2026-2027 Goals and Objectives

This list of Goals and Objectives represents the work of the Strategic Planning Committee and Staff of the Destin Fire Control District (DFCD). Goals are divided into the divisions to which they pertain, or in some cases are general organizational goals. The goals may be operational benchmarks or administrative.

1. Administration

Goal 1.1 – Identify and improve working relationships with the community and surrounding departments.

Objective 1.1.1 – Establish a communications group to enhance our presence on social media platforms.

i. **Measurement**: Increase Social media engagement by 5%.

Objective 1.1.2 – Improve face-to-face communications within organization with surrounding department heads.

i. Measurement: Attend 75% of all local OCFRO or specialty Chief meetings.

Goal 1.2 – Keep the District's Information Technology infrastructure updated to current industry standards.

Objective 1.2.1 – Throughout the FY, replace outdated and obsolete technology with new computer workstations, tablets, and mobile data terminals.

Objective 1.2.2 – Website updated on Oct. 1, 2025: Continue to evaluate the DFCD Website and institute changes as identified to reflect updates to the department to include enhanced and updated divisions.

i. **Measurement**: Improve website and be 100% in compliance with requirements set forth by Statue # 189.069
ii. **Measurement**: Evaluate website traffic and create an improvement plan.

Goal: 1.3 – Human Resource and Finance workflow system integration.

Objective 1.3.1 – Evaluate the District's accounting, payroll, human resources, timekeeping, benefits, purchasing, fixed-asset, budgeting, and reporting systems to determine whether the existing platform should be retained, upgraded, or replaced within the next 3 years.

i. Complete a needs assessment and workflow analysis.
ii. Present a retain, upgrade, or replace recommendation, including three-year costs and an implementation timeline.
iii. Identify required integrations with scheduling, payroll, banking, purchasing, and future billing systems.

Objective 1.3.2 – Personnel training and process development to provide employees with the training necessary to support effective and consistent workflows

i. **Measurement:** Designate and train a primary and backup employee for every essential Finance and HR functions.

Goal: 1.4 – Provide staff, residents and other outside agencies accurate and timely financial accounting services while ensuring compliance with applicable policies, regulations, and reporting requirements.

Objective 1.4.1 - Maintain financial stability of capital assets (plan for future capital obligations).

i. Measurement: Maintain no less than 10% underfunding within Asset Fund

Objective 1.4.2 - Reduce outstanding accounts receivable

i. Measurement: Give customers multiple payment options by continuing to evaluate new software and/or platforms for customer convenience.
ii. Measurement: Maintain current customer contact information by working with operations personnel to assist with updating accurate customer contact information for returned invoices.

Objective 1.4.3 - Provide timely and accurate financial reporting and transactions.

i. Measurement: No less than 80% of financial reports closed by monthly board meeting.

Goal: 1.5 – Strengthen internal controls, compliance, and operational continuity.

Objective 1.5.1 – Develop SOGs for the Administration Division that covers all positions and responsibilities.

i. Measurement: Details and approved SOGs for Administration division.

Objective 1.5.2 – Develop written procedures for purchasing (all levels), procurement, and replacement of district assets.

2. Fire and Rescue Operations

Goal 2.1 – Ensure the Destin Fire Control District is staffed and equipped in geographic locations to provide response times to fire and EMS related incidents with an effective response force based on community needs and accepted practices.

Objective 2.1.1 – For 90% of low and moderate risk structural fire incidents, the first-due unit shall arrive within 9 minutes and the full firefighting force within the district shall arrive within 15 minutes total response time. The effective firefighting force should be capable of preventing further escalation of the fire incident.

i. Measurement: Report posted from PCR software showing all statistics.

Objective 2.1.2 – For 90% of high-risk structural fire incidents, the first-due unit shall arrive within 9 minutes and the full firefighting force within the district shall arrive within 15 minutes total response time. The effective firefighting force should be capable of preventing further escalation of the fire incident.

ii. Measurement: Report posted from PCR software showing all statistics.

Goal 2.2 – Ensure that the Department is staffed and equipped in geographic locations to provide response times to non-fire/special operations related incidents with an effective response force based on communities' needs and accepted practices.

Objective 2.2.1 – For 90% of all incidents, the Department's Hazardous Materials Technicians shall arrive within 9 minutes total response time. For 90 % of hazardous materials incidents requiring a full team response, the team should be called within 20 minutes total time.

i. Measurement: Report posted from PCR software showing all statistics.

Objective 2.2.2 – For 90 % of all incidents, the marine unit shall arrive within 20 minutes total response time. This unit shall be capable of initiating the mitigation of a water rescue incident from land or sea.

i. Measurement: Report posted from PCR software showing all statistics.

