



HUTTO FIRE RESCUE

WILLIAMSON COUNTY EMERGENCY
SERVICES DISTRICT #3



2020 - 2023 COMMUNITY-DRIVEN STRATEGIC PLAN

SCOTT D. KERWOOD, FIRE CHIEF



Hutto Fire Rescue/Williamson County Emergency Services District #3

“PHILOSOPHY STATEMENT”

Hutto Fire Rescue/Williamson County Emergency Services District #3 (Hutto Fire Rescue) recognizes the value of human life and dignity. Our philosophy, which embodies our organizational values and beliefs, provides a guide for members in the performance of daily activities.

UNIFYING GOAL

The unifying goal of Hutto Fire Rescue is to help people by working together.

Helping people by:

- Providing aid and assistance to all citizens of the Hutto community.
- Cooperating with other agencies and organizations.
- Providing encouragement and opportunity for personal growth and development.

Working together by:

- Commitment, mutual support, participation, and involvement.
- Hutto Fire Rescue and its members working together as a team within the organization.
- Hutto Fire Rescue and its members working together with the Hutto community.

This unifying goal is founded on our **VALUES** and **BELIEFS**. The success of Hutto Fire Rescue depends on the combined efforts of its members, along with the support of other organizations and the Hutto community.

GOVERNANCE

Hutto Fire Rescue is proud to operate as a **SMART** (simple, moral, accountable, responsive, transparent) government that accomplishes all our services by using minimal tax dollars, and is committed to provide a well trained and equipped group of firefighters to aid in the protection and well-being of the citizens of the City of Hutto and the Hutto community.

MISSION

Hutto Fire Rescue will evolve and adapt to the demands of providing efficient and effective services to the best of our ability, for an ever-changing and growing community; while maintaining a healthy and professional work environment - Every Shift, Every Day.

CORE VALUES

- | | |
|------------------|------------------|
| • FAMILY | • INTEGRITY |
| • PRIDE | • COMPASSION |
| • TRADITION | • RESPECT |
| • DUTY | • LOVE |
| • DISCIPLINE | • COURAGE |
| • HONOR | • RESPONSIBILITY |
| • LOYALTY | • HONESTY |
| • ACCOUNTABILITY | • ADAPTABILITY |

BELIEFS

People are our most important asset:

- Individual self respect must be valued and protected.
- We must respect and support each other as individual human beings with differing values and needs.
- We must be loyal to Hutto Fire Rescue, the City of Hutto, and the Hutto community.
- We are responsible for the operations and success of Hutto Fire Rescue.
- We are accountable for our individual actions and performance.
- Individual performance and team performance must be recognized.
- We must encourage and support others in their growth and development.
- Each of us should strive to grow and develop to our potential.

Teamwork:

- Involvement, participation, and teamwork result in the best solutions, methods, and goal achievement.
- Decision making should be shared in Hutto Fire Rescue, recognizing that not everyone will share in every decision.
- Communication must be open throughout all levels of Hutto Fire Rescue.
- Innovation leads to improvement and development; therefore, it is encouraged and supported.
- All of us must work toward the improvements and betterment of Hutto Fire Rescue.

Standard of Excellence:

- Each of us should set and pursue high performance standards and perform to the best of our abilities.
- We, as Hutto Fire Rescue, must maintain high standards and strive to perform to the best of our abilities.
- We must provide our services efficiently and effectively.

Progressiveness:

- Constant change is not only inevitable, it is necessary. Productive change should be supported and directed toward achieving individual and Hutto Fire Rescue goals.
- We, as individuals and as Hutto Fire Rescue, must have the flexibility to change in order to progress and meet future challenges.

ONE TEAM – ONE MISSION

In the spirit of our tradition, we strive for excellence – respectfully serving all with pride, honor, and compassion.

BOARD OF COMMISSIONERS

Bill Brown, President

Butch Miller, Vice President

Dan Hejl, Secretary

Anne Cano, Treasurer

Garry Guthrie, Vice Treasurer

The Role of the Board

The Board of Commissioners is the appointed policy-making body for the Williamson County Emergency Services District #3. The Commissioners provide financial oversight and strategic policy direction to maximize the public value of District services.

