

STRATEGIC PLAN 2013-2018

CORAL SPRINGS
REGIONAL INSTITUTE OF
PUBLIC SAFETY



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The Coral Springs Regional Institute of Public Safety

OBJECTIVE

Envision and plan the future of the Coral Springs Regional Institute of Public Safety (CSRIPS).

Initial Process

The CSRIPS Chief of Training solicited feedback with regards to a five (5) year strategic plan for the Coral Springs Regional Institute of Public Safety. Participants individually listed what they envisioned for the future of the CSRIPS. They then formed into small groups to share their individual thoughts and ideas. From the groups, strategic categories were identified and additional feedback was solicited in a large group brainstorming session regarding each category.

Maintaining the Plan

The CSRIPS employees that are assigned the responsibilities for the goals will have the tasks assigned to them as their performance objectives. This plan will be reviewed annually just before the individual performance reviews. Employees will then be evaluated on their performance of the goal and task.

Reviewing the Plan

The CSRIPS will review the progress of the Strategic Plan annually in August of each year at the State of CSRIPS staff meeting.

EXECUTIVE SUMMARY

The strategic planning team is comprised of either members of CSRIPS or representatives of City of Coral Springs departments with knowledge of CSRIPS's functions. From that meeting five main areas of focus were discussed and areas of expansion and improvement were developed. This list includes:

1. Marketing and Communications
2. External Programs
3. Revenue
4. Infrastructure
5. Internal Programs

From the areas identified the following goals have been identified and objectives developed for each of them:

- Goal One: Improve the Marketing and Communication of the Fire Academy and the programs taught at CSRIPS
- Goal Two: Provide curriculum that is meaningful, comprehensive, and meets the needs of the local agencies.
- Goal Three: Improve and focus on CSRIPS's financial status to ensure future success and growth.
- Goal Four: Focus efforts to improve and expand the Fire Academy's infrastructure.
- Goal Five: Provide in-service training programs that are required, comprehensive, and meet the needs of the Coral Springs Fire Department.

This document outlines the process to address each of these goals and complete each of the objectives. This document will be considered a living document as the function of the Fire Academy is dynamic in nature. Although this document provides a guide to the completion of goals and objectives, many factors can affect the climate experienced at CSRIPS and could significantly change the operation of this institution.

STRATEGIC PLANNING PROCESS

Introduction

The Coral Springs Regional Institute of Public Safety is a Division of the Coral Springs Fire Department. The Coral Springs Fire Department is a major department functioning for and funded by the City of Coral Springs. The City has a history of operating on a successful business model, and is a frontrunner in the area of public safety benchmarking. The city is a two-time winner of the Florida Sterling Council Award and the first municipal government to ever win the National Malcolm Baldrige Award.

This strategic plan was developed to provide a framework for future activities conducted by the Coral Springs Regional Institute of Public Safety. It is meant to be a dynamic document that will be updated on a regular. Although this document is comprehensive in nature it was developed to provide guidance and is not intended to be followed in a step-by-step fashion. A number of unforeseen issues/events can affect stringent use of this document. Those issues/events include a reduction in revenue and student population, legal or other unanticipated issues related to the national economic situation that may prevent a full roll out of the goals set forth in this plan.

Assumptions

This document is written with certain understandings and assumptions in mind. There are many issues that may affect the planned progression of this strategic plan. Therefore, this plan was written with these assumptions in mind. These statements pertain to the next five years and are not intended to reflect what may happen over a shorter period of time.

- The general economy in South Florida will remain the same or improve gradually.
- The current local agencies will continue to be consumers of the CSRIPS programs.
- The local agencies will continue to support and utilize CSRIPS at the current level of usage or increase their level of usage.
- The funding from the City of Coral Springs will remain the same or increase.
- The arrangements for the use of space at both CSRIPS and Station 71 sites will remain the same or improve.
- The City Commission will support this plan and CSRIPS in the institution of this plan.

Background

The City of Coral Springs is located on Florida's East Coast in Broward County. The Coral Springs Regional Institute of Public Safety is an integral part of the Coral Springs Fire Department. It provides in-service and specialized training programs that are attended by firefighters from throughout the South Florida area serving the training needs for over 35 different departments in eight counties. The philosophy of the Coral Springs Regional Institute of Public Safety, which falls under the direction of the Training and Public Education Division, is to create both realistic basic and advanced training, basing them on the types of incidents that are (and can be) encountered by emergency services members on a daily basis. This training is delivered by a highly qualified staff of part-time instructors, who practice what they teach at their full-time jobs with a variety of South Florida agencies. The entire curriculum is developed and presented in compliance with all local, state, and federal standards. Regional and contemporary needs are addressed as well as incorporating real life experiences and learning. CSRIPS is fully accredited by the Florida Bureau of Fire Standards and Training, the Florida Department of Education and the Florida Bureau of Emergency Medical Services. All of our instructors are experienced fire/rescue personnel, fully certified by the Bureau of Fire Standards Training and the Florida Bureau of Emergency Medical Services.

