



# Panama City Fire Department 2026-2031 Strategic Plan

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# Message from the Fire Chief

## Panama City Fire Department Strategic Plan 2026-2031



It is with great pride and a deep sense of responsibility that I present the Panama City Fire Department's (PCFD) 2026–2031 Strategic Plan. This document reflects our department's evolution from a traditional fire suppression agency into a modern, multifaceted organization committed to meeting the diverse needs of the community we serve.

As a public safety entity, our highest obligation is to deliver responsive, high-quality services in a manner that is both fiscally responsible and aligned with the expectations of those we protect. Today, PCFD provides not only fire suppression but also emergency medical services, technical rescue, hazardous materials response, and an expanding portfolio of community risk reduction initiatives. Our approach is grounded in professionalism, service, and continuous improvement.

This Strategic Plan charts a deliberate and forward-thinking path toward operational excellence. It identifies community needs and service expectations, assesses internal and external stakeholder perspectives, and evaluates organizational capacity and resource requirements. The goals and objectives set forth in this plan aim to close identified gaps and build a stronger, more resilient department that is well-equipped for the challenges of tomorrow.

Our planning process adhered closely to the principles of the **Commission on Fire Accreditation International (CFAI)** and the **Center for Public Safety Excellence (CPSE)**. Developed in accordance with the **10th Edition of the Fire & Emergency Service Self-Assessment Manual**, this plan employs a **Community-Driven Strategic Planning** model that emphasizes transparency, inclusiveness, and measurable outcomes.

This document is the result of many hours of thoughtful discussion and collaboration by our Strategic Planning Team—a cross-section of administrative and operational personnel representing the full rank structure of our department. Their insights, experience, and dedication were vital to the development of a plan that is both visionary and grounded in operational reality.

The next five years represent a pivotal time in our department's history. Guided by this plan, we will continue to build on our strengths, address our challenges, and ensure that PCFD remains a trusted, progressive, and professional public safety agency. I am confident that, together—with our personnel, leadership, and community—we will continue to rise to meet every challenge and opportunity that lies ahead.

Respectfully,

A handwritten signature in black ink that reads "David Collier".

**David W. Collier**

Fire Chief

Panama City Fire Department

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# Introduction

## Panama City Fire Department Strategic Plan 2026-2031

### Introduction

PCFD has evolved significantly from its original, single-purpose mission of fire suppression. Today, PCFD is a modern, all-hazards response agency that provides a wide array of programs and services tailored to meet the dynamic needs and expectations of the community. As a public service organization, PCFD is committed to delivering high-quality service in a fiscally responsible manner while upholding the highest standards of professionalism, integrity, and operational excellence.

The 2026–2031 Strategic Plan provides a clearly defined roadmap for the department’s continued growth and service improvement. It identifies and prioritizes the programs and services required by the community, evaluates the expectations of both external and internal stakeholders, assesses current and future resource needs, and establishes actionable goals and objectives to address identified service gaps and organizational challenges. Through this plan, PCFD will strengthen its ability to fulfill its mission and realize a shared vision for the department’s future.

This Strategic Plan was developed in alignment with the CFAI guidelines and adheres to the methodology outlined in the 10th Edition of the Fire & Emergency Service Self-Assessment Manual. The plan follows the Community-Driven Strategic Planning model, which emphasizes inclusivity, transparency, and measurable outcomes. Key conceptual components—including stakeholder input, environmental scanning, and performance evaluation—were used to ensure the plan reflects the true needs and expectations of the community and the organization.

This document represents the collective efforts of the PCFD Strategic Planning Team, a dedicated and diverse group of personnel drawn from all levels and divisions of the department. Their commitment, insight, and hard work were instrumental in shaping a strategic vision that is both aspirational and attainable.

Through the implementation of this Strategic Plan, PCFD reaffirms its commitment to continuous improvement, accountability, and exceptional public service—ensuring that it remains a trusted, responsive, and forward-thinking agency for the City of Panama City.

# Organizational Background

## Panama City Fire Department Strategic Plan 2026-2031

### PCFD Beginnings

In the early 1900's, the Panama City-Bay County area was beginning to grow and the need for a Fire Department was becoming apparent. As a result of this need, the City of Panama City established one of the first Volunteer Fire Departments in the Bay County area.

Established in 1912, the Fire Department's first equipment consisted of a couple of 2-wheeled hose carts carrying approximately 500 feet of hose. As a means for alerting the Fire Department, the city's first alarm bell was hung in an old oak tree in the City Park, was approximately 18 inches in diameter, and could easily be heard throughout the town.



In 1918, the department began its move toward more modern times and purchased its first piece of motorized fire apparatus. This initial unit was a 6-cylinder American LaFrance Pumper which was housed at the site of the old National Guard Armory in the vicinity of what is now 6th Street and Harrison Avenue. Jim Richards, the first driver / operator of this modern piece of fire equipment, drove the engine for a period of 12 years, from 1918 to 1930.

In 1926, Joe Alexander became the first paid Engineer / Driver of a Fire Apparatus and served in this capacity from 1929 to 1941.

In 1937, PCFD received its second pumper, a Peter Pirsch, with a positive displacement pump. It was also during this time frame that the city began the installation of water mains and fire hydrants to better meet the growing needs of the community.

### Personnel

As PCFD transitioned through time, the Department was divided into 2 companies, "A" and "B", with each company consisting of 12 men. In that day and age, the only compensation Firefighters received was a \$6 refund of street taxes which was levied against all able- bodied men between the ages of 18 and 45.

# Organizational Background Cont.

## Panama City Fire Department Strategic Plan 2026-2031

To better serve the community, “A” company stored their fire cart at the lower end of the Main Street which is currently known as Harrison Avenue. In contrast, “B” company stored their fire cart at a location known as Cowser’s Service Station which was in the vicinity of what is now the intersection of 4th Street and Harrison Avenue.

As time went on, the cost of providing fire service began to rise. To address this concern, the 1923 Town Council began to charge fees for all out-of-town calls.

The fee schedule was based on the location of the incident and was implemented as follows: Lynn Haven - \$20, Saint Andrews - \$10, Millville - \$10, plus an additional \$1 per hour for each Firefighter to compensate for time away from the station. Moving forward to 1932, the City of Panama City established a fully paid department.

### Current Day

Today, PCFD has a staffing level of 86 full-time members serving in operational and administrative positions. From 5 stations, the department responds within the jurisdictional boundaries established by Section 1 of the City of Panama City Charter in addition to calls for automatic and requested mutual aid.

PCFD offers a myriad of services that includes Fire Suppression, Emergency Medical Response, Fire and Life Safety Education, Fire Prevention and Code Compliance, Public Relations, and Technical Rescue mitigation in Hazardous Materials, Dive, Fire Boat, High Angle, Confined Space, Structural Collapse, Swift Water / Flooding, Trench Collapse, and Vehicle Machinery.

To carry out these services, the department maintains four engines, one 100' aerial platform, one 78' aerial ladder, one light rescue, various command / staff vehicles, and a technical rescue equipment cache stowed in response trailers for rapid deployment. PCFD has achieved a Class 2 municipal fire insurance rating from the Insurance Services Organization. The department remains compliant with local, state, and federal regulations through the administration of the City of Panama City Administrative Personnel Policies as well as PCFD Guidelines and Policies.



# PCFD Operations & Performance

## Panama City Fire Department Strategic Plan 2026-2031

Incident Data for 2020-2024				
Years	Fire Calls	EMS Calls	Non-Fire Calls*	Total
2024	159	3525	2166	5850
2023	124	2773	2073	4970
2022	135	2407	1991	4533
2021	148	2370	1879	4397
2020	130	2275	1367	3772

**Table 1:PCFD Incident Data 2020-2024**

\* Non-Fire Calls Include Incidents Such as Motor Vehicle Accidents, Rescues, Water Emergencies, etc.

### Incident Data for Structure Fires (2024)

Performance Objectives (Averages)	Benchmark Goals	Benchmark Outcomes
Turnout Time	80 Seconds / 1 Minute 20 Seconds	1:17
First Unit Travel Time	240 Seconds / 4 Minutes	2:35
Total Unit Response	480 Seconds / 8 Minutes	5:23
Civilian Injuries	0	0
Civilian Deaths	0	0

**Table 2: PCFD Structure Fire Incident Benchmarks**

# Organizational Structure

## Panama City Fire Department Strategic Plan 2026-2031

### Panama City Fire Department Organizational Chart



# Community-Driven Strategic Planning

## Panama City Fire Department Strategic Plan 2026-2031

PCFD's 2026–2031 Strategic Plan is founded upon the **Community-Driven Strategic Planning** (CDSP) model developed and promoted by the **CPSE** and the **CFAI**. This proven methodology places the community at the center of the planning process and emphasizes inclusiveness, transparency, and accountability in determining the direction of public safety organizations.

Community-Driven Strategic Planning enables the department to engage internal and external stakeholders to better understand the community's expectations, needs, and priorities. Through structured input sessions, stakeholder surveys, and internal assessments, PCFD was able to gain a comprehensive perspective on its current performance and future opportunities. This approach ensures that our goals are not only operationally relevant but also aligned with the values and expectations of the community we serve.

A key feature of this planning model is the incorporation of **S.M.A.R.T. objectives**, which provide a framework for setting clear, actionable, and measurable goals. Each objective developed through this process adheres to the following principles:

- **Specific** – Clearly defined and focused, leaving no ambiguity about the desired outcome.
- **Measurable** – Quantifiable, with criteria to track progress and assess achievement.
- **Achievable** – Realistic and attainable within the department's capacity and resources.
- **Relevant** – Directly aligned with the department's mission, vision, and strategic priorities.
- **Time-Bound** – Established within a defined timeline to ensure progress and accountability.

By integrating S.M.A.R.T. objectives into the strategic planning process, PCFD ensures that its strategic goals are actionable and results oriented. This not only enhances internal accountability but also allows the department to effectively communicate progress to the public and key stakeholders.

This strategic planning model provides a structured path for improvement, supports continuous performance assessment, and lays the foundation for future **CFAI accreditation or reaccreditation**. Through its use, PCFD demonstrates its commitment to excellence, transparency, and the continuous pursuit of better outcomes for the community.

# Community-Driven Planning Outline

## Panama City Fire Department Strategic Plan 2026-2031

### The Community-Driven Strategic Planning Process Outline

*Effective* strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no defined end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progression and success will be measured.

1. Define the programs provided to the community.
2. Establish the community's service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization, along with aspects of the organization that the community views positively.
4. Revisit the mission statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
5. Revisit the values of the organization's membership.
6. Identify the internal strengths and weaknesses of the organization.
7. Identify areas of opportunity or potential threats to the organization.
8. Identify the organization's critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.