FIRE CHIEF

Scott D. Kerwood

PhD, CFO, EFO, CEMSO, FM, CFPS, FIFireE, CEM®, TEM®

The Role of the Chief

The Fire Chief is the Chief Executive Officer of the District. In collaboration with the Board of Commissioners, and in partnership with all members of the organization, the Chief provides direction, protection, and leadership to the District.



WILLIAMSON COUNTY EMERGENCY SERVICES DISTRICT #3

Hutto Fire Rescue

210 E. Highway 79, Suite #203

P.O. Box 175

Hutto, TX 78634

Phone (512) 759-2616 FAX (512) 846-1946

www.huttofirerescue.org

"YOUR HOMETOWN FIRE DEPARTMENT"

BOARD OF COMMISSIONERS

President

Bill Brown

Vice President

Butch Miller

Secretary

Dan Hejl

Treasurer

Anne Cano

Vice Treasurer

Gary Guthrie

ADMINISTRATION

Fire Chief

Scott D. Kerwood

Assistant Fire Chief

Rob Bocanegra

Fire Marshal

Eric Woods

Administrator

MaryAnn Buchanan

Fire Chiefs' Message

I am pleased to submit to you the *Hutto Fire Rescue/Williamson County Emergency Services District #3 Community-Driven Strategic Plan 2020-2023*. Strategic planning is defined as a disciplined effort to produce functional decisions and actions that shape and guide what an organization is, what it does, and why it does it. Strategic planning is intended to enhance an organization's ability to increase effectiveness, increase efficiency, improve decision making, improve organizational capabilities, improve communications and public relations, improve political support, and improve the organizations ability to understand and learn.

This *Hutto Fire Rescue/Williamson County Emergency Services District #3 Community-Driven Strategic Plan 2020-2023*, is one of the keys to continuously moving this organization forward in the delivery of our services to the public. Our entire strategic planning system encompasses four areas critical to the success of any emergency services organization:

- 1) *Mission Statement* – Where are we going?
- 2) *Strategic Plan* - How do we get there?
- 3) *Budget* - What is our blueprint of action?
- 4) *Monitoring and Control* - How do we know if we are on track?

This strategic plan however is just words on paper. To be effective, strategic planning must be action oriented and must be linked to tactical and operational planning. To be efficient, implementation of this plan must come from individuals, our members, who continue to strive for improvement of our service delivery. The ability to find and build consensus among policy makers on service levels is also necessary for the success of this *Hutto Fire Rescue/Williamson County Emergency Services District #3 Community-Driven Strategic Plan 2020-2023*. Therefore it will require hard work from every member of Hutto Fire Rescue to successfully put this strategic plan into action.

In 2010 Hutto Fire Rescue developed its initial strategic plan. That document was a first of its kind for an organization trying to keep up with the growth of the area and the increased demands for service. Published in 2011, the *2011-2015 Strategic Plan* identified positive efforts and programs, and was centered upon actions needed to enhance long-term performance of the organization. Then in 2015, while not undergoing a complete revision, the Williamson County Emergency Services District #3 Board of Commissioners and the Administrative Staff went through the planning process to develop a second iteration plan, *2016-2018 Strategic Plan*, and identify what, if anything, had changed in the previous plan

Fire is Everyone's Fight™

and what, if anything, needed to be added or subtracted from the plan. At the conclusion of 2018 everything identified by the Board of Commissioners in the *2016-2018 Strategic Plan* as well as everything from the original *2011-2015 Strategic Plan* were accomplished by Hutto Fire Rescue. That is a major accomplishment for an organization that did not have any long range plan just a few years ago.

Three issues are critical to the success of this ***Hutto Fire Rescue/Williamson County Emergency Services District #3 Community-Driven Strategic Plan 2020-2023***. First is the acceptance that there is a real demand for organizational accountability. This accountability comes at all levels within Hutto Fire Rescue, and is both internal and external to the organization. Second is the ability to deliver a more effective and efficient service to our citizens. Each year the bar gets raised a little bit higher. We must continue to improve on the current level of service that has now come to be expected from us by our taxpayers. Third, and perhaps the hardest, is the challenge to find ways to implement these identified improvements.

So now is the time that the “real work” begins. While our “Organizational Structure” identifies who we are, it is our “Operational Structure” that clearly illustrates what we do. We must continue to operate in such a manner that the public trust and confidence in our service delivery is foremost in how we conduct our operations. Through the efforts and support of the Hutto Community, and the dedicated personnel of Hutto Fire Rescue delivering the emergency services protection, and the International Association of Fire Fighters Local 4707, I believe we can continue to improve the quality of our fire and emergency service delivery. In turn, I am certain that this will continue to bring a little higher quality of life to Williamson County Emergency Services District #3. The cost of conducting our business increases, yet we continue to deliver our services without raising property taxes. While we will continue to be faced with increased demands for emergency service delivery each day, I believe that we can effectively and efficiently meet these needs through proper management, proper planning, and responsible fiscal decisions.

Respectfully Submitted,



Scott D. Kerwood, PhD, CFO, EFO, CEMSO, FM, CFPS, FIFireE, CEM[®], TEM[®]
Fire Chief

Introduction

Hutto Fire Rescue/Williamson County Emergency Services District #3 (Hutto Fire Rescue) provides an all-hazards approach in the protection of the lives and property of the residents, businesses, and visitors of Hutto, Texas. Hutto Fire Rescue is consistently working to maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the department's path into the future via a "Community-Driven Strategic Plan." The following strategic plan follows the guidelines in the Commission on Fire Accreditation (CFAI) *Fire & Emergency Service Self-Assessment Manual 9th Ed.* and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

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

HUTTO FIRE RESCUE | 2020 – 2023 STRATEGIC PLAN

Table of Contents

Organizational Background.....	1
Organizational Structure	2
Operational Structure	3
Community-Driven Strategic Planning	3
Process and Acknowledgements	5
Community Group Findings.....	5
Community Priorities	6
Hutto Fire Rescue Stakeholder Group Findings.....	7
Mission.....	8
Values.....	9
Philosophy.....	9
Programs and Services	10
SWOT Analysis	11
Critical Issues and Service Gaps	11
Strategic Initiatives.....	12
Goals and Objectives.....	12
Vision	20
Performance Measurement.....	21
The Success of the Strategic Plan	22
Glossary of Terms, Acronyms, and Initialisms.....	23
Works Cited	25
Appendix 1	26
Community Expectations	26
Areas of Community Concern	28
Positive Community Feedback	30
Other Thoughts and Comments.....	33
Appendix 2.....	34
Strengths	34
Weaknesses.....	35
Opportunities.....	36
Threats	36
Appendix 3.....	37

HUTTO FIRE RESCUE 2020 - 2023 STRATEGIC PLAN

Organizational Background

Hutto Fire Rescue/Williamson County Emergency Services District #3 (Hutto Fire Rescue) is in Williamson County, Texas, just north of Pflugerville, east of Round Rock, and west of Taylor. Williamson County Emergency Services District #3 serves a 63 square mile area of Central Texas that has experienced explosive population growth. As of the 2000 United States of America Census, Hutto had a population of 1250 persons with an estimated population in the coverage area for Hutto Fire Rescue of approximately 5,000. But by the end of 2005, the City of Hutto population was estimated to be over 12,000 and the Hutto Fire Rescue coverage area to be over 32,000. According to the Hutto Economic Development Corporation, current population estimates show the City of Hutto at approximately 32,000 people while the service area for Hutto Fire Rescue is estimated to be about 45,000 people. By the year 2030, population projections for the City of Hutto are over 60,000, with the entire Hutto Fire Rescue coverage area at around 80,000. The Austin Board of Realtors reports that the City of Hutto can continue to expect an increase in new single-family and multi-family growth by over 180%. This unprecedented growth is driven in large part by the construction of Texas State Highway 130 (SH130) through Hutto. SH130 parallels the Interstate Highway 35 corridor which runs through Austin and Central Texas. Williamson County and the City of Hutto, in particular, are recognized as one of the fastest-growing areas in Texas.



The U.S. Census Bureau recently announced that Williamson County is the fifth fastest-growing county in Texas, with population projections calling for significant, continued growth. There are 10,860 residential lots currently in development throughout Williamson County, more than twice that of Hays County or Travis County. This rapid growth continuously requires progressive planning to keep pace with the influx of residents and traffic. For well over 100 years, Hutto remained a small rural farming community of approximately 600 residents. However, the sudden influx of people moving to Central Texas in the mid-2000s saw a massive uptick in the sleepy town's population.

Today Hutto is known as the Hippo Capital of Texas. Several stories explain how the hippopotamus became Hutto's official mascot. Historian Mike Fowler notes that the most popular local legend is that in 1915 a circus train stopped in Hutto at the depot to take on passengers, pick up and deliver mail, and



HUTTO FIRE RESCUE 2020 - 2023 STRATEGIC PLAN

possibly take on water and fuel for the steam locomotive. The circus train workers also would have taken this opportunity to care for their animals. At some point during this historic layover, a hippopotamus got out of the railcar and made its way to the nearby Cottonwood Creek, which is next to the rail line.

As a symbol of community pride, Hutto is also home to a herd of smaller concrete hippos that stand outside residences, businesses, and public buildings. Many reflect the unique character of the owner or business it represents. Today there are reported to be more than 3,000 of these figures throughout the Hutto community. Even Hutto Fire Rescue has gotten into the hippo craze with the “Dal-Hippo” standing guard outside fire station #1.

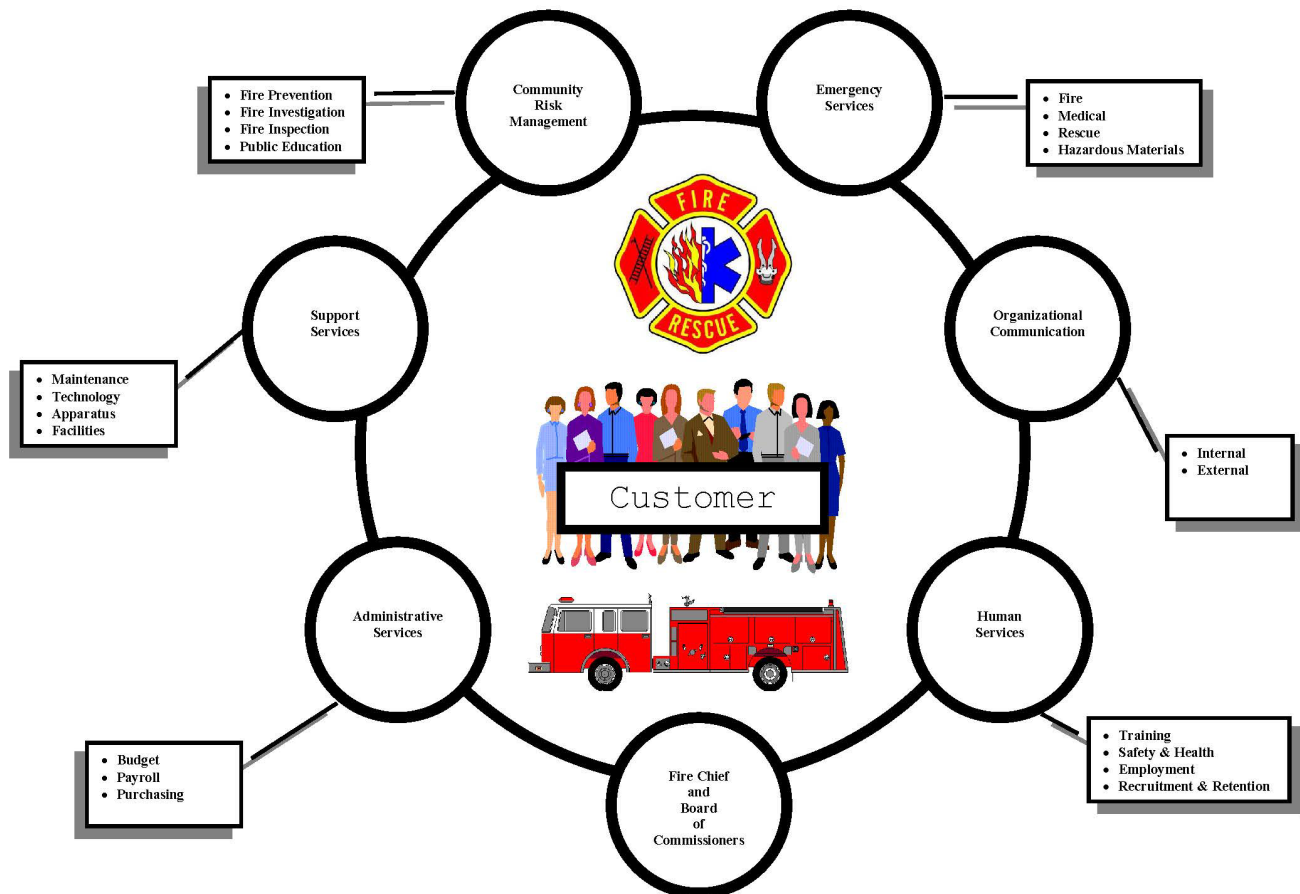


Organizational Structure



HUTTO FIRE RESCUE 2020 - 2023 STRATEGIC PLAN

Operational Structure



Community-Driven Strategic Planning

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

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

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process; one with no clear beginning and no