The State Bureau of Fire Standards and Training certified the Coral Springs Regional Institute of Public Safety in late 1999. The first Academy operated on the grounds of Coral Springs Fire Station 71. The first class was graduated in May 2000, and consisted entirely of volunteer members of the department who were upgrading their skills and certifications. Two classes were graduated in 2001, and we now graduate ten classes of Minimum Standards for Firefighters each year. By student volume and number of classes, the Coral Springs Regional Institute of Public Safety is one of the largest in the State of Florida. Our graduates are employed throughout Florida and several other states.

In the fall of 2001, the Coral Springs Regional Institute of Public Safety graduated its first Minimum Standards Class with a 100% pass rate on the State exams. Then we graduated two more classes with 100% pass rate on the State exams, bringing the total to three. This was a state record for consecutive 100% pass rates on the State administered written and practical exam. That record stood until 2006, when CSRIPS began a consecutive run of nine 100% pass rate classes. That record still stands today. This could not have been accomplished without the dedication and commitment of our instructors, staff, and the City of Coral Springs' management philosophy of "Always Striving for Excellence". We continue to strive for 100% pass rate from all of our Minimum Standards classes.

During 2001 and 2002, the Coral Springs Fire Department was inundated with requests to start an EMT-B program. Many of these requests came from students in our fire academy and other fire academies. Students were waiting up to a year to enter local programs. The Coral Springs Fire Department began the process to become an EMT-B training academy. In April of 2003, CSRIPS became licensed by the Florida Department of Education Commission for Independent Education and approved by the Florida Department of Health Bureau of Emergency Medical Services. Our first EMT-B class began shortly thereafter. The response was overwhelming, and we expanded from one part-time class to a full time class and a part-time class running concurrently.

The current annual operating budget for CSRIPS is provided by the City of Coral Springs, through the Coral Springs Fire Department. For Fiscal Year 2013, that budget is approximately 1.2 million dollars. All revenue is gained through student fees from conducting courses and providing other services for payment to local departments. CSRIPS resides on campuses located in Broward County. The fire training ground, six classrooms, and Academy administrative offices are located on the property at 4180 NW 120 Avenue, Coral Springs, Florida 33065. CSRIPS also uses a 4-story concrete Training Tower on the grounds of the Fire Academy.

Staff includes approximately 70 part time instructors and six part time support staff and two full time administrative staff. This includes five part time support positions which process student applications, class rosters, student and outside agency payments and clerical support for all program and Academy operations. A part-time maintenance position was begun in 2008. The two full time employees are the Chief Training Officer and the Assistant Chief Training Officer.

MISSION STATEMENT

The Mission Statement is written to both provide an overall statement of intent and to articulate the principal reason for the organization's presence within the South Florida Emergency Services community. Clearly stated and intentionally simplistic, the Coral Springs Regional Institute of Public Safety Mission Statement accurately describes the organization's general purpose:

“The mission of Coral Springs Regional Institute of Public Safety is to achieve student success by creating and sustaining a dynamic teaching and learning environment. As a public fire academy accredited to offer certificate programs, the institution and the City of Coral Springs are committed to fostering a learning-centered community that celebrates diversity and inclusion by empowering and engaging students, faculty, and staff.”

VISION STATEMENT

In addition to knowing who they are and understanding their beliefs, all successful organizations need to determine where they expect to be in the future. Having established a statement of the organization's mission, the Strategic Planning Group worked to state a vision of what the Coral Springs Regional Institute of Public Safety should seek for its future. Vision Statements provide targets of excellence that the organization will seek to attain and provide a basis for framing its goals and objectives. The following vision statements for the Coral Springs Regional Institute of Public Safety represent the consensus of the Fire Department and the City of Coral Springs.

The Coral Springs Regional Institute of Public Safety Vision Statements are:

- 1. We will develop and present training that is meaningful and innovative to meet the needs of our local fire agency personnel.*
- 2. We are committed to deliver a quality education that will further the professional and educational goals of our students through agreements and articulations with other higher level, educational organizations and local Fire Departments.*
- 3. We will continually strive to produce courses and training that are cost effective, responsible, and ever changing to develop a firefighting workforce that is progressive, knowledgeable, and willing to move the fire service into the future.*

The mission and vision are the foundation of any successful organization. Every effort should be made to keep these current and meaningful so that the individuals who make up the organization are well guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT)

The staff of the Coral Springs Regional Institute of Public Safety defined its strengths, weaknesses, opportunities, and threats in order to fully understand the scope and limitations of its environment.