# Community-Driven Planning Process

## Panama City Fire Department Strategic Plan 2026-2031

### Community Group Process

A key aspect of PCFD's organizational philosophy is a strong commitment to the community and a recognition of the importance of community satisfaction. Over the course of several months, the department engaged in a comprehensive process to gather community feedback on its programs and services. Community representatives were invited to provide input, with an emphasis on prioritizing the value and effectiveness of the department's offerings.

This feedback was collected through a variety of channels, including a strategic priorities workshop, meetings, open houses, and community events, all centered around identifying expectations, concerns, and perceptions about the department. Stakeholders were asked to rank priorities and share both positive comments and areas for improvement. Detailed findings from these community engagement efforts are provided in the Community Group Findings section of this document.

Department stakeholders carefully reviewed and incorporated this community input to better understand the current challenges facing the organization. Furthermore, the feedback helped guide alignment between community expectations and the department's mission, values, vision, and improvement goals.



Strategic Priorities Workshop – February 2025

# Community Group Findings

## Panama City Fire Department Strategic Plan 2026-2031

### Community Group Findings

Community-driven strategic planning relies on meaningful input from external stakeholders and community members. PCFD extends its sincere appreciation to everyone in the community who participated in the survey process. Your feedback played a vital role in shaping the development of PCFD's Strategic Plan.

External perspectives were gathered from two primary sources. First, residents from each city ward and local business owners provided input during a strategic priorities workshop. Second, over a six-month period, additional feedback was collected through an online survey and during various public events. The full survey instrument can be found in **Appendix A**.

Participants were asked to rate the relative importance of each program or service on a scale from 1 (Not Important) to 5 (Very Important). The Customer Rating percentage reflects the proportion of respondents who gave a rating of 5, calculated by dividing the number of "Very Important" responses by the total number of responses (N=99). Each program or service was then ranked based on this percentage.

Programs	Not Important		Very Important			Customer Rating	Rank
	1	2	3	4	5		
Fire Suppression					18	100%	1
Medical Response – Basic Life Support					18	100%	2
Disaster Response**					18	100%	3
Specialty Response*				3	15	83.33%	4
Fire Prevention / Code Compliance			1	3	13	72.22%	5
Fire & Life Safety / Public Education			1	5	12	66.67%	6

**Table 3: External Customer Importance of Programs and Services**

\* Specialty Response includes Hazardous Materials, Dive, USAR, Fire Boat

\*\* Disaster Response includes Floods, Hurricanes, and other Severe Weather Events

### Observations

- Respondents view department core services very favorably which lends to organizational support and establishes a need for programs and services being offered.

# Community Group Findings Cont.

## Panama City Fire Department Strategic Plan 2026-2031

PCFD gathered input from external customers to assess the perceived importance of its programs and services. Survey respondents were asked to rate each service on a scale from 1 (Not Important) to 5 (Very Important). The results helped identify which services the community values most, guiding the prioritization of organizational goals and resource allocation.

Direct Contact	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Customer Satisfaction
The department responded in a timely manner				1	7	87.50%
The department acted in a professional manner					8	100%
Personnel were knowledgeable regarding my situation					8	100%
Personnel were helpful in handling or solving my problem					8	100%
The services that I received met my expectations					8	100%
The department provides services that meet community needs				1	7	87.50%
Perceptions / Reputation						
The department responds in a timely manner				3	15	83.33%
The department acts in a professional manner				2	16	88.89%
Personnel are knowledgeable					18	100%
The department addresses fire related problems in a timely manner				2	16	88.89%
The department meets my expectations				2	16	88.89%
The department provides services that meet community needs			1	2	15	83.33%

**Table 4: Customer Satisfaction**

# Community Group Findings Cont.

## Panama City Fire Department Strategic Plan 2026-2031

### Observations

- The department is highly regarded for its technical excellence, service delivery, and professionalism.
- The department has a positive community perception regarding service delivery, and professionalism.

### Customer Expectations

Our external customers were asked to list their expectations, in priority order, of what subject they feel PCFD should focus on for the next 5 years. This question is important when evaluating the need for future programs or services. The department asked participants to list programs or services they would like to see the department add to its current services.

Quick Response Times (12)
Enhance Fire Prevention / Public Education (10)
Working Fire Hydrants (5)
Better EMS Services (5)
Updated Equipment (5)
Disaster Response (4)
Funding for the FD (3)
Continuing Education for FD Personnel (3)
Department Growth (2)
Put Out Fires (2)
Communication (2)
Life Safety (2)
Increase Staffing Levels
Budget Management
Updating of Facilities
Professionalism
Emotional Intelligence
Grant Funding

**Table 5: Customer Expectations**

# Community Group Findings Cont.

## Panama City Fire Department Strategic Plan 2026-2031

### Observations

- PCFD's response times are currently under the NFPA listed recommendation due to current staffing / station locations in operation.

### Areas of Concern

Strategic planning would be incomplete without a clear understanding of areas in which the department can improve. These areas may reflect valid concerns or actual operational weaknesses. However, they may also arise from misperceptions, often due to a lack of information or the presence of inaccurate data. Recognizing both realities and perceptions is essential to developing effective strategies that address root causes, build trust, and align efforts across the department.

Lack of Funding (4)
Outdated Facilities (4)
Fire Hydrants Not Working (3)
Not Enough Staffing (2)
Not Providing Enough Medical Service
Reduction in Fire Assessment
Ability to Put Out Fires
Not Keeping Pace with City Growth
• No Stations in PC North
Pay for Personnel is Not Competitive

**Table 6: Customer Concerns**

### Observations

- Increased public awareness about the department and all of the services it provides would be beneficial.
- PCFD should continue to look for alternative funding sources to assist with funding shortfalls.
- Continue looking at ways to enhance response capabilities to PC North area.

# Community Group Findings Cont.

## Panama City Fire Department Strategic Plan 2026-2031

### **Positive Community Feedback**

Positive community feedback allows the department to properly utilize resources by not putting forth needless efforts and resources or over-developing areas that are already successful.

Provides Education to the Public
Excellent Services Provided
PCFD does a Great Job. I am Glad that I live in the city this department takes care of
I appreciate that PCFD wave's back when I wave at them. They are Great People
No Concerns, I am in a high response area
Thank you for your enduring service to your community
Well done to the entire department

**Table 7: Positive Community Feedback**

### **Observations**

- Strengths reflect success in delivering service to the community which is, in turn, enabled by effective equipment, training, policies and procedure.

# Internal Stakeholder Group Findings

## Panama City Fire Department Strategic Plan 2026-2031

### Internal Stakeholder Group Findings

The internal component of the strategic planning effort focused on PCFD's Mission, Vision, and Core Value Statements, Core Programs and Services as well as the Strengths, Weaknesses, Opportunities, and Threats (S.W.O.T.) Analysis. This information was obtained from an internal survey process over a one-month period. The survey questions and results of the survey may be found in **Appendix B**. The survey addressed examined the four cornerstones of quality service delivery: facilities and equipment, personnel, training, and policies and procedures. The results of this survey were provided to each member of the department.

### Mission Statement, Vision Statement, and PCFD Core Values

The mission provides an internal aspect of the existence of an organization and to a degree, an empowering consideration for all department members. The purpose of the mission is to answer the questions:

- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom?

The Strategic Planning Team reviewed the department's existing Mission Statement to determine its relevance. Upon review, the Planning Team agreed that the existing statement is consistent with the above defining criterion.

#### **Mission Statement**

As first responders to fires, public safety and medical emergencies, Panama City Fire Department protects the lives and property of Panama City residents and its visitors. This is accomplished through fire suppression, rescue, code enforcement, public education, fire investigation, emergency medical response, and continual professional development through training and education.

# Internal Stakeholder Group Findings Cont.

## Panama City Fire Department Strategic Plan 2026-2031

Serving as a guiding principle in fulfilling the department's mission, the Vision Statement establishes the foundational expectations for employee behavior and serves as a source of inspiration for all PCFD personnel to strive for excellence. The Strategic Planning Team reviewed the current Vision Statement and reached a consensus that it remains relevant and continues to reflect the department's aspirations and values.

### **Vision Statement**

The Panama City Fire Department will continuously strive to meet the changing needs of our community and to be the best Fire Department in the State. We will accomplish this by providing a modern and technologically advanced Fire Department, an enhanced and highly trained medical response service, maintain a high level of readiness for any type of emergency, and focus on the professional development and training of all our personnel. We hold ourselves accountable to our motto of being the "Home of Florida's Best Trained Firefighter's" and will continue to do so to ensure we provide the most responsive and effective emergency service to the citizens and visitors of Panama City.

The Strategic Planning Team reviewed the department's Core Values, which expand upon the Vision Statement by articulating the shared beliefs that shape PCFD's organizational culture. These values serve as the foundation for decision-making and guide the behavior and priorities of all personnel.

### **Core Values Statement**

**Service:** We will continue our unyielding commitment to protect and serve the community and its citizens.

**Professionalism:** Demonstrating the highest levels of customer service while ensuring skills and knowledge are maintained and mastered.

**Innovation:** Always looking into the future and leveraging technology and training to enhance the safety of our personnel and the services which we provide to our citizens.

These statements—Mission, Vision, and Core Values—form the foundation for achieving organizational excellence and serve as a moral compass guiding every aspect of department operations. Every effort will be made to ensure these statements remain current and reflective of the department's evolving goals and community expectations. They are prominently displayed at each station and published on the department's website to reinforce their importance and accessibility.

# Internal Stakeholder Group Findings Cont.

## Panama City Fire Department Strategic Plan 2026-2031

### Programs and Services

To ensure a more focused and effective evaluation of organizational issues and gaps, it is essential to distinguish between core programs and supporting services. Core programs represent the primary services delivered by the department to the community, while supporting services encompass the internal and external functions that enable the successful delivery of those core programs.

Understanding this distinction is critical, as issues may arise in either area, or each requires a tailored strategic response. Supporting services can be both internal (such as logistics or training) and external (such as mutual aid agreements or state-level resources), and their classification influences how they are addressed within a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis. Moreover, it is important for department stakeholders to recognize that delivering core programs often depends on a network of local, state, and national support systems.

During a brainstorming session, department stakeholders identified and agreed upon the core programs provided to the community, along with many of the supporting services that underpin them. This collaborative process fostered a clearer understanding of the differences between core and supporting elements and underscored the strategic value of these differences.

