

CITY OF BRYAN FIRE DEPARTMENT 2022-2026 Five-Year Strategic Plan

September 2021

Charting the Bryan Fire Department's Future



Message From The Chief



Rich Giusti
Bryan Fire Chief

During this time when the Fire Service is called upon to overcome new challenges and provide services in the most difficult of environments, it is more important than ever to develop a strategic plan that not only looks to the future of what public safety looks like to us in the fire service, but also to the citizens we serve. It is my distinct privilege to present the 2022-2026 Bryan Fire Department Strategic Plan. This blueprint for our organization was created with input from both internal and external stakeholders to proactively address our community's ever increasing service demands and our organizational response to meet those demands.

While the Bryan Fire Department continues to progress to meet the needs of our community, the past few years have challenged our organization to expand from its more traditional mission to look at emerging challenges as "opportunities" to further serve our community. Our goal is to find the appropriate balance between providing the essential services that the community expects with the future needs to address imminent service demands that have been identified. As a service driven organization, we must continually strive to look for new avenues to improve service delivery that will positively impact our customers and solve their problems using the most efficient and effective means during their "worst day". To provide the highest level of customer service outside our organization, internal customer service and communication must be the highest priority and practiced by all within our organization. The culture we create and employ within the organization will directly impact the attitude of our personnel that we trust to respond to solve the problems of our customers.

The Bryan Fire Department developed our Five-Year Strategic Plan to guide our decisions and actions through fiscal year 2026. It is a strategic roadmap that is used to plot the most successful path to provide the highest service delivery while employing an expansion model that is both efficient and effective regarding fiscal responsibility and return on investment for the citizens we serve. The Strategic Planning Committee identified seven strategic initiatives as being the most important to support current and future service delivery demands. They are:

Future Growth

The Bryan Fire Department employs a proactive approach to meet the needs of a growing community.

Recruitment, Retention, and Personnel

Recognizing that our personnel is our most important component, the Bryan Fire Department recruits and retains highly qualified and diverse personnel while maintaining nationally recommended staffing.

Facilities

The Bryan Fire Department has state of the art facilities to meet the growing needs of our personnel and the community we serve.

Training

The Bryan Fire Department is an organization of the most highly trained professionals that other fire departments emulate.

Apparatus

The Bryan Fire Department has the highest quality apparatus to provide for the safety of our personnel and the community we serve.

Equipment and Technology

The Bryan Fire Department has the best equipment and technology to provide for the safety of our personnel and the community we serve.

Public Information, Public Education, and Outreach Programs

The Bryan Fire Department has a well-established outreach program that informs and educates the community.



In closing I would like to say what an honor it is to be the Fire Chief for the City of Bryan. The community we serve is one that has empathy and cares about each other that is shown everyday through mutual respect and kindness. This is exemplified by our City's leadership on our City Council, as well as the City Manager's Office. The Bryan Fire Department is one comprised of self-motivated individuals that truly epitomize "service before self". This forward leaning organization is one that looks to continuously improve service delivery to our citizens while still holding true to the traditions that make the fire service what it is today: a family protecting its community. A special thanks to the Strategic Planning Committee for your selfless dedication and to City Secretary Mary Lynne Stratta who keeps us all in line and on track.

Sincerely,

Rich Giusti
Bryan Fire Chief



CITY OF BRYAN
Fire Department

CITY OF BRYAN
City Secretary's Office / Marketing & Communications
09-2021

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BRYAN FIRE DEPARTMENT **2022-2026** **FIVE-YEAR** **STRATEGIC PLAN**

SEPTEMBER 2021
***Charting the
Bryan Fire
Department's
Future***

Strategic planning is the process an organization follows to articulate a vision for the future and establish a direction in making decisions and allocating resources to achieve desired outcomes. It is a process that anticipates the future by defining where you want to be, how to get there, and how you know when you have arrived. The strategic plan should provide a systematic way to think about goals and objectives, establish priorities, and serve as a means to stimulate change and improvement. Strategic planning should define an organization's philosophy and analyze its entire service delivery process. The strategic plan should map the future and guide decision making and resource allocation, and it requires the involvement of all stakeholders.



Purpose and Process

This document should serve as a guide for the Bryan Fire Department (BFD) to develop the annual budget and provide a succinct method of articulating to City management and the City Council the policy direction for the BFD. This Five-Year Strategic Plan should also communicate to all personnel of the BFD the Department's commitment to communication, collaboration, and cooperation among all BFD staff and our partners. Finally, this Strategic Plan should provide a road map that will encourage the recruitment of young professionals to join an outstanding public safety organization where teamwork, collaboration, training, staffing, resource allocation, and education provide for a safer community.

The BFD embarked on a strategic planning process in the summer of 2021 to establish a pathway for the future success of the Department and profession. A public input process was developed and deployed. Eighteen professionals of the BFD served as the Strategic Planning Committee and were tasked to develop a dynamic document for the Department in order to communicate organizational goals, the action needed to achieve those goals, and the assessment tools to know if the plan is successful in order to guide the BFD into the future. The Strategic Planning Committee first completed a SWOT (strengths-weaknesses-opportunities-threats) analysis, and later drafted a new vision statement, reviewed the existing mission statement, and created new lists of leadership expectations, communication expectations, and organizational values. Then the Strategic Planning Committee identified seven broad strategic initiative areas. Key result areas, goals, strategic actions, and performance measurements were then identified for each of the seven strategic initiative areas.

Guiding principles to focus on strategic planning were discussed:

- *What do you stand for?*
- *Who do you serve?*
- *Why are we here?*
- *What is your competitor's plan (Committee members were encouraged to think as if the BFD had a competitor for the City of Bryan's business)?*
- *Who is on board?*
- *How synchronized is the implementation of the Strategic Plan?*
- *What makes the BFD a destination organization in terms of recruitment and retention of personnel?*
- *Building internal infrastructure and capital.*



SWOT Analysis

A SWOT analysis helps in strategic planning in the following manner:

- *It is a source of information for strategic planning.*
- *It builds an organization's strengths.*
- *It reverses an organization's weaknesses.*
- *It maximizes responses to opportunities.*
- *It helps to overcome an organization's threats.*
- *It helps identify core competencies of the organization.*
- *It helps in setting objectives for strategic planning.*

It helps in knowing past, present, and future so that by using current and past data, future plans can be mapped out.



Environmental Scanning

Internal Analysis

- *Strengths*
- *Weaknesses*

External Analysis

- *Opportunities*
- *Threats*

It should be pointed out that many items may be listed more than once; i.e., a specific condition may be seen as both a weakness and an opportunity, etc.

The BFD Strategic Planning Committee members all submitted a SWOT list from their individual perspective, which collectively served as the discussion foundation to begin and guide the strategic planning process. The Committee spent some time reviewing the SWOT analysis input and from that discussion, formulated a new vision statement and reviewed the current mission statement. Next, the Committee identified seven broad strategic initiatives, with identified key result areas, goals, strategic actions, and performance measurements.



Vision Statement

The Strategic Planning Committee developed the following new vision statement for the BFD based upon input from all Committee members, community input, and a lengthy discussion of the desired "perfect" state of the Department.

"The Bryan Fire Department is a highly recognized, progressive public safety organization that is properly staffed with highly trained, motivated, diverse personnel utilizing the best resources to provide the highest level of services to our growing community."

Mission Statement

After a lengthy discussion, the Committee retained the current BFD mission statement as follows:

"The mission of the Bryan Fire Department is to save lives, protect property, and enhance the quality of life for those we serve."



Leadership Expectations

The Bryan Fire Department leadership team identified the following leadership expectations:

The Bryan Fire Department will lead in the following manner:

- *We will lead by example using the values of integrity, honesty, loyalty and trustworthiness.*
- *We will seek what is best for the entire Department.*
- *We will work together as a team.*
- *We will deliberate openly and rationally, with creativity, while striving for consensus.*
- *We will share our successes.*
- *We will be decisive.*
- *We will make decisions by listening first, gaining the facts, and then acting accordingly.*
- *We will set the course for the Bryan Fire Department, but recognize that periodic adjustments will be required.*

Organizational Values

The BFD Strategic Planning Committee identified the following organizational values.

Compassion
Empathy
Discipline
Respect
Responsibility
Family
Integrity
Dependability
Tradition
Ethical
Productivity
Humility
Courage
Heroic
Honor
Strong
Honesty
Professional
Duty
Influential
Excellence
Loyal
Dedicated
Service
Proud
Effective
Confident



Communication Expectations

Communication with Citizens

BFD personnel will communicate with citizens in the following manner:

- We will represent the City of Bryan's vision, mission and policies.
- We will represent the Bryan Fire Department's vision, mission and policies.
- We will distinguish between matters of policy and matters of personal opinion.
- We will distinguish between city/departmental issues and issues that may be of a personal opinion or personally political.
- We will advise citizens of the department's policies and procedures and will refer matters to department leadership for resolution.
- We will communicate with citizens only in a professional, courteous manner.

Communication with Fellow BFD Personnel

BFD personnel will communicate with one another in the following manner:

- We will have open and fair communications with fellow BFD personnel.
- We will bring new ideas or issues to leadership so those may be presented to BFD as a whole.
- We will avoid surprises for other BFD personnel or leadership.
- We will be willing to time decision making and deliberation processes in order that all BFD personnel are adequately informed before action is taken, whenever possible.
- We will stay informed and be well prepared to discuss issues that come before us.
- We will take responsibility to stay informed of current events within the department, as well as within the city, in an effort to provide the best internal and external customer service.

Communication Between BFD Leadership and BFD Personnel:

BFD leadership will communicate with personnel, and vice versa, in the following manner:

- We will trust and respect BFD personnel.
- We will be encouraging to personnel.
- We will expect professional, educated answers to issues and questions.
- We will expect personnel to communicate freely and openly with leadership.
- We will respect personnel's time.
- We will not micromanage personnel.
- We will expect personnel to keep leadership informed.
- We will trust and respect the decision making processes in place.



Community Input into the Strategic Planning Process

Community involvement in public safety organizations is an important component to assist the organization in identifying services residents deem the most important to public safety and quality of life. The Bryan Fire Department held three town hall type meetings to gather public input into the formulation of this strategic plan. The meetings were held in east Bryan, west Bryan, and north Bryan during the months of July and August 2021. At these public input meetings, the Fire Chief presented an overview of the department, its history, current operations and functions, and current strategic initiatives. It was explained citizen feedback would be utilized by the Strategic Planning Committee as a tool to revisit the BFD vision and mission statements and establish new strategic initiatives. He also articulated the need for diversity within department personnel and explained the benefits of a Community Paramedicine Program. Questions from citizens were answered and then each attendee was allowed to “vote” on multiple areas of fire services they felt were most critical to protection of lives and property and a better quality of life. Citizens were encouraged to visit with one another during the “voting” process and BFD personnel were present to answer additional questions. This process provided a mechanism for the BFD to ascertain residents’ service area priorities and their expectations of the department. The areas for which citizens provided feedback included:

Fire education / prevention

Emergency management

Bryan aerial response team

Hazardous materials response

Technical operations

Arson investigation

Wildland operations

Outreach programs

Emergency medical services

Response times

Training

Community paramedicine

Staffing

Partnerships

Equipment and technology

Consistent funding

Fire operations

A survey instrument was also utilized that allowed citizens the opportunity to provide feedback and ask additional questions after the meetings. See Appendix A and Appendix B attached hereto. Feedback gathered from residents during these public input meetings was used extensively during the formulation of this strategic plan.

Strategic Initiatives, Key Result Areas, Goals, Strategic Actions, and Performance Measurements

Listed below are the seven broad strategic initiatives the Strategic Planning Committee identified as being the most important to the future of the BFD, along with key result areas, goals, strategic actions, and performance measurements. Below are explanations of these elements of this Strategic Plan:

- Strategic initiatives are broad areas that express a desired future state/condition.
- Strategic initiatives are considered “end” statements.
- Strategic initiatives articulate where we want to be in the future.
- Key result areas (KRA's) represent the key areas that are critical components of the overall strategic initiative.
- Key result areas will be the focus of the planning areas under each strategic initiative (SI).
- Goals, when taken together and achieved, result in strategic initiative accomplishments.

Goals must pass the **SMART** test:

Specific

Measurable

Aggressive but achievable

Results oriented

Time linked/bound

-
- Strategic actions are realistic, thoughtful, reasonable ways to achieve goals.
 - Strategic actions utilize creative approaches and options.
 - Strategic actions tie back to strategic initiatives and key result areas.
 - Strategic actions are drivers for action plans for implementation (what, how, who, when).
 - Performance measurements provide monitoring/evaluation methodologies.
 - Performance measurements show how and when progress will be checked.
 - Performance measurements track progress, ensure accountability, and set targets.
 - Performance measurements focus on input/output/efficiency/outcome/quality.



Bryan Fire Department's Seven Identified Strategic Initiatives

(With Key Result Areas, Goals, Strategic Actions, and Performance Measurements)

Strategic Initiative – Future Growth: The Bryan Fire Department employs a proactive approach to meet the needs of a growing community.

Key Result Area: Staffing

Goal: BFD obtains proper staffing to meet the needs of the growing community.

Strategic Action: Staff according to national recommendations.

Strategic Action: Obtain administrative/support staff to meet the needs of the department.

Strategic Action: Obtain IT personnel to support strategic planning to project response needs for the growing community.

Performance Measurements:

Unit hour utilization

Call volume #'s annually

of overtime hours in relation to staffing, project management, support, and training

Key Result Area: Facilities

Goal: Increase number of stations to meet the needs of the continuing growth of the community.

Strategic Action: Use data driven study to determine the need for future stations.

Strategic Action: Use GIS data to determine best station locations.

Performance Measurements:

of fire stations/facilities

Response/travel times measured routinely

of new fire stations under construction

% of population growth and location of population growth

Utilization of NFPA criteria

Key Result Area: Training

Goal: BFD has a state of the art training facility.

Strategic Action: Obtain site and funding for training facility.

Performance Measurements:

% of training facility completed

of hours of hands on training utilizing a training building with built in props in lieu of computer generated classes, relative to basic cadet training, company level drills, individual skills, and special operations training

Goal: BFD has a robust training division that supports the needs and requirements of the Fire Department.

Strategic Action: Create and utilize in house training programs, including Train the Trainer.

Strategic Action: Expand the training division to meet the needs of the department.



Strategic Initiative – Future Growth: Continued

Performance Measurements:

- # of training sessions provided annually
- # of training grants obtained annually
- Cost of outside training annually
- # of hours units are out of service for training

Key Result Area: Equipment

Goal: BFD has an expanded fleet to meet needs commensurate with growth of the community.

- Strategic Action: Maintain fleet maintenance program.
- Strategic Action: Follow national standards for apparatus replacement.
- Strategic Action: Provide adequate support vehicles to meet the needs of Special Operations and the Fire Marshal's Office.

Performance Measurements:

- # of fleet replaced annually
- # of vehicles rented/borrowed to meet the needs of the department
- % reduction in out of service time for apparatus and equipment
- # of miles per unit annually

Goal: Increase the capabilities of Special Operations.

- Strategic Action: Expand equipment cache.
- Strategic Action: Consolidate teams by station

Performance Measurements:

- Annual inventory assessment results
- Annual Special Operations Team assessment results
- # of equipment in fleet and # needed to meet standards for technical rescue (NFPA 1006, 1670, 1983), hazmat (NFPA 472, OSHA 29CFR 1910.120), wildland (NFPA 1051, 1141, 1143, 1906, 1977, 1984), disciplines/areas of expertise related to the City of Bryan, Brazos County, and Council of Government area

Key Result Area: Funding

Goal: Planning is complete and appropriate funding is secured to meet future growth.

- Strategic Action: Obtain and maintain sufficient funds for staff, including competitive salaries.
- Strategic Action: Obtain and maintain sufficient funding for ongoing training of department personnel.
- Strategic Action: Obtain and maintain sufficient funding for equipment.
- Strategic Action: Obtain and maintain funding for current and future facilities.

Performance Measurements:

- % of resources secured to meet current needs for appropriate levels of staffing, training, facilities and equipment
- % of resources secured to meet future needs for appropriate levels of staffing, training, facilities and equipment
- % of resources needed to meet CPSE and ISO accreditation requirements as well as NFPA 1710 standards related to response times for Fire, EMS, and Special Operations



Strategic Initiative – Recruitment, Retention, and Personnel:

Recognizing that our personnel is our most important component, BFD recruits and retains highly qualified and diverse personnel while maintaining nationally recommended staffing.

Key Result Area: Staffing

Goal: BFD maintains ALS staffing on all front line ambulances, fire apparatus, and the Community Paramedicine Program.

Strategic Action: Educate city management, elected officials, and community about these departmental needs.

Strategic Action: Obtain financial support from the City to support this goal.

Strategic Action: Develop and implement a Community Paramedicine Program.

Performance Measurements:

of personnel staffing Community Paramedicine Program

of citizens utilizing Community Paramedicine Program annually

of Community Paramedics interactions annually

of medic runs reduced by Community Paramedicine Program

of stations with ambulances

of additional units put into service

Key Result Area: Company Staffing

Goal: BFD maintains the nationally recommended staffing on all apparatus.

Strategic Action: Educate city management, elected officials, and community about the importance of maintaining these staffing levels.

Strategic Action: Obtain adequate financial support from the City to continue to meet national staffing recommendations as stated above.

Strategic Action: Continue to add staff to ensure an adequate staffing pool for emergency needs and special projects.

Strategic Action: Maintain four-person staffing on engines and trucks.

Strategic Action: Maintain Incident Command Tech for Battalion Chiefs.

Strategic Action: Add Incident Command Tech for EMS Supervisor.

Performance Measurements:

of personnel needed for emergency staffing needs

of apparatus with four-person staffing needs

Key Result Area: Fire Marshal's Office (FMO) Staffing

Goal: BFD will have adequate staffing in the FMO to meet the demands of community growth in the fields of prevention, inspections, and enforcement.

Strategic Action: Educate city management, elected officials, and community about the duties and needs of the FMO.

Strategic Action: Obtain necessary financial support to maintain adequate staffing in the FMO.

Strategic Action: Add additional FMO staff to adequately meet the needs of the growing community.

Strategic Action: Provide adequate and timely training in all relative disciplines for the FMO.

Strategic Action: Provide adequate equipment to safely and timely perform FMO duties.

Performance Measurements:

% of fire code inspections performed annually on commercial properties

of fire cases investigated annually

of fire cases cleared annually

of personnel in the FMO



Strategic Initiative – Recruitment, Retention, and Personnel: Continued

Key Result Area: Educator/Recruiter/ Public Information Officer (PIO)

Goal: The BFD has a staffed educator/recruiter/public information officer who educates and informs the public through well-established outreach and recruitment programs.

Strategic Action: Educate city management, elected officials, and the community about the functions of this position.

Strategic Action: Obtain financial support for this new position.

Strategic Action: Provide adequate equipment and facilities for this position.

Strategic Action: Develop a progressive recruiting program for school districts and colleges.

Strategic Action: Recruit young, diverse adults to have a long, successful career with BFD.

Strategic Action: Work alongside the City of Bryan Communications and Marketing Department to inform and educate the public about BFD operations, prevention, and safety.

Strategic Action: Engage the community to learn and be involved with BFD through multiple outreach programs.

Performance Measurements:

and % to reflect diversity of recruits annually

of educational communications issued annually by the PIO

of citizens participating in educational programs annually

of educational sessions offered for citizens annually

Key Result Area: Support Staff

Goal: BFD has support staff in sufficient numbers to support the growth of the department.

Strategic Action: Establish a sufficient number of personnel to meet the needs of the department and community growth.

Strategic Action: Provide support for personnel to grow their potential and worth to the organization.

Strategic Action: Provide equipment for support services personnel to adequately perform their duties.

Performance Measurements:

of hours of overtime needed annually to meet demands for support services functions

of training hours provided to support services personnel annually

of IT research statistical and fiscal analyses needed

Key Result Area: Retention

Goal: BFD is committed to supporting all personnel through progressive measures to ensure long, healthy, and successful careers.

Strategic Action: Utilize proactive recruitment measures in our local community.

Strategic Action: Commit to creating a recovery program to address physical, emotional, and medical needs.

Strategic Action: Provide opportunities for professional growth in each discipline.

Strategic Action: Commit to remain competitive through salaries, professional development, and job satisfaction.

Strategic Action: Commit to the health and safety of our employees through proactive measures over the course of their career.

Performance Measurements:

and % of retention annually

Exit interviews survey results

Employee health screening results



Strategic Initiative – Facilities: The Bryan Fire Department has state of the art facilities to meet the growing needs of our personnel and the community we serve.

Key Result Area: Fire Stations

Goal: All fire stations are built to improve capabilities and located to improve response times.

Strategic Action: Maintain current stations.

Strategic Action: Continue to monitor and evaluate the need for additional fire stations to match the growth of service area.

Strategic Action: Obtain necessary funding to address facility needs.

Strategic Action: Rebuild station 3.

Strategic Action: Remodel or rebuild station 4 to accommodate Medic 4 and additional personnel.

Strategic Action: Acquire land and build station 6.

Strategic Action: Acquire land and build station 7.

Performance Measurements:

of stations

of response times over 5 minutes annually

of stations that meet ISO criteria annually

of stations that are adequate per study

of stations with adequate personnel

of adequate storage facilities

Key Result Area: Training Facility

Goal: BFD has a state of the art training facility to meet our current projected needs.

Strategic Action: Obtain approval and funding to build training facility.

Strategic Action: Build facility to accommodate firefighting and rescue scenarios, along with classrooms sized to accommodate large groups and Command Center.

Strategic Action: Incorporate training props in the construction of remodeled or newly built stations.

Strategic Action: Conduct proper maintenance of all props and facilities.

Strategic Action: Incorporate a secure location for reserve apparatus at training facility.

Performance Measurements:

Approval to build facility obtained

% of resources obtained to build facility

of hours of training provided in BFD facility annually

of BFD personnel adequately trained in house

of reserve apparatus stored and secured

Annual cost savings for providing in house training programs

Key Result Area: Administration Building

Goal: An administration building exists to accommodate current and future growth.

Strategic Action: Analyze the need for administrative facility due to growth of command staff.

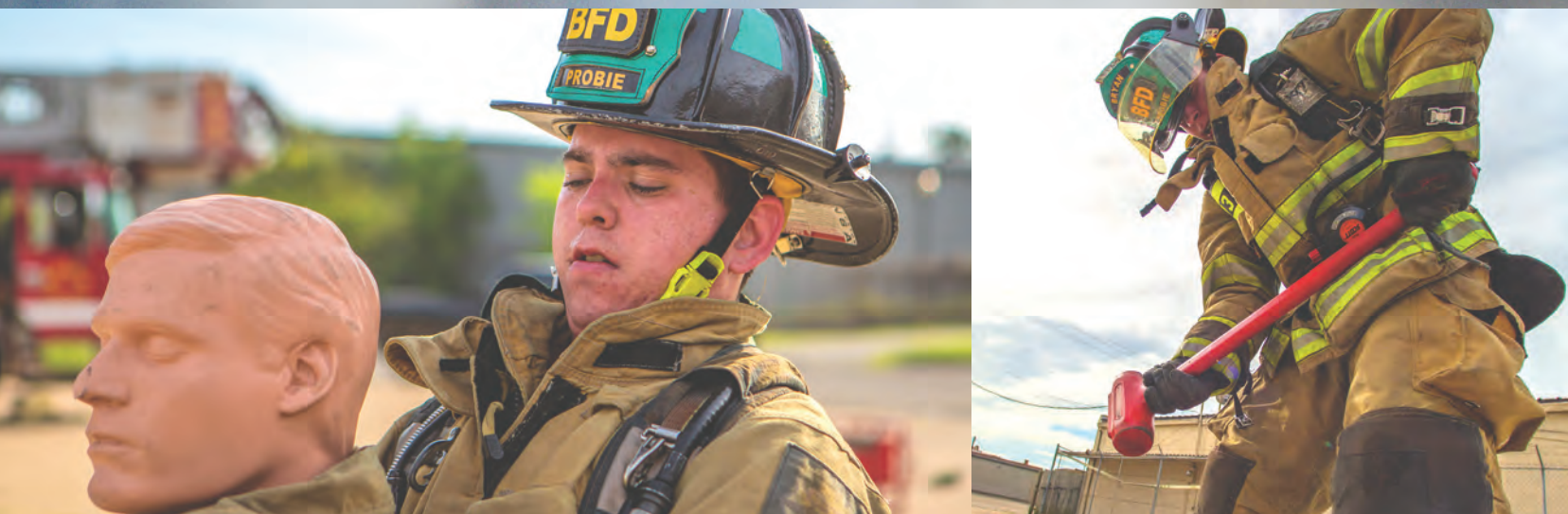
Strategic Action: Acquire funding.

Performance Measurements:

Site located and secured

% of necessary resources obtained for site and facility construction

% of command staff housed in adequate facilities



Strategic Initiative – Training: The Bryan Fire Department is an organization of the most highly trained professionals that other fire departments emulate.

Key Result Area: Training Program

Goal: The BFD is a certified training department that is recognized by accreditation agencies in all desired disciplines.

Strategic Action: Construct a modern training facility.

Strategic Action: Obtain and modify curriculums to meet the needs of the department.

Strategic Action: Establish BFD instructors for all desired disciplines.

Performance Measurements:

Sufficient land for training facility obtained

of training sites

of training rooms

of curriculums approved by accreditation agencies

of instructors per discipline

Outcome of annual review of growth to address future needs

Goal: Provide quality training for BFD and outside agencies.

Strategic Action: Continue to provide initial firefighter certification and CE's.

Strategic Action: Implement a comprehensive EMT-B/EMT-P certification program.

Strategic Action: Provide in house certification training.

Strategic Action: Host outside training.

Strategic Action: Obtain training props and equipment to support recruit academy and company training.

Performance Measurements:

of newly certified firefighters

of CE sessions provided annually

of certified classes

of certifications obtained

of hosted trainings provided annually

of outside agency personnel trained annually

of training props per station



Strategic Initiative – Apparatus: BFD has the highest quality apparatus to provide for the safety of our personnel and the community we serve.

Key Result Area: Additional Apparatus

Goal: There exists a sufficient variety of apparatus to effectively accomplish BFD's mission.

Strategic Action: Maintain an active apparatus committee that includes all disciplines.

Strategic Action: Obtain funding for purchasing additional apparatus and equipment.

Strategic Action: Monitor growth and target hazards of BFD response area.

Performance Measurements:

% of necessary funding obtained

% of accreditation models (CPSE, CAAS, ISO I) met

% of census data met to accommodate growth and demand

of hours of out of service time for apparatus

Key Result Area: Vehicle Replacement Plan

Goal: Front line units are replaced in a timely manner.

Strategic Action: Maintain an adequate number of front line and reserve units.

Strategic Action: Implement 10-year replacement program for front line engines.

Strategic Action: Implement 3-year replacement program for front line medics.

Strategic Action: Implement 12-year replacement program for front line ladder trucks.

Strategic Action: Implement adequate replacement program for utility vehicles.

Strategic Action: Maintain an apparatus committee for all disciplines.

Performance Measurements:

Age of apparatus

of miles driven annually

of front line and reserve apparatus

Results of annual review of maintenance records

of hours out of service

Key Result Area: Apparatus Maintenance

Goal: Vehicle maintenance exists for reliable and effective use for department operations.

Strategic Action: Maintain up to date apparatus maintenance records.

Strategic Action: Implement an excellent maintenance program to keep units in service.

Strategic Action: Utilize certified vehicle maintenance personnel.

Strategic Action: Possess adequate reserve units.

Performance Measurements:

\$ in annual maintenance costs

of times units are out of service

of reoccurring maintenance issues and # of apparatus involved

of certified mechanics



Strategic Initiative - Equipment and Technology: The Bryan Fire Department has the best equipment and technology to provide for the safety of our personnel and the community we serve.

Key Result Area: Unmanned Vehicles

Goal: BFD, in coordination with the Information Technology (IT) Department, has a state of the art unmanned vehicle program that provides equipment and personnel for the many needs of the community.

Strategic Action: Employ an adequate number of personnel trained to operate unmanned vehicles on emergency scenes.

Strategic Action: Conduct training to obtain and maintain licenses and proficiency in operations of unmanned vehicles.

Strategic Action: Coordinate with IT to implement a replacement and upgrade program to include any additional unmanned vehicle technicians needed for emergency response.

Performance Measurements:

of unmanned vehicles available to the department

of backup batteries for unmanned vehicles

Age of technology

Timely updates to technology

of personnel certified and trained in unmanned vehicle operations

Key Result Area: Personal Protective Equipment (PPE)

Goal: PPE is safe, dependable, and effective for all operations of the department in order to provide the greatest level of protection for the safety of our personnel.

Strategic Action: Maintain an active PPE Committee.

Strategic Action: Maintain NFPA compliance.

Strategic Action: Upgrade SCBA technology with TIC and blue tooth capabilities.

Strategic Action: Maintain a timely, adequate replacement program.

Strategic Action: Maintain adequate reserve PPE.

Performance Measurements:

of PPE that are retired in conjunction with life expectancy

of injuries as a result of inadequate PPE annually

of incidents with no injuries as a result of adequate PPE annually

% of PPE adequately stored

Key Result Area: Tools

Goal: BFD has a sufficient variety and quantity of tools to safely accomplish tasks.

Strategic Action: Equip and maintain engines, ladders, special operations

Strategic Action: Implement an excellent maintenance program for all tools.

Strategic Action: Perform annual testing.

Strategic Action: Provide adequate storage for tools.

Performance Measurements:

of departmental tool inspections performed annually

of tool repairs annually

of tool failures annually

of inspections conducted in accordance with manufacturer specifications annually

% of tools properly stored



Key Result Area: Training Equipment

Goal: Sufficient training equipment exists to meet the growing needs of BFD personnel and the community.

Strategic Action: Provide adequate training equipment storage.

Strategic Action: Provide training radios with tracking capabilities.

Strategic Action: Provide needed rescue training equipment for BFD and Council of Government use.

Strategic Action: Conduct annual testing of training equipment.

Performance Measurements:

of training equipment inspections performed annually

of training equipment repairs annually

of training equipment failures annually

of inspections conducted in accordance with manufacturer specifications annually

% of training equipment properly stored

Key Result Area: EMS Supplies

Goal: BFD has adequate supplies to meet protocols and Texas Department of State Health Services standards.

Strategic Action: Maintain an EMS supplies replacement program.

Strategic Action: Keep an active EMS committee.

Strategic Action: Continue utilization of a supply tracking program.

Strategic Action: Provide EMS training equipment.

Strategic Action: Provide adequate storage of EMS supplies.

Performance Measurements:

of dollars spent on supplies annually

of supplies disposed of due to expiration dates annually

of supplies used by category annually

of times supply rooms fall below reorder point annually

of units inspected in accordance with manufacturer specifications annually

of trips by quartermaster to deliver supplies to stations annually

% of EMS supplies adequately stored

Key Result Area: Technology

Goal: BFD has modern computers and software that meet departmental demands.

Strategic Action: Maintain up to date technology equipment tracking program.

Strategic Action: Update or replace the records management system and CAD system as needed.

Strategic Action: Maintain adequate IT support.

Strategic Action: Continue a computer replacement program to replace aging equipment.

Performance measurements:

Age of computer equipment

of trucks adequately outfitted with technological tools

of thermal cameras

Strategic Initiative - Public Information, Public Education, and Outreach Programs: The BFD has a well-established outreach program that informs and educates the community.

Key Result Area: Public Information

Goal: The community is well informed in a timely and relevant manner about BFD operations, prevention, incidents, and hazardous conditions, as well as recommended public actions.

Strategic Action: Provide timely information to the public and media outlets.

Strategic Action: Provide coordination with City's Communications/Marketing Director and other internal city staff (fire department, police department, emergency operations center).

Strategic Action: Provide coordination with other agencies (JIC) for timely and relevant release of accurate and essential information.

Performance Measurements:

of incidents communicated

of conflicts/complaints

of calls for information

of drills/tabletop exercises

Key Result Area: Public Education

Goal: The community is educated about BFD operations, prevention, safety, emergency management, disaster preparedness, and recovery.

Strategic Action: Provide smoke detector information, checks, and installation to neighborhoods affected by fire and the community at large.

Strategic Action: Provide emergency response education, such as fire extinguisher training, first aid and CPR, as well as proper use of 911.

Strategic Action: Provide disaster planning education, such as "Are You Ready", "Ready Set Go", community wildfire prevention, etc.

Strategic Action: Provide fire prevention education to eliminate preventable fires.

Strategic Action: Provide other injury prevention education to community, such as senior fall prevention, water safety, DUI awareness (Shattered Dreams), car seat use, etc.

Performance Measurements:

of participants in outreach/educational programs annually

of educational/outreach sessions offered annually

% reduction in number of fires

% reduction in number of preventable fatalities

% reduction in number of injuries

Key Result Area: Outreach

Goal: There is significant community involvement in programs and events sponsored by BFD.

Strategic Action: Continue the Citizens Fire Academy.

Strategic Action: Offer a junior firefighter program.

Strategic Action: Participate in National Night Out and similar events.

Strategic Action: Participate in interagency programs, drills, and tabletop exercises.

Strategic Action: Participate in storm spotter program.

Strategic Action: Conduct ride alongs and sponsor interns.

Strategic Action: Participate in career fairs and recruiting drives, especially in target areas.

Strategic Action: Partner with schools as well as local and state agencies.



Performance Measurements:

- # of program participants annually
 - # of events offered annually
 - # of recruits/applicants annually
 - # of appearances/broadcasts annually
 - # of citizen complaints annually
 - # of targeted/local hires retained annually
-

Moving Forward

It is recommended the Bryan Fire Department practice proactive advocacy of the profession. It should be a well-known fact that in addition to providing a safe community, good municipal government requires a well-educated, well-trained fire department. It should always be remembered that the Bryan Fire Department's strength comes from its personnel. Therefore, appropriate staffing, recruitment, retention, training, and adequate facilities and equipment are essential to keep the people and properties of a growing city safe.

With the creation of this document, the Bryan Fire Department has a new, succinct Five-Year Strategic Plan (2022-2026) that sets out the vision and mission statements of the Department. It defines leadership expectations, communication expectations, and organizational values. It identifies seven broad strategic initiative areas, with key result areas, goals, strategic actions, and performance measurements relative to each.

This Strategic Plan focuses on the big picture:

- *We are doing things right.*
- *We know what will drive us in the future.*
- *We are clear about organizational goals.*
- *We are aware of accessible resources.*
- *We know how to approach and measure success.*

Now, Implementation Begins.

The Strategic Plan must be active and continuous. It is meant to be a fluid document, subject to change in response to a dynamic environment. It is a roadmap to goal attainment and allocation of resources and assets for goal achievement. The Strategic Plan requires a united community – Bryan Fire Department personnel, the City Council, City management, partners, and citizens – in support of the strategy. A successful Strategic Plan is continuous with ongoing interconnected, participatory activities that build on one another. Accountability exists through identified performance measurements. Staff must be involved in the change process. The Strategic Plan should be the basis for budget planning and leadership performance evaluation.

The Strategic Plan is a living document. The Bryan Fire Department Strategic Planning Committee will continuously recommend updates to this Strategic Plan and monitor progress toward completion of identified goals. Timelines for completion of goals should be established as the organization begins implementation of the Strategic Plan. As a result of incremental implementation, the Bryan Fire Department family should celebrate successes and share progress reports throughout the organization.



Appendix A

Bryan Fire Department 2021 Community Driven Strategic Plan

Location: _____

Date: _____

1. What did you learn about Bryan Fire Department that you did not know before? _____

2. Based upon what you learned tonight, what is most important to you? _____

3. Please provide any additional comments that you would like us to consider in our Strategic Plan.

4. Would you like for us to contact you separately about any matter that you have a concern about?

If yes, please provide your contact information: _____



Appendix A

Departamento de Bomberos de Bryan Plan Estratégico Impulsado por la Comunidad 2021

Location: _____

Date: _____

1. ¿Qué aprendió sobre el Departamento de Bomberos de Bryan que no sabía antes? _____

2. Basado en lo que aprendió esta noche, ¿qué es lo más importante para usted? _____

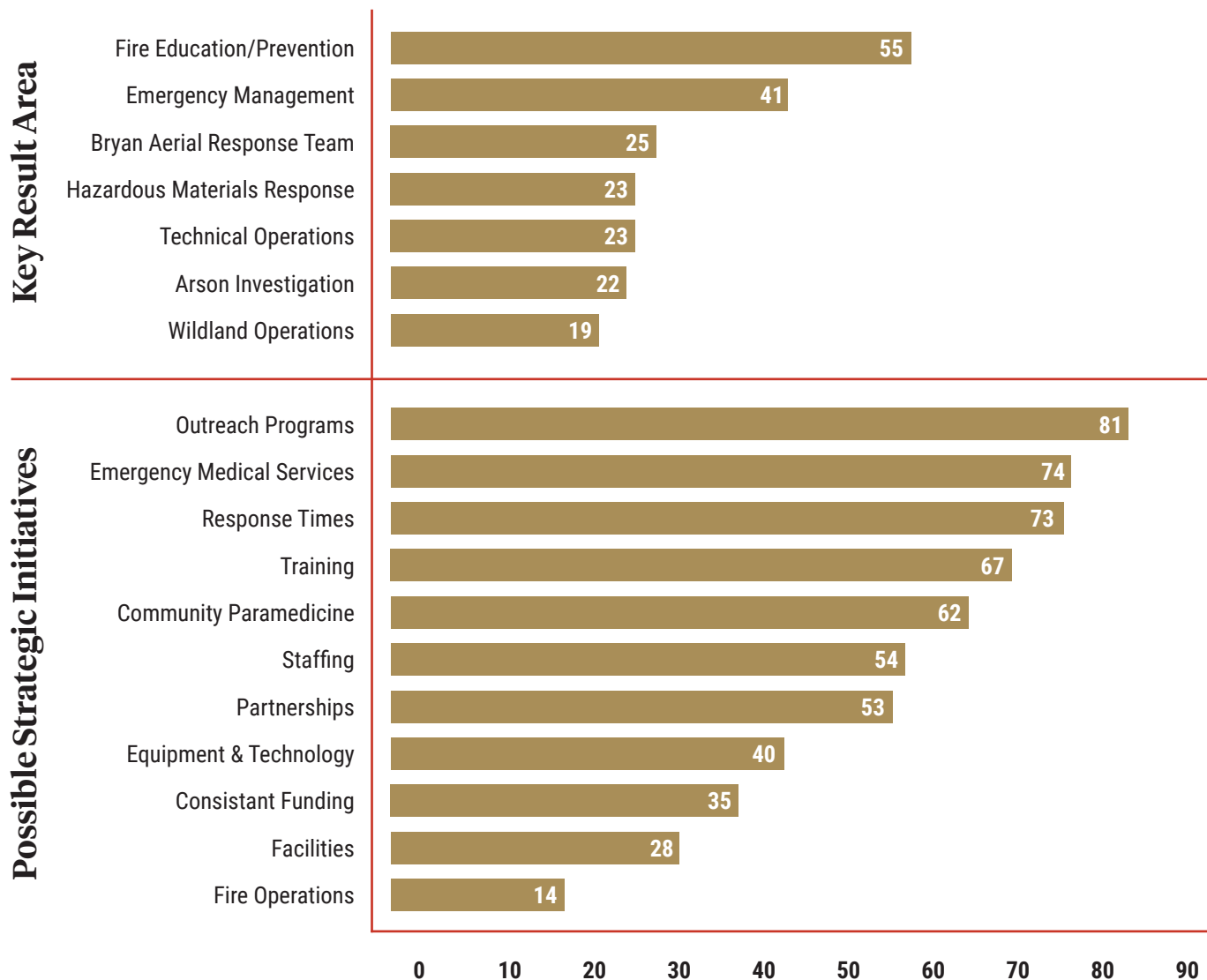
3. Por favor proporcione cualquier comentario adicional que le gustaría que consideremos en nuestro Plan Estratégico.

4. ¿Le gustaría que nos comuniquemos por separado sobre cualquier asunto que le preocupe?

En caso afirmativo, por favor proporcione su información de contacto: _____

Appendix B

Community Feedback







**CITY OF BRYAN FIRE DEPARTMENT
2022-2026 Five-Year Strategic Plan**

September 2021

Charting the Bryan Fire Department's Future

bryantx.gov/fire

**CITY OF BRYAN FIRE DEPARTMENT
300 William Joel Bryan Parkway
Bryan, Texas 77803**