Strengths are identified to help the organization build on those foundations that currently lend the best support to its successful address of its mission.

Weaknesses must also be identified and considered for the organization to limit obstacles that might be impeding its optimal performance.

Opportunities always exist for improving, expanding, developing, or enhancing services offered and the quality of service delivery.

Threats also exist that, while not under the organization's control, must be acknowledged and considered for opportunities to be successfully pursued.

Consideration of strengths, weaknesses, opportunities, and threats ensures that plans developed will reflect strategic efforts to maximize strengths, reduce or eliminate weaknesses, seize opportunities, and surmount challenges as goals, objectives, and tasks are defined and accomplished.

The strategic planning process for the Coral Springs Regional Institute of Public Safety has utilized these views and perceptions to help ensure the best chances of success for each of its component initiatives.

Strengths

- Well-established reputation for excellence
- Local departments use us as a training resource
- Creative and energetic staff and Instructors
- Only Dive Rescue program in area
- Approved for VA benefits and credit card payments
- Effective part time staff for support services
- Attractive facility with convenient travel location, easy access from Turnpike, I-95, I-75, and I-595 through Sawgrass Expressway
- Recent track record of financial gross profit
- Assets to the Coral Springs Fire Department In-Service Training Program
- Able to provide training to Fire Departments across the region at their facilities
- Provides full service FLUSAR training classes
- Involvement in UASI grants to provide training and equipment across Region 7

Weakness

- Limited parking available
- Limited room to expand
- No lodging facilities for out of town students
- Large purchases need capital budget approval and planning
- No replacement/ depreciation schedule for major items
- Loss of computer lab
- No access to state higher-ed funding (Bright Futures, pre-paid)
- Fewer outside instructors to develop local department relationships
- Dependence on CSFD based Instructors
- No major auditorium for conference type speakers
- Limited number of full time employees to do marketing, development and administrative work

Opportunities

- Limited money for training by local departments (also a threat)
- Responsive and flexible
- Develop full range of recertification classes for Instructors, Inspectors, and Fire Fighters
- Computer lab for high tech simulation programs / IMS training
- Will be implementing IPADs for academy use
- Bring in “Big draw” conference speakers on an annual schedule
- Develop program for local FD promotional testing utilizing a Driving Simulator

Threats

- Increasing competition locally and state wide
- Limited money for training by local departments (also an opportunity)
- Tax cut proposals may limit city funding available
- Economy impacting student ability to pay
- Numerous local academies and new certified training facilities opening , which include existing Fire Academies such as Broward Fire Academy and Hollywood as a recently approved Training Center
- Increase in course offerings with a limited instructor pool
- Drought conditions may limit water based training programs

PLAN

Goals and objectives are necessary to provide clear direction for daily activities and to establish the strategic framework that merges those activities into effective pursuit of the organization's mission. Since goals and objectives are management tools, they should be updated on an ongoing basis to identify what has been accomplished and to note changes within the organization and the community. These changes may suggest needed modifications in the objective identified or the methods employed to achieve them. The Strategic Plan will be organized under several headings identifying needs in those general areas. These areas of focus were identified during the Strategic Planning Session conducted February 2013. The main areas of focus will be: Marketing and Communication, External Programs, Revenue, Infrastructure, and Internal Programs.

Strategic Initiatives

- Improve the Marketing efforts of CSRIPS by focusing on both internal and external customers of CSRIPS.
- Improve the relationships between the member agencies by using CSRIPS as a catalyst to break down barriers between the agencies and provide training for interdepartmental interoperability.
- Develop a means to attract new local agencies.
- Create an environment of ownership in CSRIPS
- Make course schedules more accessible for a larger number of potential students.

Goal 1 – Marketing & Communication

Improve the Marketing and Communication of the institution and the programs taught at CSRIPS

Objective 1A: Identify the level of marketing that will meet the needs of the CSRIPS.

Last Review Date: September 2015

Responsibility: Chief of Training, Sr. Office Assistant

Critical Tasks:

- Review the current level of marketing done and evaluate the number of persons reached through the current efforts.
- Identify the customers that need to be reached through marketing efforts.

Achievements to Date:

- 2015: Marketing materials are currently being developed to ‘target’ demographics. These range from high school career fairs to expos to current Fire Chiefs planning department training.
- 2015: CSRIPS has expanded the EMT high school program into a second county.

