



BRYAN



BRYAN FIRE DEPARTMENT
STRATEGIC PLAN



Bryan Fire Department
City of Bryan - January 20

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Geographic Information Services (COBGIS)





As Fire Chief for the City of Bryan, Texas, I am excited to present the 2017-2021 strategic plan for the Bryan Fire Department.

The basic concept surrounding strategic planning is allowing the agency to look at where it has been, where it is now, and where it wants to go. The strategies employed within the plan assist in decision making at all levels of the organization with focus remaining on the established goals.

The Bryan Fire Department must consider every conceivable service delivery method to achieve maximum positive outcomes, while realizing the need to remain fiscally responsible. This level of efficiency cannot be achieved without a vision of where the fire department is headed and how each individual department member's actions support this plan.

The Strategic Planning Committee included representatives from all shifts, ranks and department divisions who helped shape and create a common set of values, mission statement and vision statement for the department. The Strategic Planning Committee identified seven strategic initiatives as being the most important to the future of the Bryan Fire Department, along with key result areas, goals, strategic actions and performance measurements. The seven strategic initiatives identified include:

- Training
- Staffing
- Facilities
- Equipment and Technology
- Outreach Programs
- Partnerships
- Consistent Funding for Future Growth

It is important for everyone to understand that the fire service of today is changing and the reality is that the fire service of tomorrow will change as well. The men and women of the Bryan Fire Department have risen to the occasion and continually deliver the highest quality of service. It is through planning and implementation that the department improves and continues to deliver the highest quality services to those we protect.

I am proud of our personnel and the services they deliver. Our agency recognizes the need to build upon tradition, but not to become so entangled with tradition that it inhibits our growth. We must continually look for better ways to improve our service. As an organization, we stand committed to developing these strategic initiatives into reality, enhancing the services we offer our residents, and meeting our future vision.

Randy McGregor
Fire Chief



**BRYAN FIRE DEPARTMENT
FIVE-YEAR STRATEGIC PLAN – SEPTEMBER 2016
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 systemic 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 September 2016 to establish a pathway for the future success of our Department and profession. Twenty-two 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. This Strategic Planning Committee first completed a SWOT (strengths-weaknesses-opportunities-threats) analysis, and later drafted a new vision statement, modified the existing mission statement and created new lists of leadership 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

SWOT is an acronym for Strengths-Weaknesses-Opportunities-Threats. By definition, strengths (S) and weaknesses (W) are considered to be internal factors over which you have some measure of control. Also by definition, opportunities (O) and threats (T) are considered to be external factors over which you have essentially no control. The SWOT analysis is a well-known tool for audit and analysis of the overall strategic position of a business or organization and its environment. Its key purpose is to identify the strategies that will create a service delivery model that will best align an organization's resources and capabilities to the requirements of the environment in which it operates. It is the foundation for evaluating internal potential and limitations, and the possible opportunities and threats from the external environment. A study of this environment in which the organization operates helps in forecasting changing trends to include them in the decision-making process.

An overview of the four factors follows:

Strengths (S) – Strengths are the qualities that enable the accomplishment of an organization's mission. They serve as the basis on which continued success can be achieved and sustained. Strengths can be tangible or intangible. Strengths include areas in which you are well versed and have expertise, the traits and qualities of team members, and organizational consistency. Strengths are the beneficial aspects or capabilities of the organization, which include human competencies, committed employees and members, process capabilities, financial resources, products and services, customer goodwill and brand loyalty.

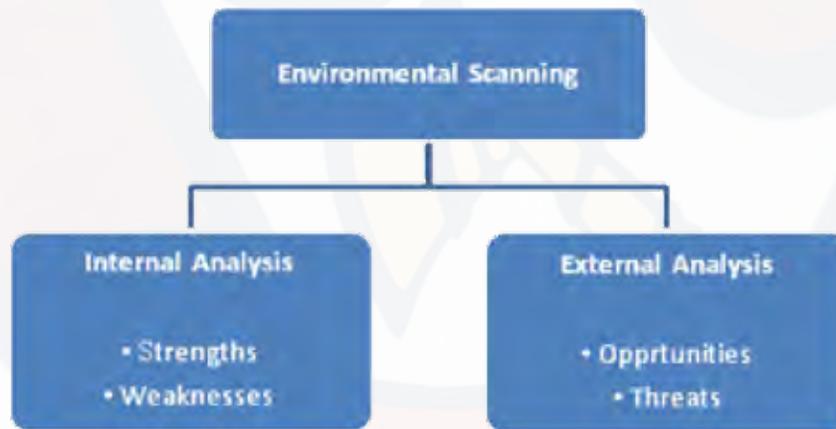
Weaknesses (W) – Weaknesses are the qualities that prevent us from accomplishing our mission and achieving our full potential. Weaknesses deteriorate organizational success and growth and are factors that do not meet acceptable standards. Some examples are insufficient research, narrow product range, poor decision making, lack of communication, obsolescence, etc. However, weaknesses are controllable, and must be minimized and eliminated.

Opportunities (O) – Opportunities are presented by the environment within which an organization operates. These arise when an organization can benefit from conditions in its environment to plan and execute strategies that enable it to become more valuable. Organizations should grasp opportunities as they arise, selecting targets that will best serve its members while obtaining desired results.

