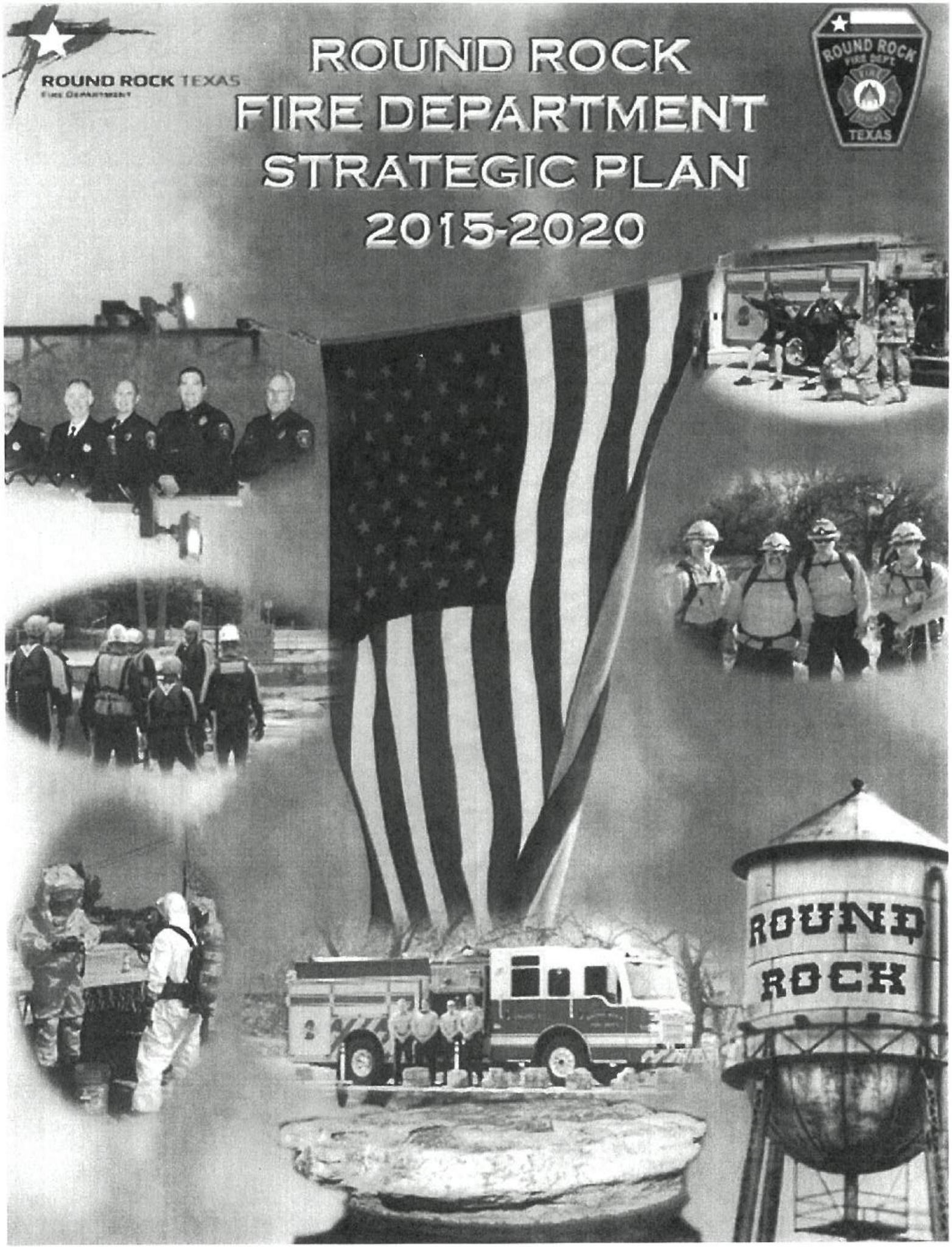
ROUND ROCK TEXAS
FIRE DEPARTMENT

ROUND ROCK FIRE DEPARTMENT STRATEGIC PLAN 2015-2020



Round Rock Fire Department

Strategic Plan

2015-2020

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Round Rock Fire Department Yesterday, Today, and Tomorrow

Yesterday

The history of the Round Rock Fire Department (RRFD) began around 1879, when an entire block of downtown Round Rock burned, causing $20,000 in damages. Five years later, in 1884, the citizens organized the Hose and Hand Pump Company, making it one of the State's first Volunteer Fire Departments. The original members raised money through donations, picnics, dances, box suppers, and other efforts. In 1892, the Fire Chief purchased a lot downtown, a building was built on the lot, and a bell tower was erected. Early firefighting efforts used bucket brigades and home cisterns to contain and extinguish the fires. Sometime between 1884 and 1904, a manually operated hand pumper and a two wheeled hose cart were purchased and housed in the fire station. For water, they dug a well and a windmill pumped the water into an overhead tank and cistern. Around 1907 or 1908, the first station was removed and a new two story one built. At about the same time, a loan from the J. A. Nelson & Company of $700 allowed the purchase of a new Hook and Ladder Truck. The first motorized vehicle was a Model T Ford chassis purchased in 1934 for $5.00. The volunteers had a flatbed installed on it and outfitted it with the 40 gallon Acid-Soda tanks from two hand carts they had previously purchased. Over the next several decades, the department upgraded and replaced equipment as funds allowed and needs changed.

In 1978, the City hired its first three paid firefighters who worked a standard Monday through Friday workweek. The population of Round Rock began to grow rapidly in the 1970's and the City's population grew from 2,811 in 1970 to 12,740 residents in 1980. As the City grew, Lynn Bizzell was hired as the first paid fire chief, more firefighters were added, and they transitioned to a 24 hours-on and 48 hours-off work schedule. The Round Rock Volunteer Fire Department responded to areas outside the city limits and the newly formed Round Rock Fire Department responded to incidents inside the city limits. Both agencies supported each other and collectively served a large portion of south central Williamson County. As southwest Williamson County further developed, the original response area of the Round Rock Fire Department was divided up, creating the Jollyville, Sam Bass, and Round Rock Fire Departments. Along with all of the growth, equipment needs also changed. The 1980's saw the purchase of two new Class A Seagraves engines and a Seagraves 100' ladder truck. In December of 1987, 82 railroad cars were accidently set rolling and 15 of those cars carrying hazardous chemicals derailed just east of Round Rock near the Palm Valley Lutheran Church. The event received national media attention and forced the evacuation of more than 5,000 residents. State and Federal officials stated the incident had the potential to be worse than the 1984 Union Carbide disaster in Bhopal, India that killed over 2,500 people. The recession of the mid to late 1980's, caused by the oil industry, hit the area hard, while the unprecedented growth continued and the City's population swelled to 30,923 in 1990. The City experienced an increase in the tax base in 1994 when Dell

Computers announced that they would relocate to Round Rock and by 2000 the population had grown to 61,136. In 2007, Williamson County Emergency Services District (ESD) #9 was created and contracted with the City of Round Rock to cover the unincorporated areas of the City's Extraterritorial jurisdiction (ETJ). This resulted in the Round Rock Volunteer Department being disbanded and transitioned to a fraternal order, keeping their legacy alive today as a civic organization.

Today

The Round Rock Fire Department has an operations, training, fire prevention, logistics, and administration division. The Department, now with 129 full-time firefighters, operates out of seven stations with ten first run apparatus and services over 102,000 citizens in the city limits, and an additional 40,000 in ESD #9. The Fire Prevention Division consists of a Fire Marshal, Assistant Fire Marshal, and three inspectors, all of whom are trained in fire cause determination. The Training Division provides continuing education classes, officer development, and skills practice. The Logistics Section prepares and monitors the budget as well as keeping the department supplied and equipped to handle most emergencies. The Administrative Staff consists of the Fire Chief, Assistant Fire Chief, Executive Officer, Administrative Manager, Office Manager and an Administrative Associate. Recently, the
Emergency Management Division was shifted back to the Fire Department after reporting to the Police Department for several years. The Emergency Management Coordinator and the Assistant Emergency Management Coordinator keep up with mandated requirements, monitor grant funds and equipment, and maintain the Emergency Operations Center. The Fire Department has had several studies done of the department, its structure, and its operations in recent history, the latest being completed by the International City Managers Association (ICMA) in early 2013.

The Department received its most recent Insurance Services Organization (ISO) Public Protection Classification (PPC) rating in 2010. On a scale of 1 to 10, with a one being the best rating, Round Rock received a PPC rating of 2 which puts it in very good company and helps reduce the cost of insurance for homeowners and businesses. Just for reference, there are 187 cities in Texas with a PPC rating of 2, and only 750 cities in the whole country with a PPC rating of 2. The PPC rating is assigned based on an analysis of the quality of fire protection services, such as: staffing, training, equipment, distribution of stations/apparatus/staffing, fire codes, fire code enforcement, fire investigation, public education, emergency communications system (staffing, training, certification, and facilities), and water supply system (inspection, flow testing, and water available for firefighting).

In 2012, the *Firehouse Magazine Annual Run Survey* listed the Round Rock Fire Department's Central Fire Station (Station #1) as the 159th busiest station in the nation running almost 2400 calls. In 2014, the

Department ran 9,009 calls. The Fire Department has seen an increase in the number of local events that attract both residents and thousands of visitors into the area, in turn, creating an increased demand in activity. The City's Parks and Recreation Department is very active and strives to provide an exceptional quality of life for the residents. They plan and host a number of local events such as: 5K for Clay, Movies in the Park, July 4/Frontier Days Celebration, Fall Fun Festival, Reindeer Run, Rock' n Lights Holiday Light Tour, Christmas Family Night, and many more. Round Rock has also worked hard to establish itself as the "Sports Capital of Texas" and hosts a number of sporting events each year. Thousands of visitors each year come to participate in or watch these tournaments and spend time visiting the various local retailers, night life, and sights. Round Rock also benefits from its close proximity to the City of Austin and the events they host, such as: Formula 1, Moto GP, ACL Festival, and the Republic of Texas Rally.

The citizens of Round Rock recently passed a significant bond package that will have long lasting effects on the Fire Department and will help define its future. A joint Police and Fire Training Field will be built using the bond funds allowing the Fire Department to be more timely in delivering effective training and being able to address training challenges as they arise. The other portion of the bond affecting the Fire Department is the construction of three new fire stations, relocation of Fire Station #3, and the remodel of Central Fire Station. Two of the three new stations will come out of relocating and splitting existing staffing and apparatus from a current station in order to provide better service delivery to a more citizens.

Tomorrow

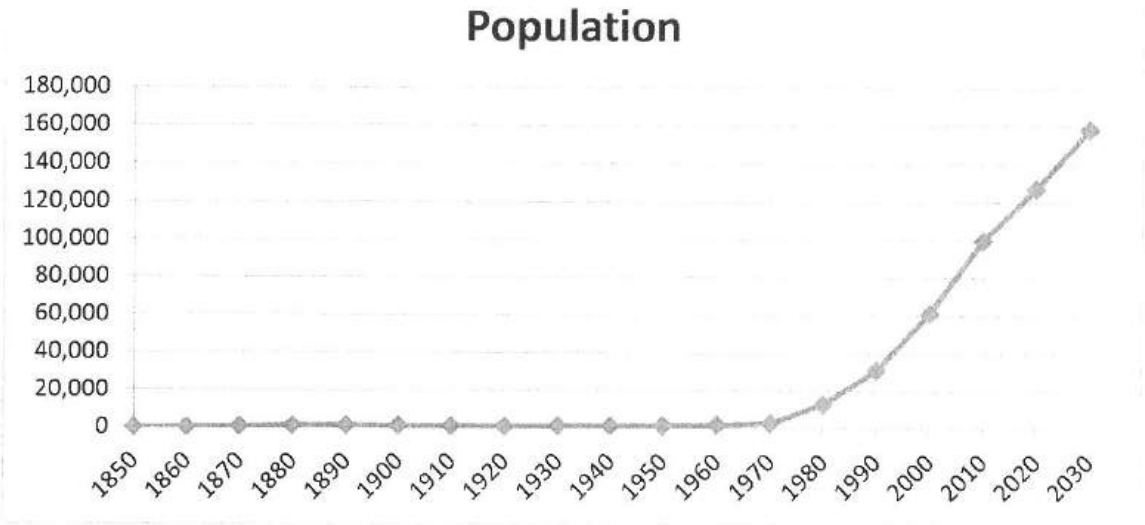
The future of Round Rock is bright, and growth is definitely in the future. The ultimate build-out for the City of Round Rock and its ETJ is projected to reach 215,000 citizens by 2030, and estimates indicate that almost 3,800 single family lots will be developed over the next several years. The City has quickly transitioned from a bedroom community into a diverse community with a mix of light industry, small business, office space, educational, medical, and single and multi-family residential. The City Council has identified this transition as one of their priorities in an effort to diversify the economy. The area has already seen an increase in medical facilities such as: multiple urgent care centers, hospitals, a long term critical care facility, the Texas A&M Health Science Center, and several Senior Living and Memory Care facilities. Future City goals include, in no special order: enhancing the neighborhood revitalization program, improving the road infrastructure, increasing the availability of Class A office space, development of the downtown area, creation of a light industry development strategy, and creating a major sports attraction strategy and marketing plan.

Our Community Profile

Population

The City started as a small community that sprang up along the Brushy Creek at a popular water crossing, the Round Rock. Like many western towns, established in the mid-1800s, its population remained fairly stable for over 100 years between 1850 and 1950. During the early years, the population hovered around 1,100 people. Then, around 1980, the population began to grow at an ever increasing rate. The most recent census, in 2010, shows the population of Round Rock to be at 99,887 residents.

From 2000, through 2014, Round Rock continued its growth and increased by more than 78% over that same period. Population projections for Round Rock show the current population at approximately 103, 546 residents within the city limits. The Census projections as listed on the City's website show that the population is expected to climb to 127,279 residents in 2020 and to 158,217 in 2030, with over 215,000 residents in the greater Round Rock area. It is expected that by 2060, the City of Round Rock will be home to nearly 300,000 residents.



Sources: US Census/City of Round Rock

Additionally, the Round Rock Chamber of Commerce compiles information from various sources related to the makeup of the citizens. The largest segment of the population (34.04%) is made up of residents under the age of 20, and is closely followed by those between the ages of 25 and 44 (31.11%).

Population by Age, 2014

Age Group	Population	Percentage
<20	38,602	34.04%
20-24	5,409	4.7%
25-44	35,283	31.11%
45-64	26,579	23.44%
65+	7,523	6.63%

Source: US Census

The breakdown of Race and ethnicity is shown in the graph below.

Population by Race and Ethnicity, 2014

Race	Percentage
White	68.38%
African American	10.66%
American Indian and Alaska Native	0.73%
Asian	5.43%
Other	14.8%
Ethnicity	**Percentage**
Hispanic or Latino	30.99%
Not Hispanic or Latino	69.01%

Source: US Census

Income

The median household income in Round Rock is $71,281 and the average family income is $86,928.

Household Income, 2014

Income	Percentage
<$25,000	11.02%
$25,000-$49,999	22.43%
$50,000-$74,999	19.44%
$75,000-$99,999	15.34%
$100,000-$149,999	20.54%
$150,000 or more	11.23%

Source: US Census

Education

The city has a large number of highly educated professionals, with nearly 40% residents over the age of 25 having a Bachelor's degree or higher.

Educational Attainment of Age 25+ Population, 2014

Educational Attainment	Percentage of Population 25 and Over
<High school	8.8%
High school graduate	19.85%
Some college	25.75%
Associates degree	8.52%
Bachelor's degree	25.89%
Graduate degree	11.19%

Source: US Census

Our Operational Philosophy

Our Mission

Through a professional, well-trained, and safe work force, the members of the Round Rock Fire Department are committed to delivering the highest level of fire suppression, emergency medical, fire prevention, and disaster services within the City's financial capability for our rapidly changing residential, business, and corporate communities.

Our Vision

The Round Rock Fire Department strives to be a professional and dynamic department providing exceptional public safety service through well educated, dedicated individuals. The vision of the Round Rock Fire Department is that by 2020, the Department will be a fully accredited through the Center for Public Safety Excellence and strive to be diverse and representative of the community we serve.

Our **Fire Department Operations Division** will provide responses to emergencies, including fires, medical calls, technical rescues, and hazardous materials incidents within the response goal of 6 minutes, 90 percent of the time. Response capabilities will include providing advanced life support for medical calls and providing an entry and back up team of technically trained firefighters for hazardous material and technical rescue incidents.

Our **Training Division** will be stationed at our joint fire/police training center and will be responsible for initial and incumbent firefighter training, driver, officer, and specialty training. The Training division will also be responsible for overseeing the department's internal risk management plan; incident scene safety; health, safety and wellness program, infection control program; and ensuring the department is compliant with NFPA 1500.

Our **Fire Marshal's Office** will be responsible for fire safety and life safety engineering, enforcement, fire investigations, and education. The office will be staffed with one inspector per 20,000 population and one investigator for 40,000 population. To ensure depth of knowledge, these inspectors/investigators will be cross-trained in each discipline. The department will ensure public education is kept as a priority with a dedicated public education officer who will oversee the public education programs. Plan reviews will be performed by a licensed and dedicated fire and life safety plan review engineer.

Our **Emergency Management Division** will provide emergency management coordination, planning and resources for the City's preparation of, response to, mitigation of, and recovery from man-made and natural disasters.

Our **Administrative Division** will provide prompt and courteous support to our customers, both internal and external; and, provide administrative support to all divisions of the fire department and ensure that they have what they need to do their jobs effectively.

Our Core Values

Commitment: Willingness to dedicate time and energy towards department goals and functions.

Compassion: Having empathy for each other while making the right decision with the best interest of both the individual and the Department in mind.

Flexibility: Accepting change as a positive force. Being adaptable to new circumstances, accept new opportunities for growth, and willingness to support difficult decisions when necessary for the good of the Department.

Integrity: Being honest, accountable, trustworthy, and doing the right thing even when no one will notice.

Trust: Having confidence in the decisions and abilities of the officers and others that a decision was made with the best interest of the Department, and the individual, in mind.

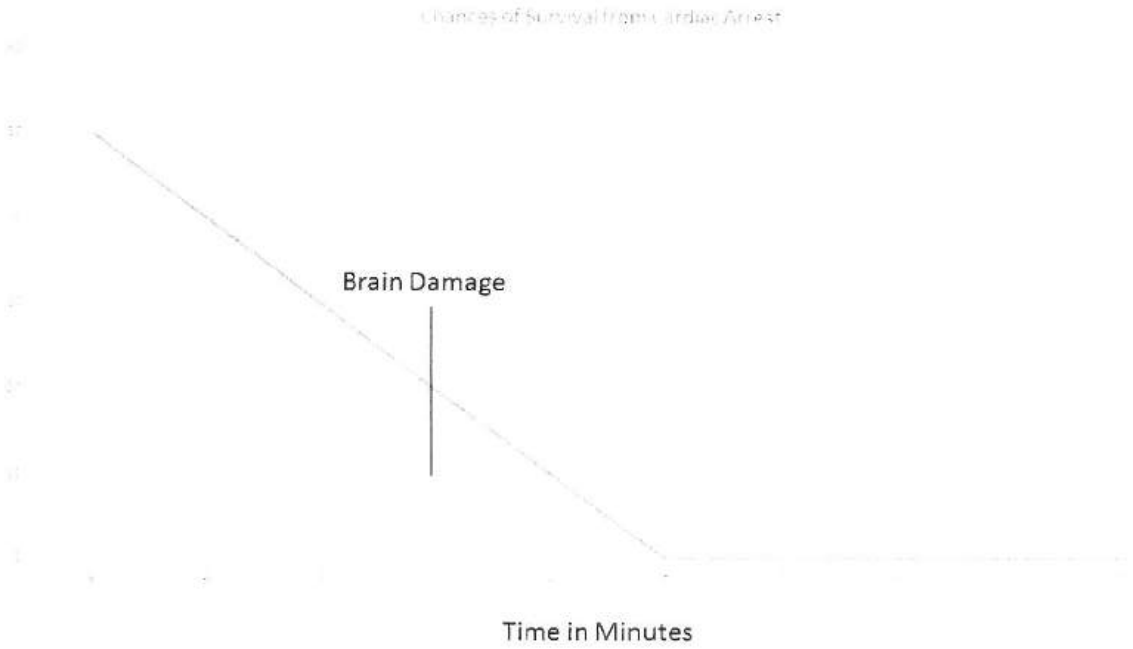
Our Goals

1. **To provide for the long term success of the leadership team.**
2. **To establish and maintain a positive public image.**
3. **To determine the acceptable level of risk with respect to providing a fiscally responsible level of service.**
4. **To provide for Emergency Management through well trained personnel, a properly sized and outfitted EOC, and thorough planning.**
5. **To provide our citizens a safe living environment and quality public safety education.**
6. **To provide our personnel with the knowledge and education to deliver great service to our citizens, go home to their families after each shift, and have a long and fulfilling retirement.**

Our Response and Response Time Goals

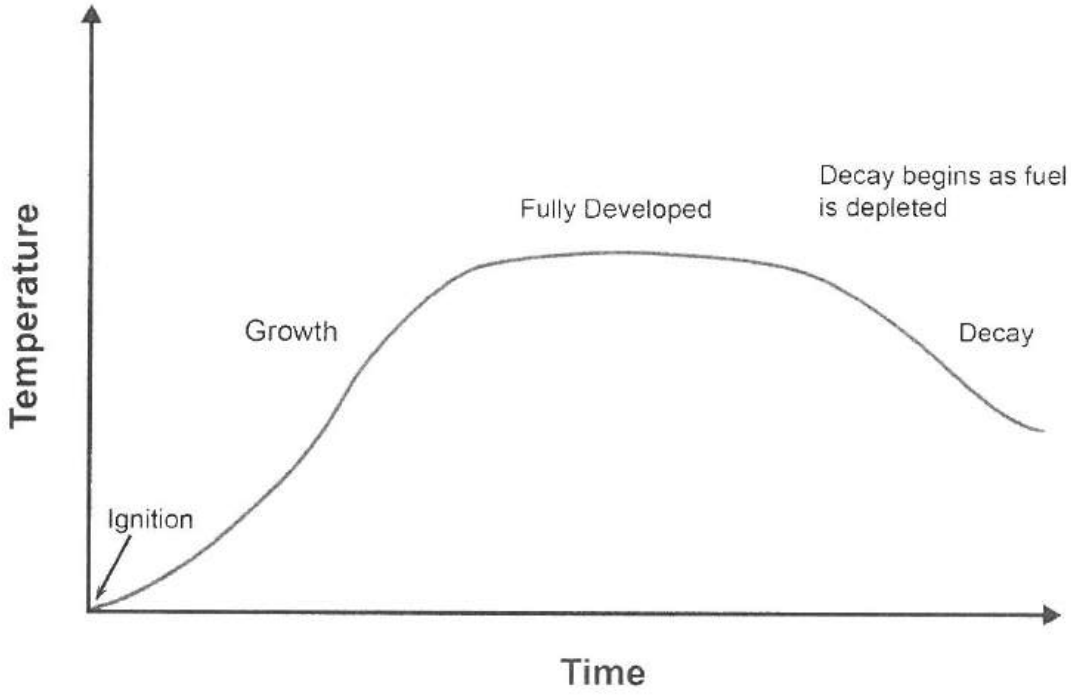
Many factors are considered when setting response time goals. Departments usually conduct a risk analysis, analyze extended coverage areas, consider industry standards, and consider the cost. The primary driving factor for most modern departments is related to providing medical first responder coverage, the American Heart Association's recommendation for the initiation of quality CPR. The International City/County Management Association (ICMA, 2012) states that "...four to six minutes are as long as a human being can go without breathing or without an effective heartbeat before brain damage and death occur. Response time, then, is a critical component of a fire department's success in fulfilling its mission" (p. 106). Ultimately, however, response goals are purview of the policy makers, the Round Rock City Council.

In establishing the Standards of Response, we took guidance from nationally recognized organizations such as the American Heart Association, National Fire Protection Association, and the International City/County Managers Association. The American Heart Association (2010) study states that an individual's chances of survival decrease seven to ten percent each minute that passes between collapse and defibrillation. And, the National Fire Protection Administration (NFPA, 2010) standards for responses to medical calls is to have a first responder unit, with a defibrillator, arrive within 6 minutes of the 9-1-1 call; and, an ambulance with advanced life support capabilities arrive within 10 minutes of the 9-1-1 call. Thus, it is imperative that a heart attack be quickly identified, 9-1-1 called, CPR administered, and a fire department or EMS arrive within 6 minutes to provide defibrillation and advanced care.



In addition to medical responses, the fire service has evaluated the rate and destructive forces of fires. Once a fire starts, it spreads and grows to a point where, if not extinguished, everything in the room will

ignite in a phenomenon known as "flashover". This stage of the fire is so intense that no one in the room will survive the flashover, not even properly equipped firefighters. This elapsed time, from time of ignition to time of flashover, is approximately 6 to 8 minutes. This has typically been represented by the standard time temperature curve for a fuel limited fire as shown below. Fuel Limited Fire

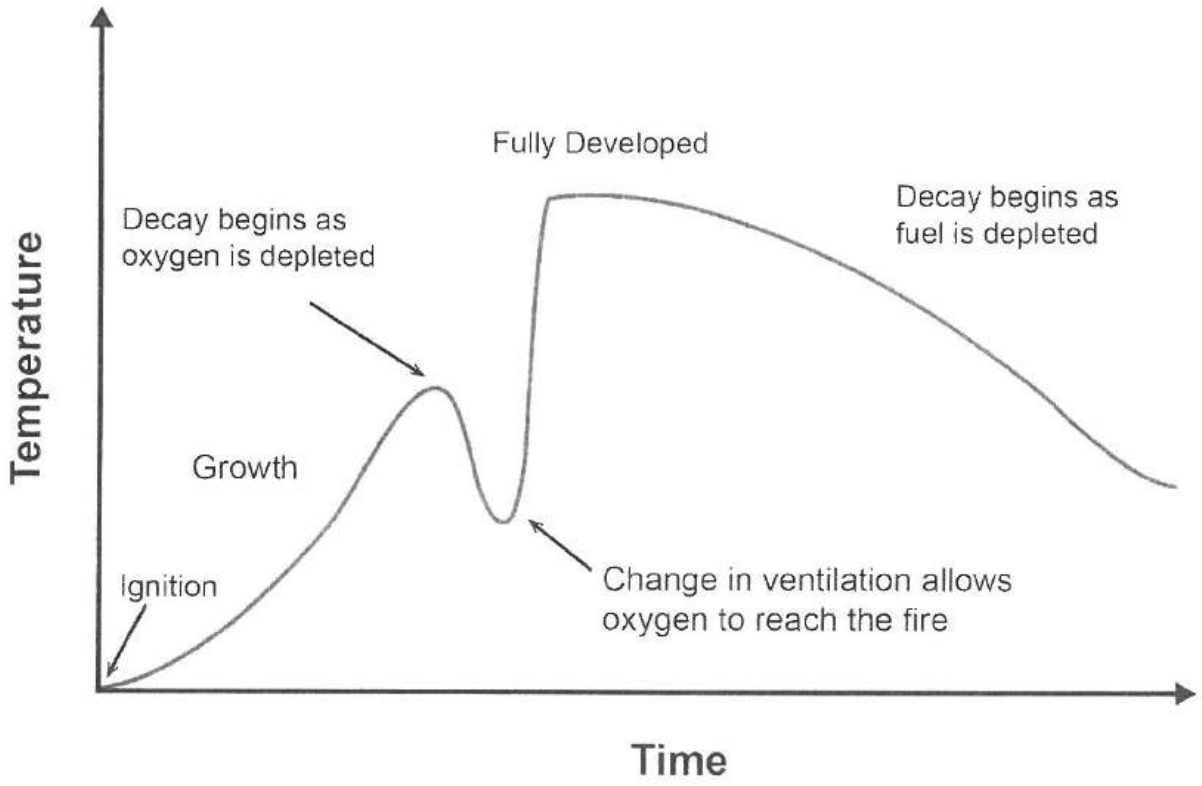


National Institute of Standards & Technology, Daniel Madrzykowski- 2014

Research and recent history has shown us that newer products and materials are producing more heat, at a faster rate, when burned; therefore, reducing the amount of time from ignition to flashover. Research has shown that modern buildings can reach flashover in as little as 3 to 5 minutes (Underwriter Laboratories, 2012). Over the last several decades there has been a steady change in the typical residential home. Today's homes are larger, with more open floor plans, built with modern, lightweight construction techniques and materials. Today's homes are also full of all the latest synthetic products: from TVs, computers, couches, beds, carpets, and window furnishings. Efforts to make our homes more energy efficient have left their mark as well. The houses are much more air tight which leads to a situation where the fires are limited by the amount of oxygen available in the room or building. The effect has been shorter escape times for the occupants due to a lack of compartmentalization, rapid smoke spread due to the open floor plans, rapid fire growth due to the type and quantity of fuel present, and an increase in the number of concealed spaces in the home. Research by groups such as the National Institute of Standards and Technology (NIST) and Underwriter Laboratories (UL) has shown that fires in the modern home have tremendous amounts of fuel present and thus tend to be ventilation limited. When a ventilation limited fire is vented by the fire department, oxygen is introduced to an environment full of preheated gasses produced from the pyrolysis of the room's contents. The result is

a rapid increase in fire growth, potentially leading to a flashover, as indicated by the near vertical section on the graph below.

Ventilation Limited Fire



National Institute of Standards & Technology, Daniel Madrzykowski- 2014

What does this mean for the fire service? We are seeing rapid fire growth and rapidly changing fire conditions, in modern structure fires, which highlight the need to maintain adequate response times. In an effort to monitor and manage our response times, the fire service is now using technology more than ever before and regularly works with the City's Geographic Information System (GIS)specialist to analyze response times, station locations, and various response models. We continue to adjust our tactics and training as the equipment, technology, and ongoing research provide further information.

Response Times

There are several components of a response time: detection, notification, turnout time, and travel time. The first two, detection and notification, are not under our control and therefore not under our influence. Starting with the notification, or call processing, we have some influence. The City of Round Rock maintains its own Public Safety Answering Point, or PSAP, operated in the Round Rock Police Department. The turnout time is affected by the nature of the call for service and the personal protective equipment necessary to safely mitigate the situation. Finally, the travel time is directly

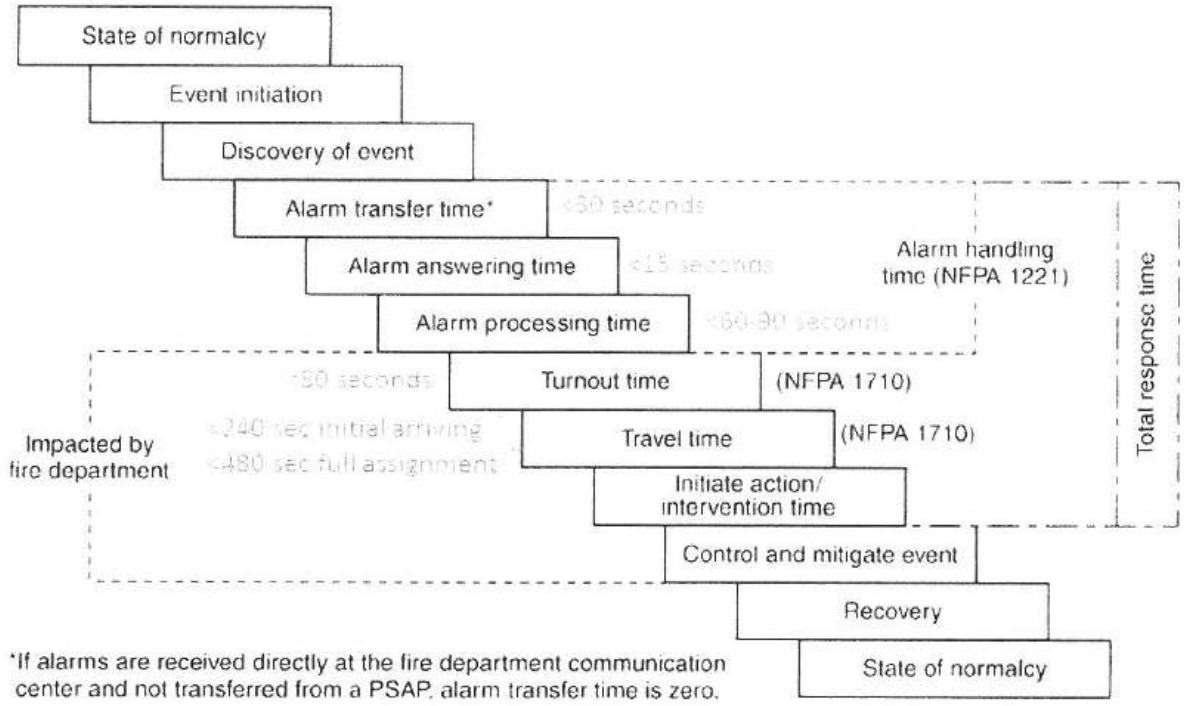
affected by the distance, interconnectivity of the roads, and traffic congestion. In Round Rock, we have installed the Opticom™ system in an effort to improve our response times and increase safety. In the near future, the intelligent road network will improve upon the successes of the Opticom™ system.

Our response time goals are based on the nationally recognized standard, National Fire Protection Association Standards 1710 and 1221.

Response Time Goals

Response Time Components	**Time**
Alarm handling time	60 seconds or less
Turnout time (medicals)	En route in 60 seconds or less
Turnout time (all other calls)	En route in 80 seconds or less
First unit travel time	Arrive on scene within 240 seconds of the receipt of the call to the PSAP, 90% of the time.
Full assignment travel time	Field an effective firefighting force, a minimum of 15 firefighters, on the scene of a building fire within 480 seconds of the receipt of the call to the PSAP, 90% of the time.
TOTAL RESPONSE TIME	Arrive on scene within 6 minutes 90% of the time for the first arriving unit and 10 minutes 90% of the time for the full firefighting force to arrive from the time of the alarm being received in the PSAP (911 center).

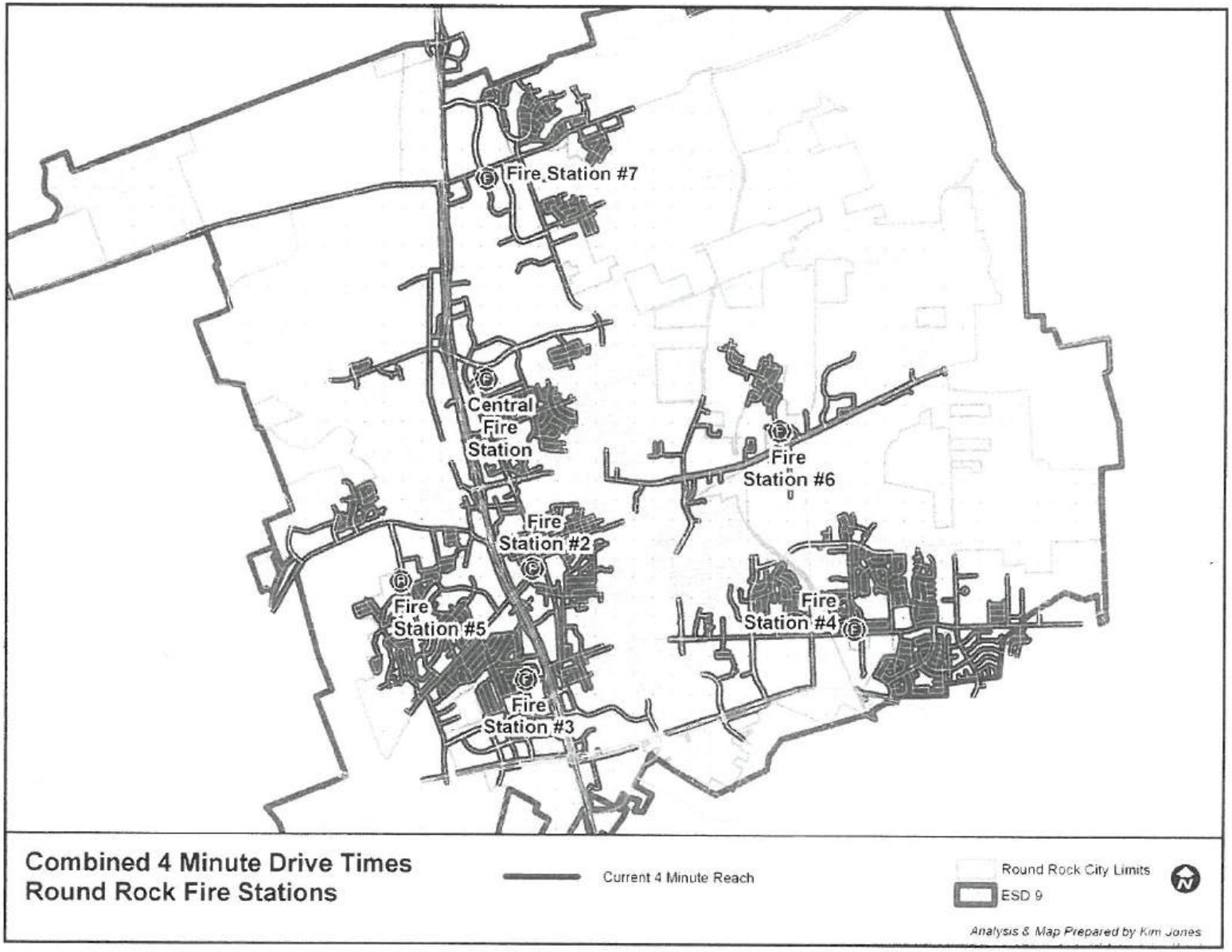
Call Processing



NFPA 1710, 2010 edition, A.3.3.53.6

Level of Response

Type of Alarm	**Units**
Still alarm	Single unit
Rescue alarm	Closest unit and Technical Rescue Team
Hazmat alarm	Closest unit and Hazmat Team
Light box alarm	Two closest units
Box alarm	3 engines, 1 rescue, 1 aerial, and 1 chief officer
Heavy box alarm	4 engines, 1 rescue, 1 aerial, and 1 chief officer
Second alarm	Additional: 2 engines, 1 rescue, 1 aerial, and 1 chief officer
Third alarm	Additional units from mutual aid

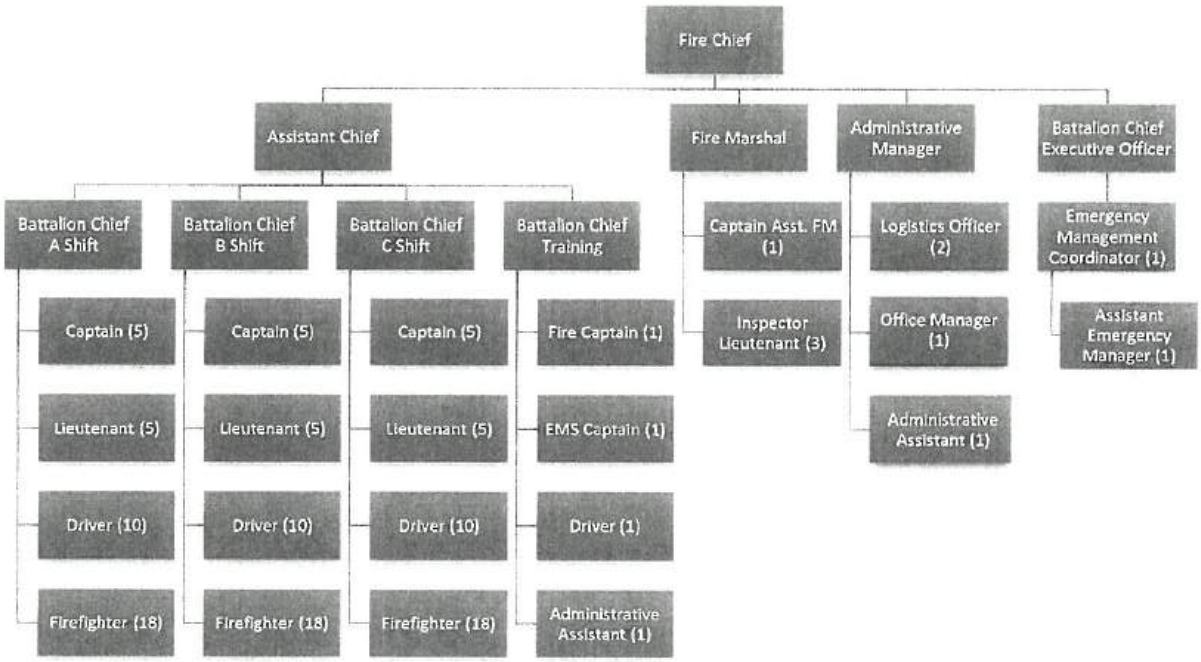

Fire Station #7
Central Fire Station
Fire Station #6
Fire Station #2
Fire Station #5
Fire Station #4
Fire Station #3
Combined 4 Minute Drive Times
Round Rock Fire Stations
Current 4 Minute Reach
Round Rock City Limits
ESD 9
Analysis & Map Prepared by Kim Jones

Our Organizational Structure

The Round Rock Fire Department is a career department serving the largest city in Williamson County, with more than 100,000 permanent residents in over 37 square miles of suburban and rural central Texas land. The Fire Department provides: fire suppression, technical services, medical first response, fire prevention services, logistical support, and administrative services with 137 personnel working out of seven fire stations, with ten front line apparatuses. These resources have allowed the Department to achieve an Insurance Services Organization (ISO) Public Protection Classification (PPC) rating of two.

The Department has three special teams providing technical services in the specialties of: technical rescue, hazardous materials, and wildland firefighting. The Special Operations Chief role is filled by one of the three shift Battalion Chiefs, who is designated to function in that capacity. The Technical Rescue Team (TRT) and Hazardous Materials Team (HMT) are dedicated teams that operate out of designated fire stations and are led by a Captain (team leader), and two lieutenants. The Wildland Response Team (WRT) also has a Captain as the team leader; however, they have not been designated a specific fire station.

The Round Rock Fire Department utilizes a traditional organizational structure with a clearly defined division of responsibilities and functions. The paramilitary structure provides a clear line of authority and accountability with respect to the primary function of the department and contributes to the timely, orderly, and effective delivery of emergency services.



Round Rock Fire Department SWOT Analysis

The SWOT

While preparing our strategic plan, the Round Rock Fire Department took a candid look at our environment using a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. A typical SWOT analysis is a study of an organizations strengths, weaknesses, opportunities, and threats with respect to both internal and external forces.

The Round Rock Fire Department's SWOT was prepared by looking from two different perspectives: the team perspective, or focus impact; and the departmental perspective, or local impact. The various divisions and special teams analyzed their strengths and weaknesses to determine their capabilities and identify weaknesses with respect to their core capabilities. They then evaluated their opportunities and threats to assess areas that could be utilized better and efforts that could reduce the potential for loss.

Once the division and special teams completed their work, the management team then blended the detailed work into a departmental SWOT and included a broader perspective component to each of the segments of the SWOT.

Operations Division

Round Rock is a mid-sized city that is growing rapidly, and continuously providing new challenges for the fire department. Round Rock has an abundance of large buildings including hospitals, manufacturing plants, schools, hotels, motels, assisted living centers, and nursing homes that create huge challenges for fire department personnel. Firefighters must continually prepare for all emergency types by preplanning these occupancies, and making sure they comply with the City's fire codes. The higher the city's population, the more emergency calls firefighters respond to. This is especially true for medical calls. The rapid population growth means that the department must continually grow with increased personnel, stations, and equipment. The railroads also have a large presence in the city. They often carry hazardous materials that could potentially create a very large scale emergency. Interstate 35 runs through the center of the city and has the potential for large scale accidents. Some of these accidents may even involve large trucks carrying hazardous materials. The city also has many low lying areas that have a high potential of being flooded. Dozens of homes have been flooded in Round Rock's recent history. Firefighters must be trained and prepared to evacuate entire neighborhoods and save victims from drowning. Another challenge that firefighters in Round Rock face is from wildland urban interface areas. There are several neighborhoods that are surrounded by undeveloped land. A fire in these brushy areas would be difficult to contain and extinguish creating the potential for many homes to be lost. To ensure that the fire department provides a safe environment for the community, it must continually evaluate its strengths, weaknesses, opportunities, and threats.

Strengths

- The Round Rock Hazardous Materials Response Team (RRHMRT) is a dynamic progressive team made up of twenty four well trained, dedicated members. By distributing eight hazmat

technicians per shift we will have the necessary man power to mitigate the majority of hazmat incidents we respond to without calling for mutual aid from the Williamson County Hazardous Material Response Team (WCHMRT).

- The RRHMRT personnel that are assigned to Station 6 have been divided into four specialty groups: Transportation; Monitors; Chemical Biological, Radiological, Nuclear and Explosives (CBRNE); and Cameo/Peak. With the addition of these groups, these personnel have the ability to concentrate on a single specialty. These personnel add significant strength to the team through knowledge in each field of specialty.
- The RRHMRT has the ability to join with the WCHMRT to form one team when the size and complexity of the incident is greater than the capabilities of the department having jurisdiction.
- The Technical Rescue Team (TRT) is highly trained in various disciplines, such as: complex vehicle extrication, high-angle rescue, confined space rescue, structural collapse, and advanced swift water rescue.
- The technical rescue equipment available to service our customers is state of the art and encompasses items not available for immediate deployment anywhere else in the county and most of the region.
- All of our Wildland Response Team (WRT) members have additional training in basic wildland firefighting after completing the National Wildland Coordination Group (NWCG) S130/190 class. Additionally, all members are issued full wildland personal protective equipment (PPE) that meets NFPA 1977.
- The Department participates in the Texas Intrastate Fire Mutual Aid System and can send either an all-hazards response or a wildland firefighting response. The Department is capable of sending an all-hazards company, with a minimum of four structural firefighters on a structural fire engine (Type 1 Engine); or, a minimum of two WRT firefighters on a brush truck (Type 6 Engine) or up to four WRT firefighters on a structural fire engine (Type 1 Engine).
- The Department has a guideline in place to define staffing levels when central Texas falls under a Fire Weather Watch and/or begins having Red Flag days. The additional staffing allows for a rapid response to outside fires during conditions of critical weather and fuel moisture conditions that could lead to rapid or dramatic increases in wildfire activity.
- The Department has great support from the community which is shown by the responses from the customer survey cards that are sent to random customers. All of our front line apparatus are in excellent condition and are well equipped. Current station locations were built in locations, that at the time, provided coverage to current and future development. With the recent passing of the bond election, funding will be available to make many of the improvements. We are also able to use data from GIS mapping to support our needs and requests, and a large part of the staffing needed for the recommendations is already on the payroll.

The current strength of our medical response is its members. The consistently high level of education and commitment is continually observed by not only our other members of the fire department, but also through city employees, customers, as well as our Medical Director. There are currently sixteen paramedics and two EMT-Intermediate, or advanced EMTs, which make up our First Responder Advanced Provider Team (FRAP). There are two more paramedics, and one intermediate, EMTs that will be going through the credentialing process in the next year. All personnel, from basic to paramedic, are involved with monthly EMS training to continue giving the best care available.

Weaknesses

- A small to medium hazardous materials release will take four to six hazmat technicians and four to six operations level personnel. The biggest weakness for the RRHMRT would be the required number of hazmat technicians per shift (three hazmat technicians per policy).
- The lack of hazmat training and knowledge of hazmat from officers in the command role.
- The lack of a functional place to conduct research and planning in the hazmat trailer.
- The vehicle that carries the bulk of our technical rescue equipment is no longer operational and a replacement is not immediately available. The vehicle was a fire engine scheduled for auction that was repurposed and rebuilt to carry the rescue equipment. The vehicle has reached the point where it is no longer feasible from a cost of maintenance stand point. Currently, the team is using a reserve rescue to carry their equipment, which is built on a pickup chassis. It is an older rescue and not designed to handle all of the equipment.
- The current staffing model of three TRT minimum per shift is not adequate for technical rescue calls. Even if all six members of one shift are on-duty at the same time, they would be spread over several units, delaying action until enough trained personnel are assembled. Even then, the team may have to rely on off-duty call backs or other departments to provide sufficient trained personnel to mitigate the incident.
- The WRT was development in the Fall of 2011 after a major wild fire season in the State of Texas. With the team being so new, one of our weaknesses is a limited number of trained, and credentialed, firefighters with limited wildland firefighting experience. Through training with the Texas Forest Service and US Fish & Wildlife, there are plans to provide opportunities for the WRT members to gain valuable experience in wild fire behavior.
- The GIS data and call reports have shown some key areas in the City where we have extended response times. Through talks with GIS and Transportation about future road development into these extended response areas, a fire station located in or near these extended response time areas is the most viable option to improve our response time. Because of this, improving response times takes time, planning, design, and construction of a new station. The Round Rock area is also known to have hidden caverns and the potential of endangered species found on undeveloped land. Because of this, an environmental study will likely have to be done on any

land purchased to build a fire station, which can delay the construction phase. There is also a shortage of undeveloped land in areas that would be an ideal location for a fire station.

Our EMS program has, in the past, been limited in the number of advanced interventions that we have been able to provide. Our Medical Director has recently enabled the Round Rock Fire Department to provide all the interventions that our certification allows. This is a significant step forward in our department's ability to provide rapid advanced care to those in need; however, it requires that the Department develop a significantly strong infrastructure to oversee the proper handling of medication, delivery of skills, as well as timely and efficient training to allow for the delivery of these interventions to the customer, in the fashion to which they are accustomed. We also need to develop a more robust Quality Assurance and Quality Improvement (QA/QI) program to ensure we are meeting our goals. The initial cost of the equipment for advanced care can be significant. The costs of maintaining equipment and certifications are a continuing cost of maintaining the programs.

Opportunities

- The ability to train with other county agencies.
- The ability to train with the 6th Civil Support Team (CST) and the CBRNE Enhanced Response Force Packages (CERFP).
- We have an opportunity once a year to participate in the CBRNE Drill which is a regional event.
- We have the ability to send three personnel each year to a hazmat technician class.
- Develop a training program to train new members in-house, as well as provide a venue for regional classes, at the new training facility.
- The TRT team has established a reputation for its expertise, professionalism and skill. We should capitalize on our involvement in training with other agencies in the county, region and state with the intent of becoming a leader in technical rescue.
- Other city departments, including our own, as well as cities in the area and region should be educated on the capabilities of the TRT, in order for us to better assist them, and to further our leadership role in the region.
- The WRT is quickly developing a reputation of being knowledgeable, well trained, and hard working. This will provide many opportunities to partner with the Texas Forestry Service, and US Fish & Wildlife in the future.
- There will be a vast array of opportunities to utilize the WRT throughout the year. The team can be used on local and regional Capital Area Council of Governments (CAPCOG, a ten county area) responses and under a Texas Intrastate Mutual Aid System (TIFMAS) mobilization. There are plans in the works to form a Round Rock Wildland Fuels Mitigation group. This group will evaluate the City's Wildland/Urban Interface threats and develop plans to mitigate those hazards through a fuel reduction program.

The greatest opportunity we will have with the new apparatus/station placement is that we can improve our response times and reach more customers within six minutes simply by relocating some resources. Our recommendation would allow us to keep the same number of units on the street, by upgrading existing squads into engines, and dispersing them into the City to be able to reach the customer at an improved response time. Having more stations throughout the City also gives the Fire Department more opportunities to make contact with the public, which can help boost the positive public image of the fire department. This recommendation requires hiring 15 new employees as compared to 39.

- Some new opportunities include the ability to deliver new therapies and medications. We can also utilize new cardiac monitoring equipment to better recognize and treat emergency health conditions such heart attacks. Advancements in technology keep our industry very dynamic and fluid. As more science is delivered and studies are done in the field of medicine, our medication, interventions, and delivery methods will change so as to continue to provide a high level of service.
- There are opportunities to partner with Williamson County EMS in cost sharing with the purchase of future equipment, such as 12 lead monitors.

Threats

- The threat of a major hazardous material release can be categorized into four categories.
    1. The greatest potential threat inside and around the City of Round Rock is highway transportation incidents involving hazardous material cargo. The City has two major thoroughfares (IH 35 and SH 79) that are heavily traveled by carriers of hazardous materials cargo.
    2. The Union Pacific Railway that runs through the City of Round Rock is one of the busiest railways in the state. This causes a significant threat to the city for a large hazardous materials release.
    3. Tier II facilities add a high threat potential for a hazardous materials release in the City of Round Rock. Most facilities have safety precautions and safety devices in place to reduce the threat of a hazardous materials release.
    4. The threat of a Weapons of Mass Destruction (WMD) event is a low risk threat but could have a huge impact on the city, if it occurred.
- Vehicle Rescue: With the interstate corridor, two toll roads and numerous other major thoroughfares, there is a great potential for vehicle crashes resulting in a need for stabilization of the vehicle and/or rescue of the occupants. The TRT should be trained, equipped, and

available to respond to mitigate any rescue involving the vehicles commonly traveling through our jurisdiction. This would also include freight and passenger trains.

- Trench and Confined Space Rescue: With ongoing large scale construction in our response area, there is a high potential for on-site accidents requiring the rescue of workers from collapsed trenches and/or confined spaces. Confined spaces include the local water towers. Our current training and staffing levels will not allow an immediate response by a rescue team the size specified in NFPA 1670 Chapter 7.

  Hazard Preplan Program: In 2003, a worker was trapped approximately 200' up inside a water tower after falling from scaffolding during maintenance work inside the tank. With seventeen water towers and even more cell phone towers in our response area, there's a high potential for a re-occurrence of such an event.

- Water rescue: with the number of shallow water crossings and the potential for flash flooding not only within our response area, but regionally, there is a very high potential for incidents requiring the rescue and/or evacuation of water bound victims.
- Collapse rescue: combining new construction, existing older construction, vehicle crashes into buildings, weather related incidents (including earthquakes), and terrorist events, there is a moderate potential for incidents involving stabilization and rescue of entrapped victims from collapsed buildings.
- The threat of a wildland fire is always present in the State of Texas. There are two burn seasons throughout the year, the winter, and the summer burn seasons. The winter burn season brings cold weather, very little moisture, and the cold fronts from the North bring very windy conditions with low relative humidity. The summer burn season is always preceded by the onset of the Texas spring showers that will produce a large fuel load of grassy fuels, followed by an increase in the temperature and a rapid drying of the vegetation. The situation is magnified by the extended drought the State has been in for the last several years.

Fire Marshal's Office

Through a professional, well trained, and safe work force, the members of the Round Rock Fire Department are committed to delivering the highest level of fire prevention, within the city's financial capacity, for our rapidly changing residential, business, and corporate communities. The office shall perform its duties by performing inspections and fire investigations, by providing public education and by adopting fire protection codes.

Background

In the early 1990's Round Rock was in an economic downturn with a population just above 30,000. Today, the City of Round Rock's population within the city limits is at just over 100,000 with an area population of 150,000. Round Rock has been labeled several times as one of the fastest growing areas in the country. Round Rock has also had significant retail and industrial growth putting crucial demands on all of the city's departments, including all divisions of the Round Rock Fire Department. The Round Rock Fire Department has grown during this time from two fire stations to seven fire stations and is currently working on a ten station model. The Fire Prevention Division has grown from one person (Fire Marshal) to five persons (Fire Marshal, and four Fire Inspectors). The Fire Marshal's Office conducted approximately 5,179 inspections, plans reviews, or consultations in 2014. Also, in 2014, the Rock Solid Safety Team taught fire safety and education to over 13,000 elementary age students. The Rock Solid Safety Team is made up of Fire Prevention personnel and from the ranks of the fire department. This division is stretched by demand and limited with personnel. The demand will change in the next five years based on the current population projections with a potential proportionate rise in the economy.

Services Provided

The Fire Marshal's Office provides a number of services to the citizens of Round Rock to include:

Inspections (new and existing)
Plans Review
Permitting and Fee Collection
Code Enforcement
Arson Investigations
Juvenile Fire Setters Intervention
Public Education Explorer's
Post

Strengths

- The Assistant Fire Marshal and two tenured inspectors are very proficient in their fields of duty.
- Prevention has a positive work force.
- Good interdepartmental and divisional cooperation.
- Positive survey comment cards.
- Excellent public education program.
- Permit & fee collections.
- Prevention personnel have adequate vehicles and equipment.
- Work well with Development Services Office.

Weaknesses

- Limited personnel to support the division's four major disciplines compared to the community's demands.
- Prevention personnel need to have more cross training within the division, which will support overall divisional objectives and facilitate succession within the division.
- The Wellness Program should continually be required for all divisions including the Prevention Division.

Opportunities

- The City and Fire Administration supports all divisions of the Fire Department.
- Increasing revenue due to growth (Sales tax, Ad-valorem taxes, ESD's, Permit Fees).
- New Technology.

Threats

- Increased growth demands on stretched Prevention staff.
- Limited time for training.
- Limited, or no, in-house training for Prevention due to limited personnel and growing demands for service.

Training Division

It is the mission of the Training Division to set up challenging, and realistic, training that allows our firefighters to train hard and to teach the correct techniques to work safe so they all go home at the end of their shift.

The dedicated members of the Training Division have many goals, some of which include:

- Transition new firefighters into their roles as firefighters.
- Have an officer development program that prepares firefighters at each rank to assume the responsibilities of the next higher rank.
- Provide training that allows firefighters to develop and maintain essential skills.
- Have performance measures that establish benchmarks for low frequency, high risk events and critical tasks.
- Research new innovations and techniques, and incorporate at least one into the training program each year.

Strengths

- Administrative support.
- By-in from firefighters.
- History of high standards.
- Number of personnel in the Training Division.
- Support from other city departments that support training activities.
- Division is divided up with each person taking certain areas of instruction. This provides better classes for our firefighters and keeps one person from having to know everything.
- Innovative department that is attempting to take the lead in the county and surrounding areas (Mayday, Blue Card).
- Strong working relationship with surrounding fire departments.

Weaknesses

- The lack of a training field requires sending multiple units outside of the city to perform live fire training and it can be difficult to find locations in the city to perform multi-company drills.
- The Training Division's current workload exceeds the availability of staff to meet the needs.

Opportunities

- Offset costs with Blue Card Computer Training Center.
- Development program for Captains and Chief's.
- Training Facility could: o Allow for units to remain in the city and still perform the necessary hands-on training,
    - Bring in additional revenue from other departments , and
    - Allow our department to form a partnership with Austin Community College to conduct our own fire academy.

- Develop a data base that will allow the division to see how we are performing on a "per class" basis and track how we are doing overall, by allowing firefighters to provide feedback for each class, and logging it.

Threats

- As the department has grown, the demand on our crews has grown. With it the complexity of scheduling individual, company, multi-company, hands-on, and live fire training has increased. Up to nine iterations of any given class are required to present any given class to all shift personnel.
- With the diversity and complexity of the firefighting profession, the wide spectrum of subjects has resulted in the training staff rushing to research, prepare, and present classes.

Emergency Management Division

Strengths

- Personnel and expertise within the city and departments.
- Public education through our active website.
- Inter-departmental collaboration and training is constantly growing and refining.
- Regional outreach and training serves as an excellent resource for improved education, training and improvements for departments and the city.
- Availability to the City of Austin and the Council of Governments enhances our outreach, partnerships, and grant opportunities.
- Numerous personnel have completed EOC activation and operations orientation.

Weaknesses

- Notifying public (mainly children) of possible or imminent threats at the parks is limited but necessary for the "Sports Capital of Texas" reputation and safety efforts.
- EOC equipment nearing end of life for optimum output necessary during EOC activations and training.
- OEM is deficient in number of trained/educated personnel to complete the tasks, training and paperwork required for the department.
- OEM and Office of Risk Management need more collaboration for COOP training and special event safety.
- Additional public education program (multi-discipline) is limited to vulnerable populations.
- Numerous employees may be new and need to complete EOC activation and operations orientation.
- The OEM lacks an efficient weather software program to activate during predicted and ongoing weather incidents.

Opportunities

- Leverage city personnel experience, expertise, and education to enhance training opportunities.
  - Regional training that is not offered within the city limits can be available to our employees.
- Integrated OEM and COOP planning between departments and for the city can enhance disaster recovery efforts.
- EMI provides low cost training courses and programs for most disciplines. In addition, city specific and/or topic specific programs are available to enhance program planning, implementation and operations.
- Student intern programs offer low or no cost labor with emergency management education to assist with projects.

- Continuing to work with fire, police, and parks and recreation departments would leverage mitigation efforts for community outreach and education, which in turn creates better prepared citizens/communities.
- Moderately priced (such as GR Level III) weather programs are available to download and use during weather incidents.

Threats

- Grant funding is decreasing for projects and equipment.
- Some required training may not be held within city, county or regional boundaries.
- Lack of personnel creates challenges when trying to fulfill all goals of the OEM in a timely manner.
- Emergency management programs and needs may not always be considered a priority.
- Lack of inter-departmental planning and communications can create confusion in addition to unnecessary duplication of efforts.

Administrative Division

The Administrative Division encompasses the Office of the Chief, Logistics, and the department's civilian support staff. The civilian support staff is charged with many duties and responsibilities from answering the phone to scheduling inspections, collecting fees, clerical work, preparing documents and reports, data analysis, preparing payroll, and working with Finance and Human Resources on behalf of the firefighters.

The Administration Division strives to provide prompt and courteous support to our customers, both internal and external; and, to provide administrative support to all divisions of the fire department and ensure that they have what they need to do their jobs effectively.

Strengths

- Highly experienced and educated administrative staff.
- Good cooperation and interaction among administrative staff.

Weaknesses

- Not enough staff to tend to all the projects that need completing.
- Projects not completed in a timely manner.

Opportunities

- Relationships with business leaders.

Threats

- Financial conservatism creates a struggle in project prioritization and realization.
- Reliance on outside agency validation slows down department goal completion.

Department SWOT

SWOT is an acronym for Strengths, Weaknesses, Opportunities, and 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. A SWOT's key purpose is to identify the strategies that will create a firm specific business model that will best align our organization's resources and capabilities to the requirements of the environment in which our personnel operate. Our expectation is that the SWOT analysis will provide the necessary information and foundation for evaluating the internal potential and limitations and the probable/likely opportunities and threats from the external environment. It views all positive and negative factors inside and outside the department that affect our overall success.

Strengths	Weaknesses
• Great customer service • Talented and capable employees • Highly efficient • Clearly defined mission • Community support • Positive reputation • Flexibility/adaptability • Great partnerships • Great labor/management relations • Innovative • FRAP program • Wellness program • Public education program • Explorer program	• Budgetary restrictions • Young organization • Workload • Participation • Apathy • Recruitment/diversity • Community involvement • Lack of preplans on MCTs • Dispatching • Inconsistency of physical fitness • Lack of training field
Opportunities	**Threats**
• Relationships • Higher education • Collaboration • Partnerships • Regionalization • Technology • Revenue generation • Creativity • Bond election	• Prolonged drought • Workload • Conservatism • Newly elected officials • Reliance on sales tax • Low property taxes • Capital item funding • Mechanic retention

Goal 1: Leadership

To provide for the long term health of the leadership team.

Strategy 1: Develop and implement succession plans for the department, divisions, and teams.

Action Steps

1. In 2015, revise the relief position programs (driver, lieutenant, captain, and battalion chief).
2. In 2015, develop a mentorship program for new/company officers.
3. In 2015, develop a succession plan for the training and prevention divisions.

4. In 2015, continue leadership and management training program for battalion chiefs and captains.
5. In 2016, develop a succession plan for suppression personnel to expose them to the day-to-day operations of other divisions in the fire department.

Strategy 2: Grow and expand our firefighter health, safety, and wellness programs.

Action Steps

1. In 2015, analyze injury/accident data to highlight areas needing improvement.
2. In 2016, begin conducting physical fitness assessments of all firefighters.
3. In 2016, begin training personnel as ACE fitness instructors.

Goal 2: Community Relations

To establish and maintain a positive public image.

Strategy 1: Build and expand our local public relations programs.

Action Steps

1. In 2016, create a senior citizens education program
2. In 2017, expand our fire explorers post program.
3. In 2018, create a citizens fire academy.

Strategy 2: Diversify our department to be more representative of our community.

Action Steps

1. In 2016, increase our focused recruiting efforts.
2. In 2016, apply to teach our own fire academy.
3. In 2017, revise local civil service rules to allow hiring of qualified personnel who are not certified and putting them through our own fire and EMT training program.

Strategy 3: Expand our regional and state level public relations programs.

Action Steps

1. In 2016, increase the number of department personnel who are assisting with the State Emergency Operations Center at DPS.
2. In 2019, seek an agreement with Austin Community College to expand their firefighter program.
3. In 2019, operate a TCFP structural fire academy.

Goal 3: Emergency Service Delivery

To determine the acceptable level of risk with respect to providing a fiscally responsible level of service.

Strategy 1: Position fire stations throughout the city to meet the response time objective of the first unit arriving on scene within 6 minutes of placing the call with a reliability of 90%.

Action Steps

1. In 2015, begin the construction of a fire station in the area of Red Bud Ln, north of Gattis School Rd.
2. In 2015, begin the construction of a fire station in the area of Lisa Rae Dr. and Double Creek Dr.
3. In 2016, hire 6 new firefighter positions to upgrade Squad 3 to Engine 3.
4. In 2016, relocate/rebuild fire station 3.
5. In 2017, build a fire station in the northwest area of the city.
6. In 2017, hire 12 new firefighter positions to staff the northwest fire station.
7. In 2018, remodel Central Fire Station.
8. In 2019, build a second fire station in the northwest area of the city
9. In 2019, hire 12 new firefighter positions to staff the second northwest fire station.
10. In 2020, assess the needs for a fire station in the northeast area of the city.

Strategy 2: Establish programs to support FD response to incidents.

Action Steps

1. In 2016, establish a quality assurance/quality improvement (QA/QI) program for medical incidents.
2. In 2016, purchase two compression assistance devices to improve outcomes in CPR events.
3. In 2018, increase minimum staffing on the platform aerials to 4.
4. In 2019, increase minimum staffing on all aerials to 4.

Strategy 3: Enhance our department's advanced life support (ALS) capabilities.

Action Steps

1. In 2015, purchase, train and deploy 12-lead cardiac monitors to better respond to cardiac patients.
2. In 2015, seek improvements to carry medications for seizure patients.
3. In 2016, establish a community paramedicine program in cooperation with WCEMS.
4. Continue to train 3 firefighters per year as paramedics to increase our ALS providers to 12 per shift.
5. In 2016, assign one paramedic per shift per unit.

Strategy 4: Enhance our service delivery for specialized incidents involving hazardous materials, technical rescue, and wildland incidents.

Action Steps

Hazardous Materials:

1. In 2016, increase minimum Hazardous Materials (HazMat) technicians on duty from 3 to 4.
2. In 2016, designate another station to house HazMat technicians not assigned to Station 6.
3. In 2016, upgrade Ludlum Radiation Detector.
4. In 2017, purchase Chlorine simulator and other HazMat training props.
5. In 2018, increase minimum HazMat technicians on duty from 4 to 5.

Technical Rescue:

1. In 2015, increase Technical Rescue Team (TRT) size from 18 to 21.
2. In 2015, train all fire department personnel for swiftwater rescue.
3. In 2016, increase TRT size from 21 to 24.
4. In 2016, increase minimum TRT staff on duty from 3 to 4.
5. In 2018, train all TRT personnel in structural collapse.
6. In 2018, increase minimum TRT staff on duty from 4 to 5.

Wildland:

1. In 2015, improve safety, cost effectiveness, and efficiency through adequate staffing, equipment, and appropriate response to wildland fire.
2. In 2015, apply for Type 3 engine with Texas Forestry Service.
3. In 2015, establish a tool cache for wildland hand tools.
4. In 2016, begin the reduction of wildland fuels in high hazard areas.
5. In 2016, conduct risk assessment to identify wildland urban interface threats.
6. In 2018, obtain NWCG Type 2 dozer and haul truck.
7. In 2019, designate a station to house wildland team and equipment.

Strategy 5: Hire appropriate support staff to allow for the goals of the department to be met.

Action Steps

1. In 2015, hire 3 battalion chiefs to create a second shift commander position.
2. In 2016, hire a data analyst.
3. In 2017, hire a second assistant fire chief allowing for the split out of an Operations Division and an Administrative Division.

Goal 4: Emergency Management

To provide for Emergency Management through well trained personnel, a properly sized and outfitted EOC, and thorough planning.

Strategy 1: Develop a Plan for EOC upgrade project.

Action Steps

1. In 2015, evaluate current state of equipment in EOC and provide report.
2. In 2015, collaborate with IT/Logistics to determine a schedule for upgrade and/or replacement.
3. In 2016, evaluate and purchase weather program for a minimum of 4 stations in the EOC.

Strategy 2: Regularly exercise EOC equipment and ensure readiness.

Action Steps

1. In 2015, develop a schedule for exercise and evaluation.
2. In 2015, prepare and post position specific manuals and instructions for EOC equipment.
3. In 2015, provide a supplies cache for printers, plotter, etc.

Strategy 3: Enhance event documentation, situational awareness, and resource tracking.

Action Steps

1. In 2016, configure WebEOC for the city.
2. In 2016, conduct training on WebEOCs use and benefit.
3. In 2016, incorporate WebEOC into regularly scheduled training.
4. In 2016, evaluate the WebEOC boards based on feedback from training.

Strategy 4: To enhance the current notification system to maximize timely, effective emergency notification to employees, residents and visitors of the city through redundant systems. Action Steps

1. In 2015, collaboratively evaluate outdoor warning systems.
2. In 2015, evaluate lightning prediction systems for parks.
3. In 2016, implement low water crossing camera monitoring system.
4. In 2016, implement outdoor warning system citywide.
5. In 2017, implement lightning prediction systems for Old Settlers Park.

Strategy 5: Evaluate the Emergency Management Accreditation Program (EMAP).

Action Steps

1. In 2016, initiate review of the accreditation program.
2. In 2017, determine funding streams.
3. In 2018, evaluate the EMAP program for potential implementation.

Strategy 6: Create an educated and efficient EOC team.

Action Steps

1. In 2015, provide information and/or host EOC and related emergency management training opportunities.
2. In 2015, coordinate with EOC personnel to develop EOC position specific check lists.
3. In 2015, place EOC position specific packets/binders and other training tools as needed in the EOC.
4. In 2015, provide local EOC training to all EOC personnel.
5. Ongoing, monitor and facilitate departmental NIMS training.

Strategy 7: Provide regular workshops and exercises for EOC designees and officials.

Action Steps

1. In 2015, develop ongoing EOC training schedule.
2. In 2015-2017, develop a series of progressive scenarios to build team confidence.

Goal 5: Public Safety and Education

To provide our citizens a safe living environment and quality public safety education.

Strategy 1: Educate the public on the dangers and prevention steps for wildfire safety.

Action Steps

1. In 2016, through 2019, work towards becoming a Firewise Community.
2. In 2016, implement Ready, Set, Go! Program.

Strategy 2: Increase the number of public education staff available through the Fire Marshal's Office.

Action Steps

1. In 2016, hire one fire inspectors/public educator.
2. In 2018, hire one fire inspectors/public educator.

Goal 6: Trained Personnel

To provide our personnel with the knowledge and education to deliver great service to our citizens, go home to their families after each shift, and have a long and fulfilling retirement.

Strategy 1: Deliver appropriate and proper training to our personnel.

Action Steps

1. In 2015, teach HazMat Incident Command class to all Captains and Battalion Chiefs
2. In 2015, teach HazMat Technician course to newly promoted Lieutenants and to newly hired firefighters
3. In 2015, develop and implement a program to teach operations division personnel to become Inspector I and/or Origin and Cause investigators.
4. In 2015, research and teach initial command level training on managing firefighter mayday situations.
5. In 2015 through 2018, establish training benchmarks for high risk/low frequency events.
6. In 2016, implement a program to allow our ALS providers to obtain advanced training and skills sessions in local emergency and operating rooms.
7. Ongoing, continue to deliver command level refresher training on managing firefighter mayday situations as required.

Strategy 2: Provide firefighters with the resources and programs to obtain training and ensure their well-being.

Action Steps

1. In 2015, work with our partners to improve our infectious disease program.
2. In 2015, purchase ballistic protection for firefighters responding to active shooter and other violent calls.
3. In 2016, begin construction of a fire training facility.
4. In 2018, hire a Fire Training Captain to better facilitate the citizen's fire academy and cadet training program.