Objective 1B: Develop a plan to attract out of area students to symposium style classes utilizing the “place of vacation destination” theme.

Last Review Date: August 2013

Responsibility: Chief of Training, Sr. Office Assistant

Critical Tasks:

- Evaluate the cost of nationwide advertising in trade magazines.
- Develop classes that lend themselves to 2-3 day formats for out of state students
- Identify nationally known speakers for presentations at CSRIPS that would attract students nationally.

Evaluation of Success

- Ask students how they found out about the classes that they are enrolled in and compare against prior years with no marketing effort.
- Look at enrollment from the local high schools during career day, job fair day, etc.
- Look at past enrollment to see if there is a diversity of students
- Get into the local high schools and market CSRIPS programs to everybody regardless of gender/race.

- Look at enrollment to see how many students are from outside the local marketing area
- Observe students throughout the programs to see if they choose a project that helps enhance CSRIPS's operations such as repairing props, or creating props.
- Observe the instructors to see if they "sell" the idea of ownership and help to facilitate the students towards their goals of creating/repairing props.

Goal 2 - Ownership

Create an environment of ownership among the student population and focus on total student career development through future planning.

Objective 2A: Create a campaign to develop student's sense of ownership in CSRIPS

Last Review Date: September 2015

Responsibility: Lead Instructors, Instructor of the Day, Program Coordinator

Critical Tasks:

- During orientation stress that the student has ownership in the fire service and instill pride among the student population.
- Provide training that focuses on both the tradition of the fire service as well as the future of the fire service.
- Provide training to the instructional staff that both instill the mission of CSRIPS and the overall meaning of teamwork, pride, and integrity found in the fire service.

Achievements to Date:

- 2015: Course evaluations are completed at the midpoint and endpoint of class. Evals are summarized and reviewed by the Chief of Training. Chief then reviews the evals with the Lead Instructor to determine a course of action in the classroom or with the Program Director and Administrator to see if a program wide change is needed.
- 2015: EMT and Paramedic students are now participating in EMS competitions representing CSRIPS. This instills a sense of pride in CSRIPS as well as their desire to represent the fire service.
- 2015: A greater attempt has been made at including students in various Firefighter and Benevolent fundraisers throughout the year. This allows the students to experience the brotherhood beyond the classroom walls.

Objective 2B: Develop a portion of the new firefighter curriculum that will focus on career planning for promotions and personal growth.

Last Review Date: September 2015

Responsibility: Chief of Training, Program Coordinators

Critical Tasks:

- Provide classroom time to teach the students about planning for their future once they are in the fire service.

- Develop into the curriculum a portion on planning for the future including extending their education and setting goals for their future within the fire service.
- Stress the need to utilize good judgment not just on the fire ground but also in their careers, personal life, and future planning.

Achievements to Date:

- 2015: The updated CSRIPS website will break down classes by career goals and career path. This will easily allow students to determine what course they need to complete in order to achieve their goals.
- 2015: CSRIPS has integrated an EMT prep class as part of the curriculum to help boost pass rates.

Objective 2C: Develop a means to provide access of student certification, grades, and career progress planning through an internet or other source

Last Review Date: September 2015

Responsibility: Chief of Training

Critical Tasks:

- Evaluate the possibility of providing internet-based grades and progress reports.
- Identify ways to allow students to view their own student records from a remote site.
- Seeking ways to provide a solution for tracking training through the use of Target Solutions (this task is not valid for students attending CSRIPS. Only valid for CSFD in-service training).

Achievements to Date:

- 2015: CSRIPS is implementing an automated registration and student records system. When the curriculums are also implemented, this will also allow the students to see their progress real time as well as provide students instant access to their records and the ability to provide transcripts.
- 2015: The new CSRIPS website will allow students to plan out their courses for their chosen career goals.

Evaluation of Success

- Success will be accomplished once a LMS system is in place
- Track all students after completion of classes to see what they are doing (job placement/continuing education)
- Students would be tracked over a period of one year

Goal 3 – Improve Financial Status

Improve and focus on CSRIPS's financial status to ensure future success and growth.

Objective 3A: Explore ways to both secure and develop additional alternate funding for CSRIPS

Last Review Date: September 2015

Responsibility: Chief of Training, Deputy Chief

Critical Tasks:

- Investigate alternative funding including philanthropy and scholarship opportunities.
- Investigate and seek out opportunities for grants that will grow and support training programs such as UASI grants.

Achievements to Date:

- 2015: CSRIPS is constantly networking to look for additional scholarship opportunities for students.