Fire Suppression	Emergency Medical Services – Basic Life Support / Non-Transport
Fire and Life Safety Education	Fire Prevention and Code Enforcement
Technical Rescue:	
<ul style="list-style-type: none"><li>• Auto Extrication</li><li>• Confined Space Rescue</li><li>• Trench Rescue</li><li>• High-Angle Rescue</li><li>• Structural Collapse Rescue</li></ul>	<ul style="list-style-type: none"><li>• Swiftwater / Flood Water Rescue</li><li>• Dive Rescue &amp; Recovery</li><li>• Overland Search &amp; Rescue</li><li>• Hazardous Materials Response</li></ul>

**Table 8: PCFD Core Programs**

# Internal Stakeholder Group Findings Cont.

## Panama City Fire Department Strategic Plan 2026-2031

Training & Safety	City of Panama City Commission
<p>City of Panama City Departments</p> <ul style="list-style-type: none"><li>• City Manager's Office</li><li>• City Clerk Office</li><li>• Human Resources</li><li>• Public Works</li><li>• Underground Utilities</li><li>• Engineering / GIS</li><li>• Panama City Police</li><li>• Building Department</li><li>• IT Department</li></ul>	<p>Bay County Emergency Agencies</p> <ul style="list-style-type: none"><li>• Bay County Sheriff</li><li>• Bay County Fire &amp; Emergency Services<ul style="list-style-type: none"><li>• EMS</li><li>• Dispatch</li></ul></li><li>• Panama City Beach Fire Rescue</li><li>• Springfield Fire Rescue</li><li>• Lynn Haven Fire &amp; Emergency Services</li><li>• Callaway Fire Rescue</li><li>• Parker Fire Rescue</li><li>• Mexico Beach Fire Rescue</li></ul>
<p>State of Florida Agencies</p> <ul style="list-style-type: none"><li>• Division of the State Fire Marshall</li><li>• Florida State Fire College</li><li>• Florida Department of Emergency Management</li><li>• Department of Health</li><li>• Regional Response Teams</li></ul>	<p>Utilities Support</p> <ul style="list-style-type: none"><li>• Florida Power &amp; Light</li><li>• AT&amp;T</li><li>• Comcast</li><li>• Knology</li><li>• Verizon</li><li>• Teco Gas</li></ul>
<p>Hospitals</p> <ul style="list-style-type: none"><li>• Ascension Sacred Heart</li><li>• Gulf Coast Regional Medical Center</li></ul>	<p>Military</p> <ul style="list-style-type: none"><li>• Naval Support Activities</li><li>• Tyndall Airforce Base</li></ul>
American Red Cross	United Way
Salvation Army	Local Media

**Table 9: PCFD Support Services**

# S.W.O.T. Analysis

## Panama City Fire Department Strategic Plan 2026-2031

### SWOT Analysis

Through a SWOT analysis—an evaluation of strengths, weaknesses, opportunities, and threats—an organization can candidly assess both its internal capabilities and external environment. This process allows for the identification of attributes that contribute to success, as well as areas of vulnerability. It also highlights opportunities the department may leverage and threats that could impact operations.

Internal stakeholders actively participated in this exercise to identify PCFD's strengths and weaknesses, along with potential opportunities and threats. The insights gathered through this analysis serve as a foundation for understanding the broader challenges and gaps facing the organization. Ultimately, this information will guide the department in recognizing its most critical issues and identifying areas where service improvements are needed.

### Strengths

It is important for any organization to identify its strengths to ensure that it can provide the services requested by the community, and those strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization should be seriously reviewed to evaluate the rate of return on staff time and allocated funds.

Through a consensus process, the department stakeholders identified the department's strengths as follows:

Strengths of Panama City Fire Department	
Training (34)	Motivation (3)
Response / Service Capabilities (26)	Updated Apparatus / Equipment (3)
High Standards / Professionalism (14)	Supportive Administration (3)
Special Teams (13)	Camaraderie (2)
Manpower / Staffing (9)	Accountability (2)
Structure of Department (7)	Chain of Command (2)
Personnel (6)	Consistency (1)
Leadership (5)	Policies & Procedures (1)
Teamwork (4)	Recruitment (1)
Professional Development (4)	Communication (1)
Education (3)	Succession Planning / Acting Up (1)
Knowledge / Experience (3)	Pay / Benefits (1)
Physical Fitness (3)	

Table 10: PCFD Strengths

# S.W.O.T. Analysis Cont.

## Panama City Fire Department Strategic Plan 2026-2031

### Weaknesses

For any organization to initiate or sustain meaningful progress, it must not only recognize its strengths but also acknowledge areas where performance is lacking or absent. These areas for improvement differ from external threats discussed later in this document; instead, they represent internal, day-to-day challenges and operational concerns that may hinder forward momentum.

The following items were identified by department stakeholders as current weaknesses within the organization:

Weaknesses of Panama City Fire Department	
Condition / Age of Fire Stations (13)	Maintenance of Apparatus / Equipment (2)
Medical Training (10)	Negativity of Crew Members (2)
Involvement of Personnel in Decision Making Processes (7)	Physical Fitness (2)
Leadership Development (7)	Increasing Services (1)
Falling Behind with City Growth (5)	New Hire / Current Employee Evaluations (1)
No Fire Protection in PC North (5)	Recruitment (1)
Reduction in Budget (5)	Not Running All Medical Call Types (1)
Taking in Ideas & Suggestions (5)	Lack of Teamwork (1)
Accountability (3)	Battalion Chief Workload (1)
Outdated Apparatus / Equipment (3)	Cancer Prevention (1)
Leadership (3)	Reduction in Fire Assessment (1)
Lack of Personal Growth (3)	High-Rise Operations (1)
Lack of Experience (3)	Public Education About PCFD (1)
Special Team Incentives (2)	Live Fire Training (1)
Updated Radio Communication Issues (2)	Micro-Management (1)
Hazardous Materials Training (2)	Flexibility in Policies (1)
Communication (2)	Promotional Opportunities (1)
Consistency (2)	Reliance on Technology (1)
Old Culture (2)	

Table 11: PCFD Weaknesses

# S.W.O.T. Analysis Cont.

## Panama City Fire Department Strategic Plan 2026-2031

### Opportunities

Organizational opportunities often emerge through a clear understanding of internal strengths and weaknesses, and how these can be leveraged or improved. Opportunities are not limited to enhancing current services—they also include the potential to expand and innovate beyond traditional service boundaries.

With this broader perspective in mind, department stakeholders identified the following potential opportunities for PCFD:

Opportunities for Panama City Fire Department	
Remodeling / Building of New Stations (13)	Revision of Internal Policies / Procedures (2)
City Growth (12)	Great Leadership (2)
Fire Protection Coverage PC North (12)	Development of Leadership Training (2)
Department Growth (11)	Increased Social Media Presence (2)
Improving Apparatuses / Equipment (6)	Special Team Utilization (2)
Increase in Training (Haz-Mat / EMS) (4)	Improvement to Emergency Dispatching (1)
Personal / Promotional Growth Opportunities (4)	Maintaining Fire Response Capabilities (1)
Increase in Staffing (3)	High Level of Motivation (1)
Involvement of Personnel in Decision Making Processes (3)	Dedicated Engine / Truck Assignments (1)
Growth of Fire Prevention Division (3)	Increase in Department Budget (1)
48/96 Schedule (3)	Increase in USAR Disciplines (1)
Special Team Incentives (2)	Age of Department Members (1)
Implementation of New Technologies (2)	Public Speaking Development (1)
Public Outreach (2)	Experience (1)
Support from City Leadership (2)	Deployments (1)
Continued Pay Increases (2)	

Table 12: PCFD Opportunities

# S.W.O.T. Analysis Cont.

## Panama City Fire Department Strategic Plan 2026-2031

### Threats

By recognizing potential threats, an organization can proactively reduce the risk of loss and disruption. A key component of successful strategic planning is the understanding that threats often exist outside the organization's direct control and may not be entirely preventable. Nonetheless, identifying and preparing for these risks is essential to resilience and long-term effectiveness.

The following current and potential threats were identified by department stakeholders:

Potential Threats for Panama City Fire Department	
No Fire Protection Coverage in PC North (18)	Certified EMT's Not Being Compensated for Level of Care (2)
Not Matching City Growth (14)	Change in City Leadership (2)
Station Conditions (10)	Loss of Experience / Retirements (2)
Radio Communications (8)	Consistency at All Levels of Leadership (2)
Budgetary Constraints / Cuts (8)	Loss of Skill Sets (Firefighting, Medical, etc.) (1)
Lack of Internal / External Support (5)	Water Supply Issues (1)
Lack of Pay / COLA Increases (4)	Involvement of Personnel in Decision Making Processes (1)
Modernization of Department (3)	Vehicle Accidents (1)
Manpower (3)	Increase in Wildland / Urban Interface Calls (1)
Improving Equipment / Apparatus (3)	Economic Downturn (1)
Personnel Retention (3)	Increased Call Volume (1)
Recruitment of Personnel (3)	Continued Increase in Medical Calls (1)
Potential for Personnel Moral to Decrease (2)	Retraining of Personnel (1)
Off-Duty Personnel Problems (2)	Environmental Impacts (1)
Special Team Incentives (2)	

Table 13: PCFD Threats

# Service Gaps / Strategic Initiatives / Goals

## Panama City Fire Department Strategic Plan 2026-2031

### Critical Issues and Service Gaps

Following the identification and review of the department's SWOT, department stakeholders met to identify themes as primary critical issues and service gaps which are found in **Appendix C**. The critical issues and services gaps identified by the stakeholders provide further guidance toward identification of the strategic initiatives, which will ultimately lend direction for the development of goals, objectives, critical tasks, and timelines.

### Strategic Initiatives

Based upon all previously captured information and the determination of critical issues and service gaps, the following strategic initiatives were identified as the foundation for the development of goals and objectives.

Panama City Fire Department's Strategic Initiatives		
Professional Development and Succession Planning	Facilities, Equipment, and Apparatus	Service Delivery
Training	Accreditation	

### Goals and Objectives

To continuously achieve the mission of PCFD, realistic goals and objectives with timelines for completion must be established. These will serve to enhance strengths, address identified weaknesses, provide a clear direction, and address the concerns of the community. These should become a focus of the department's efforts, as they will direct the organization to its desired future while reducing the obstacles and distractions along the way. Leadership-established workgroups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports on progress and changes should be shared with the PCFD's leadership & personnel.

