

GEORGETOWN FIRE DEPARTMENT 2020 - 2025 STRATEGIC PLAN



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Message from the Fire Chief

I am deeply proud to be part of this great organization and community. I can confidently say that our organization and members are committed to excellence internally and externally. We avoid doing “just good enough” and remain committed to doing our best each day. Our pride in the organization and positive commitment to quality have made us what we are today and, through constant assessment and change, will sustain us into the future.

The City of Georgetown is not a place where we work – it is a community where we commit to serve others before ourselves. It is a community where we value feedback and respect diverse views and relationships.

At Georgetown Fire Department, you are not just an employee - you are a member, part of a family and a team. You become a member the day you join the organization, in any capacity, and put on the GFD uniform.

We are a family in the sense that we spend a considerable amount of time together and “getting along” is not an option – it’s a requirement. Much like family members care for one another, we must equally show caring concern for one another and the community we serve.

The following pages reflect our relationship as a team in the sense that we must always pull together to get the job done. It is intended to communicate to existing and new members the expectations of the way members are treated in the system, expectations for individual behavior and performance, clarification of our mission and guidelines for leadership to work collaboratively with others inside and outside of our organization.

I am thankful that our 2020 Strategic Plan reflects community and member driven feedback. It is aligned with the City of Georgetown’s values and it is based upon the fundamental principle that our members are the foundation of this organization; therefore, the organization can be no better or stronger than its membership.

Being a member of the Georgetown Fire Department is more than an occupation; it includes a commitment and responsibility to our community and to the other members of our family and team. This commitment is backed with individual responsibility and accountability, and a commitment to this organizational plan through our mission, vision, goals and values.

E pluribus unum.



John M. Sullivan
Fire Chief

Introduction

The Georgetown Fire Department (GFD) provides an all-hazards approach in the protection of the lives and property of the residents, businesses, and visitors of Georgetown, Texas. GFD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the department's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written in accordance with the guidelines set forth in the Commission on Fire Accreditation (CFAI) *Fire & Emergency Service Self-Assessment Manual 9th Ed.* and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the community-driven strategic planning process to go beyond just the development of a document. It challenged the department's members to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the "team." It further provided the department with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the organization's community and department stakeholders' groups demonstrated commitment to this important project and remain committed to the document's completion and plan execution.

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Organizational Background

Established in 1881, the Georgetown Fire Department was created to mitigate emergencies within its jurisdiction as a volunteer organization. The original composition of the department was comprised of a hook and ladder company and a rescue hose company. The department has continued to be an ever-



evolving organization focused on providing professional and caring emergency services. The evolution of the organization is indicative as it has changed from its original all-volunteer status to its current all-career status. The department's evolution continued with the addition of non-emergency services that include pre-fire planning, arson investigation, community education, and disaster preparation.

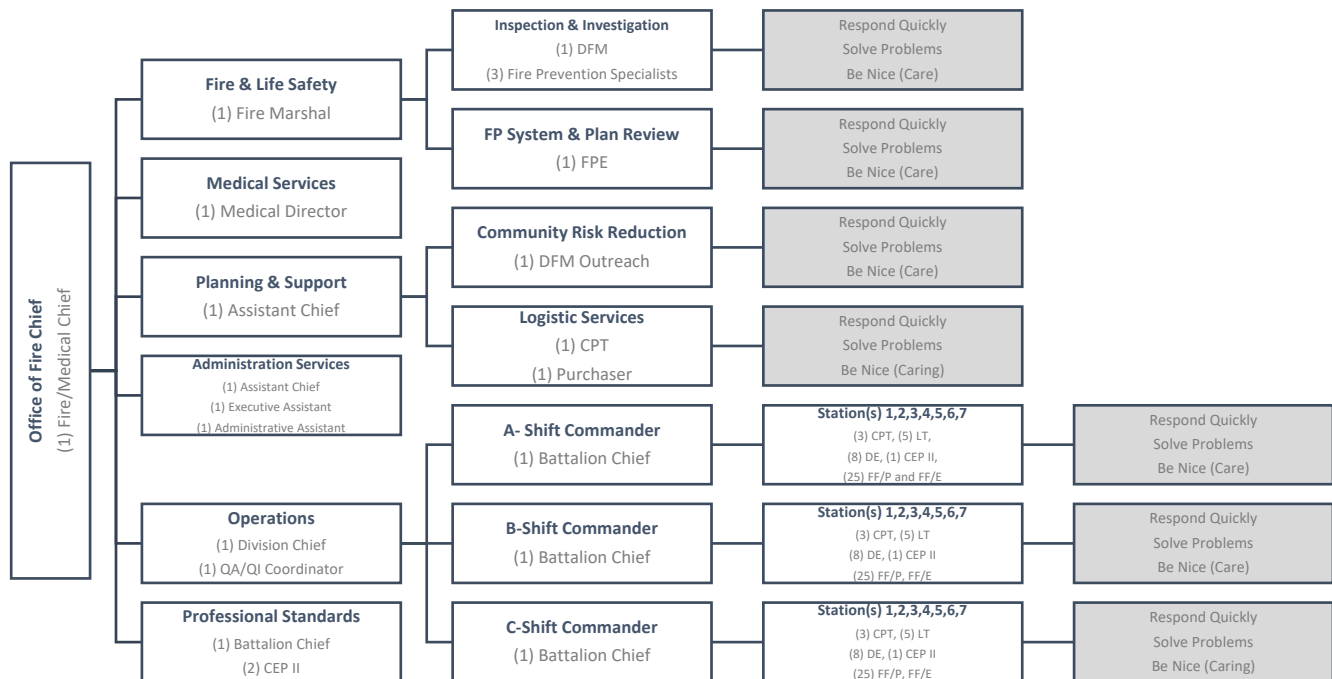
The Georgetown Fire Department serves an approximate population of more than 100,000 residents within the City and its extra territorial jurisdiction (ETJ). The City of Georgetown has grown exponentially over the last decade. That growth and increase in population has and will provide for specific risks for which the department considers, prepares, and deploys its resources.

Today, GFD reflects on its history and remains committed to providing all-hazards emergency services and education to its community with honesty, integrity, teamwork, and respect. The Georgetown Fire Department continues to honor its community with the provision of quality services through its proactive focus on risks and deployment from five stations that are located strategically throughout the 139 square miles of coverage area. Two additional stations are under construction with an anticipated opening timeframe of the spring of 2020. Staffed to support the community, GFD embraces its future vision and excellence in service delivery.





Organizational Structure



Community-Driven Strategic Planning

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A community-driven emergency service organization is one that seeks to gather and utilize the needs and expectations of its community in the development and/or improvement of the services provided. To ensure that the community remains a focus of an organization's direction, a community-driven strategic planning process was used to develop this strategic plan.

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes the use of resources. The process of strategic planning can be defined as “a deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why.”¹

¹ See Definition, Purpose, and Benefits of Strategic Planning (Bryson 8)





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.

The Community–Driven Strategic Planning Process Outline

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.





Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community and department stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief John Sullivan and the team of professionals that participated for their leadership and commitment to this process.

Development of this strategic plan took place in June and November 2019, beginning with a June meeting hosted by a representative from the CPSE for members of the community (as named in the following table). To ensure broad representation, the department identified community stakeholders comprised of some who reside or work within the Georgetown Fire Department's coverage area and some who were recipients of GFD's service(s).