Objective 2.2.3 – For 90% of all technical rescue incidents, a first responder unit shall arrive within 9 minutes total response time and the technical rescue team shall arrive within 30 minutes total response time.

i. Measurement: Report posted from PCR software showing all statistics.

Goal 2.3 – Ensure fire department members receive annual training that is required or recommended by regulatory organizations.

Objective 2.3.1 –Provide annual training and drills based on the Insurance Services Office (ISO) recommendations. Ensure every member meets 100% of training requirements.

i. Measurement: ISO training report showing all required training hours and summary of hours completed.

Objective 2.3.2 –Continue to build and develop training plans in District's new training software.

i. Measurement: Create training report showing all training plans built and the success/ failure of each program.

Goal 2.4 – Ensure fire department members receive annual training that is relevant to current responsibility and operations.

Objective 2.4.1 – Provide training to all members prior to the implementation of any new or revised operational procedure.

i. Measurement: List all new/revised procedures in FY. Publish summary of all relevant training completed.

Objective 2.4.2 – Continue to provide training to all members prior to the implementation of any new or updated equipment or apparatus.

i. Measurement: List all new/revised procedures in FY. Publish summary of all relevant training completed.

Goal 2.5 – Enhance operational capabilities within the Urban Search and Rescue Program (USAR).

Objective 2.5.1 – Increase the technical-operational capabilities of the current USAR program by increasing the member size of the current USAR operational capabilities.

i. Measurement: Increase the number of FLUSAR Rescue Specialists.
ii. Measurement: Increase the number of Swiftwater Rescue Technicians.

Goal 2.6 – All water supply coordination and maintenance records housed within a single software program.

Objective 2.6.1 – To have personnel or an entity dedicated to water supply coordination through Destin Water Users.

i. Measurement: Quarterly progress reports developed and provided to the Destin Fire Control District.

3. Beach Safety Operations

Goal 3.1 – Drowning prevention

Objective 3.1.1 – Have a minimum of 90% public contact on high-risk days where flags are posted double red/water closed to public.

i. Measurement: Publish public contact numbers to include estimated population and total public contacts.

Objective 3.1.2 – For 75% public contact of beach attendance on low-risk days where flags are posted as yellow, yellow/purple, and red flag days.

I. Measurement: Publish public contact numbers to include estimated population and total public contacts.

Objective 3.1.3 – For 90% preventative actions on high-risk days, all personnel to make contact within 10 mins of individual arriving in zone if capable.

i. Measurement: Publish public contact numbers to include estimated population and total public contacts.

Objective 3.1.4 – Continue to provide education in the form of pamphlets, signage, brochures, visual aids, social media, and verbal communication on the importance of the Flag Program and the meaning of all flags.

i. Measurement: publish educational pamphlet numbers from our daily activities report.

Goal 3.2 – Beach Safety Training and Personnel

Objective 3.2.1 – Meet a minimum of 50% of full-time lifeguards certified as CPR Instructors.

i. Measurement: Publish report of division CPR instructors and employees certified through each instructor.

Objective 3.2.2 – Obtain the "Advanced" Lifeguard Agency certification through USLA (United States Lifesaving Association).

ii. Measurement: Show "Destin Fire Control District" listed on the USLA website as a Advanced* Lifeguard Agency (https://www.usla.org/page/certifiedagencies).

Objective 3.2.3 – Certify additional officers as instructors to the USLA training course.

iii. Measurement: Increase the number of Beach Safety Officers as instructors to the USLA training course.

Objective 3.2.4 – Obtain the "Beach Emergency Operations" Lifeguard Agency certification through USLA (United States Lifesaving Association).

i. Measurement: Show "Destin Fire Control District" listed on the USLA website as certified Beach Emergency Operations agency under the Lifeguard Agency (https://www.usla.org/page/certifiedagencies).

Goal 3.3 – Training

Objective 3.3.1 - Meet or exceed USLA standards for training by conducting a monthly rescue scenario and 30 minutes of physical fitness training performed daily.

i. Measurement: Document and publish physical training hours in annual report.

Objective 3.3.2 – 100% of all Division employees meet CPR certification requirements by USLA approved agencies

i. Measurement: Document and publish CPR training hours in annual report and provide CPR cards to all employees for personnel files.

Objective 3.3.3 – 100% of all Division full-time officers (Lieutenants and Officers) obtain their State of Florida EMT certification.

i. Measurement: Provide State of Florida EMT certifications for all full-time employee's files.

Objective 3.3.4 – 100% of all Division full-time EMTs complete their online CEUs for recertification of State of Florida EMT license.

i. Measurement: Document and publish minimum of 16 hours continuing medical training hours in annual report

Goal 3.4 – Junior Lifeguards

Objective 3.4.1 – A minimum of 25% of junior lifeguard participants complete a 550-yard swim in 10 minutes or less.

i. Measurement: Document and publish number of registered junior lifeguards and number of qualifying in annual report.

Goal 3.5 – Response Time

Objective 3.5.1 - For 90% of beach calls, beach safety will have a response time of less than 9 minutes for calls that occur during service hours.

i. Measurement: Document and publish report in annual report on all beach calls.

Goal 3.6 – Full Time Employees

Objective 3.6.1 - For 75% public contact daily listed on the Daily Activity Report (DAR) for public contact.

i. Measurement: Publish public contact numbers to include estimated population and total public contacts.

Goal 3.7 –Beach Safety SOG Updates

Objective 4.3.1 – Advise any updates to Beach Safety SOGs to reflect current best practices and standards and to remain in compliance with relevant organizations to include USLA, Okaloosa County, City of Destin, and AHA.

i. Measurement: Produce the number of Beach Safety SOGs that have been updated, reviewed and approved in current state, or additions.

4. Medical Division Operations

Goal 4.1 – With Electronic Care Reports (e-PCR), ensure all reports are promptly and thoroughly reviewed for accuracy.

Objective 4.1.1 – All critical event electronic patient care reports are reviewed for quality assurance by the Medical Division Chief (or designee) within 96 hours of completing the incident. This will include all cardiac arrest, trauma alert, sepsis, and STEMI alert reports.

i. Measurement: All reports marked “critical” will be reviewed for quality assurance and marked “complete” in the ePCR system within 96 hours of shift completion.

Objective 4.1.2 – 100% of the electronic patient care reports shall be reviewed by the Officer in Charge of the ePCR system and assured all reports are completed.

i. Measurement: 100% of ePCR reports to be reviewed and in the “complete” status in the ePCR system prior to end of month for NEMSIS upload.

Objective 4.1.3 – Any electronic patient care report that has been identified as not meeting the quality core measures deemed by the Medical Division Chief will be reassigned to the appropriate field clinician within 14 days for review and completion.

i. Measurement: All returned reports to field clinicians be revised and resubmitted for review within 6 days of receiving.

Goal 4.2 – CPR/ AED Program

Objective 4.2.1 – Continue to enhance year-round CPR/AED program. Program based on community needs and resources.

i. Measurement: Publish yearly CPR/AED training numbers for comparison to previous years.

Objective 4.2.2 – Continue to develop the CPR/AED instructor certification program within the Destin Fire Control District and the United States Coast Guard.

i. Measurement: Increase number of CPR/AED instructors.

Goal. 4.3 – Equipment and Needs

Objective 4.3.1 – Continue to evaluate the equipment needs of the division and replace damaged, destroyed, or obsolete assets.

i. Measurement: Provide a list of major assets replaced or added from the Division.

5. Inspections Department Operations

Goal 5.1 – Ensure the Department provides continuing Fire and Life Safety education and Public Information based on community needs and available resources.

Objective 5.1.1 – Continue to provide varying Public Education year-round programs based on community needs and resources to include but not limited to: fire station tours, fire safety lectures, fire extinguisher training, smoke alarm installations, hurricane safety information and occupant protection safety.

i. Measurement: Log and publish a list of programs and participation for those programs.

Objective 5.1.2 – For 90% of public contact for fire prevention, Fire and Life Safety prevention presentation will be made for all children in all day care centers (within the district) and through Second grade at Destin Elementary.

i. Measurement: Compare participation numbers for fire prevention presentation by comparing to current population of preschools, Destin Elementary Kindergarten, First Grade, and Second Grade.

Goal 5.2 – Provide fire code enforcement services that match the needs of the communities we serve.

Objective 5.2.1 – Follow-up on all reported fire violations by the Fire Inspections division.

i. Measurement: Follow up on all Fire Inspection violations within 45 days of published report and document corrective actions taken.

Objective 5.2.2 – Continue to review inspection records for accuracy and completion.

i. Measurement: All inspection records are signed off by the Fire Marshal for accuracy and completion.

Goal 5.3 – Improve Fire Prevention effectiveness/efficiency.

Objective 5.3.1 – Evaluate use of current technology that includes line personnel electronically completing pre-fire plans in the field.

i. Measurement: Evaluate the capability of electronic Pre-fire plans in the field with new technology and field capabilities.

Objective 5.3.2 – Provide education to line personnel about proper fire prevention practices.

i. Measurement: Document training to line personnel on the proper fire prevention practices and Pre-plan technology.

Goal 5.4 – Educate the community about the importance of maintaining fire protections systems.

Objective 5.4.1 – Identify and educate the proper maintenance supervisor or property manager on the proper practices to maintain fire protections systems in commercial properties.

Objective 5.4.2 – Continue current practice of following up on multiple false alarms at the same address to ensure the cause has been addressed or repaired.

i. Measurement: Document through the Fire Marshal multiple false fire alarm calls at the same address and document invoicing per department policies.
ii. Measurement: Publish list in end of year report.

Goal 5.5 – Remain current with trends and nationally accepted practices and standards for fire investigations.

Objective 5.5.1 – Ensure compliance with Insurance Service Office (ISO) standards by completing 40 hours of fire investigator training for the prevention personnel annually.

i. Measurement: Documentation of minimum ISO training standards and publish summary of division in end of year report.

Objective 5.5.2 – All members to maintain Inspector Certifications within the department according to NFPA standards and timelines.

i. Measurement: Ensure entire Fire Prevention department maintains all inspector certifications with required reoccurring training to maintain certifications.

Goal 5.6 – Inspection of Buildings

Objective 5.6.1 – 100% of target buildings in District are inspected annually.

i. Measurement: Ensure all target buildings listed in district are inspected annually and provide inspection information on annual report.

Objective 5.6.2 – 90% of all businesses in District are inspected annually.

i. Measurement: Document inspections on all businesses listed in District and ensure a min of 90% are completed annually. Provide inspection information on annual report.

Goal 5.7 – Plan Reviews

Objective 5.7.1 – For 90% of all received plan reviews to be completed within 7-10 business days of being received by the Fire Marshal.

i. Measurement: Document plan review acceptance date and completion and ensure a min of 90% are completed within 7-10 business days. Provide information on annual report.

Goal 5.8 – Chaplin Program

Objective 5.8.1 – Develop a voluntary Caplin program to be overseen by the Fire Marshal.

ii. Measurement: Develop program steps, SOGs, and direction of a DFCD Chaplin program.

Goal 5.9 – Fee Assessment

Objective 5.9.1 – Conduct a fee assessment evaluation and provide recommendations to the Fire Chief for fee assessment schedule updates for plan reviews, inspections, letters, etc.

iii. Measurement: Develop a comparison document from all surrounding agencies to include recommendations from the State of Florida on fee assessments

iv. Measurement: Develop a resolution to present to the Board of Commissioners for assessments. Provide all appropriate documentation and information for the Board's consideration.

6. Support Services

Goal 6.1 – Improve current safety and health practices within the organization.

Objective 6.1.1 – Have a Safety Meeting program to include near-miss events.

i. Measurement: Document and publish quarterly meeting minutes.

Objective 6.1.2 – All reported safety hazards and corrective measures will continue to be reviewed by the Safety Committee for recommendations for improvement within 120 days of the incident.

i. Measurement: Follow up by the Safety Committee Chair to be reported to the Fire Chief and published in end of FY report.

Objective 6.1.3 – Public information will maintain media contacts and report community fire and life safety concerns through varying media outlets, print, television, radio, and social media networks on a continual basis.

Objective 6.1.4 – Continue to offer free car seat safety checks and installations.

i. Measurement: Document all car seat safety checks with 100% compliance on all waivers for any public contact. Publish year end car safety check numbers.

Goal 6.2 – Ensure facilities are clean and in good repair, resolve maintenance issues in timely manner.

Objective 6.2.1 – Continue the station inspection program that identifies equipment or facilities that are in disrepair.

i. Measurement: Ensure compliance with all Station Captains that the Daily/ Weekly station inspections are being conducted and completed through the online platform provided. Goal is 90% of all station inspection forms completed per shift.

Objective 6.2.2 – Address facility problems expeditiously with updated equipment and practices.

i. Measurement: Using the online platform, complete station and equipment issues by completing requested work orders.

7. General Organizational Goals

Goal 7.1 – Improve interdepartmental training in compliance with ISO and NFPA standards that are specific to Destin Fire Control District's standard operating procedures.

Objective 7.1.1 – Continue to review, edit, and create company performance drills that are specific to Destin Fire Control District's training procedures.

i. Measurement: Evaluate the effectiveness of the District's Training program after the year end and evaluate the overall performance of company drills per shift/ station.

Objective 7.1.2 – Continue evaluating the feasibility of constructing a Destin Fire Control District training facility.

Objective 7.1.3 – Implement a bi-annual department-wide officer's meeting that provides a platform that encourages communication and growth

i. Measurement: Hold a department-wide mandatory officer's meeting bi-annually. Meeting is to be held at St. 9 and meeting date/ time published in the year end report.