# Strategic Initiatives / Goals Cont.

## Panama City Fire Department Strategic Plan 2026-2031

<b>Goal 1</b>	<b><u>Professional Development</u></b>		
	<b>Develop a standardized professional development plan of monitoring and training to ensure that our employees have the knowledge, skills, and abilities to perform in future leadership roles by providing clear expectations and requirements</b>		
<b>Objective 1A</b>	<b>Review existing positions and required knowledge, skills, and abilities</b>		
Timeframe: 60 Days	Assigned to: PCFD Command Staff		
Critical Tasks	<ul style="list-style-type: none"><li>i. Review and update job descriptions for all positions</li><li>ii. Determine the needed KSA / JPR's for each position</li><li>iii. Create and disseminate a report of findings to department leadership</li></ul>		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
<b>Objective 1B</b>	<b>Identify and train mentors for program implementation</b>		
Timeframe: 60 Days	Assigned to: PCFD Command Staff / Training Division		
Critical Tasks	<ul style="list-style-type: none"><li>i. Create a selection process for mentors</li><li>ii. Determine and develop a curriculum</li><li>iii. Assign and train selected members</li><li>iv. Deliver the curriculum to the selected members for review</li><li>v. Match mentors with department personnel</li></ul>		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
<b>Objective 1C</b>	<b>Create a plan for the standardized development of personnel in each position with a formal mentoring plan</b>		
Timeframe: 60 Days	Assigned to: PCFD Command Staff / Training Division		
Critical Tasks	<ul style="list-style-type: none"><li>i. Create a training plan using findings from the review process for each position with a formal mentoring plan</li><li>ii. Develop a curriculum for dissemination and delivery</li><li>iii. Set milestones and timelines within the plan</li><li>iv. Review and revise as needed</li><li>v. Establish any guidelines needed based upon the plan</li></ul>		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

# Strategic Initiatives / Goals Cont.

## Panama City Fire Department Strategic Plan 2026-2031

<b>Objective 1D</b>	<b>Communicate expectations and requirements to all personnel</b>		
Timeframe: 60 Days	Assigned to: PCFD Command Staff		
Critical Tasks	<ul style="list-style-type: none"><li>i. Determine the needs for clearly defining the plan and its development</li><li>ii. Develop guidelines outlining the formal mentoring process</li><li>iii. Distribute the guidelines to all personnel</li><li>iv. Reaffirm expectations with all employees</li><li>v. Reaffirm accountability standards with all employees</li></ul>		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
<b>Objective 1E</b>	<b>Create an evaluation process for mentors and employees to ensure alignment with PCFD expectations and goals</b>		
Timeframe: 60 Days	Assigned to: PCFD Command Staff		
Critical Tasks	<ul style="list-style-type: none"><li>i. Create an evaluation process based on expectations</li><li>ii. Implement the evaluation plan</li><li>iii. Review the evaluation with the employees</li><li>iv. Obtain the employees' feedback</li><li>v. Review and revise as needed</li></ul>		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
<b>Objective 1F</b>	<b>Evaluate the program to ensure its productivity and effectiveness</b>		
Timeframe: 1 Year	Assigned to: PCFD Command Staff		
Critical Tasks	<ul style="list-style-type: none"><li>i. Review the program to determine its validity and effectiveness</li><li>ii. Provide a report of findings for department leadership</li><li>iii. Make needed changes to both components of the program to ensure the success of the mentor and employee</li></ul>		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

# Strategic Initiatives / Goals Cont.

## Panama City Fire Department Strategic Plan 2026-2031

<b>Objective 1G</b>	<b>Develop an annual performance appraisal program to effectively identify areas of strengths, weaknesses, areas for improvement, and setting of goals</b>	
Timeframe: 6 Months	Assigned to: PCFD Command Staff / Appraisal Committee	
Critical Tasks	<ul style="list-style-type: none"><li>i. Develop an annual performance appraisal program for all positions</li><li>ii. Develop a process of tracking information throughout the year for each employee</li><li>iii. Conduct training with all personnel detailing how the performance appraisal program will function</li><li>iv. Implement an annual evaluation cycle</li><li>v. Post implementation: conduct a review of the program and make changes as needed</li></ul>	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

## Strategic Initiatives / Goals Cont.

# Panama City Fire Department Strategic Plan 2026-2031

# Strategic Initiatives / Goals Cont.

## Panama City Fire Department Strategic Plan 2026-2031

<b>Objective 2C</b>	<b>Design and construct a new station 4</b>	
Timeframe: 5 Years	Assigned to: PCFD Command Staff / Station Design Committee	
Critical Tasks	<ul style="list-style-type: none"><li>i. Design and establish a cost estimate for construction of station 4</li><li>ii. Work with city executive staff to set aside funding for station 4 build</li><li>iii. Explore alternative sources of funding for Station 4 build</li><li>iv. Construct Station 4</li></ul>	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 2D</b>	<b>Design and construct a new station 5</b>	
Timeframe: 5 Years	Assigned to: PCFD Command Staff / Station Design Committee	
Critical Tasks	<ul style="list-style-type: none"><li>i. Design and establish a cost estimate for construction of station 5</li><li>ii. Identify primary station location for enhanced response through Deccan / ADAM software</li><li>iii. Work with city executive staff to set aside funding for station 5 build</li><li>iv. Explore alternative sources of funding for Station 5 build</li><li>v. Construct Station 5</li></ul>	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 2E</b>	<b>Design and construct a new station 3</b>	
Timeframe: 5 Years	Assigned to: PCFD Command Staff / Station Design Committee	
Critical Tasks	<ul style="list-style-type: none"><li>i. Design and establish a cost estimate for construction of station 3</li><li>ii. Identify primary station location for enhanced response through Deccan / ADAM software</li><li>iii. Work with city executive staff to set aside funding for station 3 build</li><li>iv. Explore alternative sources of funding for Station 3 build</li><li>v. Construct Station 3</li></ul>	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

# Strategic Initiatives / Goals Cont.

## Panama City Fire Department Strategic Plan 2026-2031

<b>Objective 2F</b>	<b>Design and construct a new station 6 &amp; Training Facility (PC North)</b>	
Timeframe: 5 Years	Assigned to: PCFD Command Staff / Station Design Committee	
Critical Tasks	<ul style="list-style-type: none"><li>i. Design and establish a cost estimate for construction of station 6</li><li>ii. Identify primary station location for enhanced response through Deccan / ADAM software</li><li>iii. Work with city executive staff to set aside funding for station 6 &amp; training facility build</li><li>iv. Explore alternative sources of funding for Station 6 &amp; training facility build</li><li>v. Construct Station 6</li><li>vi. Construct training facility</li></ul>	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 2G</b>	<b>Acquire and maintain apparatus and equipment needed to meet department programs and services</b>	
Timeframe: 6 Months	Assigned to: Supply & Maintenance / Apparatus Design Committee	
Critical Tasks	<ul style="list-style-type: none"><li>i. Continue following and updating the current preventative maintenance cycle for all apparatus and equipment</li><li>ii. Maintain and promote a positive open communication climate that permits new tools, equipment, ideas and their benefit to the department</li><li>iii. Research new or advanced technology in equipment</li><li>iv. Evaluate effectiveness, safety, and compatibility of Personal Protective Equipment</li><li>v. Prioritize equipment needs based upon necessity, cost, and quantities utilizing annual program report recommendations</li><li>vi. Meet regularly with business and industry to identify specific service needs relating to equipment</li></ul>	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

# Strategic Initiatives / Goals Cont.

## Panama City Fire Department Strategic Plan 2026-2031

<b>Objective 2H</b>	<b>Develop and implement a preventative maintenance training program</b>		
Timeframe: 6 Months	Assigned to: Supply & Maintenance		
Critical Tasks	<ul style="list-style-type: none"><li>i. Design a preventative maintenance training program for the following<ul style="list-style-type: none"><li>a. General apparatus maintenance</li><li>b. General apparatus repair</li><li>c. Workorder reporting criteria</li></ul></li><li>ii. Conduct training with all shift personnel</li><li>iii. Perform routine reviews with all personnel to ensure compliance</li></ul>		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
<b>Objective 2I</b>	<b>Conduct a needs analysis for all aspects of health and wellness; to include annual physicals, cancer prevention, and peer support</b>		
Timeframe: 6 Months	Assigned to: PCFD Command Staff / Safety Committee		
Critical Tasks	<ul style="list-style-type: none"><li>i. Research national standards for injury prevention, infection control, and cancer programs available to firefighters</li><li>ii. Research industry best practices for all aspects of health and wellness.</li><li>iii. Review NFPA standards for PPE and equipment that pertains to health and wellness</li><li>iv. Conduct a needs assessment of what items, equipment, or station modifications are needed to enhance safety / cancer prevention measures</li><li>v. Continue review cycle of policies</li><li>vi. Perform routine reviews with all personnel to ensure compliance</li></ul>		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

# Strategic Initiatives / Goals Cont.

# Panama City Fire Department Strategic Plan 2026-2031

# Strategic Initiatives / Goals Cont.

## Panama City Fire Department Strategic Plan 2026-2031

<b>Objective 3C</b>	<b>Evaluate the EMS program for service delivery and customer expectations</b>	
Timeframe: 6 Months & Continuous	Assigned to: PCFD Command Staff / Program Review Committee	
Critical Tasks	<ul style="list-style-type: none"><li>i. Establish a Program Review Committee to evaluate program performance</li><li>ii. Evaluate program performance through established objectives and performance measurements</li><li>iii. Analyze program performance for each response zone for:<ul style="list-style-type: none"><li>a. Baseline and benchmark response time criteria</li><li>b. Staffing objectives based upon type and magnitude of event</li><li>c. Areas not meeting program performance objectives</li></ul></li><li>iv. Determine program needs through annual performance reports</li><li>v. Determine external customer satisfaction utilizing survey tools</li><li>vi. Review and amend policies to support program needs</li></ul>	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 3D</b>	<b>Evaluate the Special Team programs for service delivery and customer expectations</b>	
Timeframe: 6 Months & Continuous	Assigned to: PCFD Command Staff / Program Review Committee	
Critical Tasks	<ul style="list-style-type: none"><li>i. Establish a Program Review Committee to evaluate program performance</li><li>ii. Evaluate program performance through established objectives and performance measurements</li><li>iii. Analyze program performance for:<ul style="list-style-type: none"><li>a. Baseline and benchmark response time criteria</li><li>b. Staffing objectives based upon type and magnitude of event</li><li>c. Areas not meeting program performance objectives</li></ul></li><li>iv. Determine program needs through annual performance reports</li><li>v. Determine external customer satisfaction utilizing survey tools</li><li>vi. Ensure After Action Critiques are being performed to improve department performance</li><li>vii. Review and amend policies to support program needs</li></ul>	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

# Strategic Initiatives / Goals Cont.

## Panama City Fire Department Strategic Plan 2026-2031

<b>Objective 3E</b>	<b>Evaluate the Public Education program for service delivery and customer expectations</b>	
Timeframe: 6 Months & Continuous	Assigned to: PCFD Command Staff / Program Review Committee	
Critical Tasks	<ul style="list-style-type: none"><li>i. Establish a Program Review Committee to evaluate program performance</li><li>ii. Develop and maintain Public Education programs that support community fire and life safety needs</li><li>iii. Determine program needs through annual performance reports</li><li>iv. Determine external customer satisfaction utilizing survey tools</li><li>vi. Review and amend policies to support program needs</li></ul>	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 3F</b>	<b>Evaluate the Inspection / code compliance / fire plan review &amp; permitting program for service delivery and customer expectations</b>	
Timeframe: 6 Months & Continuous	Assigned to: PCFD Command Staff / Fire Prevention Division / Program Review Committee / CRA Committee	
Critical Tasks	<ul style="list-style-type: none"><li>i. Establish a Program Review Committee to evaluate program performance</li><li>ii. Develop and maintain Public Education programs that support community fire and life safety needs</li><li>iii. Develop a Community Risk Assessment plan</li><li>iv. Determine program needs through annual performance reports</li><li>v. Determine external customer satisfaction utilizing survey tools</li><li>vi. Review and amend policies to support program needs</li></ul>	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

# Strategic Initiatives / Goals Cont.

## Panama City Fire Department Strategic Plan 2026-2031

<b>Goal 4</b>	<b><u>Training</u></b>  <b>Enhance the knowledge, skills, and abilities of PCFD personnel to support department programs and services</b>		
<b>Objective 4A</b>	<b>Analyze current training programs against national and state standards</b>		
Timeframe: 3 Months & Continuous	Assigned to: PCFD Command Staff / Program Review Committee		
Critical Tasks	<ul style="list-style-type: none"><li>i. Determine what department training programs are currently in use and valid</li><li>ii. Perform an audit of all current programs and identify what changes / updates are needed for each program</li><li>iii. Compare current protocols against national standards of NFPA, National Registry, State regulations and other governing agencies</li></ul>		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
<b>Objective 4B</b>	<b>Analyze current training division staffing levels</b>		
Timeframe: 3 Months	Assigned to: Division Chief of Training		
Critical Tasks	<ul style="list-style-type: none"><li>i. Identify personnel in operations with subject-matter expertise to assist in training</li><li>ii. Identify outside agencies / departments / vendors who may have subject-matter expertise to fill gaps</li></ul>		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
<b>Objective 4C</b>	<b>Perform a needs assessment of current and future training</b>		
Timeframe: 6 Months & Continuous	Assigned to: Division Chief of Training		
Critical Tasks	<ul style="list-style-type: none"><li>i. Identify future training requirements associated with community expansion</li><li>ii. Develop a method to incorporate more Hazardous Materials and EMS training</li><li>iii. Define an annual process for obtaining personnel feedback and input</li></ul>		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

# Strategic Initiatives / Goals Cont.

## Panama City Fire Department Strategic Plan 2026-2031

<b>Objective 4D</b>	<b>Develop career development plans for department personnel utilizing Competency-based developmental programs</b>		
Timeframe: 1 Year and Continuous	Assigned to: Division Chief of Training / Program Review Committee		
Critical Tasks	<ul style="list-style-type: none"><li>i. Develop and implement a Firefighter Development Program</li><li>ii. Develop and implement an Engineer Development Program</li><li>iii. Develop and implement a Company Officer Development Program</li><li>iv. Develop and implement a Chief Fire Officer Development Program</li></ul>		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
<b>Objective 4E</b>	<b>Evaluate and revise career development programs to ensure they meet established quality standards</b>		
Timeframe: 1 Year and Continuous	Assigned to: Division Chief of Training		
Critical Tasks	<ul style="list-style-type: none"><li>i. Create an evaluative approach that includes appropriate data points.</li><li>ii. Complete a program analysis to identify any shortfalls.</li><li>iii. Revise the career development programs as needed.</li><li>iv. Post implementation: conduct a review of the program and make changes as needed</li></ul>		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

## Strategic Initiatives / Goals Cont.

# Panama City Fire Department Strategic Plan 2026-2031

# Strategic Initiatives / Goals Cont.

## Panama City Fire Department Strategic Plan 2026-2031

<b>Objective 5C</b>	<b>Develop a community driven strategic plan</b>	
Timeframe: 6 Months & Continuous	Assigned to: PCFD Command Staff	
Critical Tasks	<ul style="list-style-type: none"><li>i. Hold an external stakeholder meeting where community members provide feedback on program priorities, service expectations, concerns and strengths perceived about PCFD</li><li>ii. Provide internal stakeholder work sessions to evaluate (and update if necessary) the mission, vision, and values; determine internal strengths and weaknesses, external opportunities and threats</li><li>iii. Establish critical issues and service gaps. Determine specific strategic initiatives</li><li>iv. Develop goals, objectives, critical tasks and appropriate timelines, to include levels of measurability, to achieve over five years</li><li>v. Create a vision for the developed strategic plan</li><li>vi. Publish and distribute the formal strategic plan to stakeholders as determined by the organization</li></ul>	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 5D</b>	<b>Implement the community-driven strategic plan.</b>	
Timeframe: 3 Months & Continuous	Assigned to: PCFD Command Staff	
Critical Tasks	<ul style="list-style-type: none"><li>i. Create a strategic planning subcommittee to review the draft strategic plan</li><li>ii. Provide internal stakeholder work sessions to evaluate (and update if necessary) the draft mission, vision, and values; determine internal strengths and weaknesses, external opportunities and threats; establish critical issues and service gaps</li><li>iii. Evaluate goals and objectives within the draft plan, and further define critical tasks as needed to ensure clarity with each goal</li><li>iv. Determine a work plan for the accomplishment of each goal and implement the plan</li><li>v. Annually evaluate objectives accomplished with the plan</li><li>vi. Report annual plan progress to internal and external stakeholders</li></ul>	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

# Strategic Initiatives / Goals Cont.

## Panama City Fire Department Strategic Plan 2026-2031

<b>Objective 5E</b>	<b>Conduct a community hazards and risk assessment and publish a Community Risk Assessment - Standards of Cover document</b>		
Timeframe: 6 Months & Continuous	Assigned to: PCFD Command Staff		
Critical Tasks	<ul style="list-style-type: none"><li>i. Perform community hazards and risk assessment</li><li>ii. Evaluate historical community emergency response performance and coverage</li><li>iii. Establish benchmark and baseline emergency response performance objectives</li><li>iv. Establish and publish the Community Risk Assessment - Standards of Cover</li><li>v. Maintain and annually update the Standards of Cover document</li></ul>		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
<b>Objective 5F</b>	<b>Conduct and document a self-assessment of the department utilizing the CPSE/CFAI Fire and Emergency Services Self-Assessment Manual criteria</b>		
Timeframe: 6 Months & Continuous	Assigned to: PCFD Command Staff		
Critical Tasks	<ul style="list-style-type: none"><li>i. Assign self-assessment manual category and criterion writing to the department accreditation committee / team members as appropriate</li><li>ii. Review self-assessment and ensure all reference items are in order</li></ul>		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

# Strategic Initiatives / Goals Cont.

## Panama City Fire Department Strategic Plan 2026-2031

<b>Objective 5G</b>		<b>Achieve agency accreditation by the CFAI</b>	
Timeframe: 2026		Assigned to: PCFD Command Staff	
Critical Tasks		<ul style="list-style-type: none"><li>i. Apply for “Candidate Agency” status with the CFAI</li><li>ii. Prepare for CFAI Peer Assessor Team visit</li><li>iii. Upload Strategic Plan, Standards of Cover, Self-Assessment Categories, Criterion, and supportive documentation for review and comment by CFAI Peer Team</li><li>iv. Host CFAI Peer Team site visit for accreditation review</li><li>v. Receive CFAI Peer Team recommendation to CFAI for Accredited status</li><li>vi. Receive vote during the CFAI hearings in favor of Accredited status</li></ul>	
Funding Estimate		Capital Costs:	Consumable Costs:
Personnel Costs:		Contract Services Costs:	
<b>Objective 5H</b>		<b>Maintain accreditation with the CFAI</b>	
Timeframe: Continuous		Assigned to: PCFD Command Staff	
Critical Tasks		<ul style="list-style-type: none"><li>i. Submit the required Annual Compliance Reports</li><li>ii. Attend CFAI “Dayroom Discussion” web-meetings for continued education</li><li>iii. Participate in the accreditation process by providing “peer assessors” for external department review and identification of possible best practices</li><li>iv. Participate in the annual CPSE Excellence Conference for continued education and networking with other accreditation teams and accredited agencies</li><li>v. Submit Annual Compliance Reports as required by CFAI</li><li>vi. Establish succession development of the internal accreditation team in preparation for next accreditation cycle</li></ul>	
Funding Estimate		Capital Costs:	Consumable Costs:
Personnel Costs:		Contract Services Costs:	

# Performance Measures

## Panama City Fire Department Strategic Plan 2026-2031

### Performance Measures

To assess and ensure that an organization is delivering on the commitments outlined in its strategic plan, leadership must identify clear and accountable performance measures. While measuring output can present challenges, it is critical to focus on tracking progress toward improved performance outcomes. As goals are pursued, organizations must also remain flexible and prepared to revisit and adjust their goals, objectives, and performance indicators in response to both internal achievements and external environmental changes.

To ensure that the department's strategic plan produces measurable results, performance measurement data will be implemented and fully integrated into the planning process. This will be accomplished through an established framework known as "Managing for Results," which is grounded in the following key principles:

- Clear definition of goals and objectives
- Quantifiable performance metrics
- Ongoing tracking and reporting of progress
- Regular review and refinement of strategies
- Accountability for outcomes across all levels

PCFD's Strategic Planning Team will focus on five key performance metric categories:

1. **Inputs:** Resources (time, money, personnel, etc.) used to produce services  
*Example:* Number of hours of staff time used per operation
2. **Outputs:** Quantifiable services or products delivered  
*Example:* Number of emergency responses conducted per month
3. **Efficiency:** Relationship between inputs and outputs (resource use per unit of output)  
*Example:* Cost per response or personnel hours per inspection
4. **Service Quality:** How well the service meets customer needs (accuracy, timeliness, satisfaction)  
*Example:* Customer satisfaction ratings or response time to emergencies
5. **Outcomes:** The actual impact or benefit to the customer or community  
*Example:* Reduction in fire-related injuries or improved public safety awareness

The Strategic Planning Team will monitor progress using a metrics job aid designed to track performance data aligned with strategic goals. The team will convene quarterly to review and report on the status of each objective. In addition, an annual progress report will be prepared and submitted to the Fire Chief to summarize achievements, highlight areas for improvement, and guide future planning efforts.

# Vision for Organizational Excellence

## Panama City Fire Department Strategic Plan 2026-2031

### Vision for Organizational Excellence

The goals, objectives, performance metrics, and financial commitments outlined in this strategic plan represent a clear and actionable roadmap toward achieving PCFD's vision of organizational excellence. By the conclusion of this plan, the department aspires to reach a future state rooted in leadership, service, and accountability.

We, the members of PCFD, envision that by 2026, our department will be recognized both within the community and throughout the State of Florida as a leader in emergency services, setting the benchmark for excellence in customer service.

As part of this journey, the department is committed to achieving international accreditation, affirming our dedication to continuous self-improvement. This commitment includes maintaining the highest standards of transparency and accountability—not only within the organization but also to the community we serve. These values will be demonstrated through open communication, responsible stewardship, and a consistent culture of excellence.

We recognize that our personnel are our most valuable asset. To support and develop this resource, the department will implement a proactive, standardized professional development plan of monitoring and training to ensure that our employees have the knowledge, skills, and abilities to perform in future leadership roles by providing clear expectations and requirements. This ongoing development fosters mutual growth, respect, and teamwork throughout the organization.

The department will also acquire and maintain the infrastructure and physical resources necessary to meet or exceed our service deployment goals. Through ongoing incident analysis, we will ensure that these resources are allocated effectively to meet the evolving needs of the community.

By achieving these objectives, PCFD will deliver programs and services that are effective, efficient, and fiscally responsible. We are committed to exceeding customer expectations and successfully fulfilling our mission to protect life and property within the community.

# Success of the Strategic Plan

## Panama City Fire Department Strategic Plan 2026-2031

### The Success of the Strategic Plan

The department initiated the development of its strategic plan by actively seeking input from both the community and internal stakeholders. This inclusive approach ensured that the planning process was grounded in the needs and expectations of those it serves. The department adopted a community-driven strategic planning model to shape a responsive and forward-looking plan.

The success of this strategic plan will rely not only on the implementation of defined goals and objectives but, more importantly, on the ongoing support and engagement of key stakeholders—including the authority having jurisdiction, department members, and the broader community.

When supported by effective leadership and sustained participation, the community-driven strategic planning process becomes a powerful tool to unify departmental and community interests. Through a shared understanding of the organization's direction, all vested parties can work collaboratively toward achieving the department's mission, goals, and vision.

To maintain momentum and ensure accountability, the organization must also place emphasis on how progress and success will be measured. Establishing clear performance indicators and maintaining transparency through regular reporting will be critical to building trust and demonstrating results.

# Glossary of Terms

## Panama City Fire Department Strategic Plan 2026-2031

### Glossary of Terms

**Accreditation:** A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received by an agency.

**CFAI:** Commission on Fire Accreditation International

**CPSE:** Center for Public Safety Excellence

**Customer(s):** The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.

**Efficiency:** A performance indication where inputs are measured per unit of output (or vice versa).

**EMS:** Emergency Medical Services

**Environment:** Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.

**Input:** A performance indication where the value of resources is used to produce an output.

**Mission:** An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.

**NFPA:** National Fire Protection Association

**Outcome:** A performance indication where qualitative consequences are associated with a program / service, i.e., the ultimate benefit to the customer.

**Output:** A performance indication where the quality or number of units produced is identified.

**Service Quality:** The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.

**Stakeholder:** Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.

# Glossary of Terms Cont.

## Panama City Fire Department Strategic Plan 2026-2031

<b>Strategic Goal:</b>	A broad target that defines how the agency will carry out its mission over a specific period. An aim. The result of an action. Something to accomplish in assisting the agency to move forward.
<b>Strategic Objective:</b>	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
<b>Strategic Plan:</b>	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
<b>Strategic Planning:</b>	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop procedures and operations to achieve that future and determine how success is to be measured.
<b>SWOT:</b>	Strengths, Weaknesses, Opportunities and Threats.
<b>Vision:</b>	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.

# Works Cited

## Panama City Fire Department Strategic Plan 2026-2031

Commission on Fire Accreditation International. (2021). *Fire & Emergency Service Self-Assessment Manual*. (10th Ed.)

# Appendix A

## Panama City Fire Department Strategic Plan 2026-2031

### PCFD External Stakeholder Survey



David W Collier  
Fire Chief

Kent Taylor  
Assistant Fire Chief

#### PCFD External Stakeholder Survey 2025

##### Citizen Survey

1. I currently live in Ward (place a check for your response):

1    2    3    4

2. How do you view the department (place a check your response)?

1    2    3    4    5    6    7    8    9    10

Unfavorable

Neutral

Favorable

3. How important are the services the department currently provides?

Services	Not Important	Very Important		
Fire Suppression	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
Medical Response – Basic Life Support	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
Fire Prevention / Code Compliance	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
Fire & Life Safety / Public Education	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
Specialty Team Response: Hazardous Materials, Dive Rescue, Urban Search & Rescue	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
Disaster Response: Hurricanes, Floods, Other Severe Weather Events	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4

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# Appendix A Cont.

## Panama City Fire Department Strategic Plan 2026-2031



4. Has the department ever responded to your residence? If so, please answer Question A, complete Section B, then proceed to Question 5. If not, please go to Question 5.

- A. The department responded to my residence for (place a check for your response):

Emergency situations (such as a fire, medical, gas leak, etc.)

Non-emergency situations (Citizen Assist, Non-Life Threatening Emergencies.)

- B. To what extent do you agree or disagree with the following statements about our Service provided?

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The department responded in a timely manner	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
The department acted in a professional manner	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Personnel were knowledgeable regarding my situation	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Personnel were helpful in handling or solving my problem	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
The services that I received met my expectations	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
The department provides services and programs to meet community needs	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

# Appendix A Cont.

## Panama City Fire Department Strategic Plan 2026-2031



David W Collier  
Fire Chief

Kent Taylor  
Assistant Fire Chief

5. To what extent do you agree or disagree with the following statements about our service?

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The department responds in a timely manner	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
The department acts in a professional manner	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
The department is knowledgeable in emergency and non-emergency services/programs	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
The department addresses fire-related problems in a timely manner	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
The department meets my expectations	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
The department provides services and programs that meet community needs	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

6. Please list, in priority order, up to five subjects relative to the expectations you have for the Panama City Fire Department.

1.

2.

3.

4.

5.

# Appendix A Cont.

## Panama City Fire Department Strategic Plan 2026-2031



David W Collier  
Fire Chief

Kent Taylor  
Assistant Fire Chief

7. Please list, in priority order, up to five concerns you have about or for the Panama City Fire Department.

1.

2.

3.

4.

5.

8. Please use this area to provide any additional comments you feel the Panama City Fire Department does well to serve and protect your community.

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# Appendix B

## Panama City Fire Department Strategic Plan 2026-2031



**Date:** March 12, 2025

**To:** All Fire

**From:** David W. Collier, Fire Chief  
Panama City Fire Department

**Subject:** Strategic Plan 2026-2031 Internal Survey Results

All Personnel,

I wanted to thank all of you for taking the time to take the Strategic Plan 2026-2031 Internal Survey. This was extremely important as it will help drive the direction of the department for the next 5 years, and it identified areas that we know need to be worked on. Contained in this document are the results of the survey. You will find that we broke down each question in the survey into four separate categories which are as follows:

	Highly favorable	#4&5 >90%, #1&2 <10%
	favorable	#4&5 >80%, #1&2 <20%
	unfavorable	#1&2 >20%, #4&5 <80%
	highly unfavorable	#1&2 >30%, #4&5 <70%

To ensure accurate results and to obtain these categories, we went through every question response, removed the neutral responses and not applicable responses. Then a percentage was obtained by adding the "Strongly Agree (5)" & "Somewhat Agree (4)" versus "Strongly Disagree (1)" & "Somewhat Disagree (2)." These percentages were calculated and put into one of the categories listed above. This assisted us with identifying what our strengths were, and what areas we need to show improvement in. So as an example, if the percentage of #4 & 5 were 90% or greater, this was determined to be highly favorable. If the percentage of #1 & 2 were 30% or greater, it was considered highly unfavorable.

The 2026-2031 Strategic Plan will focus on the "unfavorable" & "Highly Unfavorable" categories. We will also find additional ways to improve in the favorable areas. Listed below are the responses to each of the multiple-choice questions and where they fall into each category beginning with "Highly Favorable."

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# Appendix B Cont.

## Panama City Fire Department Strategic Plan 2026-2031



David W Collier  
Fire Chief

Kent Taylor  
Assistant Fire Chief

### Highly Favorable Responses

<b>(Equipment) - Department apparatus support services and operations?</b>	66 Answered	<b>(Equipment) - Department apparatus and equipment effectively support <u>Fire Suppression</u> needs?</b>	71 Answered
1 (Strongly Disagree) 0 0.00%	0.00%	1 (Strongly Disagree) 0 0.00%	
2 (Somewhat Disagree) 0 0.00%		2 (Somewhat Disagree) 1 1.41%	1.41%
4 (Somewhat Agree) 25 37.88%		4 (Somewhat Agree) 11 15.49%	
5 (Strongly Agree) 41 62.12%	100.00%	5 (Strongly Agree) 59 83.10%	98.59%
<b>(Equipment) - Department apparatus and equipment effectively support <u>Dive Operation</u> needs?</b>	53 Answered	<b>(Equipment) - Department apparatus and equipment effectively support <u>USAR</u> needs?</b>	58 Answered
1 (Strongly Disagree) 0 0.00%		1 (Strongly Disagree) 0 0.00%	
2 (Somewhat Disagree) 3 5.66%	5.66%	2 (Somewhat Disagree) 2 3.45%	3.45%
4 (Somewhat Agree) 14 26.42%		4 (Somewhat Agree) 19 32.76%	
5 (Strongly Agree) 36 67.92%	94.34%	5 (Strongly Agree) 37 63.79%	96.55%
<b>(Equipment) - Department apparatus and equipment effectively support <u>Fire Boat</u> Operational needs?</b>	65 Answered	<b>(Training) - I have been afforded opportunities to receive training internally &amp; externally?</b>	72 Answered
1 (Strongly Disagree) 0 0.00%		1 (Strongly Disagree) 0 0.00%	
2 (Somewhat Disagree) 3 4.62%	4.62%	2 (Somewhat Disagree) 0 0.00%	0.00%
4 (Somewhat Agree) 16 24.62%		4 (Somewhat Agree) 12 16.67%	
5 (Strongly Agree) 46 70.77%	95.39%	5 (Strongly Agree) 60 83.33%	100.00%
<b>(Training) - I have taken advantage of these training opportunities internally &amp; externally?</b>	63 Answered	<b>(Training) - I have received the training I need to effectively perform <u>Fire Suppression</u> operations?</b>	73 Answered
1 (Strongly Disagree) 0 0.00%		1 (Strongly Disagree) 0 0.00%	
2 (Somewhat Disagree) 1 1.59%	1.59%	2 (Somewhat Disagree) 0 0.00%	0.00%
4 (Somewhat Agree) 18 28.57%		4 (Somewhat Agree) 11 15.07%	
5 (Strongly Agree) 44 69.84%	98.41%	5 (Strongly Agree) 62 84.93%	100.00%

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# Appendix B Cont.