Community Stakeholders Work Session

Georgetown Fire Department Community Stakeholders

Thomas Arthur	Brock Bonheim	Melinda Brasher	Fred Brent
Barbara Brightwell	George Brightwell	Wendy Cash	Robert Chody
James Coffman-Romick	Chuck Collins	Melody Copeland	Karen Crosby
Janna Fincher	Ron Garland	Kelly Goetz	Rita Healy
Jim Johnson	Mark Lenhard	Patrick Lloyd	George Lourigan
James Mallinger	Monica Ochoa	Vickie Orcutt	Mark Ramsey
Linda Scarbrough	TJ Sheehan	Tom Sourbeer	Steven Taylor
Jose Velez	Roland Waits		





Community Group Findings

A key element of the Georgetown Fire Department's organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Thus, the department invited community representatives to provide feedback on services provided by the department. Respondents were asked to provide a prioritized perspective of the programs and services provided by the department. Additionally, input was gathered during the meeting that revolved around community expectations and concerns (prioritized), as well as positive and other comments about the organization. Specific findings of the community stakeholders are provided in the appendix of this document. The department stakeholders utilized the full feedback from the community stakeholders in understanding the current challenges encountered within the organization. Additionally, the community stakeholders' feedback provided a process to ensure alignment with the work completed on the organizational mission, values, vision, and goals for improvement.



Community Stakeholders Work Session





Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, the Georgetown Fire Department needs to understand what the customers consider to be their priorities. With that, the community stakeholders were asked to prioritize the programs offered by the department through a process of direct comparison. The results were as follows:

Programs	Ranking	Score
Emergency Medical Services	1	178
Fire Suppression	2	162
Technical Rescue	3	122
Domestic Preparedness Planning and Response	4	94
Hazardous Materials Mitigation	5	93
Community Risk Reduction	6	65
Fire Investigation	7	58
Public Fire and Life Safety Education	8	40

See Appendix 1 for a complete list of the community findings including expectations, areas of concern, positive feedback, and other thoughts and comments.



Community Stakeholders Work Session





Department Stakeholder Group Findings

The department stakeholder work sessions were conducted over the course of three days. These sessions served to discuss the organization's approach to community-driven strategic planning, focusing on the department's mission, values, core programs, and support services. Additionally, focus was given to the organization's perceived strengths, weaknesses, opportunities, and threats. The work sessions involved participation by a stakeholder group that represented a broad cross-section of the department, as named and pictured below.

Georgetown Fire Department Stakeholders			
Roland Azua	Gary Beyers	Daniel Billbrey	T.J. Blair
Carl Boatright	Priscilla Coffman	Jeff Davis	Monica Heyward
Brad Hill	Jason Jeffery	Craig Krienke	Russell Lawhorn
Colby Lyons	Jenna McGurk	Kenny Merrell	Ryan Ramsey
Clay Shell	Craig Sossner	John Sullivan	Joe Toomgam



Department Stakeholders





Mission

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?

A workgroup met to revisit the existing mission and, after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

Our mission is to protect our community and surrounding region by providing prompt, professional, and caring services through continuous education, preparation, and community engagement.



Department Stakeholders Work Session





Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values and proposed a revision that was discussed, enhanced further, and agreed upon by the entire group:

We, the members of GFD, are committed to honoring these values true to our core, as defined in our professional standards.

Pride

Passion

Respect

The mission and values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up the Georgetown Fire Department are guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

Programs and Services

In order to ensure a deeper focus exists in determining issues and gaps within an organization, there must be a delineation between core programs and supporting services. Core programs are those core deliverables provided by the department. Supporting services are all of the internal and external programs and services that help the GFD deliver its core programs.

The importance of understanding the difference is that issues and gaps may exist in core programs or supporting services, and the department's strategic approach may bring forth different considerations for improvement. Additionally, supporting services may be internal or external to the organization and requires understanding how the difference impacts their location within the analysis of strengths, weaknesses, opportunities, and threats if identified. Finally, it is important that the department stakeholders understand that in order to deliver the identified core programs, many local, state, and national supporting services support its delivery.

Through a facilitated brainstorming session, the department stakeholders agreed upon the core programs provided to the community, as well as many of the supporting services that support the programs. This session provided the sought understanding of the differences and the important key elements of the delineation.





SWOT Analysis

Through a SWOT analysis (strengths, weaknesses, opportunities, and threats), an organization candidly identifies its positive and negative attributes. The SWOT analysis also provides an opportunity for an organization to evaluate its operating environment for areas in which it can capitalize, as well as those that pose a danger. Department stakeholders participated in this activity to record GFD's strengths and weaknesses, as well as the possible opportunities and potential threats. Information gathered through this analysis provides guidance toward the larger issues and gaps that exist within the agency. The information gleaned will assist the agency in finding its broader critical issues and service gaps.

Appendix 2 consists of the SWOT data and analysis collected by the department stakeholders.



Department Stakeholders Work Session

Critical Issues and Service Gaps

Following the identification and review of the department's SWOT, two separate groups of department stakeholders met to identify themes as primary critical issues and service gaps (found in Appendix 3). 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.

Georgetown Fire Department's Strategic Initiatives		
Health and Wellness	Internal Communications	Recruitment and Retention
Staffing	Technology	Training
Professional Development and Succession Planning		

Goals and Objectives

To continuously achieve the mission of the Georgetown Fire Department, 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 of progress and changes should be shared with the GFD's leadership.

Goal 1	Recruit and retain qualified personnel to continuously meet the needs of the department and community.		
Objective 1A	Evaluate the current recruitment process.		
Timeframe	60 days	Assigned to:	Operations
Critical Tasks	i. Establish a recruitment team. ii. Identify the effectiveness of the current methods to identify shortfalls. iii. Identify new recruitment methods. iv. Develop a new recruitment process. v. Implement the new recruitment processes.		
Funding	Capital Costs:	Consumable Costs:	
Estimate	Personnel Costs:	Contract Services Costs:	





Objective 1B	Establish a selection criterion for qualified candidates.		
Timeframe	90 days	Assigned to:	Administration Services
Critical Tasks	i. Review all current job descriptions for validity. ii. Identify the selection criteria for each position. iii. Revise job descriptions, as needed.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 1C	Evaluate the current pay and benefits for GFD.		
Timeframe	1 year	Assigned to:	Meet & Confer (LMT)
Critical Tasks	i. Establish a pay and benefits team and select a leader. ii. Conduct a market analysis to ensure a competitive pay plan. iii. Evaluate the current assignment pay. iv. Evaluate certification, incentive, and education pay.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 1D	Create a career development program for all ranks.		
Timeframe	1-2 years	Assigned to:	Professional Standards
Critical Tasks	i. Establish a career roadmap for all ranks and positions. ii. Create task books for all ranks. iii. Evaluate and revise as needed.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 1E	Evaluate the processes and identify their effectiveness.		
Timeframe	2-3 years	Assigned to:	Operations
Critical Tasks	i. Assign the recruitment team to evaluate the process for effectiveness and validity. ii. Work with HR to determine data points for the process. iii. Create a report of findings for department leadership.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





Goal 2	Enhance and expand the health and wellness program for our members to address the increased risks associated with the physical and mental demands of our profession.		
Objective 2A	Evaluate and analyze current health and wellness programs to determine their effectiveness.		
Timeframe	90 days	Assigned to:	Health & Wellness Committee
Critical Tasks	<ul style="list-style-type: none">i. Determine what health and wellness programs are in place for GFD.ii. Inventory current equipment.iii. Collect all data pertaining to health and wellness.iv. Conduct a department-wide survey for input on the current program.v. Conduct a financial analysis for the programs.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 2B	Conduct a needs analysis for all aspects of health and wellness; to include annual physicals, PTSI, equipment, and peer support.		
Timeframe	18 months	Assigned to:	Professional Standards and Medical
Critical Tasks	<ul style="list-style-type: none">i. Perform annual screening for cancer and perform a physical with full-body scan.ii. Research nation standards for injury prevention and infection control programs available to firefighters.iii. Establish peer fitness personnel and a nutritionist. Research training needs and equipment.iv. Research industry best practices for all aspects of health and wellness.v. Review NFPA standards for PPE and equipment that pertains to health and wellness.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 2C	From the determination of the analysis, build a health and wellness plan for GFD.		
Timeframe	6 months	Assigned to:	Professional Standards and Medical
Critical Tasks	<ul style="list-style-type: none">i. Create a priority list from the analysis.ii. Prepare a budget for health and wellness priorities.iii. Create deadlines and timeframes for program implementation.iv. Prioritize a list of equipment needed.v. Create a process for selection of personnel to oversee the program.vi. Identify vendors and resources needed for establishing and implementing the program.vii. Develop guidelines and policies for the program.viii. Secure funding for the program.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





Objective 2D	Select and assign personnel to selected program development and provide needed training.		
Timeframe	90 days	Assigned to:	Professional Standards
Critical Tasks	i. Assign personnel to programs chosen from the selection process. ii. Provide appropriate training to the program coordinators. iii. Provide training on all equipment assigned to the programs.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 2E	Initiate and implement changes or additions to the health and wellness program.		
Timeframe	90 days	Assigned to:	Health & Wellness Committee
Critical Tasks	i. Train all department members on the program. ii. Provide demonstration on any equipment used for health and wellness by the peer fitness selectees. iii. Implement the health and wellness programs.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 2F	Perform an annual review of all health and wellness programs to track and document their effectiveness and identify any needed changes.		
Timeframe	4-12 months	Assigned to:	Medical & Operations
Critical Tasks	i. Conduct an annual evaluation of the programs. ii. Recommend any needed changes. iii. Implement identified changes.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





Goal 3	Develop and maintain a high-quality training program for the members of GFD to best serve the City of Georgetown and the surrounding area.		
Objective 3A	Analyze current training programs against national standards.		
Timeframe	90 days	Assigned to:	Professional Standards
Critical Tasks	i. Determine what department training programs are currently valid. ii. Use an outside agency to audit and identify changes in current protocols. iii. Compare protocols against national standards of NFPA, National Registry, and other governing agencies.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 3B	Create benchmarks for GFD based on other high performing systems.		
Timeframe	120 days	Assigned to:	COR Leadership
Critical Tasks	i. Identify GFD metrics for EMS and fire responses. ii. Utilize baseline GFD response time elements to create future benchmarks. iii. Compare GFD baselines to similar sized agencies. iv. Identify types of training requirements to better meet and exceed GFD benchmarks.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 3C	Standardize training policies to reflect new benchmarks.		
Timeframe	4 months	Assigned to:	Professional Standards
Critical Tasks	i. Determine what should be standard for all GFD divisions. ii. Evaluate current policies for relevance. iii. Update or create new policies to reflect training needs and gaps.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 3D	Analyze current training division staffing levels.		
Timeframe	1 year	Assigned to:	Professional Standards
Critical Tasks	i. Request additional staffing to assist in meeting GFD training needs. ii. Identify personnel in operations with subject-matter expertise to assist in training. iii. Identify agencies/departments who may have subject-matter expertise to fill gaps.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





Objective 3E	Perform a needs assessment of current and future training.		
Timeframe	1 year	Assigned to:	Operations & Professional Standards
Critical Tasks	i. Identify future training requirements associated with community expansion.		
	ii. Engage the local community to determine desired services.		
	iii. Keep the training to employee ratio at a manageable level and budget for additional staffing.		
	iv. Designate a dedicated training apparatus and budget for future replacement.		
	v. Define an annual process for obtaining personnel feedback and input.		
	vi. Hold an annual meeting to identify current and new threats.		
Funding	Capital Costs:	Consumable Costs:	
Estimate	Personnel Costs:	Contract Services Costs:	
Objective 3F	Complete acquisition of training resources and staff to meet noted needs.		
Timeframe	2 years	Assigned to:	COR Leadership
Critical Tasks	i. Determine and assign an individual for grant writing purposes.		
	ii. Apply for all grants that may address the department’s needs.		
	iii. Prioritize all training needs considering budget constraints.		
	iv. Complete the budget process.		
	v. Re-assess as the budget changes.		
Funding	Capital Costs:	Consumable Costs:	
Estimate	Personnel Costs:	Contract Services Costs:	
Objective 3G	Determine regional training opportunities with surrounding agencies.		
Timeframe	1-2 years	Assigned to:	Professional Standards
Critical Tasks	i. Determine if there is any cost-sharing with neighboring agencies for large-scale training events.		
	ii. Partner with other cities that have specific training props and facilities.		
	iii. Ensure that the rules of engagement have no overlap on similar training props.		
	iv. Hold an annual mass casualty incident training event with all stakeholders to ensure interoperability.		
	v. Designate a regional training liaison.		
Funding	Capital Costs:	Consumable Costs:	
Estimate	Personnel Costs:	Contract Services Costs:	





Objective 3H	Create a department-wide culture that emphasizes training as a priority.		
Timeframe	90 Days	Assigned to:	Operations
Critical Tasks	i. Hold officers accountable for subordinates’ training hours.		
	ii. Budget for addition staffing the ensure that on-duty personnel are able to complete scheduled training.		
	iii. Require a specific number of hours for training.		
	iv. Establish required make-up training for employees that miss scheduled training.		
	v. Create self-appraisals for areas of underperformance.		
	vi. Identify a timeline for underperforming individuals to improve.		
	vii. Use a peer assessor process to determine KSA’s for all positions in the department.		
Funding	Capital Costs:	Consumable Costs:	
Estimate	Personnel Costs:	Contract Services Costs:	
Objective 3I	Evaluate and revise the new training programs to ensure they meet established quality standards.		
Timeframe	4 -12 months	Assigned to:	
Critical Tasks	i. Create an evaluative approach that includes appropriate data points.		
	ii. Complete a program analysis to identify any shortfalls.		
	iii. Revise the programs as needed.		
	iv. Develop and disseminate a report of findings to all personnel		
Funding	Capital Costs:	Consumable Costs:	
Estimate	Personnel Costs:	Contract Services Costs:	





Goal 4	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.		
Objective 4A	Review existing positions and required knowledge, skills, and abilities.		
Timeframe	60 Days	Assigned to:	COR Leadership
Critical Tasks	i. Review and update job descriptions for all positions. ii. Determine the needed KSA’s for each position. iii. Create and disseminate a report of findings to department leadership.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 4B	Identify and train mentors for program implementation.		
Timeframe	60 Days	Assigned to:	COR Leadership
Critical Tasks	i. Create a selection process for mentors. ii. Assign and train selected members. iii. Determine and develop a curriculum. iv. Deliver the curriculum to the selected members for review. v. Match mentors with department personnel.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 4C	Create a plan for the standardized development of personnel in each position with a formal mentoring plan.		
Timeframe	60 Days	Assigned to:	COR Leadership
Critical Tasks	i. Create a training plan using finding from the review process for each position with a formal mentoring plan. ii. Develop a curriculum for dissemination and delivery. iii. Set milestones and timelines within the plan. iv. Review and revise as needed. v. Establish general orders based upon the plan.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 4D	Communicate expectations and requirements to all personnel.		
Timeframe	60 Days	Assigned to:	COR Leadership
Critical Tasks	i. Determine the needs for clearly defining the plan and its development. ii. Develop general orders outlining the formal mentoring process. iii. Distribute the general order to all personnel.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





Objective 4E	Create an evaluation process for mentors and employees to ensure alignment with GFD expectations and goals.		
Timeframe	2 months	Assigned to:	COR Leadership
Critical Tasks	i. Create an evaluation process based on expectations. ii. Implement the evaluation plan. iii. Review the evaluation with the employees. iv. Obtain the employees' feedback. v. Review and revise as needed.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 4F	Evaluate the program to ensure its productivity and effectiveness.		
Timeframe	6 – 12 Months	Assigned to:	Professional Standards
Critical Tasks	i. Review the program to determine its validity and effectiveness. ii. Provide a report of findings for department leadership. iii. Make needed changes to both components of the program to ensure the success of the mentor and employee.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





Goal 5	Invest in technology to improve our overall service delivery.		
Objective 5A	Identify all current technology utilized by GFD.		
Timeframe	1-2 months	Assigned to:	Planning & Support
Critical Tasks	i. Appoint a technology team consisting of five members representing the different divisions in the department in addition to an IT representative. ii. Select a team leader. iii. Identify all current versions of software and associated tech equipment.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 5B	Perform a gap analysis evaluation to identify shortfalls and new technology needed for GFD.		
Timeframe	1 year	Assigned to:	Planning & Support
Critical Tasks	i. Perform a gap analysis to identify current shortfalls in department technology. ii. Determine what technology is not working or valid as a tool. iii. Identify new technology to overcome the shortfalls found.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 5C	Conduct research for new technology.		
Timeframe	1-2 years	Assigned to:	Planning & Support
Critical Tasks	i. Determine the research method. ii. Identify and contact vendors. iii. Schedule product demonstrations for evaluation purposes.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 5D	Perform testing and determine a selection process.		
Timeframe	6-12 months	Assigned to:	Planning & Support
Critical Tasks	i. Develop a train-the-trainer program and train the department from that group. ii. Perform field testing on GFD technology and new equipment. iii. Complete an evaluation process on the tested technology. iv. Select the products that best meet the department’s needs.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





Objective 5E	Establish training and deployment of new technology that was selected and approved.		
Timeframe	3-6 months	Assigned to:	Professional Standards
Critical Tasks	i. Develop and implement department-wide training. ii. Develop and implement a deployment plan for all new technology. iii. Complete the rollout of all new technology.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 5F	Perform an evaluation of the technology that was implemented based on department needs.		
Timeframe	6-12 months	Assigned to:	Planning & Support
Critical Tasks	i. Evaluate the program and processes on the technology used. ii. Evaluate all technology used by GFD to determine its effectiveness. iii. Identify possible additional capabilities for all products. iv. Provide additional training, as needed. v. Evaluate the process and equipment on an annual basis.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





Goal 6	Ensure adequate staffing that provides for the safety of our community and our members while maintaining fiscal responsibility.		
Objective 6A	Analyze the effectiveness of current staffing levels based on community needs and professional standards.		
Timeframe	90 days	Assigned to:	Administrative Services
Critical Tasks	i. Survey community leaders on current needs and garner support.		
	ii. Review CRA/SOC results and deployment objectives.		
	iii. Analyze data for response times, call volume, public education, and threats to current staffing levels.		
	iv. Analyze increased stress of support staff due to growth and service delivery.		
	v. Assess and analyze response times when units out of service for training, maintenance, administrative reasons, and deployment.		
	vi. Examine national standards to determine professional staffing levels across the department.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 6B	Identify staff needs, clarifying roles and responsibilities throughout the organization, current and future.		
Timeframe	90 days	Assigned to:	Administrative Services
Critical Tasks	i. Create, modify, or adjust the organization chart, as needed.		
	ii. Create current job descriptions, defining roles and responsibilities.		
	iii. Revise and rewrite as new jobs are created.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 6C	Access the current staffing budget.		
Timeframe	30 days	Assigned to:	Administrative Services
Critical Tasks	i. Identify the cost associated with personnel, equipment, and facilities.		
	ii. Identify revenue sources.		
	iii. Identify the cost of needs through budget requests.		
	iv. Create a comprehensive staffing plan.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 6D	Develop a plan to address identified staffing needs.		
Timeframe	4 months	Assigned to:	COR Leadership
Critical Tasks	i. Based on information gathered through analysis, develop the desired staffing model.		
	ii. Create associated policies bases on that model.		
	iii. Obtain approval from the chain of command to move forward with the plan.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





Objective 6E	Communicate the need for increased staffing		
Timeframe	6-12 months	Assigned to:	COR Leadership
Critical Tasks	i. Educate and inform stakeholders on community needs, budget, preferred staffing model, and implementation plan. ii. Determine funding options. iii. Perform a cost/benefit analysis for all funding options.		
Funding	Capital Costs:	Consumable Costs:	
Estimate	Personnel Costs:	Contract Services Costs:	
Objective 6F	Prioritize and implement staffing levels and department reorganization as the budget allows.		
Timeframe	Annually	Assigned to:	COR Leadership
Critical Tasks	i. Prioritize staffing based on the approved budget. ii. Present the plan to department leadership for approval. iii. Implement the staffing matrix, as approved.		
Funding	Capital Costs:	Consumable Costs:	
Estimate	Personnel Costs:	Contract Services Costs:	
Objective 6H	Review staffing changes as budget and community needs change.		
Timeframe	Ongoing	Assigned to:	COR Leadership
Critical Tasks	i. Perform an annual evaluation of the staffing results using the review committee. ii. Determine if the prioritization was valid and revise as needed. iii. Create a report of record to provide to department and city leaders.		
Funding	Capital Costs:	Consumable Costs:	
Estimate	Personnel Costs:	Contract Services Costs:	





Goal 7	Create clear, consistent, and transparent communication throughout the organization.		
Objective 7A	Identify and evaluate current communication practices.		
Timeframe	3 months	Assigned to:	COR Leadership
Critical Tasks	i. Establish a focus group representing all ranks. ii. Examine and evaluate current practices. iii. Determine the effectiveness, or ineffectiveness, of all modes and methods.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 7B	Identify and evaluate roadblocks in current communication practices.		
Timeframe	3 months	Assigned to:	COR Leadership
Critical Tasks	i. Establish a focus group representing all ranks. ii. Set communication expectations. iii. Conduct a department-wide survey to identify roadblocks. iv. Document the results for review.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 7C	Identify and evaluate alternative methods to ensure improvement and efficiency of communications.		
Timeframe	3 months	Assigned to:	COR Leadership
Critical Tasks	i. Research various modes of communication used by other organizations. ii. Determine the effectiveness of identified modes of communication against identified challenges. iii. Prioritize new modes of communication relative to the completed needs assessment.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 7D	Develop a communication plan that includes a feedback loop throughout the department.		
Timeframe	6 months	Assigned to:	COR Leadership
Critical Tasks	i. Create a communications plan from identified modes. ii. Develop communication channels throughout the organization. iii. Ensure that channels of feedback are being utilized properly.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





Objective 7E	Create and deliver process-specific training to the appropriate personnel for goal realization.		
Timeframe	1 year	Assigned to:	COR Leadership
Critical Tasks	<ul style="list-style-type: none">i. Inventory any current or new technology that will be utilized in the developed plan.ii. Analyze newly developed plan processes to determine training needs.iii. Develop a training curriculum to meet the application needs of identified technology and processes outlined in the plan.iv. Determine sequencing and dissemination groups for the delivery of training.v. Complete the training for all personnel.vi. Evaluate the training as needed, at least annually.		
Funding Estimate	Capital Costs:	Consumable Costs:	
	Personnel Costs:	Contract Services Costs:	
Objective 7F	Implement procedures to ensure department transparency and accountability.		
Timeframe	6 months	Assigned to:	Administrative Services
Critical Tasks	<ul style="list-style-type: none">i. Develop policies for the new communications plan.ii. Send policies to the applicable committees for approval.iii. Develop and codify directives in accordance with the current processes,iv. Test new systems to identify significant challenges.v. Complete the department-wide implementation of the communications plan and equipment.		
Funding Estimate	Capital Costs:	Consumable Costs:	
	Personnel Costs:	Contract Services Costs:	
Objective 7G	Review and revise the process, as needed.		
Timeframe	Ongoing	Assigned to:	COR Leadership
Critical Tasks	<ul style="list-style-type: none">i. Determine the data points needed for review purposes.ii. Identify the hardware and software needed for data collection.iii. Collect all pertinent data for review.iv. Revisit and distribute the survey.v. Make any needed revisions based on the data analysis.		
Funding Estimate	Capital Costs:	Consumable Costs:	
	Personnel Costs:	Contract Services Costs:	





Goal 8	Prepare for, pursue, achieve and maintain international accreditation to better serve our community and embrace excellence.		
Objective 8A	Form team or committee structures with management components as needed to pursue and maintain accreditation.		
Timeframe	Ongoing	Assigned to:	COR Leadership
Critical Tasks	i. Identify the needed team or committee structure(s) for the various components of the accreditation process.		
	ii. Create management oversight positions to lead the teams or committees, as well as the process overall.		
	iii. Establish team or committee member criteria.		
	iv. Determine the composition of the teams or committees.		
	v. Solicit participation to meet the composition of the teams or committees.		
	vi. Develop and complete the selection process.		
	vii. Provide for the needed educational components provided through the Commission on Fire Accreditation International to ensure the relevant members have the needed training.		
Funding	Capital Costs:	Consumable Costs:	
Estimate	Personnel Costs:	Contract Services Costs:	
Objective 8B	Develop a community-driven strategic plan.		
Timeframe	3 months and on-going	Assigned to:	COR Leadership
Critical Tasks	i. Hold an external stakeholder meeting where community members provide feedback on program priorities, service expectations, concerns and strengths perceived about GFD.		
	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.		
	iii. Establish critical issues and service gaps. Determine specific strategic initiatives.		
	iv. Develop goals, objectives, critical tasks and appropriate timelines, to include levels of measurability, to achieve over five years.		
	v. Create a vision for the developed strategic plan.		
	vi. Publish and distribute the formal strategic plan to stakeholders as determined by the organization.		
Funding	Capital Costs:	Consumable Costs:	
Estimate	Personnel Costs:	Contract Services Costs:	





Objective 8C	Implement the community-driven strategic plan.		
Timeframe	3 months, on-going	Assigned to:	COR Leadership
Critical Tasks	i. Create a strategic planning subcommittee to review the draft strategic plan.		
	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.		
	iii. Evaluate goals and objectives within the draft plan, and further define critical tasks as needed to ensure clarity with each goal.		
	iv. Determine a work plan for the accomplishment of each goal and implement the plan.		
	v. Annually evaluate objectives accomplished with the plan.		
	vi. Report annual plan progress to internal and external stakeholders.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 8D	Conduct a community hazards and risk assessment and publish a Community Risk Assessment - Standards of Cover document.		
Timeframe	6 – 12 months	Assigned to:	COR Leadership
Critical Tasks	i. Obtain instruction on hazard and risk assessment, and standards of cover preparation.		
	ii. Perform community hazards and risk assessment.		
	iii. Evaluate historical community emergency response performance and coverage.		
	iv. Establish benchmark and baseline emergency response performance objectives.		
	v. Establish and publish the Community Risk Assessment - Standards of Cover.		
	vi. Maintain, and annually update the Standards of Cover document.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 8E	Conduct and document a self-assessment of the department utilizing the CPSE/CFAI Fire and Emergency Services Self-Assessment Manual criteria.		
Timeframe	6 months	Assigned to:	COR Leadership
Critical Tasks	i. Obtain instruction on writing a CFAI self-assessment manual.		
	ii. Assign self-assessment manual category and criterion writing to the department accreditation committee/team members as appropriate.		
	iii. Review self-assessment and ensure all reference items are in order.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





Objective 8F Achieve agency accreditation by the CFAI and CAAS		
Timeframe	April 2021	Assigned to: COR Leadership
Critical Tasks	<ul style="list-style-type: none"> i. Apply for “Candidate Agency” status with the CFAI and CAAS. ii. Prepare for CFAI and CAAS Peer Assessor Team visit. iii. Upload Strategic Plan, Standards of Cover, and Self-Assessment Categories and Criterion for review and comment by CFAI Peer Team. iv. Host CFAI and CAAS Peer Team site visit for accreditation review. v. Receive CFAI and CAAS Peer Team recommendation to CFAI and CAAS for Accredited status. vi. Receive vote during the CFAI and CAAS hearings in favor of Accredited status. 	
Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:
Objective 8G Maintain accreditation with the CFAI and CAAS.		
Timeframe	Ongoing	Assigned to: COR Leadership
Critical Tasks	<ul style="list-style-type: none"> i. Submit the required Annual Compliance Reports. ii. Attend CFAI “Dayroom Discussion” web-meetings for continued education. iii. Participate in the accreditation process by providing “peer assessors” for external department review and identification of possible best practices. iv. Participate in the annual CPSE Excellence Conference for continued education and networking with other accreditation teams and accredited agencies. v. Submit Annual Compliance Reports as required by CFAI and CAAS policies. vi. Establish succession development of the internal accreditation team in preparation for next accreditation cycle. 	
Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:





Vision

On the final day of the process, the CPSE presented a strategic plan vision of where the organization will be in the future if the strategic plan is accomplished. This is not to override the department's global vision but rather, to confirm the futurity of the work that was designed by the department stakeholders. This vision is intended as a target of excellence to strive toward and provides a basis for its goals and objectives.

"Vision is knowing who you are, where you're going, and what will guide your journey"

Ken Blanchard

Georgetown Fire Department's 2025 Vision

is to be widely known as an internationally accredited organization that always focuses on those we serve. We remain dedicated to life safety by providing emergency operations and community risk reduction in service to our community. This vision, our true futurity, will only become reality by striving to accomplish our goals. We will become this future by...

Gaining full buy-in and acceptance of the department's core values which personify pride, passion, and respect. This will be realized by ensuring a well-trained workforce is in place that remains always ready to meet our mission of providing caring services to our community. This will be further illustrated by our emphasis on enhanced workforce development safeguarding quality performance while providing on-going relationships.

Favoring our community first, the relationships we have with the citizens of Georgetown will be further enhanced. Our bolstered approach to internal communications will ensure a well-informed public, while also supporting a transparent and cohesive department. This will be supported by our management of technological resources for effectiveness while preparing us for the future with an improved focus on our vision.

Determined to pursue the goal of improvement, while honoring our storied history and embracing the future. Our department-wide teamwork will be strengthened through a balanced staffing initiative, helping us highlight greater efficiencies and outcomes. To maintain a cohesive and caring department, we commit to delivering both quality health and wellness options to our members while providing caring services, pursuing excellence, and being the best of the best in all that we do. Together, we commit to fulfilling our mission, living our values and making this vision a reality.





Performance Measurement

To assess and ensure that an organization is delivering on the promises made in its strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

- If you don't measure the results of your plan, you can't tell success from failure.
- If you can't see success, you can't reward it.
- If you can't reward success, you're probably rewarding failure.
- If you can't see success, you can't learn from it.
- If you can't recognize failure, you can't correct it.
- If you can demonstrate results, you can win public support.

Reinventing Government

David Osborn and Ted Gaebler

To establish that the department's strategic plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as "Managing for Results," will be utilized, which is based upon:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

A "family of measures" typically utilized to indicate and measure performance includes:

- **Inputs** - Value of resource used to produce an output.
- **Outputs** - Quantifiable units produced which are activity-oriented and measurable.
- **Efficiency** - Inputs used per output (or outputs per input).
- **Service Quality** - The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
- **Outcome** - Qualitative consequences associated with a program/service; i.e., the ultimate benefit to the customer. Focused on the "why" of providing a service.





The Success of the Strategic Plan

The department has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the organization during the development stage of the planning process. To assist in the development of this plan, the department used professional guidance to conduct a community-driven strategic planning process. The success of this strategic plan will not depend upon the implementation of goals and related objectives, but from support received from the authority having jurisdiction, the members of the organization, and the community-at-large.

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify department and community stakeholders. This can be accomplished through a jointly developed understanding of organizational direction, focusing on all vested parties working to achieve the mission, goals, and vision. Further consideration must be made on how the organization will measure and be accountable for its progress and successes.²

² Matthews (2005). *Strategic Planning and Management for Library Managers*





Glossary of Terms, Acronyms, and Initialisms

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 from 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).
EMR	Emergency Medical Responder
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.
MOT	Mobile Outreach Team
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 a quality or number of units produced is identified.
PTSI	Peer Team Support Intervention
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.
Strategic Goal	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim. The final result of an action. Something to accomplish in assisting the agency to move forward.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.





Strategic Plan	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.
Strategic Planning	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.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
SWOT	Strengths, Weaknesses, Opportunities and Threats.
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.





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Appendix 1

Community Expectations

Understanding what the community expects of its fire service organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community's needs.

Respondents were asked to list, in priority order, up to five subjects relative to the expectations they have for the Georgetown Fire Department. Responses were then analyzed for themes and weighted. The weighting of the prioritized responses was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the expectation responses of the community stakeholders:

Community Expectations of the Georgetown Fire Department (in priority order)

1. Fast response. Prompt response times. Response times that are continuously reviewed. I expect prompt response to emergency calls for service. Provide emergency care with sufficient response times. Good response time. Short response times. I expect rapid response times for emergencies. Quick response times. Responsiveness to calls. Rapid response time. Safe quick response to all emergencies that meets the customer's needs. (105)
2. Continued and advanced training for all firefighters. Appropriate training in medical emergencies. Professional competency. All staff is trained on a daily basis. Stable, competent, continuously trained professionals and administrative staff. Competency and skills necessary to do the job. Well trained and professional. Skilled employees. Deliver services with compassion and care. Qualified training for personnel. Training and professional development. Well trained staff. To have enough resources for proper training. (77)
3. Community outreach. Relationship building. Offer proactive advice to community members. Answer any questions we might have. Partner with the community. Community engagement. Engagement with the community. Need to be more visible in the community by having articles in newspapers/magazines about services. Need to be more visible in the community. Fire chief should visit neighborhoods on a monthly basis. Continuous transparency to the Georgetown community. I expect community outreach, especially to children on safety issues. Collaboration with local health





care providers. Community partner. Regional partner to fulfill specialized needs. Be a good community partner. Communicate with stakeholders. Engaged with the community. (43)

4. That GFD keeps pace with the growth of Georgetown. Availability. Proper staffing for needed coverage. That new fire stations are built before they are needed, not the year after. Have enough apparatus to cover the fire area and get on it quickly. Adequate materials, equipment, and infrastructure (hydrants, facilities, etc.). Addressing the needs of the entire community. Viewing public safety beyond traditional fire/EMS norms. Strategic preventative work. Equal services for the community. That we get the same level of service and support as those in the city. Well planned growth. Properly resourced. (43)
5. Customer service. Professionalism. Patient/client-centered. Professional attitude. Caring staff. Empathy. Professional and quality care services. Courteous to clients/victims. Best practice care. (32)
6. Ability to take control of situations. Ability to assess the problem and act on it quickly. Quality care for medical emergencies. Prepared staff. Effective management of crisis. Good leadership. (29)
7. Continuing education of the public on policies, procedures, and practices of GFD. Provide on-going education to community that includes all ages. Engagement with community education. Have members on the department in the schools, including Southern University, to give instruction. Need to have information provided to small community groups. Provide training to all ages on preventing emergencies. Educating school children and the public at large. Community education. (25)
8. Available to consult with business operators on safety/compliance. Communicate findings. Knowledgeable about fire codes. Support pro-business policies for businesses when it comes to design. (13)
9. Adequate pay for our fire department members that will help prevent turnover. All staff is compensated well for their skill sets. Recruitment of top tier personnel. (9)
10. Professionalism. Professional department that supports its members. (8)
11. State of the art equipment and technology. All equipment necessary to service all businesses and residences in Georgetown. (7)
12. Cost-efficient operating model. Efficient. (5)
13. Keep us safe. (5)
14. Partner with other first responders. Close relationship with police. (4)
15. Transparent budgeting process. (3)
16. GFD reflects the diversity of the Georgetown community. (2)





Areas of Community Concern

The planning process would be incomplete without an expression from the community stakeholders regarding concerns about the organization. Some areas of concern may, in fact, be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information, understanding, or incorrect information.

Respondents were asked to list, in priority order, up to five concerns they have about or for the department. Responses were then analyzed for themes and weighted. The weighting of the prioritized concerns was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the concerns of the community stakeholders prioritized and weighted accordingly:

Areas of Community Concern about the Georgetown Fire Department (verbatim, in priority order)

1. Keeping facilities, training, equipment, and personnel ahead of the Georgetown population curve. Properly resourced. Concerned with how the GFD plans on meeting the needs of the community with such rapid growth. No fire station to address growth along FM 2243. Rapid growth of Georgetown. Focus on Sun City at the expense of other residents. Growing population. Enough staff available for the growth. Be proactive rather than reactive to city growth. How much input does the fire department have in city planning and development? Scaling to meet the community growth. Handle increased load and growth. Are resources available to make things happen? Ability to sustain personnel and facilities in rapidly growing population. Staffing for growth - recruitment. Ability to staff a growing community. Do we have enough staffing to address the population growth? (82)
2. Responders don't communicate with businesses about their observations following a call. Little to no outreach/relationship building. Responders sometimes comment to customers about frequency of calls to the business. Sometimes not letting us know when the situation is all clear. Communication with local healthcare providers. Communication with healthcare providers when arrive on site. Communication can be improved with community partners. Follow-up services for fire victims. Many in my neighborhood do not speak English as a primary language - is the department prepared to deal with that? Outreach to under-represented communities. Participation in regional organizations. (34)





3. Sufficient tax base and budget to support operations. Growing population - impact on taxpayers and businesses. Cost for taxpayers to keep up with the growth. Ability to fund critical programs. On-going cost of sustainability. Is budget allowing growth in staffing to meet community growth demands happening today? (24)
4. Are calls being responded to in a timely manner? What are the response times? Can we do better with response times? Response time delays related to growth. Medical response time in a rapidly growing population. (20)
5. Respecting wishes when patients voice where they want to be transferred to. Lack of consideration of client request. Not person-centered. Rumors that some employees do not consider themselves to be public servants. Continued focus on serving senior adults. Does staff understand their role in the community? (18)
6. Are they hiring most qualified applicants? Will they be able to continue to recruit at a high level? Livable wage and affordable housing - can our firefighters and EMS staff afford to live in Georgetown? Self-care for first responders. Attracting the right personnel. (18)
7. Top tier training and training time for GFD personnel. On-going training with new technologies. Training budget and resources. Are they engaging all staff in continuous training and education? (15)
8. Cost of fines to businesses where patients pull fire alarms/set off some detectors. Cost of fines for facilities when alarms are pulled. Costs of EMS service. Does the community provide adequate funding? (12)
9. The fire station that serves us is greater than 5 miles away, so we have high home insurance rates. In my rural area there are no fire hydrants. (10)
10. Relationships with surrounding departments. Build relationships with community members. Current leadership partners well, but how does this look if leadership was to change? Departmental relationships. (9)
11. Keeping up with top tier equipment. Appropriate vehicles for emergency response. (7)
12. Preventing grass fires. Controlling grass fires. (7)
13. Building layouts. (5)
14. More free education/CPR classes. (5)
15. Increased liability on providers of medical care. (4)
16. Addressing pre-existing/past issues of concern and bringing to resolution. (3)
17. Increased regulations. (3)
18. Automobile traffic. (3)
19. Diversity in GFD. (2)





20. Emergency preparedness. (2)
21. Limited water supply with increasing consumption. (2)
22. Sirens sounding at night as they approach the neighborhoods. (1)

Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community's view on the organization's strengths must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some of the identified weaknesses.

Positive Community Comments about the Georgetown Fire Department (verbatim, in no particular order)

- Great attitudes from all I have encountered.
- Seems like a great relationship with the local community.
- Great reputation in Georgetown.
- Firefighter/medical people are positive, motivated, and friendly.
- GFD is always looking ahead.
- Chief Sullivan – great spokesperson/leader for the department.
- Great headquarters facility on D B Wood.
- GFD community engagement is great.
- Leadership of GFD is outstanding!
- Professional organization at every level.
- Always striving to be better.
- Proactive approach to problem-solving.
- Professional relationships.
- Community education.
- Knowledgeable.
- Caring.
- Communicative.
- Open to improvement/change.
- Prompt response to situations in our neighborhood even though we are outside city limits.
- Coordination with other fire departments such as Leander.





- Had one experience with Fire/EMS. Great response time to our house in the Whitetail neighborhood. All fire/EMS personnel were very professional.
- Leadership of the department beginning with the fire chief.
- Openness to have customers visit the fire department to learn about the department mission and vision.
- Openness to have the chief and others write articles about services.
- Openness to have the chief go to schools in Georgetown to inform children/staff/administrators about fire safety.
- Community involvement.
- Strong leadership.
- They listen to concerns and act.
- I don't recall any times where ethics were questioned.
- Excellent leadership.
- Public visibility.
- Cooperation between GFD and GPD.
- Encourages volunteers.
- Work on continuous improvement.
- In my experience, they have been very willing to reach out to the community.
- The willingness to question themselves as part of the strategic planning process.
- Leadership that considers addressing needs of community beyond traditional fire/EMS roles.
- Pipe and drums.
- Community engagement generally.
- Follow process/protocols on calls.
- Great response time to calls.
- Customer service EMTs offer medical providers.
- Responsiveness of administrative staff to inquiries/emails.
- Great response time.
- Always helpful.
- Always courteous.
- Very knowledgeable.
- Good reputation.





- Community involvement.
- Quality of equipment, apparatus, stations.
- Helpful staff.
- So far, I have little interaction with fire/medical, but what I have seen is quick response and situations handled professionally.
- Chief Sullivan's leadership.
- Addresses senior adult needs.
- Growth vision.
- Leadership is strong.
- Implementation of EMS in recent years appears to be a success.
- People in Georgetown are receiving quality timely care.
- Strong collaboration with other city entities.
- Professional.
- Engaged with kids and community.
- The reduction of response time since adding EMS.
- Strong leadership and community presence.
- Outstanding facilities and equipment.
- Regional collaborator.
- Organizational leadership.
- Dedicated professional members – "Service Above Self."
- Community focus and engagement.
- Forward-thinking – vision.
- I think this meeting/process is very positive.
- As a longtime resident, there have not been very many negatives regarding the department as a whole.
- Seem to work with the community when asked.
- Take the safety of the community seriously.
- Good to sponsor various community events. Positive image.
- As an event coordinator, I have found the fire department to be excellent in communication as well as supplying representatives and staff when called upon for meetings and events.
- Their friendliness and cooperation in their service is both attractive and much appreciated.
- Focused leadership.





- Involved in community.
- Proactive interactions, not just reactive when community is in need.
- Understand the unique place we live with growth and demographics (i.e. this external stakeholder meeting).
- Very professional to the general public.
- Very informative to businesses on procedure.
- Recently started a review of every business in Georgetown and hopefully Williamson County.
- Proactive – seeking input and implementing procedures to resolve issues.
- Professionalism.
- Visibility.
- Friendliness.
- Open communication.
- Share local small-town values.
- They have a great reputation in the community.
- They have great leadership.
- Very community-oriented.
- Respond quickly.
- Very strong “customer interactions” – EMTs show empathy for patients.
- Will answer questions when contacted.
- Showed commitment to having all stations know our building when it opened.

Other Thoughts and Comments

The community was asked to share any other comments they had about the department or its services. The following written comments were received:

Other Community Comments about the Georgetown Fire Department (verbatim, in no particular order)

- Improvise-Adapt-Overcome!
- I am in a neighborhood in Williamson County that is outside of the city limits, but I am served by the Georgetown Fire Department. Fire department planning should also consider support for areas like us.
- We want to be sure this chief and his staff are funded properly for the department.





- We want the chief to be paid a wage (compensated) fairly, and a wage that compensates him for his skill set.
- I am pleased with Georgetown Fire Medical.
- Thankfully, I have had limited interaction with the GFD.
- Great service provided by Georgetown Fire & Medical. One area for improvement is working closer and collaborating with local hospitals to provide better medical care to patients.
- Our facility has had great experiences with the fire department. Thank you for your service.
- My biggest concern for the future is keeping up with growth. For example, Shell Road development. Concurrent assets handle 1,500 more housing units with new school, etc. Does the infrastructure enable fast response? I don't hear that at planning meetings.
- GFD is on the right track. Keep up the good work.
- I love the partnership we have with Georgetown Fire & Medical. They help us tremendously, and I am thankful for the leadership.
- The fire department is doing a great job for the citizens!
- My personal experiences with Georgetown Fire or EMS over 30 years has been very positive.
- Implementing a new "head of homeland security" (department) is very wise, and it is imperative everyone get on-board with what this department can provide for our present and future safety and security.
- Thankful for our fire department with respect to what I do for a living. Being needed to respond 24-7, it is comforting knowing how well our fire department responds and is there when needed. Eternally thankful!
- I own a funeral home in Georgetown. The fire department is always very helpful in what sometimes are difficult situations.





Appendix 2

Strengths

It is important for any organization to identify its strengths to ensure that it can provide the services requested by the community, and that 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 the Georgetown Fire Department	
Wide range of capabilities and service delivery.	Compassionate personnel.
Cultural diversity of the staff.	Modern state of art equipment and facilities.
Responsiveness to our community. (programs)	Dedicated and committed personnel.
Growing department—more staff and promotions.	Customer service.
Good perception with the public and other agencies.	Knowledge and abilities of personnel.
CQI/QM. Continuous improvement for EMS/fire.	Training opportunities provided.
PDMP – participated problem-solving process.	Creativity – thoughts/problem-solving.
Cancer development and paths.	Inter/intra department relationships.
Meet and confer.	Council support.
Prevention Bureau. The “We got your six” document.	Apparatus commit times for run types.
Good hospital turn-around.	Responsiveness of the EMS Coordinator.
Youthful age of department personnel.	Department adaptability.





Weaknesses

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the department stakeholders as weaknesses:

Weaknesses of the Georgetown Fire Department	
Administrative staffing as compared to other departments.	Communication – top/down disconnect and down/up feedback.
Policies – outdated, undeveloped, not enforced	Trust. Station to station/shift to shift/all ranks.
Training. Medics running calls during training. Future officers not getting experience.	Experience gap. 40+ new hires. Succession plan and lack of depth.
Station 4 location and access to roadways.	Apparatus – maintenance shop problems.
Quality management and QM medical personnel buy-in.	Lack of support staff for exponential growth/services.
Shift standards - three different shifts	Single company stations with staffing of three.
That's the way we have always done it. Ops/Gear	Lost art of seniority. Membership growth and the age of the department.
Budgetary limits, i.e. additional training staff, equipment, PPE	Apparatus are not designed properly to meet our needs and more reserve units are needed.
Cancer initiative – need to purchase additional sets of gear.	Communication. Pass-on between shifts/stations.
Minimal officer development.	Not taking advantage of outside training.
Commitment and passion for the job.	Resistance to change.
Lack of documentation - Firehouse training.	Too sensitive to criticism.
Accountability	Entitlement of personnel.
Lack of ARFF capabilities.	Stations without ambulances.
Recruitment – low turnout or not qualified.	Lack of use for available local resources, i.e. drones.
Mass retirement within the department.	Splitting stations.
Tier 2 CAD vendor support.	Outdated software within the department.





Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The department stakeholders identified the following potential opportunities:

Opportunities for the Georgetown Fire Department	
Alternate treatment and transport.	Community and organizational growth.
Training with outside organizations.	Grants for equipment and training staff.
Internship with hospital department organization.	Diversity of colleges and number of available options.
Technical diversity in area. (Silicon Hills)	Colleges and continued education opportunities.
Development of tactical medical training and use in operations.	MOT/community paramedicine resource booklet for higher utilizer.
Strong community relationships. Chamber of commerce, hospital, Fort Hood.	Transition from a bedroom community to suburbia/commercial and industrial growth.
Increased support from local government.	Community outreach and education
Recruitment – Colleges, high schools, military.	Enhancement of resource availability in the CAD.
Business and housing diversity in the community.	Train with GPD on scenarios, such as mass casualty.
Have GPD trained to the E.M.R. level.	Develop a city employee health clinic to reduce costs.
High school fire academy.	One regional CAD system.
More regional policies.	Dedicated impact fee for GFD.
Expanding Firewise program city-wide.	Use of drones for firefighting Ops.
Enhanced wildland program. TIFMAS Station 6.	





Threats

By recognizing possible threats, an organization can reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the department stakeholders were as follows:

Potential Threats to the Georgetown Fire Department	
Privatization of EMS.	Social media and camera phones.
Downturn in the economy.	Exposure to litigation.
Increased risk due to zero lot line for housing.	Reduced income due to possible tax reductions.
Change in the political environment.	Reduction in recruitment demographics.
Mass casualty event that overwhelms resources.	Natural disasters.
Shortage of firefighters and medics.	Unable to keep up with city growth.
Water infrastructure and growth.	Burn-out.
Call volume, department growth, and promotional opportunities relative to Auto-Aid received.	Mutual -aid received.
Violence against EMS workers.	Carcinogens and environmental factors.
Department turnover from multiple factors.	Politics. Unfavorable election results.
New construction materials.	Technology. Solar panels/EV's. (Tesla)





Appendix 3

The following information is the raw data comprised from the deliberation of the two workgroups. The information in each table is linked to a strategic initiative that the overall group, by consensus, determined was something that the department should pursue for change and continuous improvement.

Critical and Service Gap Issues Identified by the Department Stakeholders

Initiative Link	Group 1	Group 2
Health and Wellness	Health and Wellness <ul style="list-style-type: none"> ○ Cancer initiative ○ Requirements ○ Fitness Standards ○ Firefighter safety ○ Two sets of turnout gear 	Health and Wellness <ul style="list-style-type: none"> ○ Frontline cancer check ○ PTSI/peer support ○ Fitness program ○ Cardiac tones ○ Work/life balance ○ Substance abuse ○ Wellness education ○ Policy development ○ Injury prevention

Initiative Link	Group 1	Group 2
Internal Communications	Internal Communications <ul style="list-style-type: none"> ○ Technology ○ Dissemination ○ Transparency ○ Division 	Internal Communications <ul style="list-style-type: none"> ○ Expectations-top down and bottom-up ○ Feedback ○ Chain of command ○ Shift/station communications ○ Front line and F.L.S ○ Communication and channels efficiency ○ Taking self-responsibility ○ Selective engagement ○ Embrace technology options ○ Better QM technology ○ Relationships

Initiative Link	Group 1	Group 2
Professional Development and Succession Planning	Professional Development <ul style="list-style-type: none"> ○ Firefighter development ○ Officer development ○ Commitment ○ Pride and ownership ○ Standards ○ Clear expectations ○ Policy updates ○ Leadership 	N/A





Initiative Link	Group 1	Group 2
Recruitment and Retention	Recruitment <ul style="list-style-type: none"> ○ Pay and benefits ○ Lack of marketing ○ Word of mouth ○ Morale ○ Lack of recruitment team 	Recruitment/Retention <ul style="list-style-type: none"> ○ Standards/requirements ○ Qualifications ○ Outreach ○ Compensation/benefits ○ Messaging ○ Brands ○ Work balance ○ Schedule ○ Relationships ○ Health and wellness ○ Mobility

Initiative Link	Group 1	Group 2
Staffing	Staffing <ul style="list-style-type: none"> ○ Firefighter safety ○ Benefits ○ Retention ○ Sick leave usage ○ Four-person staffing ○ Lack of support services <ul style="list-style-type: none"> ● Fleet, admin, FLS, training 	Support Staff and Systems <ul style="list-style-type: none"> ○ Overworked due to workload ○ QM failure ○ Legal technology ○ Too many additional roles ○ Undefined FTO roles ○ Pressure to certify new-hires ○ No established on-boarding ○ Too focused on EMS ○ Document and validate training

Initiative Link	Group 1	Group 2
Technology	Technology <ul style="list-style-type: none"> ○ CAD ○ Web site ○ Inter-department communication ○ RMS database ○ Medical personal information security 	N/A





Initiative Link	Group 1	Group 2
Training	Training <ul style="list-style-type: none"> ○ Lack of training staff ○ Mentorship program ○ Lack of motivation ○ Time availability-ambulances 	Training <ul style="list-style-type: none"> ○ Time restrictions ○ Resources ○ New technology ○ Lower priority ○ Staffing ○ Limited support staff ○ Sharing experiences ○ Compensation ○ Unit reliability

The following information is the raw data comprised from the deliberation of the two workgroups. The information in each table is not linked directly to a strategic initiative but remains important. The department is best served to understand and embrace this other information as it moves forward for deliberative purposes and consideration of support of the strategic initiatives.

Critical and Service Gap Issues Identified by the Department Stakeholders

Topic	Group 1	Group 2
Community Growth	Community Growth <ul style="list-style-type: none"> ○ Response times ○ Additional apparatus ○ Specialized apparatus ○ Station locations ○ Training/personnel ○ Regional CAD system 	N/A

Topic	Group 1	Group 2
Department Growth	N/A	Department Growth <ul style="list-style-type: none"> ○ Community growth ○ Sharing experience ○ New hires-little/no experience ○ EMS focused ○ Proactive vs. reactive needs ○ Support staff needs ○ Training ○ Prioritizing needs with resources on-hand

