedication to our community.

The **vision statement** outlines Winter Park Fire-Rescue Department's future orientation and aspirations, shaping its direction from current initiatives to long-term impact.

VALUES

Compassion | Accountability | Respect | Empathy

The **values** represent the core principles that shape Winter Park Fire-Rescue Department's culture, decisions, and commitment to the community. They ground leadership and daily operations in purpose and intention.

Participants in the strategic planning workshop engaged in a series of collaborative exercises designed to review, refine, and, where necessary, reimagine the mission, vision, and values. Through facilitated discussions, reflective activities, and consensus-building exercises, stakeholders explored how these foundational elements align with the organization's evolving needs, community expectations, and long-term objectives.

Through robust discussion the department created a motivational ethos statement which resulted in the following phrase for internal use: For Them, for Each Other, for All!

Community Insights | External Stakeholders

Through engagement with external stakeholders, Winter Park Fire-Rescue Department gathered valuable insights on service priorities, areas for improvement, and opportunities for growth. This feedback empowers the strategic plan's alignment with those it serves, fostering trust, transparency, and accountability.

The community brunch brought together a diverse group of external stakeholders representing residents, local government officials, leaders in business and economic development, healthcare and social services, and community organizations. Their participation provided valuable insights into the community's needs, expectations, and priorities. Their perspectives on what is working well, what could be enhanced, and new opportunities to consider for the future. Their feedback reflects a strong appreciation for the services provided by Winter Park Fire Department and a shared commitment to continued excellence.

EXTERNAL STAKEHOLDERS PRESENT

Ansley Butts	Business Owner
Bill Times	Resident
Carina Sexton	Resident
Declan Williams	Watercrest Assist Living Facility
Denise Gilespie	Small Business Owner
Elizabeth Ingram	Resident

Gigi Papa	Resident
Mitch Maulfair DO	WPFD Medical Director
Morgan Bellows	Sydgan Corporation
Paul Twyford	Winter Park Distilling Company
Stacey Cox	Winter Park Chamber of Commerce
Steve Leary	Former Mayor/ Business Owner

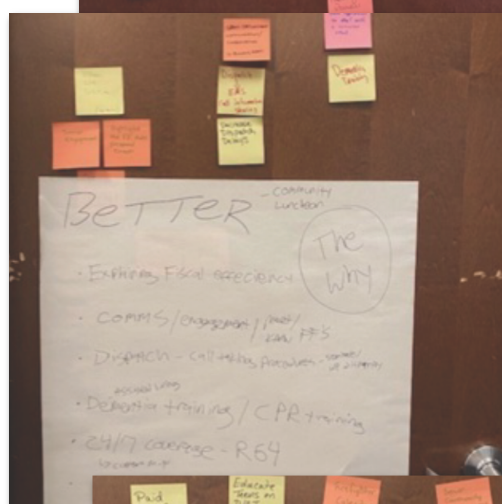
Community Insights | External Stakeholders

What's working well

- Medical care
- Equipment
- Fire marshal's office
- Professional
- Community engagement

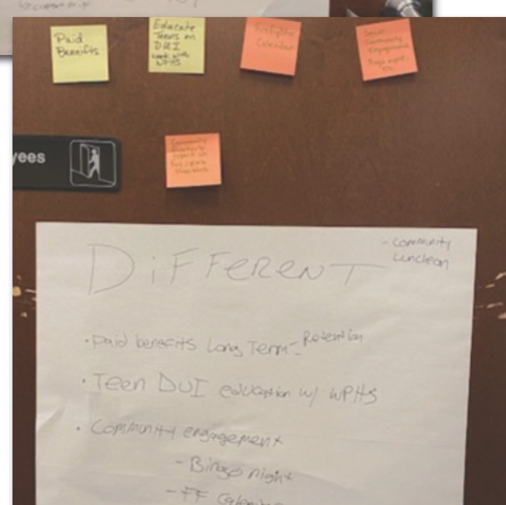
What could be enhanced

- Explaining fiscal efficiency
- Dispatch
- Comms/Engagement/Meet FF
- Dementia/CPR training
- 24/7 coverage - R64



What could be done differently

- Paid benefits-retention
- Teen DUI education
- Community engagement
- Quarterly statics report



Document Review

While strategic planning looks ahead, it must be rooted in the past and present. Before conducting a gap analysis and setting strategic objectives, the planning team reviews key guiding documents, including past strategic plans, budgets, deployment models, jurisdictional mandates, and relevant laws and standards.

This document review helped teams understand:

- Jurisdictional priorities in master and land use plans.
- Current financial investments and spending patterns.
- Community feedback from past engagement efforts.
- Previous department initiatives and their outcomes.
- Long-range projects already in progress.
- Opportunities for improvement in coverage and service delivery.

By grounding the strategic plan in existing frameworks and commitments, teams were able to set meaningful, achievable objectives that align with both organizational realities and future needs.

COMPREHENSIVE PLAN

Future land use annexing, population increase, sewer and water expansion, electrical vehicles, $142M in streets projects over next 20 years.

PREVIOUS STRATEGIC PLAN

The plan discussed new alerting systems for the stations, the need to update policies/ SOGs, domestic threat preparedness, external communications/ public education and station remodeling for FF health.

STANDARD OF COVERAGE

This comprehensive document evaluates the community risks, hazards and current practices of the organization. This includes response times, station location and call volume.

CITY OF WINTER PARK BUDGET

Fire Operations uses 19.6% ($16 million) of the total City budget, 83% ($13 million) of which is used for payroll and benefits. The group discussed how the fiscal responsibilities affect the five pillars.

INTERNAL SURVEY

Members of the department evaluated and discussed the internal survey that resulted in topics such as training, increase coverage of R64 and the continued success due to a positive culture.

Organizational Inputs | Internal Stakeholders

To properly structure an organization's future vision and direction, it must also be evaluated through the eyes of its internal stakeholders. These individuals represent members with a vested and active interest in Winter Park Fire Department. The Internal Stakeholder Survey conducted in the weeks leading up to the workshop, the document review, and the information from the community luncheon brought out insights from workshop participants that informed the SWOT analysis, offering a comprehensive perspective on the organization's strengths, challenges, and growth opportunities. Together, these inputs shape the strategic plan by grounding it in operational realities while aligning with the organization's long-term vision and strategic priorities.

The process is a broad-based stakeholder gap analysis where the Opportunities and Threats are more focused on external origins and Strengths and Weaknesses are more focused in internal origins.

SWOT Analysis

	Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (attributes of the organization)	**STRENGTHS** Equipment Training Community Relations EMS Capabilities Teamwork	**WEAKNESSES** R64 Staffing Officer Development CAD Experience Succession Plan
External origin (attributes of the environment)	**OPPORTUNITIES** Interagency Training Local Partnerships Grants Community Paramedicine Public Q&A Host Outside Classes	**THREATS** Budget Population Public Trust Natural Disasters Recruitment Call Volume

Strategic Plan Overview

The Strategic Plan Overview provides a high-level look at the organization's key priorities and initiatives for the coming years. Serving as an overarching guide, it translates the mission, vision, and values into actionable strategies that drive growth, efficiency, and community impact. It is made up of four main features: **strategic pillars**, **owners** and group members, **desired outcomes**, and **strategic goals**. This Strategic Plan was developed in alignment with the Winter Parks's community plans, aligning fleet priorities with broader jurisdictional goals and long-term development strategies.

STRATEGIC PILLARS

Strategic pillars define the core operational areas that shape the effectiveness and impact of the fire service. During the strategic planning process, Winter Park Fleet's internal stakeholders evaluated all service areas within the system to identify the key activities that form these pillars.
As a result, they established five strategic pillars:

- Office of Fire Marshal
- Operations
- Training
- Administration
- Wellness

OWNERS & GROUP MEMBERS

Each Strategic Pillar is led by an owner who provides direction, aligns initiatives with the organization's mission, and monitors progress. Group members contribute expertise, support implementation, and evaluate results. Together, they drive each pillar's efforts, keeping it focused and aligned within the broader strategic plan.

DESIRED OUTCOMES

Desired Outcomes define the long-term impact of each Strategic Pillar, articulating its purpose and role within the organization. These statements serve as a guiding vision, shaping the priorities and strategies needed to achieve meaningful progress.

STRATEGIC GOALS

To advance each Desired Outcome, pillar groups identified Strategic Goals that establish broad priorities for action. These goals set the foundation for progress, aligning efforts with the organization's long-term vision while providing a structured focus for measurable results.

Strategic Plan Overview

Updated: 1/31/2025	Fleet Management FY25 - FY27 Strategic Plan	**Mission** As a team we strive to service it right the first time; so our fleet performs exceptionally well so you can too!	**Vision** Become a respected leader in fleet services by utilizing best practices that align infrastructure to our growing community.	**Values** T – Team Work E – Excellence C – Communication H – Honesty S – Safety	**Facilitators:** **Brad Brown** bbrown@fitchassoc.com **BJ Jungmann** bjungmann@fitchassoc.com **Marty Davis** mdavis@fitchassoc.com
Pillar	**Administration**	**Parts**	**Preventative Maintenance**	**Repairs**	**Shop**
Owner	**Owner - Luke**	**Owner - Dave**	**Heavy Equipment - Tom**	**Heavy Equipment - Steve S./Edison**	**Heavy Equipment - Scott**
Backup	**Backup - Chris**	**Backup - Terry/Evan**	**Light Equipment - Steve A.**	**Light Equipment - Steve O.**	**Light Equipment - JT**
Desired Outcome	Ensure fleet has what it needs to service our customers	Right parts right time	Prevent road calls	Provide quality repairs in a safe and efficient manner	Provide safe and moderrnized service facilities
FY25 Strategy	Identify and communicate needs of fleet division	Implement parts management process in new software	Identify process documentation needs and create a library	Identify potential staff and equipment solutions to accomodate limited space	Optimize current spaces
FY26 Strategy	Budget and implement identified needs	Reorganize parts warehouse	Improve end user communication to PM staff to pre identify and reduce repair time	Implement budget items identified to support training and staffing needs	Plan for future space needs
FY27 Strategy	Evaluate progress on needs and identify future strategies	Expand parts storage area	Implement Documentation software for pm issues for efficiency, accuracy and compliance	Establish framework for longer term plan for improvements and appropiate space	Design future space and begin construction
Horizon Issues	Comprehensive traning program	Larger parts warerhouse	Workspace, technology, and workforce	Determine potential repair solutions. Space, budget, technology, and data	Staying ahead of the city growth with fleet needs
Key Performance Indicator	% of budget received vs. requested	% of parts out of stock when needed	% of Repairs generated from PM versus Repair only	% of Customer survey with positive results	At least 3 additional shop bays or plans and budget for the bays
Pillar Team Members	Luke Chris	Dave Terry Evan	Jeff Steve A. Tom	Steve S. Edison Steve O.	Scott JT Tom Steve A. Luke/Chris

Operational Plan Overview

The Operational Plan translates strategic objectives into actionable steps, outlining how each Strategic Pillar will approach implementation at a functional level. It provides a structure for coordinated action across departments, aligning daily operations and specific projects with long-term strategy.

Operational Plan Development

The Operational Plans were developed through a collaborative, group-driven process, translating elements from the Strategic Plan into more granular, actionable steps. While the Strategic Plan outlines the organization's long-term direction and priorities, the Operational Plans serve as detailed extensions, breaking down each Strategic Pillar into specific components that guide day-to-day execution.

Each Operational Plan follows a structured, tiered approach by drawing together the desired outcomes and strategic goals from the strategic plan and adding the measurable objectives and time-bound tasks.

OBJECTIVES

Objectives are specific, measurable steps that advance each Strategic Goal in alignment with the

TASKS

Tasks are concrete actions required to implement strategies, track progress, and achieve Desired

The result is a comprehensive, well-informed set of Operational Plans that bridge the gap between strategic vision and on-the-ground execution.

The following pages present the Operational Plans for each Strategic Pillar, detailing how the Strategic Plan translates into actionable steps. Each plan refines the broader Desired Outcomes and Strategic Goals into Objectives and Tasks, creating a manageable pathway for implementation.

Strategic Pillar | Administration

FY-25 to FY-27 Operational Plan

Owner: Owner - Luke

Backup: Backup - Chris

Pillar Members: Luke, Chris

PILLAR: **Administration**

Desired Outcome: Ensure fleet has what it needs to service our customers

METRICS

Pillar Page 1 of 1

Last Updated: 1/31/2025

0	Not Started (0%)
0	In Process (0%)
0	On Hold (0%)
0	Completed (0%)
32	Total Tasks

	Q1	Q2	Q3	Q4
FY25	1	1	9	2
FY26	8	2	1	0
FY27	5	2	1	0

2025 - Year 1 Strategy

Identify and communicate needs of fleet division

FY25 Goal 1:

Identify possible additional work space.

Owner: Luke

Task	Description	Q1	Q2	Q3	Q4
Task 1	Deep clean all work spaces	☐	☐	☑	☐
Task 2	Evaluate current work spaces	☐	☐	☑	☐
Task 3	Reorganize shop with current footprint	☐	☐	☐	☑
Task 4	Evaluate changes	☐	☐	☐	☑
Task 5	Forecast Fy 26 Budget to support pillars	☑	☐	☐	☐

FY25 Goal 2:

Identify staffing needs.

Owner: Luke

Task	Description	Q1	Q2	Q3	Q4
Task 1	Identify which positions are needed	☐	☐	☑	☐
Task 2	Evaluate job duties and descriptions	☐	☐	☑	☐
Task 3	Evaluate work being performed	☐	☐	☑	☐
Task 4	Support repair and shop pillars	☐	☐	☑	☐
Task 5	Budget for FY26 based on findings	☐	☑	☐	☐

FY25 Goal 3:

Evaluate fleet software upgrade.

Owner: Chris

Task	Description	Q1	Q2	Q3	Q4
Task 1	Research fleets needs for software	☐	☐	☑	☐
Task 2	Budget ro technoloogy hardwarre	☐	☐	☑	☐
Task 3	Support other pillars with technology	☐	☐	☑	☐
Task 4		☐	☐	☐	☐
Task 5		☐	☐	☐	☐

2026 - Year 2 Strategy

Budget and implement identified needs

FY26 Goal 1:

Budget for additional space based on FY 25 goal 1.

Owner: Luke

Task	Description	Q1	Q2	Q3	Q4
Task 1	Evaluate space needs	☑	☐	☐	☐
Task 2	Design planning	☐	☑	☐	☐
Task 3	Identify and prepare budget	☐	☐	☑	☐
Task 4	Update forecast to FY 27 to support pillars	☑	☐	☐	☐
Task 5		☐	☐	☐	☐

FY26 Goal 2:

Budget for additional staffing.

Owner: Luke

Task	Description	Q1	Q2	Q3	Q4
Task 1	Prepare budget request	☑	☐	☐	☐
Task 2	Meet with key stakeholders	☑	☐	☐	☐
Task 3	Budget for staff needs	☐	☑	☐	☐
Task 4		☐	☐	☐	☐
Task 5		☐	☐	☐	☐

FY26 Goal 3:

Implement fleet software upgrade.

Owner: Chris

Task	Description	Q1	Q2	Q3	Q4
Task 1	Procure software	☑	☐	☐	☐
Task 2	Install software	☑	☐	☐	☐
Task 3	Train on software	☑	☐	☐	☐
Task 4	Impelment technology hardwarre	☑	☐	☐	☐
Task 5		☐	☐	☐	☐

2027 - Year 3 Strategy

Evaluate progress on needs and identify future strategies

FY27 Goal 1:

Implement budget outcome project.

Owner: Luke

Task	Description	Q1	Q2	Q3	Q4
Task 1	Work with HR on hiring staff	☑	☐	☐	☐
Task 2	Work to design future space	☐	☑	☑	☐
Task 3	Identify workload with new staff	☐	☑	☐	☐
Task 4	Forecast Fy 28 to support pillars	☐	☐	☐	☐
Task 5		☐	☐	☐	☐

FY27 Goal 2:

Evaluation

Owner: Luke

Task	Description	Q1	Q2	Q3	Q4
Task 1	Evaluate upgraded software	☑	☐	☐	☐
Task 2	Identify and adjust issues as needed	☑	☐	☐	☐
Task 3		☐	☐	☐	☐
Task 4		☐	☐	☐	☐
Task 5		☐	☐	☐	☐

FY27 Goal 3:

Evaluation

Owner: Chris

Task	Description	Q1	Q2	Q3	Q4
Task 1	Eavluate software functionality	☑	☐	☐	☐
Task 2	Identify and adjust plan as needed	☑	☐	☐	☐
Task 3		☐	☐	☐	☐
Task 4		☐	☐	☐	☐
Task 5		☐	☐	☐	☐

Strategic Pillar | Parts

FY-25 to FY-27 Operational Plan

Owner: Owner - Dave

Backup: Backup - Terry/Evan

Pillar Members: Dave, Terry, Evan

PILLAR

Parts

Desired Outcome: Right parts right time

METRICS

Pillar Page 1 of 1

Last Updated: 1/31/2025

0	Not Started (0%)
0	In Process (0%)
0	On Hold (0%)
0	Completed (0%)
31	**Total Tasks**

	Q1	Q2	Q3	Q4
FY25	4	5	0	0
FY26	3	4	5	0
FY27	1	2	1	6

2025 - Year 1 Strategy

Evaluate needs of parts warehouse

FY25 Goal 1: Evaluate

Owner: Luke

Task	Description	Status:	Q1	Q2	Q3	Q4
Task 1	Research vendors		☑	☐	☐	☐
Task 2	Contact vendors		☑	☐	☐	☐
Task 3	Demo from vendors		☐	☑	☐	☐
Task 4	Select vendor		☐	☑	☐	☐
Task 5	Identify Space needs		☐	☐	☐	☐

FY25 Goal 2: Remove obsolete parts.

Owner: Dave

Task	Description	Status:	Q1	Q2	Q3	Q4
Task 1	Identify all obsolete parts.		☑	☐	☐	☐
Task 2	Determine disposal process for parts.		☐	☑	☐	☐
Task 3	Dispose of obsolete parts.		☐	☑	☐	☐
Task 4			☐	☐	☐	☐
Task 5			☐	☐	☐	☐

FY25 Goal 3: ermine available space with Fleet Leaders

Owner: Dave

Task	Description	Status:	Q1	Q2	Q3	Q4
Task 1	Identify space needs		☑	☐	☐	☐
Task 2	Meet with leadership to communicate needs		☐	☑	☐	☐
Task 3			☐	☐	☐	☐
Task 4			☐	☐	☐	☐
Task 5			☐	☐	☐	☐

2026 - Year 2 Strategy

Implement changes to parts warehouse

FY26 Goal 1: Implement Software Vendor

Owner: Dave

Task	Description	Status:	Q1	Q2	Q3	Q4
Task 1	Sign agreement wiith software vendor		☑	☐	☐	☐
Task 2	Configure software		☐	☑	☐	☐
Task 3	Input part numbers		☐	☑	☐	☐
Task 4	Implement process for parts orders		☐	☐	☑	☐
Task 5			☐	☐	☐	☐

FY26 Goal 2: Reorganization shelving.

Owner: Dave

Task	Description	Status:	Q1	Q2	Q3	Q4
Task 1	Line up parts by category and number		☐	☑	☐	☐
Task 2	Label shelviing		☐	☐	☑	☐
Task 3	Ensure adequate room for maximum parts		☐	☐	☑	☐
Task 4			☐	☐	☐	☐
Task 5			☐	☐	☐	☐

FY26 Goal 3: Design storage area

Owner: Dave

Task	Description	Status:	Q1	Q2	Q3	Q4
Task 1	Determine needed shelving		☑	☐	☑	☐
Task 2	Order shelving		☑	☐	☐	☐
Task 3	Install shelving		☐	☑	☐	☐
Task 4	Move parts to new storage area		☐	☐	☑	☐
Task 5			☐	☐	☐	☐

2027 - Year 3 Strategy

Adjust parts warehouse processes

FY27 Goal 1: Familiarize back-ups with Software

Owner: Dave

Task	Description	Status:	Q1	Q2	Q3	Q4
Task 1	Dave to cross train Terry/Evan		☑	☐	☐	☐
Task 2	Have Terry/Evan complete some part orders		☐	☑	☐	☐
Task 3	Document process for future training		☐	☑	☐	☐
Task 4			☐	☐	☐	☐
Task 5			☐	☐	☐	☐

FY27 Goal 2: Set order points and order quantities.

Owner: Dave

Task	Description	Status:	Q1	Q2	Q3	Q4
Task 1	Obtain monthly usage data		☐	☐	☑	☐
Task 2	Determine monthly usage of parts		☐	☐	☐	☑
Task 3	Change order points to meet usage		☐	☐	☐	☑
Task 4	Determine minimum and maximum per part		☐	☐	☐	☑
Task 5			☐	☐	☐	☐

FY27 Goal 3: Inventory new and old parts storage.

Owner: Dave, Terry, Evan

Task	Description	Status:	Q1	Q2	Q3	Q4
Task 1	Determine staff members to complete inventory		☐	☐	☐	☑
Task 2	Complete inventory assessment		☐	☐	☐	☑
Task 3	Determine correct inventory		☐	☐	☐	☑
Task 4			☐	☐	☐	☐
Task 5			☐	☐	☐	☐

Strategic Pillar | Preventative Maintenance

FY-25 to FY-27 Operational Plan

Owner: Heavy Equipment - Tom

Backup: Light Equipment - Steve A.

Pillar Members:
- Jeff
- Steve A.
- Tom

PILLAR

Preventative Maintenance

Desired Outcome:

Prevent road calls

METRICS

Pillar Page 1 of 1

Last Updated: 1/31/2025

0	Not Started (0%)
0	In Process (0%)
0	On Hold (0%)
0	Completed (0%)
17	**Total Tasks**

	Q1	Q2	Q3	Q4
FY25	1	3	2	2
FY26	3	2	0	0
FY27	3	1	0	0

2025 Year 1 Strategy

Identify process documentation needs and create a library

2026 Year 2 Strategy

Improve end user communication to PM staff to pre identify and reduce repair time

2027 Year 3 Strategy

Implement Documentation software for pm issues for efficiency, accuracy and compliance

FY25 Goal 1:

Heavy

Owner: Tom

Task	Status:	Q1	Q2	Q3	Q4
Task 1 Create Library of Process Doucmmentation		☐	☑	☐	☐
Task 2 Verify Institutional Knowledge		☐	☐	☐	☑
Task 3 Research work space improvements		☐	☐	☑	☐
Task 4		☐	☐	☐	☐
Task 5		☐	☐	☐	☐

FY26 Goal 1:

Implement new software

Owner: Tom / Steve

Task	Status:	Q1	Q2	Q3	Q4
Task 1 Configure new software		☑	☐	☐	☐
Task 2 Implement new software		☐	☑	☐	☐
Task 3		☐	☐	☐	☐
Task 4		☐	☐	☐	☐
Task 5		☐	☐	☐	☐

FY27 Goal 1:

Train on software

Owner: Tom

Task	Status:	Q1	Q2	Q3	Q4
Task 1 Update training to staff		☑	☐	☐	☐
Task 2		☐	☐	☐	☐
Task 3		☐	☐	☐	☐
Task 4		☐	☐	☐	☐
Task 5		☐	☐	☐	☐

FY25 Goal 2:

Light

Owner: Steve A

Task	Status:	Q1	Q2	Q3	Q4
Task 1 Create Library of Process Doucmmentation		☐	☑	☐	☐
Task 2 Verify Institutional Knowledge		☐	☐	☐	☑
Task 3 Research work space improvements		☐	☐	☑	☐
Task 4		☐	☐	☐	☐
Task 5		☐	☐	☐	☐

FY26 Goal 2:

Train on software

Owner: Tom / Steve

Task	Status:	Q1	Q2	Q3	Q4
Task 1 Train staff on new software		☑	☐	☐	☐
Task 2		☐	☐	☐	☐
Task 3		☐	☐	☐	☐
Task 4		☐	☐	☐	☐
Task 5		☐	☐	☐	☐

FY27 Goal 2:

Implement

Owner: Everyone

Task	Status:	Q1	Q2	Q3	Q4
Task 1 Test New System		☑	☐	☐	☐
Task 2		☐	☐	☐	☐
Task 3		☐	☐	☐	☐
Task 4		☐	☐	☐	☐
Task 5		☐	☐	☐	☐

FY25 Goal 3:

Identify

Owner: Steve / Tom

Task	Status:	Q1	Q2	Q3	Q4
Task 1 Find communication program that fits		☑	☐	☐	☐
Task 2 Evaluate vehicle replacement plan		☐	☑	☐	☐
Task 3		☐	☐	☐	☐
Task 4		☐	☐	☐	☐
Task 5		☐	☐	☐	☐

FY26 Goal 3:

Evaluate new software

Owner: Everyone

Task	Status:	Q1	Q2	Q3	Q4
Task 1 Determine functionality of new software		☑	☐	☐	☐
Task 2 Adjust software configuratioin		☐	☑	☐	☐
Task 3		☐	☐	☐	☐
Task 4		☐	☐	☐	☐
Task 5		☐	☐	☐	☐

FY27 Goal 3:

Survey Customers

Owner: Luke

Task	Status:	Q1	Q2	Q3	Q4
Task 1 Survey customers		☑	☐	☐	☐
Task 2 Review survey results		☐	☑	☐	☐
Task 3		☐	☐	☐	☐
Task 4		☐	☐	☐	☐
Task 5		☐	☐	☐	☐

Strategic Pillar | Repairs

FY-25 to FY-27 Operational Plan

Owner: Heavy Equipment - Steve S./Edison

Backup: Light Equipment - Steve O.

Pillar Members: Steve S.; Edison; Steve O.

PILLAR: **Repairs**

Desired Outcome: Provide quality repairs in a safe and efficient manner

METRICS

Pillar Page 1 of 1

Last Updated: 1/31/2025

0	Not Started (0%)
0	In Process (0%)
0	On Hold (0%)
0	Completed (0%)
21	**Total Tasks**

	Q1	Q2	Q3	Q4
FY25	0	3	5	6
FY26	3	3	2	1
FY27	3	0	0	0

2025 Year 1 Strategy

Identify potential staff and equipment solutions to accomodate limited space

FY25 Goal 1: Staff

Owner: Luke, Steve O.

Task	Description	Status:	Q1	Q2	Q3	Q4
Task 1	Perform calculations		☐	☐	☐	☑
Task 2	Determine task specific hours per repair		☐	☑	☐	☐
Task 3	Forecast FY26 budget needs		☐	☑	☐	☐
Task 4	Initiate new hire process		☐	☐	☑	☑
Task 5			☐	☐	☐	☐

FY25 Goal 2: Training

Owner: Steve S., Steve O., Luke

Task	Description	Status:	Q1	Q2	Q3	Q4
Task 1	Research areas requiring training needs		☐	☑	☐	☐
Task 2	Identify location for training		☐	☐	☑	☐
Task 3	Determine task specific hours per repair		☐	☐	☑	☑
Task 4	Identify Software solution to repetitive work		☐	☐	☐	☑
Task 5			☐	☐	☐	☐

FY25 Goal 3: Space

Owner: Edison

Task	Description	Status:	Q1	Q2	Q3	Q4
Task 1	Calculate needs based on current Fleet		☐	☐	☑	☑
Task 2	Measure and future forecast growth		☐	☐	☑	☑
Task 3			☐	☐	☐	☐
Task 4			☐	☐	☐	☐
Task 5			☐	☐	☐	☐

2026 Year 2 Strategy

Implement budget items identified to support training and staffing needs

FY26 Goal 1: Staff

Owner: Luke, Scott, Steve O.

Task	Description	Status:	Q1	Q2	Q3	Q4
Task 1	Identify service hours available/needed for fleet		☐	☑	☐	☐
Task 2	Staff hours needed forr equipment		☐	☑	☐	☐
Task 3			☐	☐	☐	☐
Task 4			☐	☐	☐	☐
Task 5			☐	☐	☐	☐

FY26 Goal 2: Training

Owner: Luke, Chris

Task	Description	Status:	Q1	Q2	Q3	Q4
Task 1	Forecast Training needs		☑	☐	☐	☐
Task 2	Determine Training Oppurtunities		☐	☑	☐	☐
Task 3	Promote Training		☐	☐	☑	☐
Task 4	Budget for Software		☑	☐	☐	☐
Task 5			☐	☐	☐	☐

FY26 Goal 3: Space

Owner: Edison

Task	Description	Status:	Q1	Q2	Q3	Q4
Task 1	Continue Research on Needs		☑	☐	☐	☐
Task 2	Collaborate on building process		☐	☐	☑	☑
Task 3			☐	☐	☐	☐
Task 4			☐	☐	☐	☐
Task 5			☐	☐	☐	☐

2027 Year 3 Strategy

Establish framework for longer term plan for improvements and appropiate space

FY27 Goal 1: Staff

Owner: Luke, HR

Task	Description	Status:	Q1	Q2	Q3	Q4
Task 1	Evaluate futue staff needs		☑	☐	☐	☐
Task 2			☐	☐	☐	☐
Task 3			☐	☐	☐	☐
Task 4			☐	☐	☐	☐
Task 5			☐	☐	☐	☐

FY27 Goal 2: Training

Owner: Luke, Chrs

Task	Description	Status:	Q1	Q2	Q3	Q4
Task 1	Train personnel on new software		☑	☐	☐	☐
Task 2			☐	☐	☐	☐
Task 3			☐	☐	☐	☐
Task 4			☐	☐	☐	☐
Task 5			☐	☐	☐	☐

FY27 Goal 3: Space

Owner: Luke, Chief Hagedorn

Task	Description	Status:	Q1	Q2	Q3	Q4
Task 1	Continue evaluatng building progress		☑	☐	☐	☐
Task 2			☐	☐	☐	☐
Task 3			☐	☐	☐	☐
Task 4			☐	☐	☐	☐
Task 5			☐	☐	☐	☐

WPFD STRATEGIC PLAN

Strategic Pilla | Shop

FY-25 to FY-27 Operational Plan

Owner: Heavy Equipment - Scott

Backup: Light Equipment - JT

Pillar Members: Scott, JT, Tom, Steve A., Luke/Chris

PILLAR

Shop

Desired Outcome:
Provide safe and moderrnized service facilities

METRICS

Pillar Page 1 of 1

Last Updated: 1/31/2025

0	Not Started (0%)
0	In Process (0%)
0	On Hold (0%)
0	Completed (0%)
34	**Total Tasks**

	Q1	Q2	Q3	Q4
FY25	6	7	2	1
FY26	3	3	4	2
FY27	3	5	4	1

2025 Year 1 Strategy

Optimize current spaces

2026 Year 2 Strategy

Plan for future space needs

2027 Year 3 Strategy

Design future space and begin construction

FY25 Goal 1: Clean Up Shop

Owner: JT

Task	Description	Status:	Q1	Q2	Q3	Q4
Task 1	Develop operating guidelines		☑	☐	☐	☐
Task 2	Identify new equipment lists / areas		☑	☐	☐	☐
Task 3	Clean and organize tool room		☑	☐	☐	☐
Task 4	Purge shop of junk		☐	☑	☐	☐
Task 5	Organize library		☐	☐	☑	☐

FY26 Goal 1: Create more work area.

Owner: Scott

Task	Description	Status:	Q1	Q2	Q3	Q4
Task 1	Locate additional space		☑	☐	☐	☐
Task 2	Identify decision maker on city space		☐	☑	☐	☐
Task 3	Meet with decision maker on city space		☐	☐	☑	☑
Task 4			☐	☐	☐	☐
Task 5			☐	☐	☐	☐

FY27 Goal 1: Add work space.

Owner: Scott

Task	Description	Status:	Q1	Q2	Q3	Q4
Task 1	Hire architect firm		☑	☐	☐	☐
Task 2	Develop plans for space		☐	☑	☐	☐
Task 3	Hire construction firm		☐	☑	☑	☐
Task 4	Initiate construction		☐	☐	☑	☐
Task 5			☐	☐	☐	☐

FY25 Goal 2: Complete Washbay

Owner: Scott

Task	Description	Status:	Q1	Q2	Q3	Q4
Task 1	Review current bids		☑	☐	☐	☐
Task 2	Wash bay plan overview		☑	☑	☐	☐
Task 3	Review design and award bid		☐	☑	☐	☐
Task 4	Monitor construction progress		☐	☐	☑	☐
Task 5	Look at feasibility of additional space		☐	☐	☐	☑

FY26 Goal 2: Install exhaust system.

Owner: JT

Task	Description	Status:	Q1	Q2	Q3	Q4
Task 1	Purchase equipment		☑	☐	☐	☐
Task 2	Install equipment		☐	☑	☐	☐
Task 3	Maintain system		☐	☐	☑	☐
Task 4			☐	☐	☐	☐
Task 5			☐	☐	☐	☐

FY27 Goal 2: Additional staff.

Owner: Luke

Task	Description	Status:	Q1	Q2	Q3	Q4
Task 1	identify additional staff needs.		☑	☐	☐	☐
Task 2	Complete hiring process		☐	☑	☐	☐
Task 3	Onboard new staff		☐	☑	☑	☐
Task 4			☐	☐	☐	☐
Task 5			☐	☐	☐	☐

FY25 Goal 3: Planning for Growth

Owner: Scott

Task	Description	Status:	Q1	Q2	Q3	Q4
Task 1	Visit other Shops to gather BP's		☑	☐	☐	☐
Task 2	Budget fo Facility study		☐	☑	☐	☐
Task 3	Budget fo Exhaust System		☐	☑	☐	☐
Task 4	Budget for future Staff		☐	☑	☐	☐
Task 5	Budget for addt. Equip. needs		☐	☑	☐	☐

FY26 Goal 3: lete a future space needs study (20 year ne

Owner: Luke

Task	Description	Status:	Q1	Q2	Q3	Q4
Task 1	Select firm to complete study		☑	☐	☐	☐
Task 2	Complete study with firm		☐	☑	☑	☐
Task 3	Peresent study to city leadership		☐	☐	☑	☑
Task 4			☐	☐	☐	☐
Task 5			☐	☐	☐	☐

FY27 Goal 3: Equipment

Owner: JT

Task	Description	Status:	Q1	Q2	Q3	Q4
Task 1	Identify equipment needs		☑	☐	☐	☐
Task 2	Purchase additional equipment		☐	☑	☐	☐
Task 3	Install new equipment		☐	☐	☑	☑
Task 4			☐	☐	☐	☐
Task 5			☐	☐	☐	☐

Looking Ahead: Commitment to Action

The completion of this Strategic Plan marks an important milestone in Winter Park Fire Department's ongoing efforts to enhance its services, strengthen its operations, and align with the evolving needs of the community. This plan is not a static document but a living framework that will guide decision-making, resource allocation, and continuous improvement over the coming years.

SUSTAINING PROGRESS

Achieving the objectives outlined in this plan requires ongoing commitment, accountability, and adaptability. Organizational leadership, stakeholders, and community partners will play key roles in monitoring progress, evaluating outcomes, and making necessary adjustments to remain responsive to emerging challenges and opportunities.

NEXT STEPS

Implementation & Execution Teams will begin working on the actionable steps outlined in their operational plans.

Monitoring & Evaluation Progress will be tracked through performance measures, with regular check-ins to assess effectiveness.

Adjustments & Growth As conditions evolve, the strategic plan will be revisited and refined to ensure continued alignment with organizational goals.

RELATIONAL COORDINATION

The recommended meeting cadence is designed to translate strategy into action by leveraging the seven Relational Coordination (RC) dimensions identified by Dr. Jody Hoffer Gittell. Relational coordination is effective communication and strong relationships that enhances task integration within organizations.

When supported by the right structures, it strengthens an organization’s ability to achieve key outcomes, including quality, safety, efficiency, financial stability, well-being, learning, and innovation. This approach is especially critical in highly interdependent, uncertain, and time-sensitive environments, helping teams navigate both crisis situations and everyday challenges with greater coordination and resilience.

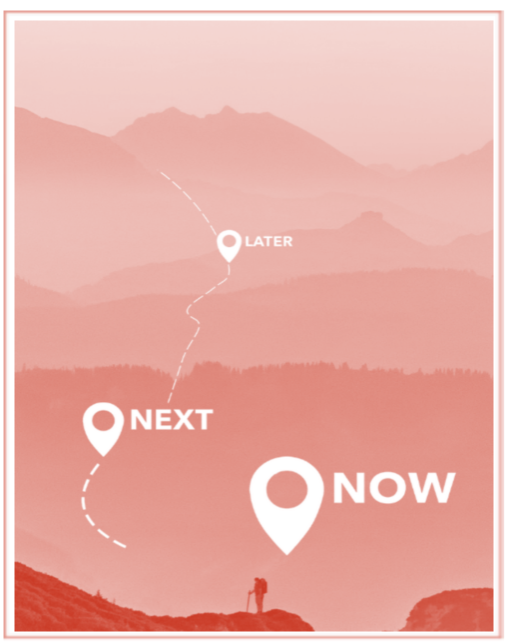
Relational Coordination Dimensions

Looking Ahead: Accountability Plan

Every week, teams representing the department's major functional areas (pillars) should hold a 30-minute meeting to discuss (1) key accomplishments, (2) lessons learned, (3) priorities for the upcoming week, and (4) support needed. These discussions serve as a checkpoint, aligning ongoing work with the strategic and operational plans to keep efforts focused and consistent.

Every month at command staff/leadership meetings the operational plan should be updated. Each goal and objective should be marked as not started, in process, or complete. The same set of questions is offered for (1) major accomplishments, (2) learning, (3) focus for the upcoming month, and (4) help needed.

Every 6 months, the entire strategic planning team reconvenes to update each pillar's operational plan and discuss (1) major accomplishments, (2) key learnings, (3) priorities for the next 6 months, and (4) support needed. The team also reviews the overall direction, goals, objectives, and tasks to confirm their continued relevance. Adjustments may be necessary based on external factors, making it common to modify, pause, or refine goals as needed.



A SHARED VISION FOR THE FUTURE

The success of this plan relies on the collaborative efforts of all stakeholders, whose engagement and commitment drive meaningful progress. By working together, Winter Park Fleet Services will continue to be a resilient, forward-thinking, and community-driven organization, capable of adapting to evolving needs while remaining steadfast in its mission.

Fitch & Associates recognizes the dedication and hard work of all participants in this process. Their insights, expertise, and commitment to excellence have strengthened the foundation for long-term growth, sustainable impact, and a future that reflects the collective priorities and values of the organization and the community it serves.

Rosemount Fire Department, MN

FITCH

& ASSOCIATES