Objective 3B: Develop opportunities to gain funding from non-traditional coursework at CSRIPS.

Last Review Date: September 2015

Responsibility: Chief of Training, Deputy Chief, Program Coordinators

Critical Tasks:

- Develop and present non- typical training that focuses on private industries. Areas of consideration should include NFPA compliance, HazMat Training, Industrial Fire Brigade, General Fire Safety for industry, etc..
- Ensure effective utilization of County, State, and Federal funding, and create training partnerships for in-service among local departments.

Achievements to Date:

- 2015: CSRIPS is working to expand our presence internationally. We are currently working with departments internationally with locations in Columbia and Israel.

Evaluation of Success

- Success of additional funding shall be measured by how many grants CSRIPS is approved for per year.

Goal 4 - Infrastructure

Focus efforts to improve and expand the Fire Academy's infrastructure.

Objective 4A: Improve the current level of training and expand to meet the needs of area agencies

Last Review Date: September 2015

Responsibility: Chief of Training, Program Coordinators

Critical Tasks:

- Identify the needs of the member agencies related to training and career development of their firefighters and inspectors.
- The programs should focus on continuing education for firefighters, fire officers, and fire inspectors.
- Develop training and educational programs that will improve the skill and education of the area agency workforce.
- Programs will include guest speakers who specialize in their field.
- Programs will include working symposium style courses (Hands on Training??).
- All course work will be provided with a regional focus to identify best practices from all South Florida fire departments with input from the Occupational Advisory Committee.

Achievements to Date:

- 2015: CSRIPS meets monthly with the OAC and local training chiefs to determine any gaps in training as well as any rules that may mean updated training.

Objective 4B: Develop a plan to improve the Main CSRIPS training site located at 4180 NW 120th Avenue

Last Review Date: August 2013

Responsibility: Deputy Chief, Chief of Training, Program Coordinators

Critical Tasks:

- Fund ongoing maintenance for repairs on the flashover prop and structure burn props.
- Enhance the basic confined space tunnel / pipe prop
- Identify and develop a means to provide water recycling / "green" sustainability at the CSRIPS main site.
- Maintain Classroom electronics
- Enhance the Liquid Propane site
- Develop a TRT multi-discipline prop

Objective 4C: Improve the equipment and apparatus used for training at the Academy.

Last Review Date: August 2013

Responsibility: Chief of Training, Program Coordinators

Critical Tasks:

- Under current course load 3-4 fire apparatus are needed on the CSRIPS campus on weekdays when both minimum standards classes and a DE class is operating.
- All of these apparatus need to be on a rotational basis with replacement or major maintenance of at least one unit every 3-4 years.
- Develop a plan to have more of the training props mobile and able to provide training at outside department selected sites.
- Develop a periodic replacement plan for all equipment used on the fire grounds. (SCBA, radios, ropes, rappelling apparatus, hoses, appliances, etc.)

Achievements to Date:

- 2015: CSRIPS is currently on schedule to replace the engines as well as rescue for the programs. Current CSFD trucks are in line to be replaced and when the existing are decommissioned they will be made available to CSRIPS. This should begin in calendar year 2016.

Evaluation of Success

- Measurement of success is accomplished by the increased amounts of classes that CSRIPS is contracted to provide throughout the 5 year strategic plan.
- Measurement of success is accomplished by creating and enacting the replacement plan for building upgrades. As building/grounds is updated/repared is a direct reflection of adhering to the Strategic Plan.

Goals Addressed Since Last Review

Goal 5 - Curriculum

Provide curriculum that is meaningful, comprehensive, and meets the needs of the local agencies and other emergency response departments.

Objective 5A: Provide or improve the current training that focuses on fundamental skills.

Last Review Date: August 2014

Responsibility: Chief of Training, Program Coordinators

Outcome:

- Courses are designed utilizing all current standards and criteria
- Staff credentials are constantly under review for the addition of new course offerings

Objective 5B: Diversify special operations courses to include some non-traditional courses.

Last Review Date: August 2014

Responsibility: Chief of Training

Outcome:

- Chief of Training meets with agencies or departments in need to customize training

Objective 5C: Focus training efforts on safety and aspects of scene safety.

Last Review Date: August 2014

Responsibility: Chief of Training, Program Coordinators

Outcome:

- Provide training for departments that is focused on site specific fire training and use of acquired structures for skills refresher and enhancement.

Objective 5D: Improve process for coordination of student follow up activities.

Last Review Date: August 2014

Responsibility: Chief of Training, Program Coordinators

Outcome:

- Contract with IntegriShield for student tracking
- Implementation of LMS system will allow for better documentation of results

NOTES: