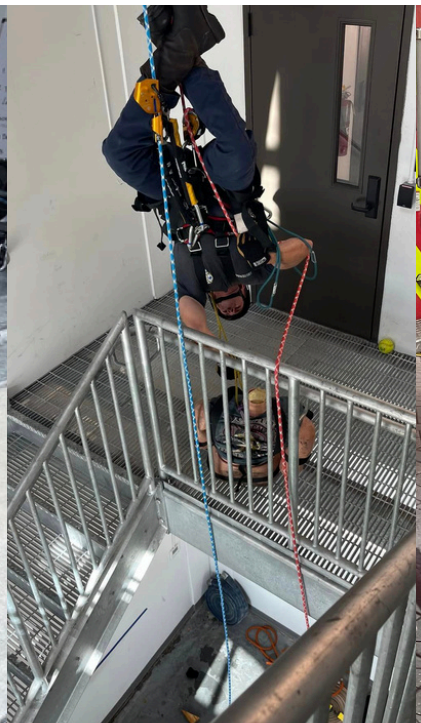
DELAND FIRE DEPARTMENT

STRATEGIC PLAN

DeLand Fire Department

“Where Tradition and Excellence Meet”



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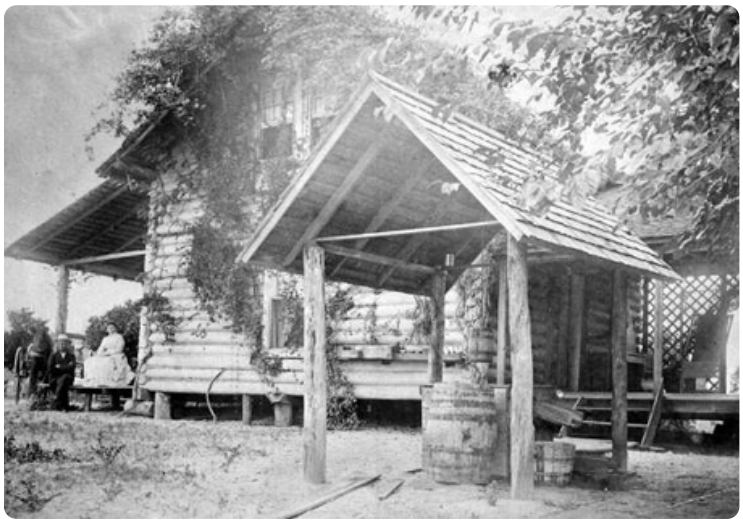
Organizational Background and Introduction

In 1874, a steamboat captain named John Rich built a log cabin and started a settlement on a parcel of land then known as Persimmon Hollow. At that time, the area was known for the abundance of wild persimmon trees that grew on the land. After the Civil War ended, each year more and more pioneers moved to the area looking to build a new future for themselves and their families.

In 1876, Henry DeLand, a baking soda business owner from Fairport, New York traveled to Central Florida with his brother-in-law O.P. Terry to see the land that Terry had purchased for the planting of orange groves. At that time, "Orange Fever" was becoming very common to the early pioneers. Orange Fever was the excitement over investing and planting the new orange groves in the Central Florida area.



John Rich's cabin in Persimmon Hollow

O.P. Terry and Henry DeLand during DeLand's first visit to Persimmon Hollow

Henry DeLand fell in love with the area during his trip. He was impressed with the vast pine trees and rolling landscape. So much so that he purchased a large parcel of land with the hopes of establishing a town. Henry DeLand wanted the town that he was creating to grow and thrive. To help the town grow and to entice other pioneers to move to the area, DeLand guaranteed their investments as incentive to relocate and would purchase their farm if it failed. The town was officially incorporated in 1882 and became the City of DeLand.

Organizational Background and Introduction (cont'd)

In 1883, the DeLand Academy, the first private college in Florida was established along with the city's volunteer fire brigade. A hard freeze in 1885 ruined most of the orange groves and farmland in the area.

As a result, Henry DeLand had to keep his word and reimburse all of the area farmers as part of his guarantee. DeLand returned to New York as many of his financial investments were deemed nearly worthless after the freeze. Prior to leaving, John B. Stetson, a hat manufacturer from Philadelphia, was entrusted with the DeLand Academy. In 1889, it was renamed to Stetson University, which is still a prominent fixture in the city.

The DeLand Academy. This building is still in use today as DeLand Hall on the Stetson University Campus.

The Great Fire

The aftermath of the Great Fire in 1886

On September 27, 1886, a fire started in a saloon in the downtown area. Once the fire was finally extinguished, it had burned 22 buildings and 33 businesses, and had destroyed two blocks of the downtown area. As a result, the next day, two new city ordinances were created. One required all new buildings to be constructed of masonry and the second banned saloons. Some of these new masonry buildings are still in use today. The City of DeLand became the county seat in 1887 and was the first city in Florida to have electricity.

Organizational Background and Introduction (cont'd)

In 1920, an airfield was created just north of the downtown area. In World War II, the airfield was donated to the U.S. Navy, and in 1941 the DeLand Naval Air Station was established. The naval air station was in operation until 1946.

DeLand Naval Air Station in 1942

Once the war was over, the airfield was returned to the city and is still in operation today. The airport is home to Skydive DeLand, one of the top skydiving locations in the world.

Fire Station 81 is located at 343 West Howry Avenue. The 343 numerical pays homage to the 343 firefighters who were killed on September 11th, 2001.

Today, the department responds from three strategically located fire stations to ensure a prompt and quality response to calls for service in the city. The DeLand Fire Department is staffed with 61 uniformed and civilian employees to provide various programs and services to the community.

In the development of this strategic plan, the DeLand Fire Department used *Quality Improvement for the Fire and Emergency Services* as a guide in the process and to achieve all requirements for the latest CFAI accreditation model.

The use of this strategic plan will provide the department with a roadmap for continuous improvement and to better serve the community.

Message from the Fire Chief

Dear members of the DeLand community, distinguished stakeholders, and dedicated members of the DeLand Fire Department,

I am honored to present the Strategic Plan that will guide the DeLand Fire Department through the next five years, marking a pivotal milestone in our journey towards excellence and community safety. This plan will clearly outline our mission, our core values, and our goals of the fire services that are provided to this community. The framework described herein will provide the path for our fire department to follow so we can proudly serve our citizens, visitors and business community with the premier services they deserve.

I want to extend my gratitude to all the community and agency stakeholders who actively participated in the development of this plan. We cannot develop our path forward in a vacuum and your valuable insights, diverse perspectives, and commitment to community well-being have shaped this comprehensive and forward-looking plan. It is through our shared efforts that we have created a plan that not only reflects the needs of today, but also looks ahead to anticipate the challenges and opportunities of our collective future.

In closing, I want to say how honored I am to lead an organization that is comprised of dedicated professionals who embody the spirit of compassionate community service and sacrifice. I am confident that the goals we have set and the strategies we have devised are relevant and achievable. Together, we will move forward to face our challenges and strive to achieve the extraordinary.

Respectfully,
Todd B. Allen
Fire Chief
DeLand Fire Department

Mission, Values and Vision

MISSION STATEMENT

It is the mission of the Deland Fire Department to provide our citizens and visitors with the highest level of life safety and property protection available

VISION STATEMENT

To be the most efficient, effective, and safest all-hazard response agency in Volusia County

VALUES

- ·The safety and well-being of employees
- ·The safety of the public
- ·Pride and dedication to providing quality service in a professional manner
- ·Transparency and open communication
- ·Keeping each other's back
- ·Honor and dedication to the work
- ·Respect for each other

City of DeLand overview

40,000 population

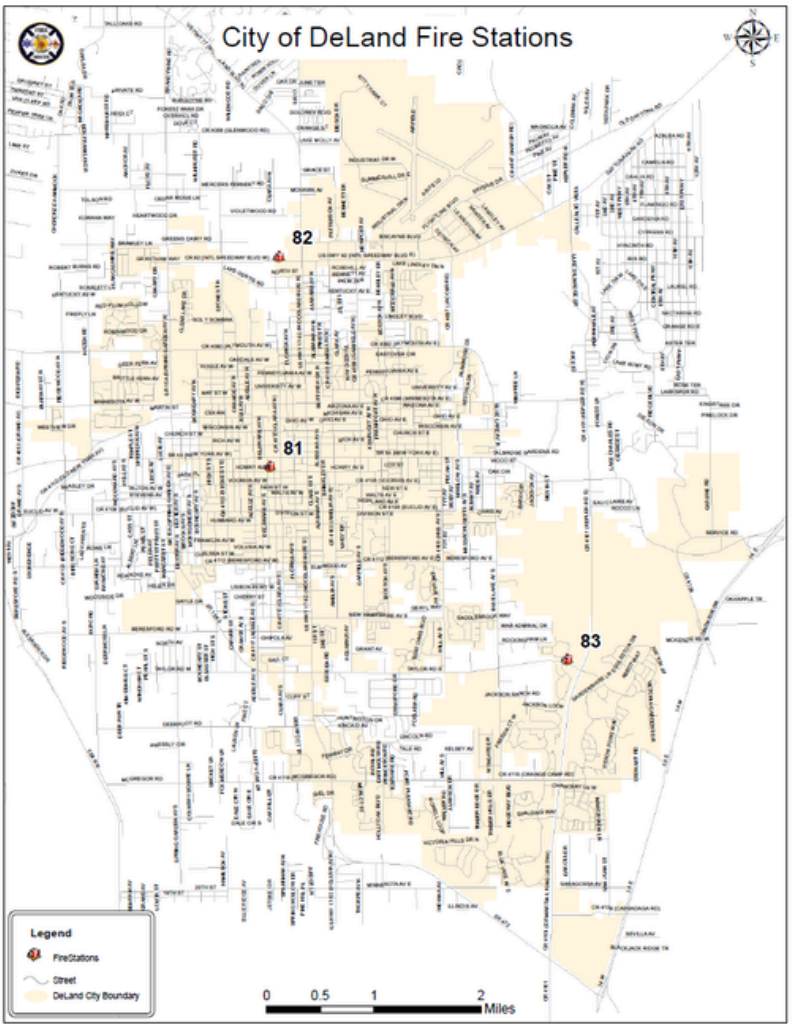
19.5 square miles of annexed property

2,051 people per square mile

County seat of Volusia County

Home of Stetson University

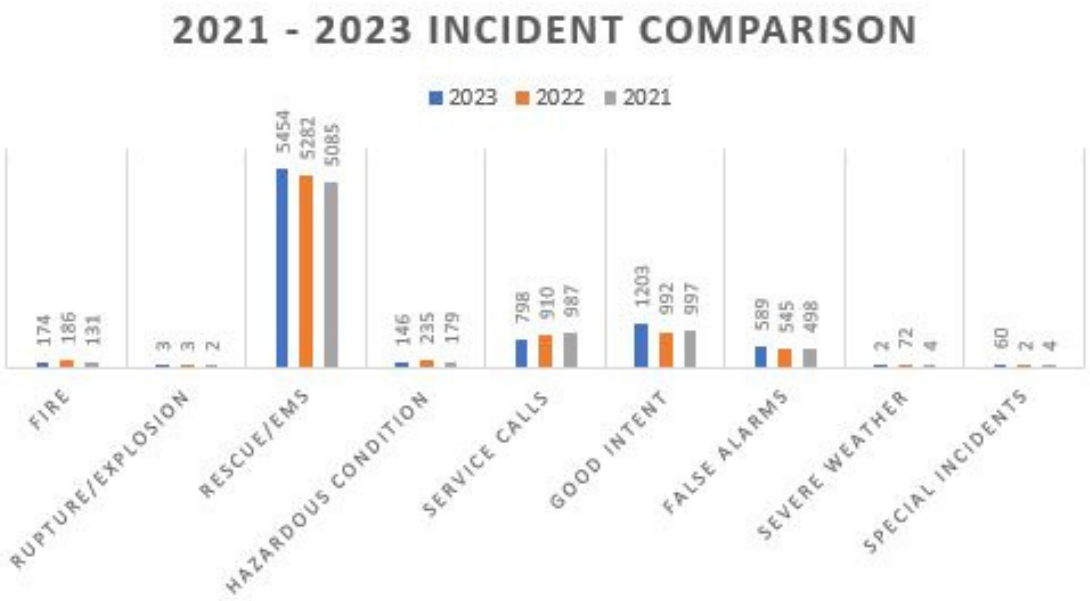
Overview and Organization



	ANNUAL BUDGET
2024	$9,995,549
2023	$8,746,375
2022	$8,335,817

Department staffing, facilities and apparatus

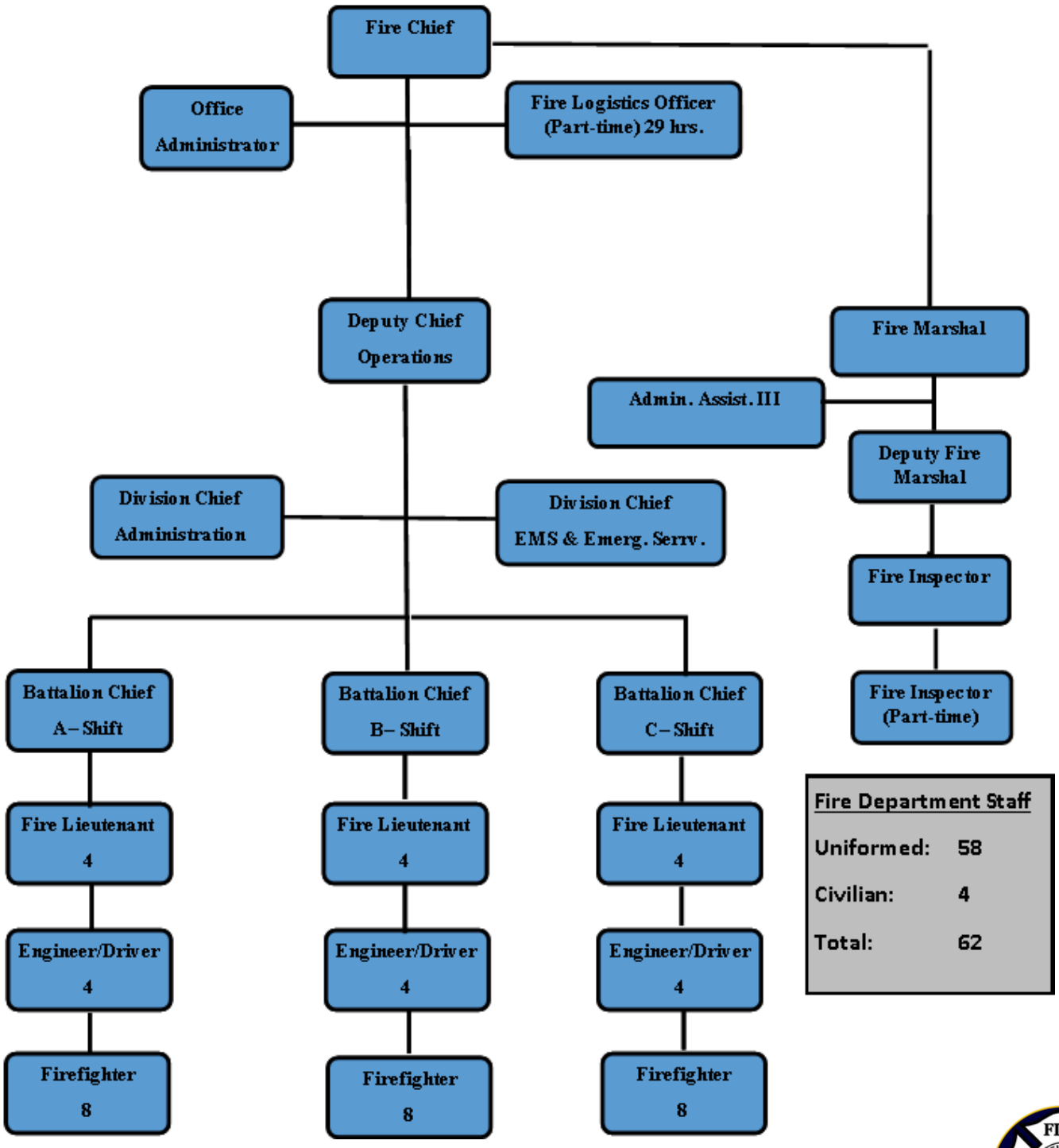
Operations – 17 personnel per shift (51 total personnel)
Administration – 5
Fire Prevention – 5
Sworn employees – 58
Civilian employees – 4



3 Fire Stations
2 Fire Engines
1 Squad Engine
1 Tower Ladder

Overview and Organization (cont'd)

2024 ORGANIZATIONAL CHART



Department Scope of Service and Services Provided

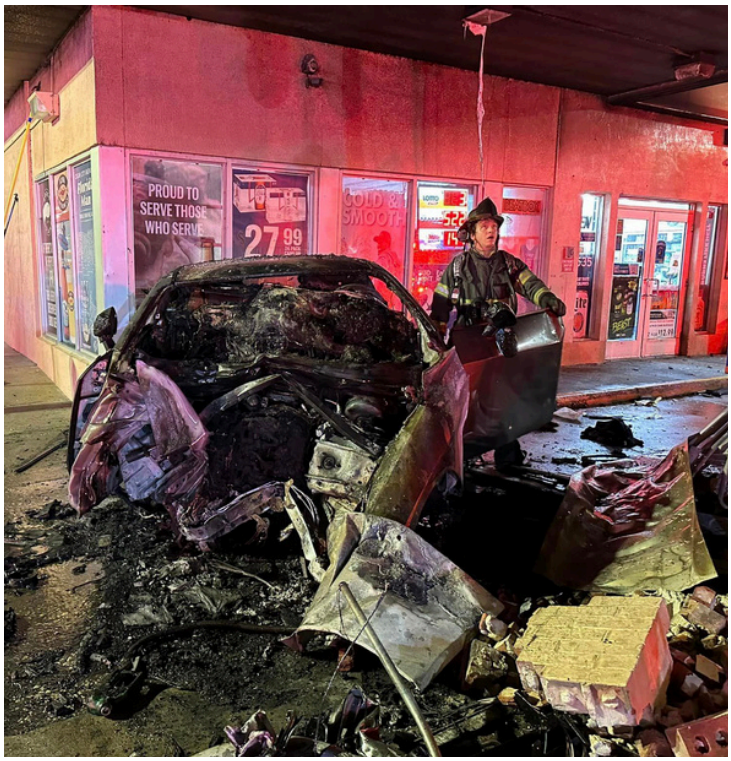
The DeLand Fire Department is a full-service, high-profile, emergency-service agency that provides 7 service programs:

Program	Details
Fire Suppression	Protect the community from structure, vehicle, wildland, and other types of uncontrolled fires. Firefighters are well-trained and well-equipped to search for and remove victims, strategically attack, and rapidly control fires.
Emergency Medical Services	Provide pre-hospital acute medical care and treatment to patients with illnesses and injuries. Personnel are trained in the rescue, stabilization, and advanced treatment of traumatic or medical emergencies.
Technical Rescue	Perform rescues of victims from what are considered complex or unique "technical" situations - rescue in complex motor vehicle accidents, confined spaces, high angle, structural collapse, and trench collapse.
Hazardous Materials Mitigation	Prevent and resolve hazardous materials from escaping and/or causing larger issues to residents and business owners.
Fire Prevention, Inspection, Plan Review, and Investigation	Reduce the frequency, probability, and severity of fire resulting in loss of life and property. Conduct frequent quality fire inspections in all commercial buildings, review construction plans and blueprints for code compliance, and fire investigation to determine the origin and cause of fires.
Firefighter Education, Certification, and Leadership Development	Professional training center focusing on continued education in Fire, Emergency Medical Services, and Rescue with emphasis on maintaining the highest quality emergency services. All operations personnel are certified firefighters and either state certified Emergency Medical Technicians or Paramedics
Domestic Threat and Disaster Planning, Communication, and Response	Emergency Operations Center and Activation: Prepare and response to situations of natural and man-made disasters. Inform the community of emergency situations using various methods of communication.

External Relationships and Partnerships

The DeLand Fire Department is a partner in several response agreements with outside agencies in Volusia County. The department participates in a county-wide automatic aid agreement and closest unit agreement.

These agreements allow for the closest fire department unit to respond to emergency calls for service regardless of jurisdiction. This agreement allows for faster responses to fire and emergency medical calls for service.



As part of the closest unit response agreement, the West-side fire departments in Volusia County participate in shared responses with the closest engines, aerials, squad, and battalion chiefs. The fire departments of Volusia County, Orange City, and Deltona, along with DeLand, are committed to helping each other provide fire services with seamless borders. Especially when the need for a large amount of physical resources are needed to be deployed, we all work together to get the right resources in the right size to mitigate the issue quickly.

External Relationships and Partnerships (cont'd)

The department also participates in a three-agency Type II Technical Rescue Team (TRT-532. The team is composed of members from the DeLand Fire Department, Deltona Fire Department, and Orange City Fire Department.

The team and its members are specially trained in technical rescue responses such as Rope/High angle Rescue, Vehicle and Machinery Rescue, Confined Space Rescue, Building Collapse rescue, Trench/Excavation Rescue, and Hazardous Materials Response. The department also participates on the Volusia County Fire Rescue Hazardous Materials Team providing personnel specifically trained in hazardous materials incident response.

These partnerships and agreements for quicker response times, quicker medical and first aid treatment and care, and closer working relationships between agencies which all benefit the citizens and visitors of the City of DeLand, and Volusia County area. The DeLand Fire Department also participates in a statewide mutual aid agreement. This agreement allows for the department to respond to any disaster across the state when assistance is requested.

External Community Feedback

On April 10th, 2023, a community meeting was held with community stakeholders of the DeLand Fire Department. The meeting was facilitated by a member of the Technical Advisor Program of the Commission of Fire Accreditation International as part of the department's Community Risk Assessment/Standard of Cover document development.

The department hosted 30 members of the community to gather their input and opinions of the organization, and to determine what the department is doing correctly and also to determine areas to improve. The community stakeholders represented many segments of the local businesses and residents that the fire department serves and responds to. The group was asked for feedback on the current strengths and expectations of the department, and any concerns for the department.

The following are the top five expectations and concerns identified by the community stakeholders for the DeLand Fire Department.

Community Priorities

1. Emergency Medical Services
2. Technical Rescue
3. Fire Suppression
4. Hazardous Materials Mitigation
5. Emergency Management

Community Concerns

1. Manpower and Staffing
2. Emergency Response
3. Fire Inspections
4. Fire Dept. Infrastructure
5. Training and Equipment

Identification of Critical Issues and Service Gaps

The agency stakeholders of the DeLand Fire Department participated in an environmental scan to determine where the agency currently is, and to determine what future department aspirations current stakeholders have. The scan consisted of a combination survey of current department strengths, weaknesses, opportunities and threats (SWOT) strategic planning method and the strengths, opportunities, aspirations, and results (SOAR) method. The survey also evaluated any future department aspirations current agency stakeholders have.

This information was then used to identify any critical issues and service gaps for the DeLand Fire Department. The internal environmental scan showed the following strengths and weaknesses as seen by department personnel.

Strengths

1. Fire Suppression and Response
2. Response Times
3. Department Training
4. Emergency Medical Services
5. Advanced Life Support

Weaknesses

1. Internal Department Communication
2. Facilities
3. Apparatus
4. Fire Prevention Division
5. Manpower and Staffing

Service and Response Time Gaps

As part of the fire departments accreditation process, the department took an in-depth look into incident response data and response times. Significant incident types were broken down into low, moderate, and high-risk incident categories for fire suppression, emergency medical services, technical rescue, hazardous materials, and aviation-related incidents.

Below are response time charts that detail incident and response time data for the 2021 thru 2023-time frame. All times depicted are calculated to the 90th percentile. The 90th percentile calculation can be defined as the time a fire department unit needs to complete each category 90 percent of the time or less.

Chart definitions:

Pick-up to Dispatch time – This is the amount it time taken from when the 911 call is received at the Volusia Sheriff's Office Communications Center to the dispatch of initial fire department units.

Turnout Time 1st Unit – This is the amount of time needed for the fire department unit that arrives first at an incident scene to acknowledge their call, don their protective equipment, and leave the station.

Travel Time 1st Unit – This is the amount of time needed for the first arriving fire department unit at an incident scene to travel from their assigned station to the incident scene.

Total Response Time – This is the amount of time from when the 911 call is received at the communications center until the first fire department unit arrives on scene. The total response time includes the pick-up to dispatch, turnout, and travel times.

n value – The number of incidents in each category per year.

Service and Response Time Gaps: Fire Suppression Incidents

Fire Suppression (Low - Risk)	2021 - 2023	2023	2022	2021	Target
Pick-up to Dispatch	3:40	3:16	3:42	3:34	1:30
Turnout Time 1st Unit	2:12	1:31	2:10	2:13	1:20
Travel Time 1st Unit	6:17	5:33	6:28	5:08	4:00
Total Response Time 1st Unit on Scene	11:42	6:19	12:20	9:10	6:50
	n=45	n=19	n=18	n=8	

Example: Fire responses only requiring one suppression unit to mitigate the incident, such as dumpster and trash fires, small grass fires, and single vehicle fires.

Fire Suppression (Moderate - Risk)	2021 - 2023	2023	2022	2021	Target
Pick-up to Dispatch	2:06	2:17	1:25	1:25	1:00
Turnout Time 1st Unit	2:07	2:12	1:49	1:11	1:20
Travel Time 1st Unit	9:05	6:23	6:33	9:44	4:00
Total Response Time 1st Unit on Scene	10:30	10:46	9:30	6:42	6:20
	n=35	n=22	n=11	n=2	

Example: Fires in single-family residences and small commercial structures less than 20,000 square feet in size.

Fire Suppression (High - Risk)	2021 - 2023	2023	2022	2021	Target
Pick-up to Dispatch	N/A	1:25	N/A	N/A	1:00
Turnout Time 1st Unit	N/A	0:23	N/A	N/A	1:20
Travel Time 1st Unit	N/A	1:50	N/A	N/A	4:00
Total Response Time 1st Unit on Scene	N/A	2:15	N/A	N/A	6:20
	n=1	n=1	n=0	n=0	

Example: Fires in high-rise structures, large commercial structures over 20,000 square feet, big box stores, and multi-family apartments.

Service and Response Time Gaps: Emergency Medical Services Incidents

EMS (Low - Risk)	2021 - 2023	2023	2022	2021	Target
Pick-up to Dispatch	3:50	3:24	3:43	3:52	1:30
Turnout Time 1st Unit	2:00	1:54	2:01	2:00	1:00
Travel Time 1st Unit	7:01	6:44	7:03	6:56	4:00
Total Response Time 1st Unit on Scene	11:03	10:36	11:04	11:01	6:30
	n=7107	n=1453	n=2891	n=2763	

Example: EMS responses that can be mitigated by one fire department apparatus and one Volusia County EMS unit, such as invalid assists, advanced life support (ALS), and basic life support (BLS) calls for one patient.

EMS (Moderate - Risk)	2021 - 2023	2023	2022	2021	Target
Pick-up to Dispatch	3:10	1:59	3:14	2:56	1:30
Turnout Time 1st Unit	2:02	1:08	1:42	2:08	1:00
Travel Time 1st Unit	6:29	6:50	5:03	5:09	4:00
Total Response Time 1st Unit on Scene	9:58	10:22	8:15	8:26	6:30
	n=374	n=300	n=34	n=40	

Example: EMS responses with more than one patient, critical patient, i.e., cardiac arrest, motor vehicle accident with two or more patients.

EMS (High - Risk)	2021 - 2023	2023	2022	2021	Target
Pick-up to Dispatch	N/A	N/A	N/A	N/A	1:30
Turnout Time 1st Unit	N/A	N/A	N/A	N/A	1:00
Travel Time 1st Unit	N/A	N/A	N/A	N/A	4:00
Total Response Time 1st Unit on Scene	N/A	N/A	N/A	N/A	6:30
	n=1	n=0	n=0	n=1	

Example: EMS responses for incidents with multiple patients, mass casualty incidents, and active shooter incidents.

Service and Response Time Gaps: Technical Rescue Incidents

Technical Rescue (Low - Risk)	2021 - 2023	2023	2022	2021	Target
Pick-up to Dispatch	2:51	1:58	3:02	2:07	1:30
Turnout Time 1st Unit	1:51	1:24	1:58	0:48	1:00
Travel Time 1st Unit	5:29	5:44	4:30	4:31	4:00
Total Response Time 1st Unit on Scene	10:24	10:38	9:30	6:43	6:30
	n=15	n=10	n=3	n=2	

Example: Elevator rescue with no patients.

Technical Rescue (Moderate - Risk)	2021 - 2023	2023	2022	2021	Target
Pick-up to Dispatch	3:25	2:41	2:53	3:34	1:30
Turnout Time 1st Unit	2:04	2:08	1:32	1:50	1:00
Travel Time 1st Unit	7:42	8:01	3:55	6:30	4:00
Total Response Time 1st Unit on Scene	11:10	10:08	6:14	11:26	6:30
	n=18	n=12	n=3	n=6	

Example: Motor vehicle accidents with patients entrapped and extrication required, elevator rescue with multiple patients.

Technical Rescue (High - Risk)	2021 - 2023	2023	2022	2021	Target
Pick-up to Dispatch	N/A	N/A	0:26	N/A	1:30
Turnout Time 1st Unit	N/A	N/A	0:51	N/A	1:00
Travel Time 1st Unit	N/A	N/A	2:45	N/A	4:00
Total Response Time 1st Unit on Scene	N/A	N/A	4:02	N/A	6:30
	n=1	n=0	n=1	n=0	

Example: Structural collapse, high angle rope rescue, complex vehicle extrication, or large vehicle extrication.

Service and Response Time Gaps: Hazardous Materials Incidents

Hazardous Materials (Low - Risk)	2021 - 2023	2023	2022	2021	Target
Pick-up to Dispatch	5:45	3:19	6:17	3:38	1:30
Turnout Time 1st Unit	2:02	2:02	2:03	1:35	1:00
Travel Time 1st Unit	9:55	10:37	6:43	7:10	4:00
Total Response Time 1st Unit on Scene	13:22	13:30	12:54	11:05	6:30
	n=46	n=29	n=8	n=9	

Example: Residential natural gas leak, gas odor investigation, chemical or combustible liquid spills less than 25 gallons.

Hazardous Materials (Moderate - Risk)	2021 - 2023	2023	2022	2021	Target
Pick-up to Dispatch	5:50	3:17	6:26	3:28	1:30
Turnout Time 1st Unit	1:39	1:35	1:30	1:41	1:00
Travel Time 1st Unit	8:54	9:35	4:27	6:11	4:00
Total Response Time 1st Unit on Scene	13:16	13:30	12:24	10:25	6:30
	n=15	n=9	n=2	n=4	

Example: Chemical or combustible liquid spill totaling more than 25 gallons but less than 55 gallons or leak that requires more than one engine company response.

Hazardous Materials (High - Risk)	2021 - 2023	2023	2022	2021	Target
Pick-up to Dispatch	N/A	0:00	N/A	N/A	1:30
Turnout Time 1st Unit	N/A	0:00	N/A	N/A	1:00
Travel Time 1st Unit	N/A	0:00	N/A	N/A	4:00
Total Response Time 1st Unit on Scene	N/A	0:00	N/A	N/A	6:30
	n=1	n=1	n=0	n=0	

Example: Large chemical or combustible liquid leak totaling more than 55 gallons, or incident that require full hazardous materials team response.

Note: The High-Risk Hazardous Materials Incident occurred at a location where a DeLand Fire Department unit was already on scene for a separate EMS incident.

Service and Response Time Gaps: Aviation Related Incidents

Aviation Incidents (Low - Risk)	2021 - 2023	2023	2022	2021	Target
Pick-up to Dispatch	1:44	1:08	N/A	1:48	1:30
Turnout Time 1st Unit	0:52	0:56	N/A	0:25	1:00
Travel Time 1st Unit	5:17	5:25	N/A	4:12	4:00
Total Response Time 1st Unit on Scene	7:22	7:29	N/A	6:25	6:30
	n=2	n=1	n=0	n=1	

Example: Single small aircraft fire.

Aviation Incidents (Moderate - Risk)	2021 - 2023	2023	2022	2021	Target
Pick-up to Dispatch	1:33	N/A	N/A	1:33	1:30
Turnout Time 1st Unit	1:56	N/A	N/A	1:56	1:00
Travel Time 1st Unit	5:01	N/A	N/A	5:01	4:00
Total Response Time 1st Unit on Scene	8:30	N/A	N/A	8:30	6:30
	n=1	n=0	n=0	n=1	

Example: Small single aircraft crash with up to four patients.

There were no high-risk aviation related incidents during the 2021 – 2023 time period
Example: Larger aircraft crash with more than five patients.