Threats (T) – Threats arise when conditions in the external environment jeopardize the reliability and success of an organization. Threats compound the vulnerability when they relate to the weaknesses. Threats are uncontrollable, and when encountered, the organization's stability and survival can be at stake. Examples of threats are employee or member unrest, ever changing technology, increasing competition, reduced profits, etc.

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.



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 vision statement and a revised 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 and a lengthy discussion of the desired “perfect” state of the Department.

“The Bryan Fire Department is properly staffed and has highly trained personnel with the best resources to provide the highest level of services to those we serve.”

MISSION STATEMENT

After a lengthy discussion, the Committee modified the BFD mission statement to read 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
- 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



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 #1: 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 has a comprehensive training program that provides for initial certification and continuing education.

Strategic Action: Employ and utilize trained instructors/coordinators.

Strategic Action: Develop and implement a comprehensive training program.

Strategic Action: Train all disciplines (medical, fire, rescue, officer development, wildland, support staff, fire marshal, technology classes).

Strategic Action: Host outside training.

Strategic Action: Construct modern training facilities.

Performance Measurements:

and % of personnel that meet the requirements of the career development program annually.



of other fire departments that utilize BFD for training or to which BFD provides training materials annually.
and % of personnel passing certification tests on an annual basis.
and % of personnel under the career development program who completed the required training annually.

Goal: The BFD has state of the art video training capabilities to ensure efficient emergency response.

Strategic Action: Provide video/audio capabilities at all stations.

Strategic Action: Ensure sufficient bandwidth.

Strategic Action: Equip a dedicated video production facility.

Performance Measurements:

Amount of response time reduced as a result of comprehensive departmental training.
of personnel participating in video training annually.
of times units respond out of district while training annually.

STRATEGIC INITIATIVE #2: STAFFING – BFD MEETS OR EXCEEDS NATIONAL STAFFING RECOMMENDATIONS INCLUDING SUPPORT PERSONNEL TO PROVIDE THE HIGHEST LEVEL OF SERVICE.

Key Result Area: Company Staffing

Goal: BFD will meet and maintain the national staffing recommendation of four person staffing on all engine and truck companies, as well as a chief’s aide for battalion chiefs.

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

Strategic Action: Obtain adequate levels of financial support from the City of Bryan to meet or exceed national staffing recommendations as noted in goal above.

Strategic Action: Continue to add staff until staffing levels as stated above are achieved.

Performance Measurements:

and % of all engine and truck companies that have four person staffing.
and % of battalion chiefs with chief’s aides.

Key Result Area: EMS Staffing

Goal: BFD will maintain dual paramedic staffing on all front line ambulances.

Strategic Action: Educate city management, elected officials and community about this departmental need.

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

Strategic Action: Develop and implement adequate training programs to meet this departmental goal.

Performance Measurements:

- # of units maintaining dual paramedic staffing annually
- # of additional units put into service
- Comparison of response times to nationally recognized averages
- # of stations with an ambulance

Key Result Area: Fire Marshal 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: Perform routine GIS studies for statistics relative to staffing needs and locations of community growth.

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

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

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.

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

Performance Measurements:

- % of fire code inspections performed annually on commercial properties
- # of arson cases investigated annually (if any)
- # of arson cases cleared annually (if any)

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: Inform and educate the public about BFD operations, prevention, safety and emergency management, including smoke detectors, extinguisher training, public CPR, first aid, fire prevention for all ages, neighborhood/youth outreach program, "Are You Ready" program, community wildfire prevention plan, and 911 use and abuse.

Strategic Action: Engage the community to learn and be involved with BFD through the citizens fire academy, ride-alongs with EMS/fire, National Night Out, Shattered Dreams, Gator Camp, public broadcasting monthly report, and exchange programs.

Strategic Action: Obtain interest of young adults to have a long successful career with BFD.

Strategic Action: Partner with school districts and community colleges in recruiting efforts and platforms.

Strategic Action: Advertise and recruit through television, radio, social media, neighborhood outreach and youth outreach programs, BFD Career Camp, etc.



Strategic Action: Engage the public and volunteers in educational programs for the community.

Strategic Action: Obtain financial support for this new position.

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

Strategic Action: Provide training avenues for this position.

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

Performance Measurements:

- # of positions held by educator/recruiter/PIO personnel
- # of persons taking civil service tests annually
- # and % to reflect diversity of recruits annually
- # of citizens participating in educational programs annually
- # of educational sessions offered for citizens annually
- # of visits to social media platforms annually
- # of increased job applications annually
- # of citizen complaints annually

Key Result Area: Support Services

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

Strategic Action: Add a sufficient number of support services staff to keep pace with the growth of sworn personnel and the community through increased financial support.

Strategic Action: Provide educational sessions and training for support 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 staff in support services annually
- # of hours of overtime needed annually to meet demands for support services functions
- # of training hours provided to support services personnel annually
- # of new equipment deployed annually for support services personnel



STRATEGIC INITIATIVE #3: FACILITIES – THE BRYAN FIRE DEPARTMENT HAS STATE OF THE ART FACILITIES TO MEET THE GROWING NEEDS OF OUR PERSONNEL AND THOSE WE SERVE.

Key Result Area: Training Facilities

Goal: BFD has adequate training facilities to meet the ever changing, growing needs of the Department, including technological capabilities.

Strategic Action: Build a centrally located training compound that includes classrooms sized to accommodate large groups and props to facilitate firefighting, EMS and rescue scenarios.

Performance Measurements:

- # of training facilities
- # of training rooms
- # of stations with video conferencing capabilities
- # of personnel trained in BFD training facilities annually
- # of hours of training provided in BFD training facilities annually

Key Result Area: Stations

Goal: All fire stations are sized and located to sustain or improve response times and capabilities.

Strategic Action: Evaluate station locations through an outside consultant for proper placement of fire stations to meet or stay under five-minute response times.

Strategic Action: Rebuild or relocate Station 3.

Strategic Action: Rebuild or relocate Station 4.

Strategic Action: Acquire land for Station 6.

Strategic Action: Acquire land for Station 7.

Strategic Action: Monitor the need for additional stations due to future growth of the City of Bryan.

Strategic Action: Build additional facilities to accommodate Administration and support staff growth needs.

Performance Measurements:

- # of fire stations
- Response times from all stations annually
- # of response times over 5 minutes annually
- # of stations that meet ISO criteria annually
- # of stations in the right locations per study
- Amount of time to build and open new station(s) once approved by the governing body
- # of personnel at each station annually
- # of adequate storage facilities



STRATEGIC INITIATIVE #4: EQUIPMENT AND TECHNOLOGY – THE BRYAN FIRE DEPARTMENT HAS THE BEST EQUIPMENT AND TECHNOLOGY TO PROVIDE FOR THE SAFETY OF OUR PERSONNEL AND THOSE WE SERVE.

Key Result Area: Apparatus

Goal: Apparatus are dependable, safe and effective for all operations of the Department.

Strategic Action: Develop and implement a vehicle replacement plan.

Strategic Action: Maintain vehicles in a timely manner.

Strategic Action: Maintain an adequate number of front line/reserve apparatus.

Strategic Action: Fully equip vehicles to accommodate needs.

Strategic Action: Provide proper storage.

Strategic Action: Properly train staff for apparatus operation and maintenance.

Performance Measurements:

Age of apparatus

Maintenance costs annually

Fuel costs annually

of apparatus

of miles annually on all apparatus

of apparatus properly stored

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: Keep an active PPE Committee.

Strategic Action: Implement an excellent maintenance program.

Strategic Action: Meet and maintain NFPA compliance.

Strategic Action: Keep a timely, adequate replacement program.

Strategic Action: Have adequate reserve PPE.

Strategic Action: Have adequate storage for PPE.

Performance Measurements:

of PPE that are retired in conjunction with life expectancy

of injuries as a result of inadequate PPE annually

of engagements 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 amount of tools to accomplish our tasks safely.

Strategic Action: Keep an active truck committee.

Strategic Action: Implement an excellent maintenance program.

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: EMS Supplies

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

Strategic Action: Obtain Commission on Accreditation of Ambulance Services (CAAS) accreditation.

Strategic Action: Keep an active EMS committee.

Strategic Action: Continue utilization of a supply tracking program.

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: Implement and utilize live video training/broadcasting.

Strategic Action: Implement a supply tracking program.

Strategic Action: Update or replace the records management system.

Strategic Action: Continue adequate IT support.

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

Performance Measurements:

of video training sessions annually

of people using video training annually

Age of computer equipment

of trucks adequately outfitted with technological tools

of thermal cameras



STRATEGIC INITIATIVE #5: OUTREACH PROGRAMS – THE BFD HAS A WELL-ESTABLISHED OUTREACH PROGRAM THAT INFORMS AND EDUCATES THE PUBLIC.

Key Result Area: Public Information

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

Strategic Action: Provide information on daily BFD operations to the public.

Strategic Action: Provide education programs to the public, including: smoke detectors, fire extinguisher training, CPR, first aid, fire prevention for all ages, neighborhood/youth outreach program, “Are You Ready” program, community wildfire prevention plan, and 911 use and abuse.

Performance Measurements:

- # of educational programs provided to the public annually
- # of 911 abuse calls annually
- # of citizens participating in educational programs annually
- % reduction in fire responses year over year
- # of specific emergency management educational sessions offered annually
- # of table top exercises offered annually
- # of emergency management responses annually
- # of CEOC (Community Emergency Operations Center) activations annually

Key Result Area: Outreach

Goal: Obtain community involvement in educational programs and events sponsored by BFD.

Strategic Action: Continue the Citizens Fire Academy.

Strategic Action: Offer ride-alongs with EMS and Fire.

Strategic Action: Participate in National Night Out kickoff, block parties and other events.

Strategic Action: Continue the Shattered Dreams program.

Strategic Action. Continue the Gator Camp.

Strategic Action: Provide a public broadcasting monthly report.

Performance Measurements:

- # of participants in outreach/educational programs annually
- # of educational/outreach sessions offered annually
- # of radio/television appearances annually

Key Result Area: Recruitment

Goal: Obtain the interest of young adults to have a long, successful career with BFD.

Strategic Action: Develop partnerships with school districts and community colleges.

Strategic Action: Utilize a broad platform of advertising mediums for recruitment.

Strategic Action: Utilize a neighborhood/youth outreach program for recruitment purposes.

Strategic Action: Offer the BFD Career Camp to schools, citizen groups and volunteers.

Performance Measurements:

- # of recruitment sessions provided at high school and community college levels annually
- # of advertisements across media platforms annually
- # of recruits annually
- # of BFD career camps offered annually
- # of citizen complaints annually
- # of job applications received annually

STRATEGIC INITIATIVE #6: PARTNERSHIPS – THE BFD IS COMMITTED TO MUTUALLY BENEFICIAL PARTNERSHIPS TO ENSURE THE HIGHEST LEVEL OF PUBLIC SAFETY AND EDUCATION.

Key Result Area: Local Partnerships

Goal: The BFD enjoys healthy, mutually beneficial partnerships with our local partners.

Strategic Action: Educate the City Council as to the need to maintain consistent funding and support, while maintaining open communication and a good working relationship.

Strategic Action: Maintain good relationships with all other City of Bryan departments by respecting their timelines and needs, while maintaining consistent open communications.

Strategic Action: Develop and nurture well-established relationships with other local fire departments, EMS, law enforcement and 911.

Strategic Action: Communicate with our peers on a regular basis and encourage personnel interaction between agencies.

Strategic Action: Create and maintain outstanding relationships with the business community through personal outreach and intervention.

Performance Measurements:

- # of dollars funded annually by the City Council
- # of funding requests approved annually
- # of funding requests declined annually
- Results of annual citizen surveys
- # of complaints received from businesses annually
- # of compliments received annually
- # of outreach interactions with businesses annually
- # of public recognitions by businesses and City Council annually
- # of business appreciation events hosted by the BFD annually

Key Result Area: Regional Partnerships

Goal: The BFD actively participates and fosters relationships with regional entities.

Strategic Action: Attend regularly meetings with the Brazos Valley Council of Governments (BVCOG), Texas Engineering Extension Service (TEEX), Brazos Valley Regional Advisory Council (BVRAC), Brazos Valley Search/Rescue (BVSAR), and Brazos Valley Incident Management Team (BVIMT).

Strategic Action: Assist with training when requested by the above agencies.



Performance Measurements:

- # of requests for standby/deployment annually
- # of hours spent for standby/deployment annually
- # of times asked for standby/deployment but no resources to respond annually
- # of mutual aid participation functions annually
- # of meetings attended with regional entities annually
- # of training sessions offered to regional entities annually
- # of requests for assistance and participation from regional partners annually
- # of mutual training sessions annually
- # of FMO assists annually

Key Result Area: State and Federal Partnerships

Goal: The BFD is actively involved in state and federal programs, and enjoys good working relationships with Texas Task Force 1 (TXTF1), Texas Intrastate Fire Mutual Aide System (TIFMAS), Federal Bureau of Investigation (FBI), State Firefighters and Fire Marshals Association (SFFMA), and State Fire Marshal's Office (SFMO).

Strategic Action: Participate in deployments when requested.

Strategic Action: Meet annual requirements for training.

Strategic Action: Assist with training when requested by a state or federal partner.

Performance Measurements:

- # of training requirements met annually
- # of deployment requests annually
- # of meeting and conference requests annually
- # of times deployed annually
- # of requests for investigation assistance annually
- # of joint investigations annually

STRATEGIC INITIATIVE #7 – THE BRYAN FIRE DEPARTMENT HAS CONSISTENT FUNDING TO PROACTIVELY PROVIDE FOR THE GROWING SAFETY NEEDS OF THE COMMUNITY.

Key Result Area: Staffing

Goal: BFD provides adequate staffing for current apparatus.

Strategic Action: Staff according to national recommendations.

Strategic Action: Obtain and maintain sufficient funds for recruitment activities.

Strategic Action: Obtain and maintain sufficient funds for staff, including competitive salaries.

Strategic Action: Obtain and maintain sufficient funds for training new personnel.

Performance Measurements:

- % of staffing that meets national standards annually
- # of new recruits annually
- Amount of funding for training annually
- Amount of funding for staff salaries annually

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Ranking in annual salary surveys annually
Call volume annually
of runs per day annually
Response times annually

Key Result Area: Training

Goal: BFD maintains adequate training levels, projects future training needs and provides special operations training to provide the best service possible.

Strategic Action: Obtain training grants.

Strategic Action: Budget appropriately for training needs.

Strategic Action: Provide special operations training.

Performance Measurements:

of training sessions provided annually
of training grants obtained annually
Amount of funding provided for training annually

Goal: BFD has appropriate training facilities.

Strategic Action: Obtain site for new training facility.

Strategic Action: Budget for land and building costs for new training facility, as well as continuing maintenance costs.

Strategic Action: Build new training facility.

Performance Measurements:

of potential sites identified for training facilities
of new training facilities constructed
Amount of funding provided for new training facility and annual maintenance





Key Result Area: Equipment

Goal: BFD provides safe and reliable apparatus for personnel to operate.

Strategic Action: Maintain fleet replacement program.

Strategic Action: Ensure maintenance and repairs are timely and sufficiently performed.

Performance Measurements:

of fleet replaced annually

of maintenance and repairs performed annually

Annual cost of repairs

Goal: BFD has proper tools and PPE for safe operations.

Strategic Action: Evaluate technological advances annually.

Strategic Action: Maintain reliable tools.

Strategic Action: Maintain PPE according to NFPA 1851 standards.

Strategic Action: Ensure timely replacement of PPE.

Performance Measurements:

of tool failures annually

of tools meeting standards annually

of PPE timely replaced annually

Key Result Area: Facilities

Goal: BFD's current stations are well maintained and future fire stations are provided as needed.

Strategic Action: Provide and maintain adequate facilities.

Strategic Action: Project growth and plan for stations accordingly.

Strategic Action: Track response times to ensure new stations are located correctly.

Strategic Action: Obtain funding for new facilities.

Performance Measurements:

of fire stations

of staffing for projected growth

of parcels of land purchased for new facilities

of new fire stations under construction or in planning phase

% and location of population growth



Goal: BFD has a new training facility.

Strategic Action: Locate and acquire site for new training facility.

Strategic Action: Obtain funding for land and building costs.

Strategic Action: Build and outfit a new training facility.

Strategic Action: Maintain new training facility.

Performance Measurements:

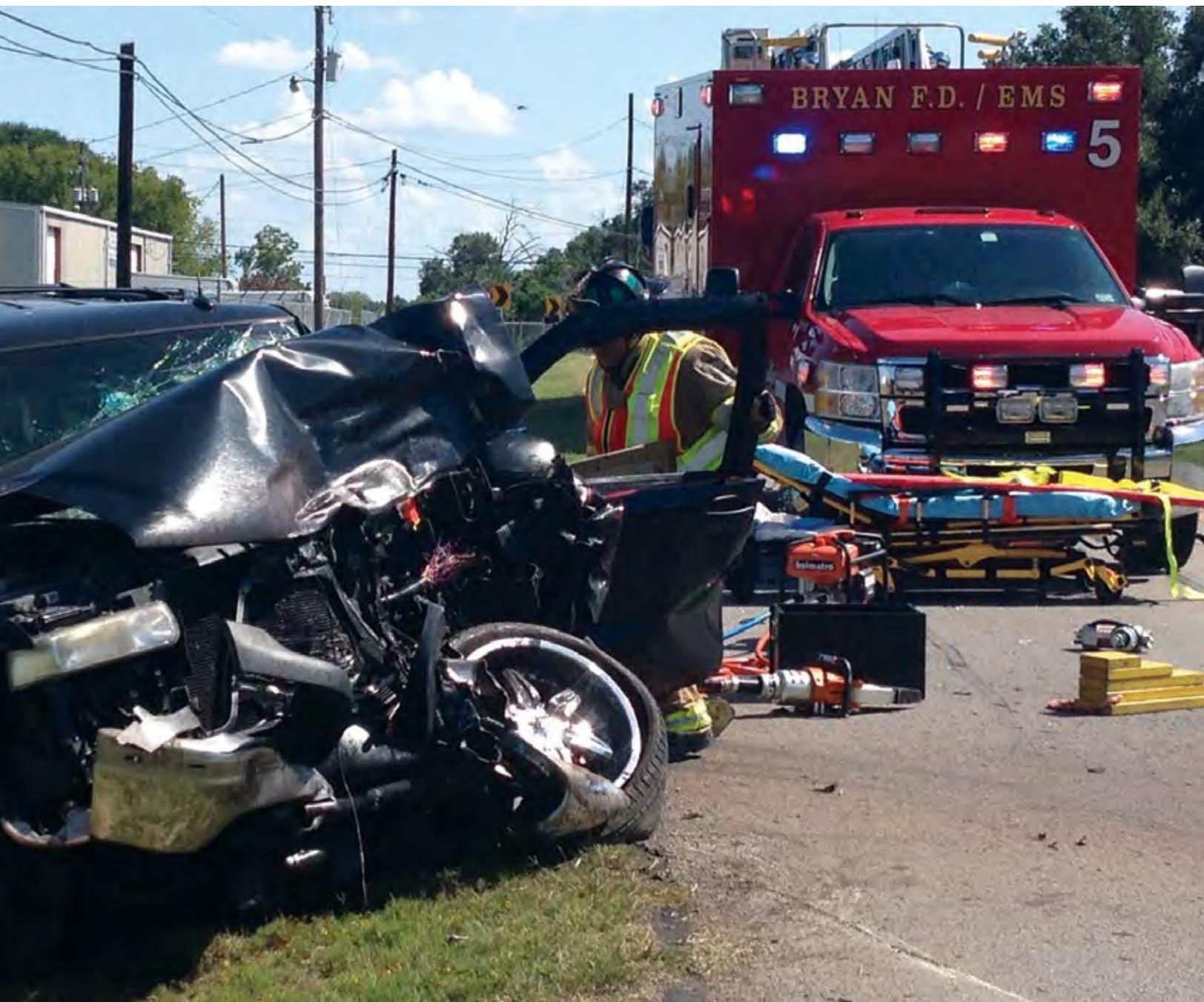
of new training facilities added

of firefighters trained in new facility annually

of training exercises held in new facility annually

Amount of funding budgeted for site acquisition and building costs

Amount of annual funding for maintenance





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 that sets out the vision and mission statements of the Department. It defines leadership 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. It is recommended the Bryan Fire Department create a standing Strategic Planning Committee in order to continuously recommend updates to this Strategic Plan and monitor progress toward completion of identified goals. Timelines for completion of goals should be inserted as the organization begins implementation of the Strategic Plan. See Exhibit A for a chart of responsibility assignments and target completion dates. As a result of incremental implementation, the Bryan Fire Department family should celebrate successes and share progress reports throughout the organization.