## Panama City Fire Department Strategic Plan 2026-2031



<b>(Training) - I have received the training I need to effectively perform <u>USAR</u> operations?</b>	46 Answered	<b>(Training) - I have received the training I need to effectively perform <u>Fire Boat</u> operations?</b>	44 Answered		
1 (Strongly Disagree) 2 (Somewhat Disagree)	2 4.35% 2 4.35%	8.70%	1 (Strongly Disagree) 2 (Somewhat Disagree)	0 0.00% 3 6.82%	6.82%
4 (Somewhat Agree) 5 (Strongly Agree)	11 23.91% 31 67.39%	91.30%	4 (Somewhat Agree) 5 (Strongly Agree)	16 36.36% 25 56.82%	93.18%
<b>(Training) - The current training format utilized is effective at maintaining skill and proficiency levels?</b>	66 Answered	<b>(Training) - The department has effective approaches to developing <u>Firefighters</u>?</b>	68 Answered		
1 (Strongly Disagree) 2 (Somewhat Disagree)	1 1.52% 0 0.00%	1.52%	1 (Strongly Disagree) 2 (Somewhat Disagree)	1 1.47% 2 2.94%	4.41%
4 (Somewhat Agree) 5 (Strongly Agree)	24 36.36% 41 62.12%	98.48%	4 (Somewhat Agree) 5 (Strongly Agree)	23 33.82% 42 61.76%	95.58%
<b>(Training) - Department has effective approaches for evaluating and meeting job performance requirements?</b>	63 Answered	<b>(Policies &amp; Procedures) Policies and Guidelines are effective &amp; efficient to support <u>Administrative</u> operations?</b>	60 Answered		
1 (Strongly Disagree) 2 (Somewhat Disagree)	1 1.59% 3 4.76%	6.35%	1 (Strongly Disagree) 2 (Somewhat Disagree)	0 0.00% 6 10.00%	10.00%
4 (Somewhat Agree) 5 (Strongly Agree)	33 52.38% 26 41.27%	93.65%	4 (Somewhat Agree) 5 (Strongly Agree)	29 48.33% 25 41.67%	90.00%
<b>(Policies &amp; Procedures) Policies and Guidelines are effective &amp; efficient to support <u>Fire Suppression</u> operations?</b>	68 Answered	<b>(Policies &amp; Procedures) Policies and Guidelines are effective &amp; efficient to support <u>EMS</u> operations?</b>	56 Answered		
1 (Strongly Disagree) 2 (Somewhat Disagree)	0 0.00% 2 2.94%	2.94%	1 (Strongly Disagree) 2 (Somewhat Disagree)	0 0.00% 1 1.79%	1.79%
4 (Somewhat Agree) 5 (Strongly Agree)	24 35.29% 42 61.76%	97.05%	4 (Somewhat Agree) 5 (Strongly Agree)	26 46.43% 29 51.79%	98.22%

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## Panama City Fire Department Strategic Plan 2026-2031



<b>(Policies &amp; Procedures) Policies and Guidelines are effective &amp; efficient to support Dive operations?</b>	43 Answered	<b>(Policies &amp; Procedures) Policies and Guidelines are effective &amp; efficient to support USAR operations?</b>	55 Answered
1 (Strongly Disagree) 1 2.33%		1 (Strongly Disagree) 1 1.82%	
2 (Somewhat Disagree) 3 6.98%	9.31%	2 (Somewhat Disagree) 2 3.64%	5.46%
4 (Somewhat Agree) 16 37.21%		4 (Somewhat Agree) 23 41.82%	
5 (Strongly Agree) 23 53.49%	90.70%	5 (Strongly Agree) 29 52.73%	94.55%
<b>(Policies &amp; Procedures) Policies and Guidelines are effective &amp; efficient to support Fire Boat operations?</b>	55 Answered	<b>(Professionalism &amp; Courtesy) PCFD personnel are motivated to do a good job?</b>	69 Answered
1 (Strongly Disagree) 0 0.00%		1 (Strongly Disagree) 0 0.00%	
2 (Somewhat Disagree) 2 3.64%	3.64%	2 (Somewhat Disagree) 2 2.90%	2.90%
4 (Somewhat Agree) 26 47.27%		4 (Somewhat Agree) 21 30.43%	
5 (Strongly Agree) 27 49.09%	96.36%	5 (Strongly Agree) 46 66.67%	97.10%
<b>(Professionalism &amp; Courtesy) PCFD personnel work together as a team?</b>	72 Answered	<b>(Professionalism &amp; Courtesy) PCFD personnel have a positive outlook on their job?</b>	63 Answered
1 (Strongly Disagree) 0 0.00%		1 (Strongly Disagree) 0 0.00%	
2 (Somewhat Disagree) 2 2.78%	2.78%	2 (Somewhat Disagree) 0 0.00%	
4 (Somewhat Agree) 19 26.39%		4 (Somewhat Agree) 31 39.74%	
5 (Strongly Agree) 51 70.83%	97.22%	5 (Strongly Agree) 32 41.03%	100%
<b>(Professionalism &amp; Courtesy) PCFD personnel receive the support they need to improve their performance?</b>	66 Answered	<b>(Professionalism &amp; Courtesy) Job descriptions adequately clarify the responsibilities and expectations of the positions?</b>	69 Answered
1 (Strongly Disagree) 1 1.52%		1 (Strongly Disagree) 0 0.00%	
2 (Somewhat Disagree) 3 4.55%	6.07%	2 (Somewhat Disagree) 1 1.45%	1.45%
4 (Somewhat Agree) 23 34.85%		4 (Somewhat Agree) 23 33.33%	
5 (Strongly Agree) 39 59.09%	93.94%	5 (Strongly Agree) 45 65.22%	98.55%

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# Appendix B Cont.

## Panama City Fire Department Strategic Plan 2026-2031



(Services & Programs) PCFD provides effective Fire Suppression services?		73 Answered	(Services & Programs) PCFD provides effective EMS services?		64 Answered
1 (Strongly Disagree)	0 0.00%		1 (Strongly Disagree)	1 1.56%	
2 (Somewhat Disagree)	0 0.00%		2 (Somewhat Disagree)	5 7.81%	9.37%
4 (Somewhat Agree)	6 8.22%		4 (Somewhat Agree)	24 37.50%	
5 (Strongly Agree)	67 91.78%	100%	5 (Strongly Agree)	34 53.13%	90.63%
(Services & Programs) PCFD provides effective Dive Operation services?		56 Answered	(Services & Programs) PCFD provides effective USAR services?		58 Answered
1 (Strongly Disagree)	0 0.00%		1 (Strongly Disagree)	0 0.00%	
2 (Somewhat Disagree)	0 0.00%		2 (Somewhat Disagree)	1 1.72%	1.72%
4 (Somewhat Agree)	15 26.79%		4 (Somewhat Agree)	12 20.69%	
5 (Strongly Agree)	41 73.71%	100%	5 (Strongly Agree)	45 77.59%	98.28%
(Services & Programs) PCFD provides effective Fire Boat Operation services?		61 Answered	(Services & Programs) The department's public education programs have been effective at identifying and preventing fire & life safety issues facing the community?		62 Answered
1 (Strongly Disagree)	0 0.00%		1 (Strongly Disagree)	1 1.61%	
2 (Somewhat Disagree)	1 1.64%	1.64%	2 (Somewhat Disagree)	1 1.61%	3.22%
4 (Somewhat Agree)	13 21.31%		4 (Somewhat Agree)	25 40.32%	
5 (Strongly Agree)	47 77.05%	98.36%	5 (Strongly Agree)	35 56.45%	96.77%
(Services & Programs) The department's code compliance and inspection program has been effective at identifying and preventing fire & life safety issues in the community?		58 Answered			
1 (Strongly Disagree)	0 0.00%				
2 (Somewhat Disagree)	1 1.72%	1.72%			
4 (Somewhat Agree)	20 34.48%				
5 (Strongly Agree)	37 63.79%	98.27%			

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# Appendix B Cont.

## Panama City Fire Department Strategic Plan 2026-2031



### Favorable Responses

(Equipment) - Department apparatus and support vehicles are well maintained?		64 Answered	(Equipment) - Department apparatus and equipment effectively support <u>EMS</u> needs?		63 Answered
1 (Strongly Disagree)	0 0.00%		1 (Strongly Disagree)	1 1.59%	
2 (Somewhat Disagree)	9 14.06%	14.06%	2 (Somewhat Disagree)	7 11.11%	12.70%
4 (Somewhat Agree)	27 42.19%		4 (Somewhat Agree)	25 39.68%	
5 (Strongly Agree)	28 43.75%	85.94%	5 (Strongly Agree)	30 47.62%	87.30%
(Training) - I have received the training I need to effectively perform <u>EMS</u> operations?		65 Answered	(Training) - I have received the training I need to effectively perform <u>Dive</u> operations?		37 Answered
1 (Strongly Disagree)	2 3.07%		1 (Strongly Disagree)	5 13.51%	
2 (Somewhat Disagree)	10 15.38%	18.45%	2 (Somewhat Disagree)	0 0.00%	13.51%
4 (Somewhat Agree)	24 36.92%		4 (Somewhat Agree)	12 32.43%	
5 (Strongly Agree)	29 44.62%	81.54%	5 (Strongly Agree)	20 54.05%	86.48%
(Professionalism & Courtesy) PCFD has established high expectations for the performance of all employees?		68 Answered	(Professionalism & Courtesy) PCFD does an excellent job of engaging / involving the community?		70 Answered
1 (Strongly Disagree)	3 4.41%		1 (Strongly Disagree)	0 0.00%	
2 (Somewhat Disagree)	5 7.35%	11.76%	2 (Somewhat Disagree)	8 11.43%	11.43%
4 (Somewhat Agree)	20 29.41%		4 (Somewhat Agree)	27 38.57%	
5 (Strongly Agree)	40 58.82%	88.23%	5 (Strongly Agree)	35 50.00%	88.57%
(Training) - The department has effective approaches to developing <u>Lieutenants &amp; Captains</u> ?		58 Answered	(Administration) - Does administrative staff maintain an open line of communication with department members?		67 Answered
1 (Strongly Disagree)	5 8.62%		1 (Strongly Disagree)	1 1.49%	
2 (Somewhat Disagree)	6 10.34%	18.96%	2 (Somewhat Disagree)	7 10.45%	11.94%
4 (Somewhat Agree)	22 37.93%		4 (Somewhat Agree)	30 44.78%	
5 (Strongly Agree)	25 43.10%	81.03%	5 (Strongly Agree)	29 43.28%	88.06%

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# Appendix B Cont.