City of DeLand Master Plan

In March of 2024, the Master Plan for the City of DeLand 2022 – 2035 was updated and released. The Master Plan provides goals and objectives, and guidance for the future planning and growth of the city and all city departments. The Master Plan was updated through multiple community involved meetings and workshops which included representatives from city administration and all city departments. The fire department goals established during the city's planning process are referenced in the maintaining public safety section of the Master Plan. The goals specific to the fire department are listed below.

- *Insure public safety services are developed to meet needs of annexed areas*
- *Continue closest station response with Volusia County and coordinate public safety service delivery*
- *Continue implementation of Advanced Life Support*
- *Develop additional preventative public safety services that are not emergency services*

The above Master Plan goals and objectives are followed when assessing the department's specific goals and objectives.

2024 – 2027 DeLand Fire Department Goals and Objectives

Information from the community involvement workshop and the internal fire department survey was used to establish the goals and objectives of the strategic plan for the 2023 – 2025 timeframe. Each goal will have timeframe and an assigned workgroup to see the completion of the goal or objective.

Goals and Objectives:

Improve services and response gaps in annexed areas

- Determine service area and response gaps by 2026
  - Using predicative analytics software and response time data, determine city annexed areas outside of the department's four-minute response time goal
  - Continue closest unit response agreement with neighboring fire departments and re-evaluate annually
  - Determine locations for new fire stations and/or response units
- Address DeLand Airport area response gaps by 2026
  - Increase department wide training on airport response and operations
  - Re-evaluate airport area coverage and determine service gaps
- Work Team – Fire Chief, Deputy Chief of Operations, Division Chief of EMS and Emergency Services, Division Chief of Administration

Increase department staffing

- Apply for SAFER grants for increased staffing levels in 2024 and 2025
- Budget for 3 new firefighter positions in fiscal years 2024/2025, 2025/2026, and 2026/2027
- Budget for 3 additional Driver/Engineer positions in 2025
- Budget for 3 additional Lieutenant positions in 2026
- Work Team – Fire Chief, Deputy Chief of Operations, Division Chief of Administration

2024 – 2027 DeLand Fire Department Goals and Objectives (cont'd)

Improve technical rescue capabilities

- Increase cache of technical rescue equipment by end of 2025
- Work with west side fire departments to increase technical rescue team from light to heavy status by end of 2025
- Work to improve coordination with Volusia County Fire Rescue and City of Deltona Fire Department HazMat teams by the end of 2026
- Work Team – Division Chief of Operations, Technical Rescue Equipment Manager, Technical Rescue Team personnel

Improve Emergency Medical Services program

- Continue with implementation of Advanced Life Support services
  - Increase Station 82 to ALS level by summer of 2024
  - Increase Station 83 to ALS level by summer of 2025
- Work Team – Fire Chief, Division Chief of EMS and Emergency services

Fire Prevention and Community Risk Reduction

- Improve department fire pre-plan program by end of 2025
- Improve department fire investigation program by end of 2024
- Improve public education and fire safety program over next two years
- Work Team – Fire Marshal, Deputy Fire Marshal, Division Chief of EMS and Emergency Services, Fire Prevention staff

Performance management and professional standards

- Obtain CFAI accreditation in 2025
- Retain ISO 1 rating during next evaluation in 2027
- Implement department personnel credentialing program over next two years
- Work Team – Fire Chief, Division Chief of EMS and Emergency Services, Deputy Chief of Operations

Roadblocks and Risks

A critical step in creating goals and objectives in a strategic plan is to identify any roadblocks or risks that could affect the completion of the goals or objectives. Below are some of the identified roadblocks and risks for the DeLand Fire Department strategic plan.

Grant approval – Each year the DeLand Fire Department applies for numerous local, state, and national grants for equipment, staffing, and other programs. While each goal and objective is not dependent on the approval of a grant, the denial of a grant can delay or refocus certain goals and objectives.

Economy and Budget Approval – Most of the goals and objectives stated in the strategic plan require budget approval and funding to complete. Economic downturns and hardships can affect every department's goals and objectives due to a lack of approved funding.

Disasters – Fire departments are no strangers to disasters. Hurricanes, pandemics, and other natural and man-made disasters can cause a department to have to refocus and redirect operations. These redirections can cause some goals and objectives to be delayed orabandoned.

Community Support and Expectations – Every fire department has to have the full support of the community it responds to and protects.The DeLand Fire Department is no different. Any change in the expectations or support of their community can alter the priorities and goals of the department. The DeLand Fire Department has the full support of the community and the City of DeLand in all of its endeavors.

Time – All projects and processes take time to complete. Unseen delays can require more time than expected to complete any project or process. Unforeseen delays and increased time requirements can alter any established goal or objective.

Staffing and personnel changes – Staffing changes or reassignments can delay or alter any goal or objective. Changes in department administration or assigned work groups can delay the completion of any department project. While it is hopeful that no staffing or personnel changes will occur, no guarantees can be made.