

Marble Falls Fire Rescue

Strategic Plan 2017



Introduction

Marble Falls Fire Rescue (MFFR) is looking to the future of our city and Fire Department to better preserve life and improve service for all who live in and visit our community. To accomplish these critical tasks, we must first look inward. By doing so, we can identify areas in which we excel and areas in which we need to strengthen. Because of this, we continue to train and learn to improve upon everything we do. A part of that improvement is recognizing a need for a strategic plan. This is where our process begins.

Strategic planning has been proven to be a critical task to a properly functioning organization and it is a proven developmental process which guides organizations in setting timelines for accomplishing goals. Through the process of strategic planning, MFFR has been able to identify the strengths, weaknesses, opportunities, and threats which affect day to day operations and hamper progress. It is only by recognizing these areas that we can continue a steady improvement of the services we provide.

MFFR began as a volunteer department and then progressed to a full time paid department. Continuing that growth is best suited by including the members of the community in the decision making of their city. Contrary to what some may believe, a strategic plan is not a quickly thrown together plan that is formulated in a matter of days with decision made only by internal stakeholders. This is a process which has taken months of planning, meetings, and research. That research was obtained through open forums with the public and meeting with all MFFR members. After obtaining all this information, we could formulate a plan based on all collective thoughts.

We have taken this step to be proactive to the ever-changing environment of our city, in fire suppression techniques, and in life. We do not just want to react to the growth of the community now and into the future; rather, we want to plan to manage it. By holding to the values of the city and the mission of the department, along with the views of all we impact, we hope to realize our goals and continue the improvement of our service through this process.

What is Strategic Planning?

Strategic Planning is a systematic process of envisioning a desired future, and translating this vision into broadly defined goals and a sequence of steps to achieve them.

In contrast to tactical planning (which focuses at achieving narrowly defined interim objectives with predetermined means), strategic planning looks at the wider picture and is flexible in choice of its means. (<http://www.businessdirectory.com>)

Although strategic planning began as a process for corporations to increase gains through productivity, cost savings, and a myriad of other items, it has been re-engineered for use by government agencies to establish long-term, mid-term, and short-term goals as well as defining a time frame and an order of importance in which to complete them. Depending on the type of agency the range of long-term to short-term varies due to agendas and changes to staff, titles,



or personnel. When adapted for local government and non-profit organizations use, a long-term goal could be defined as a 4 – 5-year period, but is not limited to only this time frame.

The literature *Perspectives on Strategic Planning in the Public Sector* by Richard Young suggests that local governments do in fact benefit from the strategic planning process mainly because the development of multiyear policy plans links present situation or circumstances with a more meaningful vision of the future. In other words, a strategic planning process enables an organization to understand more clearly where they are now and where they would like it to be in the future. It also provides indication of what a department's overall mission, goals, strategic activities, and resources are. This process would further allow city leadership to have knowledge of the department's on-going performance and what results are being achieved.

In conclusion, what does strategic planning accomplish for Marble Falls Fire Rescue and more importantly, for the citizens? Strategic Planning allows all community stakeholders, both internal and external, to come together and collectively establish a set of goals with a timeframe to improve the quality of service. Service is the overall objective and the number one goal of all employees of Marble Falls Fire Rescue.

History of Marble Falls Fire Rescue

Where did we start, how did we become what we are today, and where are we going? Though Marble Falls Fire Rescue is a small fire department, we are proud of how we originated and grew to what we are today. It is a progression steeped in history and tradition.

Marble Falls Fire Rescue began in 1936 as a Volunteer Department which covered 123 square miles of area. Until 1973 when the first Brush Truck was purchased, MFFR operated with minimal equipment and manpower. During those years' things were simpler and the fire service had not progressed much in terms of technology and strategies.

In 1998 the Fire Station was relocated from its original location in the 300 Block of Main Street to 700 Avenue N where it presides to the present day. It was at this time that a paid staff was established. Though we were small in numbers, being only 2 paid personnel with a combination of volunteers, we continued to build. The shifts were split into two 8-hour shifts during the day with no personnel at night, weekends, or on holidays. This continued to be the status quo until 2005.

In January of 2005 a transition was made. Staffing was increased to 3 firefighters per shift with 3 shifts in operation (9 personnel total and the Chief, conducting a 24 hours on-duty, 48 hours off-duty schedule. This was maintained for almost two years when the city was awarded a Safer Grant which allowed the hiring of three additional personnel.

In December of 2006, three grant funded personnel were added to the employment roster, bringing staffing up to 12 personnel, with one Captain, one Engineer, and two Firefighters per



shift still maintaining a 24-48 schedule. Today, the schedule is comprised as a 48-hour shift followed by 96 hours off.

Although we are a small department, we continue to improve the quality of service through organizational advancement and personnel development. This is something we pride ourselves in and will continue to do as we build more practices, gain knowledge, and grow as an organization. All the changes that MFFR has been through the years, can only be attributed to two things, the dedication of the personnel and the support of the community, for which we will always be grateful and continue to serve with pride.

Department Overview

Marble Falls Fire Rescue is currently staffing 15 full-time employees and 10 part-time employees, based out of one station. Two engines, one ladder truck, one brush engine, one boat, two administrative vehicles, and a utility pickup truck form our fleet. The department is split into three divisions: Administration, Prevention, and Operations. Each division is responsible for the multiple facets, but working in unison to carry out the functions of the fire department. Some of our responsibilities include fire suppression, rescue, hazardous materials response, vehicle extrication, emergency medical first response, fire prevention, public education, and emergency management.