**APPENDIX A
 SEVEN IDENTIFIED STRATEGIC INITIATIVES**

STRATEGIC INITIATIVE #1:	TRAINING - THE BRYAN FIRE DEPARTMENT IS AN ORGANIZATION OF THE MOST HIGHLY TRAINED PROFESSIONALS THAT OTHER FIRE DEPARTMENTS EMULATE.	Responsibility	Target Date
Goal 1:	The BFD has a comprehensive training program that provides for initial certification and continuing education.		
Strategic Action 1:	Employ and utilize trained instructors/coordinators.		
Strategic Action 2:	Develop and implement a comprehensive training program.		
Strategic Action 3:	Train all disciplines (medical, fire, rescue, officer development, wildland, support staff, fire marshal, technology classes).		
Strategic Action 4:	Host outside training.		
Strategic Action 5:	Construct modern training facilities.		
Goal 2:	The BFD has state of the art video training capabilities to ensure efficient emergency response.		
Strategic Action 1:	Provide video/audio capabilities at all stations.		
Strategic Action 2:	Provide dedicated sufficient video production/bandwidth.		
Strategic Action 3:	Equip a dedicated video production facility.		



STRATEGIC INITIATIVE #2:	STAFFING – BFD MEETS OR EXCEEDS NATIONAL STAFFING RECOMMENDATIONS INCLUDING SUPPORT PERSONNEL TO PROVIDE THE HIGHEST LEVEL OF SERVICE.	Responsibility	Target Date
Goal 1:	BFD will meet and maintain the national staffing recommendation of four person staffing on all engine and truck companies, and a chief’s aide for battalion chiefs.		
Strategic Action 1:	Educate city management, elected officials and taxpayers about the importance of achieving these staffing levels.		
Strategic Action 2:	Obtain adequate levels of financial support from the City organization to meet or exceed national staffing recommendations as noted in goal above.		
Strategic Action 3:	Continue to add staff until staffing levels as stated above are achieved.		
Goal 2:	BFD will maintain dual paramedic staffing on all front line ambulances and medics at all stations.		
Strategic Action 1:	Educate city management, elected officials and the community about this departmental need.		
Strategic Action 2:	Obtain adequate financial support from the City of Bryan to support this goal.		
Strategic Action 3:	Develop and implement adequate training program to meet this departmental goal.		
Goal 3:	BFD will have adequate staffing in the FMO to meet the demands of community growth in the fields of enforcement, inspections and prevention.		
Strategic Action 1:	Perform routine GIS studies for statistics relative to staffing needs and locations of community growth.		
Strategic Action 2:	Obtain necessary financial support to maintain adequate staffing in the FMO.		
Strategic Action 3:	Add FMO staff to adequately meet the needs of the growing community.		
Strategic Action 4:	Provide adequate and timely training in all relative disciplines for the FMO.		
Strategic Action 5:	Provide adequate equipment to safely and timely perform FMO duties.		
Strategic Action 6:	Educate city management, elected officials and the community about the duties and needs of the FMO.		
Goal 4:	The BFD has a staffed educator/recruiter/public information officer who educates and informs the public through well-established outreach and recruitment programs.		

STRATEGIC INITIATIVE #2:	STAFFING – BFD MEETS OR EXCEEDS NATIONAL STAFFING RECOMMENDATIONS INCLUDING SUPPORT PERSONNEL TO PROVIDE THE HIGHEST LEVEL OF SERVICE.	Responsibility	Target Date
Strategic Action 1:	Inform and educate the public about BFD operations, prevention, safety and emergency management, including smoke detectors, extinguisher training, public CPR, first aide, fire prevention for all ages, neighborhood/youth outreach program, “Are You Ready” program, community wildfire prevention plan, and 911 use and abuse.		
Strategic Action 2:	Engage the community to learn and be involved with BFD through the citizens’ fire academy, ride-alongs with EMS/fire, National Night Out, Shattered Dreams, Gator Camp, public broadcasting monthly report, and exchange programs.		
Strategic Action 3:	Obtain interest of young adults to have a long successful career with BFD.		
Strategic Action 4:	Partner with school districts and community colleges in recruiting efforts and platforms.		
Strategic Action 5:	Advertise and recruit through television, radio, social media, neighborhood outreach and youth outreach programs, BFD Career Camp, etc.		
Strategic Action 6:	Engage the public and volunteers in educational programs for the community.		
Strategic Action 7:	Obtain financial support for this new position.		
Strategic Action 8:	Provide adequate equipment and facilities for this position.		
Strategic Action 9:	Provide training avenues for this position.		
Strategic Action 10:	Educate city management, elected officials and the community about the functions of this position.		
Goal 5:	BFD has support staff in sufficient numbers to support the growth of the department.		
Strategic Action 1:	Add a sufficient number of support staff to keep pace with the growth of sworn personnel and the community through increased financial support.		
Strategic Action 2:	Provide educational sessions and training for support personnel to grow their potential and worth to the organization.		
Strategic Action 3:	Provide equipment for support services personnel to adequately perform their duties.		



STRATEGIC INITIATIVE #3:	FACILITIES – THE BRYAN FIRE DEPARTMENT HAS STATE OF THE ART FACILITIES TO MEET THE GROWING NEEDS OF OUR PERSONNEL AND THOSE WE SERVE.	Responsibility	Target Date
Goal 1:	BFD has adequate training facilities to meet the ever changing, growing needs of the Department, including technological capabilities.		
Strategic Action 1:	Build a centrally located training compound that includes classrooms sized to accommodate large groups and props to facilitate firefighting, EMS and rescue scenarios.		
Goal 2:	All fire stations are sized and located to sustain or improve response times and capabilities.		
Strategic Action 1:	Evaluate station locations through an outside consultant for proper placement of fire stations to meet or stay under five-minute response times.		
Strategic Action 2:	Rebuild or relocate Station 3.		
Strategic Action 3:	Rebuild or relocate Station 4.		
Strategic Action 4:	Acquire land for Station 6.		
Strategic Action 5:	Acquire land for Station 7.		
Strategic Action 6:	Monitor the need for additional stations due to future growth of the City of Bryan.		
Strategic Action 7:	Build additional facilities to accommodate Administration and support staff growth needs.		

STRATEGIC PLAN

STRATEGIC INITIATIVE #4:	EQUIPMENT AND TECHNOLOGY – THE BRYAN FIRE DEPARTMENT HAS THE BEST EQUIPMENT AND TECHNOLOGY TO PROVIDE FOR THE SAFETY OF OUR PERSONNEL AND THOSE WE SERVE.	Responsibility	Target Date
Goal 1:	Apparatus are dependable, safe and effective for all operations of the Department.		
Strategic Action 1:	Develop and implement a vehicle replacement plan.		
Strategic Action 2:	Maintain vehicles in a timely manner.		
Strategic Action 3:	Maintain an adequate number of front line/reserve apparatus.		
Strategic Action 4:	Fully equip vehicles to accommodate needs.		
Strategic Action 5:	Provide proper storage.		
Strategic Action 6:	Properly train staff for apparatus operation and maintenance.		
Goal 2:	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 1:	Keep an active PPE committee.		
Strategic Action 2:	Implement at all times an excellent maintenance program.		
Strategic Action 3:	Meet and maintain NFPA compliance.		
Strategic Action 4:	Keep a timely, adequate replacement program.		
Strategic Action 5:	Have adequate reserve PPE.		
Strategic Action 6:	Have adequate storage for PPE.		
Goal 3:	BFD has a sufficient variety and amount of tools to accomplish our tasks safely.		
Strategic Action 1:	Keep an active truck company.		
Strategic Action 2:	Implement an excellent maintenance program.		
Strategic Action 3:	Perform annual testing.		
Strategic Action 4:	Provide adequate storage for tools.		
Goal 4:	BFD has adequate supplies to meet protocols and Texas Department of State Health Services standards.		
Strategic Action 1:	Obtain CAAS EMS Accreditation.		
Strategic Action 2:	Keep an active EMS committee.		
Strategic Action 3:	Implement a supply tracking program.		
Strategic Action 4:	Provide adequate storage of EMS supplies.		



STRATEGIC INITIATIVE #4:	EQUIPMENT AND TECHNOLOGY – THE BRYAN FIRE DEPARTMENT HAS THE BEST EQUIPMENT AND TECHNOLOGY TO PROVIDE FOR THE SAFETY OF OUR PERSONNEL AND THOSE WE SERVE.	Responsibility	Target Date
Goal 5:	BFD has modern computers and software that meet departmental demands.		
Strategic Action 1:	Implement and utilize live video training/broadcasting.		
Strategic Action 2:	Implement a supply tracking program.		
Strategic Action 3:	Update or replace the records management system.		
Strategic Action 4:	Continue adequate IT support.		
Strategic Action 5:	Implement a computer replacement program to replace aging equipment.		

BRYAN FIRE DEPARTMENT
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STRATEGIC INITIATIVE #5:	OUTREACH PROGRAMS – THE BFD HAS A WELL-ESTABLISHED OUTREACH PROGRAM THAT INFORMS AND EDUCATES THE PUBLIC.	Responsibility	Target Date
Goal 1:	The community is well informed and educated about BFD operations, prevention, safety and emergency management and preparedness.		
Strategic Action 1:	Provide information on daily BFD operations to the public.		
Strategic Action 2:	Provide education programs to the public, including: smoke detectors, fire extinguisher training, CPR, first aid, fire prevention for all ages, neighborhood/youth outreach program, “Are You Ready” program, community wildfire prevention plan, and 911 use and abuse.		
Goal 2:	Obtain community involvement in educational programs and events sponsored by BFD.		
Strategic Action 1:	Continue the Citizens Fire Academy annually.		
Strategic Action 2:	Offer ride alongs with EMS and Fire annually.		
Strategic Action 3:	Participate in National Night Out kickoff, block parties and other events annually.		
Strategic Action 4:	Conduct the Shattered Dreams program to coincide with grade placements.		
Strategic Action 5:	Conduct Gator Camp annually.		
Strategic Action 6:	Provide a public broadcasting monthly report.		
Strategic Action 7:	Participate in an exchange program when opportunities exist.		
Goal 3:	Obtain the interest of young adults to have a long, successful career with BFD.		
Strategic Action 1:	Develop partnerships with school districts and community colleges.		
Strategic Action 2:	Utilize a broad platform of advertising mediums for recruitment.		
Strategic Action 3:	Utilize a neighborhood/youth outreach program for recruitment purposes.		
Strategic Action 4:	Offer BFD Career Camp at schools, citizen groups and volunteers annually.		



STRATEGIC INITIATIVE #6:	PARTNERSHIPS – THE BFD IS COMMITTED TO MUTUALLY BENEFICIAL PARTNERSHIPS TO ENSURE THE HIGHEST LEVEL OF PUBLIC SAFETY AND EDUCATION.	Responsibility	Target Date
Goal 1:	The BFD enjoys healthy, mutually beneficial partnerships with our local partners.		
Strategic Action 1:	Educate the City Council as to the need to maintain consistent funding and support, while maintaining open communication and a good working relationship.		
Strategic Action 2:	Maintain good relationships with all other City of Bryan departments by respecting their timelines and needs, while maintaining consistent open communications.		
Strategic Action 3:	Develop and nurture well-established relationships with other local fire departments, EMS, law enforcement and 911.		
Strategic Action 4:	Communicate with our peers on a regular basis and encourage personnel interaction between agencies.		
Strategic Action 5:	Create and maintain great relationships with the business community through personal outreach and intervention.		
Goal 2:	The BFD actively participates and fosters relationships with regional entities.		
Strategic Action 1:	Attend regularly meetings with the Brazos Valley Council of Governments, Texas Engineering Extension Service, Brazos Valley Regional Advisory Council, Brazos Valley Search/Rescue, and Brazos Valley Incident Management Team.		
Strategic Action 2:	Assist with training when requested by the above agencies.		
Goal 3:	The BFD is actively involved in state and federal programs, and enjoys good working relationships with Texas Task Force 1, Federal Bureau of Investigation, Texas Intrastate Fire Mutual Aide System, State Firefighters and Fire Marshals Association, and the State Fire Marshal's Office.		
Strategic Action 1:	Participate in deployments when requested.		
Strategic Action 2:	Meet annual requirements for training.		
Strategic Action 3:	Assist with training when requested by a state or federal partner.		

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STRATEGIC INITIATIVE #7:	THE BRYAN FIRE DEPARTMENT HAS CONSISTENT FUNDING TO PROACTIVELY PROVIDE FOR THE GROWING SAFETY NEEDS OF THE COMMUNITY.	Responsibility	Target Date
Goal 1:	BFD provides adequate staffing for current apparatus.		
Strategic Action 1:	Staff according to national recommendations.		
Strategic Action 2:	Obtain and maintain sufficient funds for recruitment activities.		
Strategic Action 3:	Obtain and maintain sufficient funds for staff, including competitive salaries.		
Strategic Action 4:	Obtain and maintain sufficient funds for training new personnel.		
Goal 2:	BFD has adequate support staff to meet departmental needs.		
Strategic Action 1:	Plan and budget for sufficient support staff.		
Strategic Action 2:	Provide new and ongoing training for support staff.		
Strategic Action 3:	Provide public information and outreach through support staff.		
Strategic Action 4:	Obtain emergency management grants.		
Strategic Action 5:	Project future support staffing needs annually.		
Strategic Action 6:	Perform projected growth studies and prepare growth needs as community growth dictates.		
Strategic Action 7:	Conduct surveys regarding development trends as needed.		
Strategic Action 8:	Provide projected cost analysis for sufficient support staff annually.		
Goal 3:	BFD maintains adequate training levels, projects future training needs and provides special operations training to provide the best service possible.		
Strategic Action 1:	Obtain training grants.		
Strategic Action 2:	Budget appropriately for training needs annually.		
Strategic Action 3:	Provide special operations training annually.		
Goal 4:	BFD has appropriate training facilities.		
Strategic Action 1:	Obtain site for new training facility.		
Strategic Action 2:	Budget for land and building costs for new training facility, as well as continuing maintenance costs annually.		
Strategic Action 3:	Build a new training facility.		



STRATEGIC INITIATIVE #7:	THE BRYAN FIRE DEPARTMENT HAS CONSISTENT FUNDING TO PROACTIVELY PROVIDE FOR THE GROWING SAFETY NEEDS OF THE COMMUNITY.	Responsibility	Target Date
Goal 5:	BFD provides safe and reliable apparatus for personnel to operate.		
Strategic Action 1:	Maintain fleet replacement program.		
Strategic Action 2:	Ensure maintenance and repairs are timely and sufficiently performed annually.		
Goal 6:	BFD has proper tools and PPE for safe operations.		
Strategic Action 1:	Evaluate technological advances annually.		
Strategic Action 2:	Maintain reliable tools.		
Strategic Action 3:	Maintain PPE according to NFPA 1851 standards.		
Strategic Action 4:	Ensure timely replacement of PPE.		
Goal 7:	BFD's current stations are well maintained and future fire stations for operations are provided as needed.		
Strategic Action 1:	Provide and maintain adequate facilities.		
Strategic Action 2:	Project growth and plan for stations accordingly.		
Strategic Action 3:	Track response times annually to ensure new stations are located correctly.		
Strategic Action 4:	Obtain funding for new facilities.		
Goal 8:	BFD has a new training facility.		
Strategic Action 1:	Locate and acquire site for new training facility.		
Strategic Action 2:	Obtain funding for land and building costs.		
Strategic Action 3:	Build and outfit a new training facility.		
Strategic Action 4:	Maintain new training facility.		