## Panama City Fire Department Strategic Plan 2026-2031



### Unfavorable Responses

<b>(Equipment) - Department facilities, buildings, and equipment effectively support cancer prevention needs?</b>	63 Answered	<b>(Training) - The department has effective approaches to developing <u>Engineers</u>?</b>	64 Answered
1 (Strongly Disagree)	3 4.76%	1 (Strongly Disagree)	3 4.69%
2 (Somewhat Disagree)	12 19.05%	2 (Somewhat Disagree)	10 15.63%
4 (Somewhat Agree)	21 33.33%	4 (Somewhat Agree)	22 34.52%
5 (Strongly Agree)	27 42.86%	5 (Strongly Agree)	29 45.16%
<b>(Training) - The department has effective approaches to developing <u>Command Staff Officers</u>?</b>	50 Answered	<b>(Policies &amp; Procedures) Policies and Guidelines are effective &amp; efficient to support <u>Hazardous Material</u> operations?</b>	39 Answered
1 (Strongly Disagree)	7 14.00%	1 (Strongly Disagree)	5 12.82%
2 (Somewhat Disagree)	6 12.00%	2 (Somewhat Disagree)	6 15.38%
4 (Somewhat Agree)	15 30.00%	4 (Somewhat Agree)	18 46.15%
5 (Strongly Agree)	22 44.00%	5 (Strongly Agree)	10 25.64%
<b>(Professionalism &amp; Courtesy) PCFD personnel are held accountable for their decisions &amp; performance?</b>	63 Answered	<b>(Professionalism &amp; Courtesy) Performance evaluations effectively identify areas for improvement, strengths, and goals?</b>	63 Answered
1 (Strongly Disagree)	4 6.35%	1 (Strongly Disagree)	3 4.76%
2 (Somewhat Disagree)	9 14.29%	2 (Somewhat Disagree)	10 15.87%
4 (Somewhat Agree)	17 26.96%	4 (Somewhat Agree)	18 28.57%
5 (Strongly Agree)	33 52.38%	5 (Strongly Agree)	32 50.79%

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## Panama City Fire Department Strategic Plan 2026-2031



### Highly Unfavorable Responses

(Facilities) - Department Facilities and buildings support services and operations?		55 Answered	(Facilities) - Department Facilities and buildings are well maintained?		60 Answered
1 (Strongly Disagree)	4 7.27%		1 (Strongly Disagree)	16 26.67%	
2 (Somewhat Disagree)	15 27.27%	34.54%	2 (Somewhat Disagree)	17 28.33%	55.00%
4 (Somewhat Agree)	22 40.00%		4 (Somewhat Agree)	18 30.00%	
5 (Strongly Agree)	14 24.45%	64.45%	5 (Strongly Agree)	9 15.00%	45.00%
(Equipment) - Department apparatus and equipment effectively support Hazardous Materials needs?		48 Answered	(Training) - I have received the training I need to effectively perform Hazardous Materials operations?		44 Answered
1 (Strongly Disagree)	7 14.58%		1 (Strongly Disagree)	10 22.73%	
2 (Somewhat Disagree)	15 31.25%	45.83%	2 (Somewhat Disagree)	12 27.27%	50.00%
4 (Somewhat Agree)	14 29.17%		4 (Somewhat Agree)	13 29.55%	
5 (Strongly Agree)	12 25.00%	54.17%	5 (Strongly Agree)	9 20.45%	50.00%
(Policies & Procedures) Policies and Guidelines are effective & efficient to support SCBA Maintenance operations?		48 Answered			
1 (Strongly Disagree)	11 22.92%				
2 (Somewhat Disagree)	10 20.83%	43.75%			
4 (Somewhat Agree)	15 31.25%				
5 (Strongly Agree)	12 25.00%	56.25%			

# Appendix B Cont.

## Panama City Fire Department Strategic Plan 2026-2031



David W Collier  
Fire Chief

Kent Taylor  
Assistant Fire Chief

For the last part of the survey, you were asked to provide the departments Strengths, Weaknesses, Opportunities, & Threats (S.W.O.T). Each one of the responses were taken and categorized on the topic provided. While this will not include detailed responses, it will show which areas the members of the department feel are important and need to be focused on. This information along with the previous section will be used to make continued improvements within the department.

### Department Strengths

Question 51 (Department Strengths) 70 Responses	
Training (34)	
Response/Service Capabilities (26)	
High Standards/ Professionalism (14)	
Special Teams (13)	
Manpower/Staffing (9)	
Structure (7)	
Personnel (6)	
Leadership (5)	
Teamwork (4)	
Professional Development (4)	
Education (3)	
Knowledge/Experience (3)	
Physical Fitness (3)	
Motivation (3)	
Updated Apparatus/Equipment (3)	
Supportive Administration (3)	
Comaraderie (2)	
Accountability (2)	
Chain of Command (2)	
Constantcy (1)	
Policies & Procedures (1)	
Recruitment (1)	
Communication (1)	
Succession Planning/Acting up (1)	
Pay/Benefits (1)	

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# Appendix B Cont.

## Panama City Fire Department Strategic Plan 2026-2031



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Fire Chief

Kent Taylor  
Assistant Fire Chief

### Department Weaknesses

#### Question 52 (Department Weaknesses) 70 Responses

Condition/Age of Fire Stations (13)  
Medical Training (10)  
Involvement of Personnel in Decision Making Processes (7)  
Leadership Development (7)  
Falling Behind with City Growth (5)  
No Fire Protection in PC North (5)  
Reduction in Budget (5)  
Taking in Ideas & Suggestions (5)  
Accountability (3)  
Outdated Apparatus/Equipment (3)  
Leadership (3)  
Lack of Personal Growth (3)  
Lack of Experience (3)  
Special Team Incentives (2)  
Updated Radio Communication Issues (2)  
Hazardous Materials Training (2)  
Communication (2)  
Consistency (2)  
Old Culture (2)  
Maintenance of Apparatus/Equipment (2)  
Negativity of Crew Members (2)  
Physical Fitness (2)  
Increasing Services (1)  
New Hire/Current Employee Evaluations (1)  
Recruitment (1)  
Not Running All Medical Call Types (1)  
Lack of Teamwork (1)  
Battalion Chief Workload (1)  
Cancer Prevention (1)  
Reduction if Fire Assessment (1)  
High-Rise Operations (1)  
Public Education About PCFD (1)  
Live Fire Training (1)  
Micro-Management (1)  
Flexibility in Policies (1)  
Promotional Opportunities (1)  
Reliance on Technology (1)

### Department Opportunities

#### Question 53 (Department Opportunities) 62 Responses

Remodeling/Building of New Stations (13)  
City Growth (12)  
Fire Protection Coverage PC North (12)  
Department Growth (11)  
Improving Apparatuses/Equipment (6)  
Increase in Training (Haz-Mat / EMS) (4)  
Personal/Promotional Growth Opportunities (4)  
Increase in Staffing (3)  
Involvement of Personnel in Decision Making Processes (3)  
Growth of Fire Prevention Division (3)  
48/96 Schedule (3)  
Special Team Incentives (2)  
Implementation of New Technologies (2)  
Public Outreach (2)  
Support from City Leadership (2)  
Continued Pay Increases (2)  
Revision of Internal Policies/Procedures (2)  
Great Leadership (2)  
Development of Leadership Training (2)  
Increased Social Media Presence (2)  
Special Team Utilization (2)  
Improvement to Emergency Dispatching (1)  
Maintaining Fire Response Capabilities (1)  
High Level of Motivation (1)  
Dedicated Engine/Truck Assignments (1)  
Increase in Department Budget (1)  
Increase in USAR Disciplines (1)  
Age of Department Members (1)  
Public Speaking Development (1)  
Experience (1)  
Deployments (1)

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# Appendix B Cont.

## Panama City Fire Department Strategic Plan 2026-2031



### Department Threats

<b>Question 54 (Department Threats) 62 Responses</b>
No Fire Protection Coverage in PC North (18)
Not Matching City Growth (14)
Station Conditions (10)
Radio Communications (8)
Budgetary Constraints/Cuts (8)
Lack of Internal/External Support (5)
Lack of Pay/COLA Increases (4)
Modernization of Department (3)
Manpower (3)
Improving Equipment/Apparatus (3)
Personnel Retention (3)
Recruitment of Personnel (3)
Potential for Personnel Morale to Decrease (2)
Off-Duty Personnel Problems (2)
Special Team Incentives (2)
Certified EMT's Not Being Compensated For Increased Level of Care (2)
Change in City Leadership (2)
Loss of Experience/Retirements (2)
Consistency at All Levels of Leadership (2)
Loss of Skill Sets (Firefighting, Medical, etc) (1)
Water Supply Issues (1)
Involvement of Personnel in Decision-Making Processes (1)
Vehicle Accidents (1)
Increase in Wildland/Urban Interface Calls (1)
Economic Downturn (1)
Increased Call Volume (1)
Continued Increase in Medical Calls (1)
Retraining of Personnel (1)
Environmental Impacts (1)

# Appendix B Cont.

## Panama City Fire Department Strategic Plan 2026-2031



### Age of the Department

How long have you worked for the department?			<u>74 Answered</u>
0-2 Years	6	8.11%	
2-5 Years	24	32.43%	
6-10 Years	15	20.27%	
11-15 Years	9	12.16%	
15-20 Years	6	8.11%	
20-25 Years	8	10.81%	
>25 Years	6	8.11%	

# Appendix C

## Panama City Fire Department Strategic Plan 2026-2031

### Critical Issues and Service Gaps

As part of the strategic planning process, the Strategic Planning Team conducted a comprehensive review of PCFD's core programs and services, as well as an in-depth SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis. This review was critical in identifying several key challenges and service gaps currently impacting departmental effectiveness and service delivery.

The analysis highlighted both internal and external factors that influence PCFD's ability to meet community needs, adapt to future demands, and sustain operational excellence. Through this process, the team pinpointed a series of critical issues and service deficiencies that require focused attention.

Addressing these issues became the foundation for the development of targeted goals and measurable objectives. These goals are designed to guide organizational improvement, optimize resource allocation, and ensure that PCFD continues to provide high-quality, responsive, and equitable services to the community.

The following table presents the identified critical issues and service gaps, which directly informed the development of the strategic goals and objectives outlined in the subsequent sections of this plan.

**Table 14: Critical Issues**

Training <ul style="list-style-type: none"><li>• Professional Development</li><li>• Succession Planning</li><li>• Training Format</li></ul>	Infrastructure <ul style="list-style-type: none"><li>• New stations</li><li>• Station relocation</li><li>• Training facility</li><li>• Water Supply / Hydrants</li></ul>	Compensation and Benefits <ul style="list-style-type: none"><li>• Internal</li><li>• External</li></ul>
Community Relations <ul style="list-style-type: none"><li>• Program awareness</li><li>• Additional programs</li></ul>	Organizational Culture <ul style="list-style-type: none"><li>• Communication</li><li>• Employee Input</li></ul>	Budget / Funding <ul style="list-style-type: none"><li>• General funding</li><li>• Alt funding sources</li></ul>

**Table 15: Service Gaps**

Internal Training <ul style="list-style-type: none"><li>• Skill proficiency</li><li>• Professional Development</li><li>• Succession Planning</li></ul>	Infrastructure to support department operations <ul style="list-style-type: none"><li>• Aging stations</li><li>• Dedicated training Facility in PC North</li></ul>	Budget / Funding <ul style="list-style-type: none"><li>• General funding being reduced</li><li>• Lack of Alt funding sources</li></ul>
Loss of experienced personnel	Reduction in Staffing	