Fire Administration is made up of two personnel including the Fire Chief and the Administrative Assistant. The Fire Chief is responsible for the administrative functions, planning and direction of the department, and serves as the City's Emergency Management Coordinator.

The Fire Marshal is responsible for all fire prevention measures such as fire safety inspections, public education, enforcement of the fire code, fire cause determination, and arson investigations. Captains from the Operations Division assist with Fire

Prevention activities as needed.

Operations is made up of three shifts which have four personnel each. The Operations section of the department responsibilities include emergency mitigation, station maintenance, vehicle maintenance, and assists the Fire Marshal's office with prevention activities through public education. In addition to the duties already mentioned, each member of the Operations Division is responsible for an additional assigned special duty such as equipment maintenance, training, ordering, records keeping, etc.



Strategic Planning Process

To develop our strategic plan, a planning committee was formed comprised of the Fire Chief and two additional staff members. Upon appointment to the Strategic Planning Committee (SPC), all involved read *Fire Department Strategic Planning Creating Future Excellence* by Mark Wallace and *The Advantage* by Patrick Lencioni to build a foundation of knowledge on which to operate.

A cornerstone of this process is the input from members of the organization. A meeting was called for all personnel in MFFR to establish a Mission Statement that was both applicable to our situation and developed by those who will fulfill it. During this meeting a Strengths, weakness, opportunities, and threats (SWOT) analysis was conducted to outline these areas. The group also worked through an exercise to develop the Department's Strategic Anchors.

Next, we transitioned to our most important information gathering, the citizens of our community (our external stakeholders). With the participation of citizens in an open forum meeting we gathered information regarding the services we provide and to what level those services are completed. Additionally, all citizens were encouraged to participate in an online survey which was utilized to gather information as well. The information from the surveys and both meetings were compiled and analyzed to provide us a view of our gaps and actionable data upon which the Strategic Plan could be built.

The committee then developed an overarching initiative for each strategic anchor. Each goal was broken down into critical tasks. Critical tasks are monitored throughout the year to ensure that progress is made towards the realization of the plan.

To ensure the strategic plan is a living document, the committee will gather on a regular basis to review and update the plan. This includes affirming and adding objectives or the creation of new critical tasks to fulfill the objectives.

Vision

To be the Premier Small Texas Fire Department

While any statement may have different meanings to people, we further expand on our vision. To become the premier small Texas fire department, Marble Falls Fire Rescue will be a high-performance organization; an organization that achieves results through increase levels of customer satisfaction, high employee job satisfaction, better cooperation, and high levels of service through innovation. In a high performing organization, decisions are made at the lowest appropriate levels; where the staff



closest to the issue has input, and makes decisions of what is best for the organization and the community. To do this, we strive to have our employees “think two levels above”. Our firefighters learn to think as Captains, the Engineers think as Chief Officers, the Captains think as city management and chief officers think like the city council. Furthermore, we want to become the small fire department that other departments wish to emulate and to become an employer of choice. When an opening exists, we strive to have many highly-qualified applicants for a single position. Finally, we want to be known as a fire department that provides high quality customer service by taking every opportunity to “WOW” the citizens and visitors of Marble Falls.

Values

Values form the foundation of the organizational culture and belief system. They also provide a useful anchor in a changing environment such as in an ever-transforming community. As department of the City of Marble Falls, MFFR utilizes the values established for the whole city organization. The City of Marble Falls values are:



- Teamwork
- Respect
- Integrity
- Pride
- Professionalism

Mission Statement

The mission statement provides a sense of purpose for an organization and assists in providing direction and decision making. If members understand and believe in the mission, it helps with developing a high level of performance. In the development of Marble Falls Fire Rescue’s mission statement all members participated in a group setting.

During this exercise the department answered the following questions to assist with developing our mission.



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

Thus, the members of the department created our mission statement.

Marble Falls Fire Rescue is proud and committed in providing professional, dependable service through education, prevention, and protection to ensure a safe community.

Motto

A motto is not just a line of words put to paper, but rather a dedication to our craft. It also provides a simple, motivational item everyone can rally around. Where did this slogan originate for Marble Falls Fire Rescue? Simply put, it came from within our ranks.

During the department wide meeting, many topics were discussed, with one of those being the motto. We started with who are we, what do we do, and what are our strengths and weakness? After everyone had their opinions and views collected and displayed on our training board, we started looking at the

sea of information. All this information was then taken back to the committee. At this point, our SPC began to receive e-mails with mottos from the personnel. All these mottos were then placed into one document and sent back out to everyone in the department for several rounds of voting until the selection was narrowed until the staff selected our motto of:



Courage, Commitment, Honor.





External Stakeholders

Citizen Focus Group Findings

As Marble Falls Fire Rescue is dedicated to serving the community, citizens were invited to attend a focus group meeting to provide their input and opinions to four questions. Understanding what the community expects of its fire department is important to developing a long-range perspective. The meeting was advertised via social media and local

media. Seven citizens were present and asked the following open-ended questions. Their answers follow each question.

Are there any areas of concern regarding MFFR?

Water Supply (identifying problems)	Adequate resources for future growth
Additional/replacement station	Outgrowing current facility
Technical upgrades	Traffic/Response times
Age of current station	Staff continuing education
Training facility	Training equipment

How do you personally judge the effectiveness of MFFR?

Loss of life	Monetary loss – (minimize fire dollar loss)
How educated is the public about fire safety	Personnel – low turnover rates
Community feedback after an experience with MFFR	Fire Marshal educating while inspecting (reduce number of re-inspections)
Response times – performance vs. industry standards	ISO ratings
Conditions and cleanliness of apparatus	Physical condition of staff



Staff seeking higher appropriate certifications	Adequate record keeping
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What are your perceptions of the service provided by MFFR?

Strive for excellence – training	EMS, fire prevention, Haz-Mat, Emergency Management, Code Enforcement and Fire Marshal
Wildland coordination with V.F.D.	Friendly
Building relationships with children	Approachable
Discipline	Connected to the community
Public education (schools)	Focused
Role models	Assist Boy Scouts

What are your expectations of MFFR?

Prompt response with the right equipment and calling for additional resources	Explain rules and regulations of burn permits
Proactive education	Maintenance of department assets
Trained and competent staff	Friendly, professional and helpful
Compassion	Know resources for help of victims
Pre-planning	Maintenance of Tier II reporting
Relationship with other agencies	Communication with other agencies
Expectation that Marble Falls is the best	Fire Marshal educating during inspections
Handle emergencies on the water/swift water	Managing Public Relations and stories
Technical upgrades	Proper use of public funds
Apparatus access in new developments	Wildland coordination with V.F.D.





Citizen Survey

Another part of the current situation analysis of the Department was completed through an on-line survey available to the community, which was also advertised via social and local media outlets. Using this instrument, the department built a baseline to assist in determine the effectiveness of the actions identified in the strategic plan and to help the organization identify gaps or areas of concern of our external stakeholders. This survey asked the respondents to provide input regarding if the effectiveness of Marble Falls Fire Rescue and if the department was meeting their personal expectations in the following areas:

- Fire Prevention Services
- Public Fire Safety Education programs
- Emergency Preparedness & Education
- Professionalism of the staff
- Cost Effectiveness of the Department
- Customer Service & Public Relations activities
- Response time to medical emergencies in 5 minutes or less 90% per of the time
- Response time to fire emergencies in 5 minutes, 20 seconds or less 90% of the time

In addition, respondents were asked if they resided or owned a business within the city limits of Marble Falls.

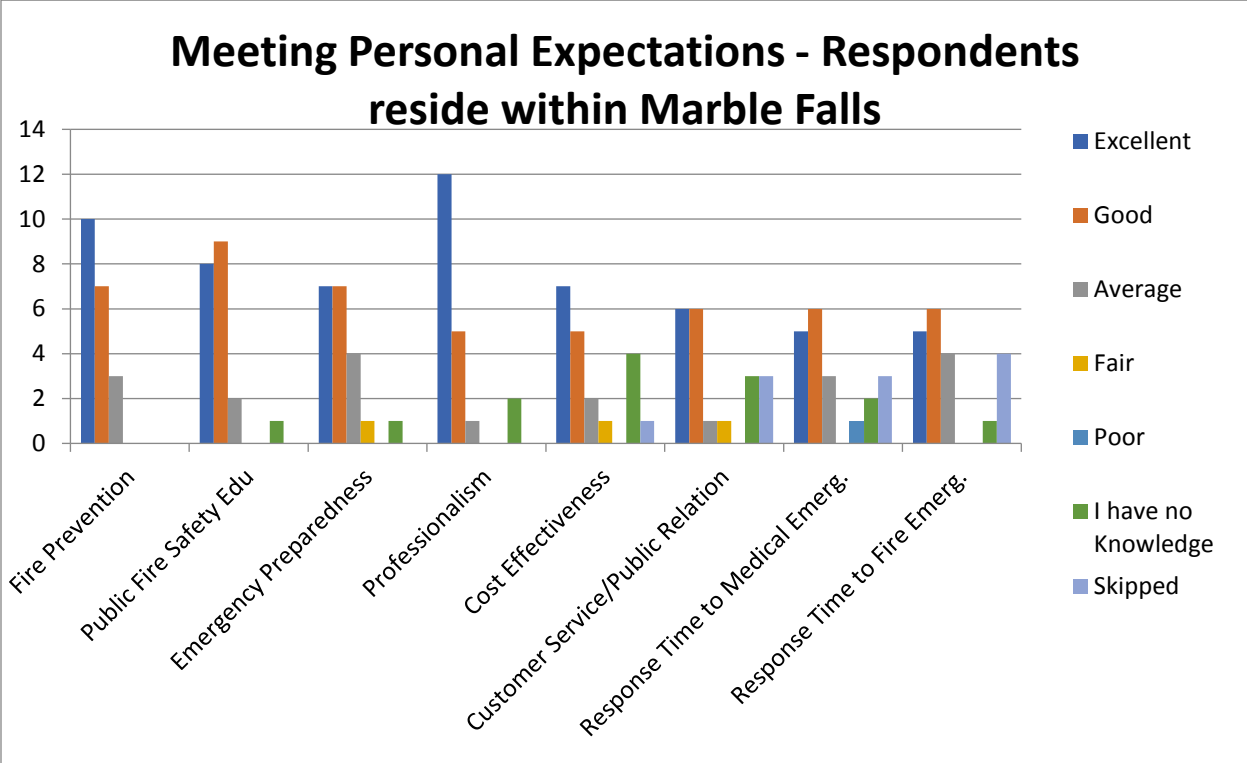
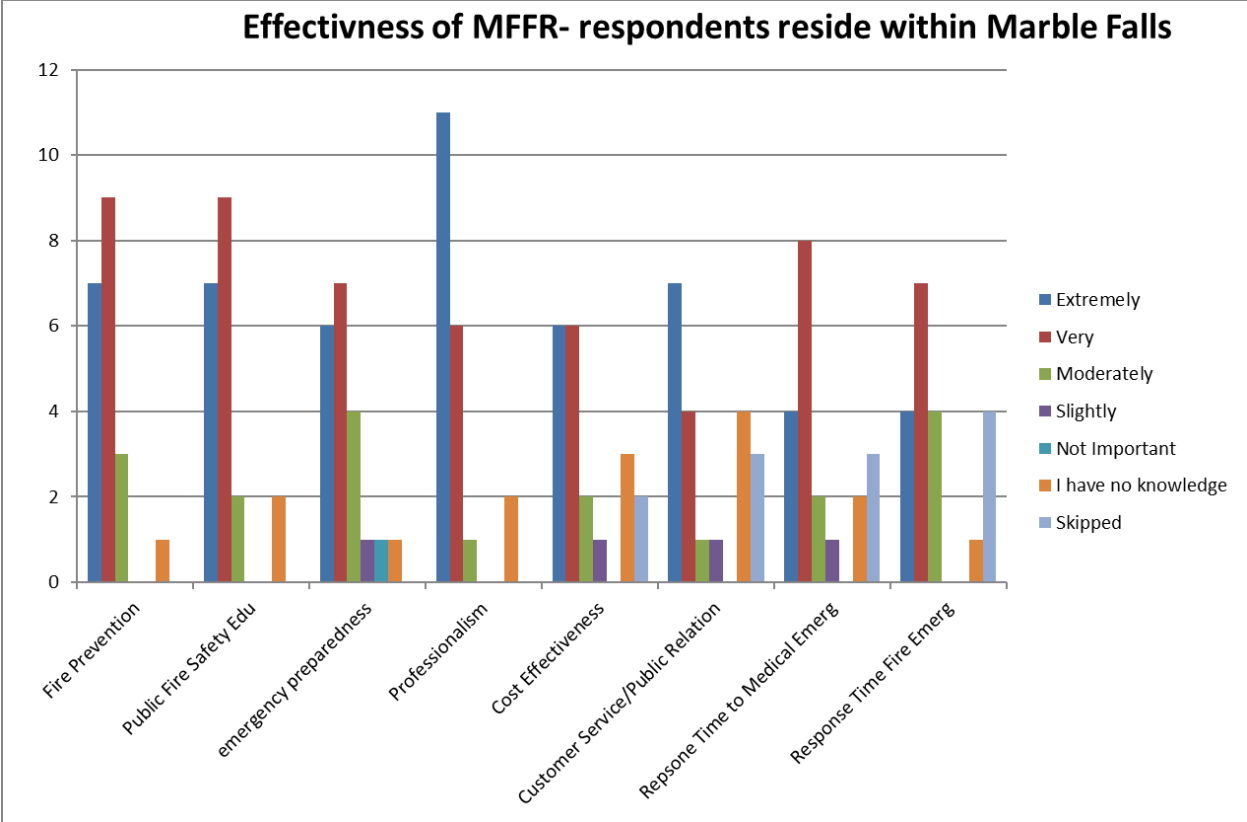


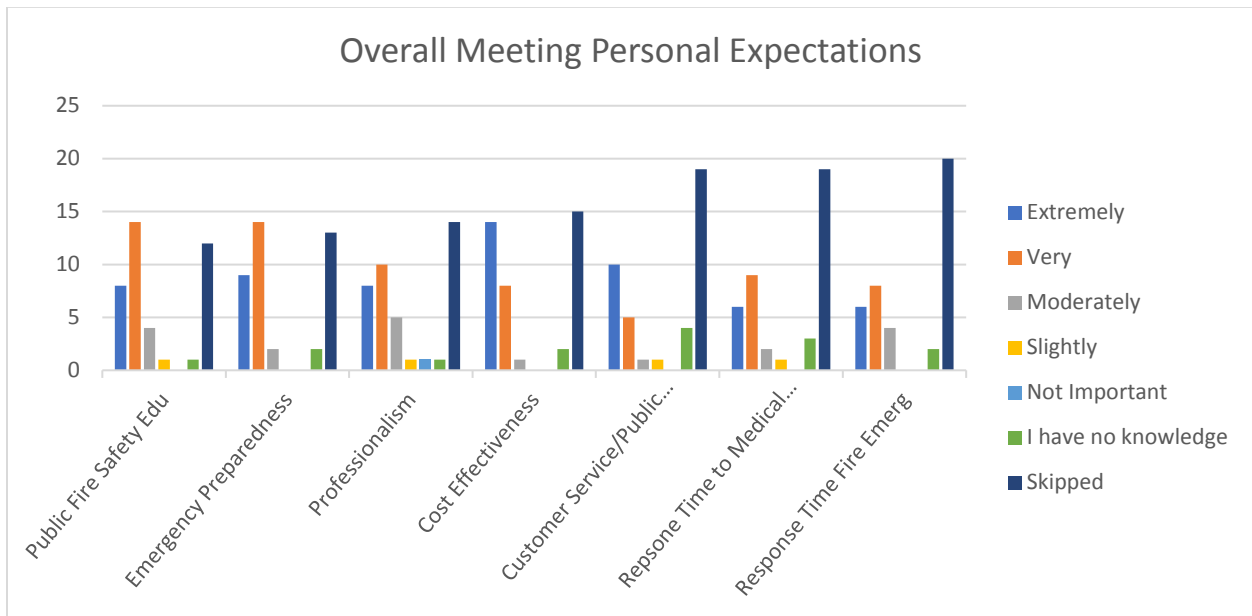
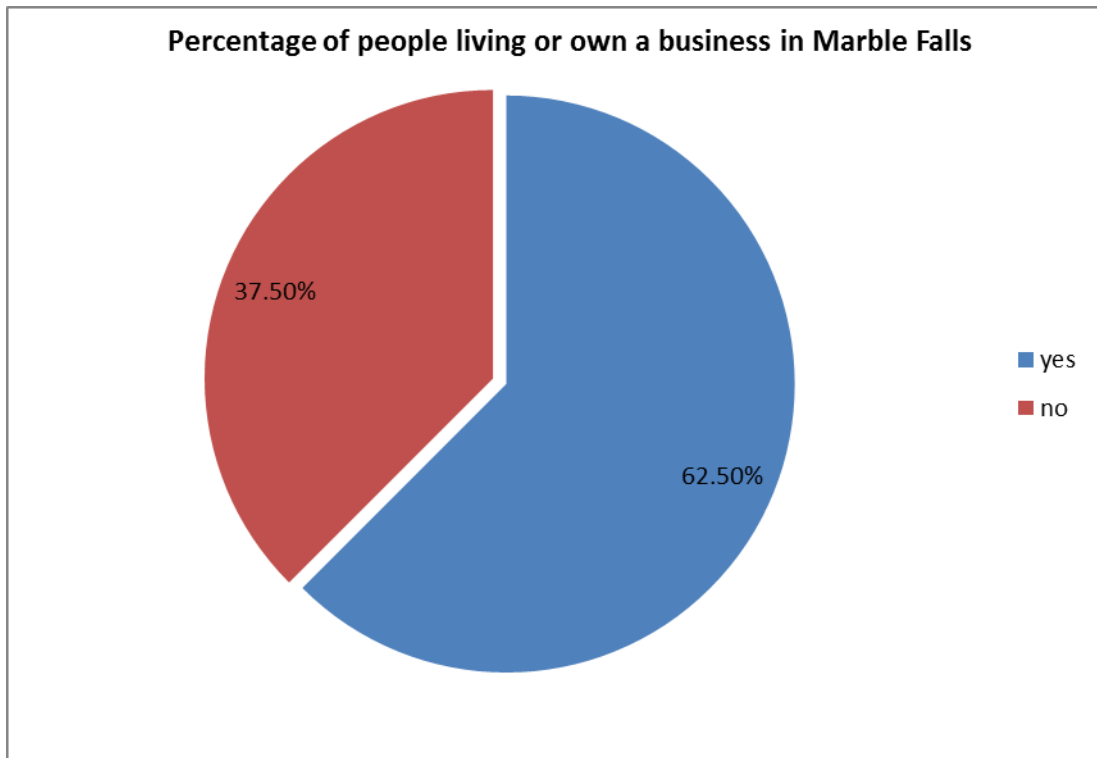
Survey Results Analysis

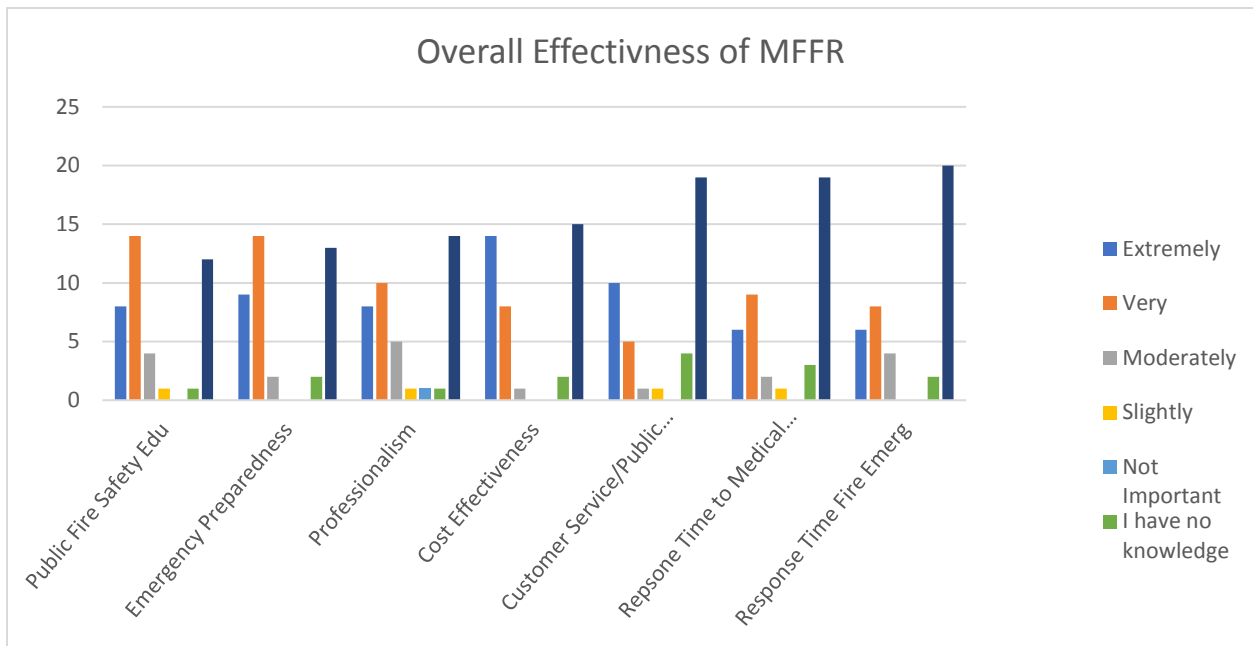
A total of 41 people responded to the survey. 62.5% stated they lived or owned a business within Marble Falls. Overall, the survey demonstrated most the respondents were extremely or very satisfied. However, most the participants skipped many of the questions. When filtering the results to those respondents who lived or owned a business in Marble Falls, the results provided a better picture as very few skipped the questions. Most the participants were satisfied of extremely satisfied with the fire prevention, public fire safety education and professionalism of the department. On the remainder of the areas, the responses demonstrated there are some concerns with the effectiveness of the department.

As far as meeting the personal expectations of the residents and business owners of Marble Falls, the results demonstrated the department is meeting the expectations of most the respondents in the areas of fire prevention, public fire safety education, and professionalism of the staff. The rest of areas demonstrated some instances where the department was not meeting the citizen's expectations. The following graphs are a summary of the survey results.









Internal Stakeholders

Marble Falls Fire Rescue S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis is designed to have a department identify its positive and negative attributes. Marble Falls Fire Rescue performed this analysis and recognized its strengths and weaknesses, in addition to its possible opportunities and potential threats.



Strengths

It is important for any organization to identify its strengths to assure that it can provide of providing the services requested by the community and to ensure the strengths are consistent with the issues facing the organization. Through a consensus process Marble Falls Fire Rescue identified its strengths as follows:

Courage, Commitment, Honor



Accomplish so much with little resources and personnel	Helpful
Adapt well to conditions presented	Welcoming atmosphere
Experience	Low turn- over (loyalty)
Education certifications of personnel	Longevity of staff
Knowledge	Dedication
Professional	Problem Solvers
Community oriented	Efficient attacks

Weaknesses

Performance or lack of performance within an organization depends greatly on the identification of weaknesses and how they are confronted. While it is not unusual for these issues to be at the heart of the organization’s overall concerns, it is unusual for organizations to be able to identify and deal with these issues effectively on their own.

For any organization to either begin or 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. The following items were identified by Marble Falls Fire Rescue as weaknesses:

Number of employees	Limited resources
Dependable apparatus`	Flat organizational chart
Lack of assistant chief	Time management
Insufficient part-time to fill vacancies	Inconsistent radio communications
Lack of onboarding process for new employees	Internal communication inconsistent
Timeclock lack of remote access	Lack of equipment
Overlapping calls	No training facility
Training operations	Station condition
Lack of data on cost to operate truck	Career advancements
Retirements in the next ten years	No Fire Marshal
Lack of effective maintenance on apparatus	

External Opportunities

The external 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 based on



existing service but on expanding and developing new possibilities both inside and beyond the traditional service area. Marble Falls Fire Rescue identified the following potential opportunities:

Relation with other response agencies	Citizens saying “thank you”
Adding interim unit	Growth of the city
Training facility	Regional dispatch center
Partnership with community business	Public trust
Public Safety building	Support of City Manager and Council
Small town talk	C.A.D. (Computer Aided Dispatch)
Community events	Hotel/Conference center
Actions and decisions of other fire departments and how council and others think of us	

Threats

To draw strength and gain full benefit of any external opportunity the external threats to the organization with their new risks and challenges must also be identified in the strategic planning process. By recognizing possible threats an organization can greatly reduce the potential for loss.

Marble Falls Fire Rescue identified the following potential threats:

Number of employees	Dependable apparatus
Inconsistent radio communications	Overtime funds for training
Lack of city backing	Citizens feel wasted tax dollars
Funding station 2	Number of mutual aid resources
Increase of wear on apparatus due to increased responses	Weak emergency management program in the city
“not the old way”	Distance of response
Development/growth (south of town)	Public confusion with M.F.A.V.F.D.
Selective enforcement because of politics	Public Safety building
C.A.D. – not using to full capability	Regional Dispatch Center
Influx of visitors to the city	Gossip rate of small town talk
Lack of business/industry growth south of town	Hotel/Conference center
Actions and decisions of other fire departments effect how council and others think of us	



Strategic Anchors

Strategic Anchors are the building blocks on which an organization establishes to be successful. The main question asked is how do we succeed? Without the anchors that are defined in this document, there would be no foundation upon which to erect our building and MFFR would fail to survive.

The strategic anchors are broad based concepts for the overall success of MFFR and cover a wide range of sub topics. A strategic initiative is written for each anchor to provide focus and manageability. Also, since they are so broad, each section is broken down into more manageable goals which are then broken down into critical tasks required to accomplish those objectives.



Our strategic anchors are:

- Growth and long term planning;
- Public outreach;
- Investment in personnel; and
- Emergency response.

This Strategic Plan and the Strategic Anchors will provide the Department an evaluation tool of new endeavors to ensure it is right for MFFR and provides an outline for our future steps to success.

Strategic Initiatives and Goals

To achieve the mission of the MFFR, realistic goals must be established and are essential to enhance strengths, to address weaknesses, to provide department members with clear direction, and to honor the concerns of our citizens. The Strategic Planning Committee met over the course of several to develop the strategic initiatives, goals, and critical tasks.

As goals and critical tasks are management tools, they should be updated on an on-going basis to identify what has been accomplished and to note changes within the organization and the



community. The attainment of a performance target should be recognized and celebrated to provide a sense of organizational accomplishment.

The goals and critical tasks should now become the focus of the efforts of the agency. By following these strategic initiatives and goals carefully, the agency can be directed into its desired future while having reduced the obstacles and distractions along the way. The planning committee set timelines for completion of critical task supporting the goals. The Leadership of MFFR will establish a working group to meet periodically to review progress toward these goals and adjust timelines as needs change.

It is also important for the Department to define which timelines are concurrent (may be completed simultaneously with other tasks) and which timelines are dependent on other goals. Moreover, items that require budgetary approval, MFFR Leadership will ensure they are submitted through the City’s budgeting process. Finally, the working group will adjust timelines based on projects that are and are not funded via the budgeting process.

Strategic Anchor: Growth and Long Term Planning

Strategic Initiative	Provide oversight, strategies, and planning to provide effective fire and emergency management services that address the needs and expectations of the community.
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Goal: Develop plans to address the growth of community.		
Critical Tasks	Projected Start (Fiscal Year)	Projected Completion (Fiscal Year)
Develop a staffing plan for the fire department	2017	2018
Develop alternative response models to address current and future needs of the department and to address the overlapping calls based on data analysis.	2017	2018
Contract a consultant to develop an ISO improvement plan	2018	2018
Build and strengthen relationships with response partners, including, but not limited to, area fire departments, EMS, law enforcement, and emergency management.	2017	On-going
Improve internal communications between shifts and between administration & shifts	2017	On-going
Data analysis of apparatus operational costs	2018	2018
Utilize response data analysis to identify and predict need for future resources	2018	2020



Research the feasibility and develop a plan to seek the Texas Fire Chief Association Best Practices Program recognition.	2019	2021
Conduct community risk assessment to plan for resource deployment.	2020	2022
In conjunction with Communications and the police department, support and develop oversight to regional communications center.	2017	2020

Goal: Develop programs to address facility conditions and needs		
Critical Tasks:	Projected Start (Fiscal Year)	Projected Completion (Fiscal Year)
Develop a plan to upgrade and/or repair the current fire station.	2017	2018
Coordinate a professional fire station location study for the City and ETJ areas to determine needs of future fire stations, including fire station #2	2018	2018
Research station alerting systems that meet needs of MFFR and other response agencies. Develop and enact procurement plan for selected system	2017	2018
Remodel station to fit community design & improve interior functions	2022	2023
Research and develop plan for a fire training facility	2020	2021

Goal: Cultivate an effective Emergency Management Program		
Critical Tasks	Projected Start (Fiscal Year)	Projected Completion (Fiscal Year)
Conduct a needs assessment of city staff emergency management skills and develop improvement and/or training plan.	2017	2018
Seek community partners to support emergency disaster response.	2018	2020
Identify and prioritize mitigation projects, researching applicability and costs in order to seek grant funding as funding opportunities are announced.	2018	2020
Develop job aids for EOC operations.	2018	2018
In coordination with Finance Department, develop and test disaster financial policies. Once tested, seek adoption by City Council.	2017	2018



Strategic Anchor: Public Outreach

Strategic Initiative:	Develop and implement a Public Education Program with a dissemination approach to address the needs and expectations of the community with consideration for budget and staffing challenges.
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Goal: Deliver Community Focused Education Programs		
Critical Tasks	Projected Start (Fiscal Year)	Projected Completion (Fiscal Year)
Develop a Wildfire community risk reduction program based on the Texas Forest Service Community Assessment Report. This includes training the department's staff and creating a public education/preparedness program	2017	2019
Assess and Improve fire safety education programs and activities by establishing a process to provide consistent, timely, and community appropriate messages.	2018	2019
Determine feasibility of home fire safety inspection program; Develop the program if deemed feasible	2019	2019
Assess and improve citizen emergency preparedness education programs and activities.	2019	2020

Goal: Enrich Fire Prevention Activities and Code Enforcement		
Critical Tasks	Projected Start (Fiscal Year)	Projected Completion (Fiscal Year)
Establish process where fire inspectors seek code compliance through education of business owners.	2017	2019
Develop welcome and informational document for applicants/developers of new development.	2017	2017
Review local ordinances related to fire prevention to ensure applicability to the community and revise or suggest additional amendments.	2017	2018
In coordination with Development Services, develop a plan/process to address substandard structure mitigation	2017	2019



Develop a plan to complete fire inspection program of businesses that provide inspections on a routine basis, accounting for the hazards presented by the business.	2018	2018
Work to provide alternatives to meet code compliance and fire apparatus access at new developments	2019	2019

Goal: Heighten community involvement and outreach		
Critical Tasks	Projected Start (Fiscal Year)	Projected Completion (Fiscal Year)
Develop and publish an annual report of Department activities	2017	ON-GOING
Seek private partners to support community education programs, including fire safety and emergency preparedness.	2019	2020
Strengthen Pre-Fire Plan program and develop a process for the on-going maintenance of program.	2018	2020
Develop plans for attending community events to increase the exposure of Marble Falls Fire Rescue and to provide opportunities to deliver safety educational messages.	2018	2018
Determine feasibility of developing and conducting a citizen fire academy.	2019	2019

Strategic Anchor: Investment in Personnel

Strategic Initiative:	Develop a high performing workforce through improved recruitment, structured career development, health & wellness activities, ongoing education, and empower effective performance by means of job related performance evaluations.
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Goal: Invest in and prepare the department's workforce		
Critical Tasks	Projected Start (Fiscal Year)	Projected Completion (Fiscal Year)
Identify future leaders of organization and provide development opportunities for them	2017	ON-GOING
Create career development program that outlines training and education for each position in department	2017	2018
Develop task & skill verification for each position in organization to provide consistent employee development	2017	2019



Develop & validate a firefighter entry level physical ability test	2021	2022
Develop new employee on-boarding program	2017	2018
Create mentoring program for promotional positions	2019	2020
Develop interim program to provide training due to lack of training facility	2018	2018

Goal: Sustain fire service personnel training & skills		
Critical Tasks	Projected Start (Fiscal Year)	Projected Completion (Fiscal Year)
Develop program to ensure employee skill verification based on core competencies of each position in the department.	2017	2019
Develop annual training scheduled that meets ISO, TCFP, TDSHS training requirements	2017	2017
Create continuing education program and schedule for medical, fire, and hazardous materials training, combining training to meet multiple requirements where applicable.	2018	2019
Conduct feasibility study of obtaining a TDSHS Services continuing education program for MFFR, including partnering with a response partner.	2019	2019

Goal: Improve and maintain firefighter safety, health & wellness		
Critical Tasks	Projected Start (Fiscal Year)	Projected Completion (Fiscal Year)
Enhance firefighter physical fitness program through education and resources	2018	ON-GOING
Monitor research on firefighter health and wellness and enact steps to improve the health and wellness of firefighters	2017	ON-GOING
Monitor research on firefighter cancer and enact steps to minimize risk of cancer exposure of firefighters	2017	ON-GOING
Create a process utilizing firefighter line of duty death reports to enhance staff's knowledge in order to improve firefighter safety	2018	2018



Goal: Provide Emergency Management Training		
Critical Tasks	Projected Start (Fiscal Year)	Projected Completion (Fiscal Year)
Develop annual emergency management exercise and improvement program for city staff, including, but not limited to, position or skill specific training	2018	2019
In coordination with Human Resources, create new employee orientation process to emergency management, including basic NIMS training, and coordinate with HR to incorporate into the city's orientation program	2018	2018
Coordinate refresher training for city staff related to emergency management and hazardous materials.	2019	2019
Conduct needs assessment of city staff emergency management training and coordinate training	2018	2018
Create process to monitor employee NIMS training requirements, especially in relation to promotions	2017	2018

Strategic Anchor: Emergency Response

Strategic Initiative:	Develop and enact steps to ensure the department is providing effective and efficient emergency response capabilities that meet the needs of the community.
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Goal: Prepare Department to meet the community's expanding needs		
Critical Tasks	Projected Start (Fiscal Year)	Projected Completion (Fiscal Year)
Develop staffing plan and options to address future growth and the insufficient part-time personnel availability to fill vacancies.	2017	2018
Coordinate with Public Works to maximize opportunities to improve water supplies in existing areas of the city as well as with future development	2018	ON-GOING
In coordination with Marble Falls Area EMS and Marble Falls Police Department, develop a water rescue team	2018	2021
Develop alternative response models to address current and future needs of the department and to address the overlapping calls.	2017	2018
In conjunction with Communications, develop response plans and utilize CAD to its capabilities to assist with resource management and deployment.	2017	2018



Goal: Investment in fire service resources to meet the needs of the community		
Critical Tasks	Projected Start (Fiscal Year)	Projected Completion (Fiscal Year)
Develop fire apparatus replacement program	2019	2020
Develop an apparatus and equipment maintenance programs that addresses fire apparatus testing and maintenance, including, but not limited to pump testing, aerial ladder testing, hose testing, and ground ladder testing.	2018	2019
Research and compare options for the acquirement of future fire apparatus	2019	2020
Develop alternate responses models to reduce the wear and tear on larger fire apparatus	2017	2018
Conduct a needs assessment on small equipment and develop a plan to add or replace equipment, ensuring the organization is current with applicable technological advancements appropriate for the organization. This includes the creation of a replacement plan of capital purchase small equipment.	2018	2019

Goal: Maintain an Emergency Management Program for the Community		
Critical Tasks	Projected Start (Fiscal Year)	Projected Completion (Fiscal Year)
Develop program to maintain Tier II reports, while providing easy access to first responders	2019	2019
Update Marble Falls Emergency Operations Plan to meet the standards specified by the Texas Division of Emergency Management	2018	2020
Develop an effective emergency management program for the city, including an on-going maintenance and improvement process.	2017	ON-GOING





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