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



HUTTO FIRE RESCUE 2020 - 2023 STRATEGIC PLAN

defined end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progression and success will be measured.

The Community-Driven Strategic Planning Process Outline

1. Define the programs provided to the community.
2. Establish the community's service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization, along with aspects of the organization that the community views positively.
4. Revisit the mission statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
5. Revisit the values of the organization's membership.
6. Identify the internal strengths and weaknesses of the organization.
7. Identify areas of opportunity or potential threats to the organization.
8. Identify the organization's critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.



HUTTO FIRE RESCUE 2020 - 2023 STRATEGIC PLAN

Process and Acknowledgements

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

Development of this strategic plan took place in July 2019, beginning with meetings hosted by a representative from the CPSE for members of the community (as named in the following table). The department identified community stakeholders to ensure broad representation. The community stakeholders were comprised of some who reside or work within the Hutto Fire Rescue's coverage area, and some who were recipients of Hutto Fire Rescue's service(s).

Hutto Fire Rescue Community Stakeholders				
Denise Aponte	Paul Ayres	Daniel Baum	Randle Blessing	Mike Cooper
Charles Dittman	Celina Estrada Thomas	Doug Gaul	Jessica Johnson	Mike Knipstein
Paul Leal	Edgar Padilla	Scott Parker	Johnny Pena	Robin Ray
Lynn Seiler	John Sullivan	Jarred Thomas	Marcus Traxler	

Community Group Findings

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



HUTTO FIRE RESCUE 2020 - 2023 STRATEGIC PLAN

Community Priorities

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

Programs	Ranking	Score
Emergency Medical Services	1	147
Fire Suppression	2	142
Technical Rescue	3	98
Hazardous Materials Mitigation	4	89
Wildland Fire Services	4	89
Community Risk Reduction	6	83
Domestic Preparedness Planning and Response	7	54
Fire Investigation	8	48
Public Fire and Life Safety	9	42

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



Community Stakeholders Work Session



HUTTO FIRE RESCUE 2020 - 2023 STRATEGIC PLAN

Hutto Fire Rescue Stakeholder Group Findings

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

Hutto Fire Rescue Stakeholders				
Rob Bocanegra	Mary Ann Buchanan	Donovan Carroscio	Chad Chepulis	Levi Chuey
Tom Hines	Scott D. Kerwood	Brian Matocha	Drew Neal	Jason Oltman
Mike Parks		Brian Rudden		Eric Woods



Hutto Fire Rescue Stakeholders



HUTTO FIRE RESCUE 2020 - 2023 STRATEGIC PLAN

Mission

The purpose of the mission is to answer the questions:

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

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

***Hutto Fire Rescue will evolve and adapt
to the demands of providing efficient and effective services
to the best of our ability for an ever-changing and growing community;
while maintaining a healthy and professional work environment –
Every Shift, Every Day.***



Hutto Fire Rescue Stakeholders Work Session



HUTTO FIRE RESCUE 2020 - 2023 STRATEGIC PLAN

Values

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

- FAMILY
- DUTY
- LOYALTY
- RESPECT
- RESPONSIBILITY
- ACCOUNTABILITY
- PRIDE
- DISCIPLINE
- INTEGRITY
- LOVE
- ADAPTABILITY
- TRADITION
- HONOR
- COMPASSION
- COURAGE
- HONESTY

Philosophy

Hutto Fire Rescue/Williamson County Emergency Services District #3

(Hutto Fire Rescue) recognizes the value of human life and dignity.

Our philosophy, which embodies our organizational values and beliefs, provides a guide for members in the performance of daily activities.

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



HUTTO FIRE RESCUE 2020 - 2023 STRATEGIC PLAN

Programs and Services

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

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

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



Hutto Fire Rescue Stakeholders Work Session

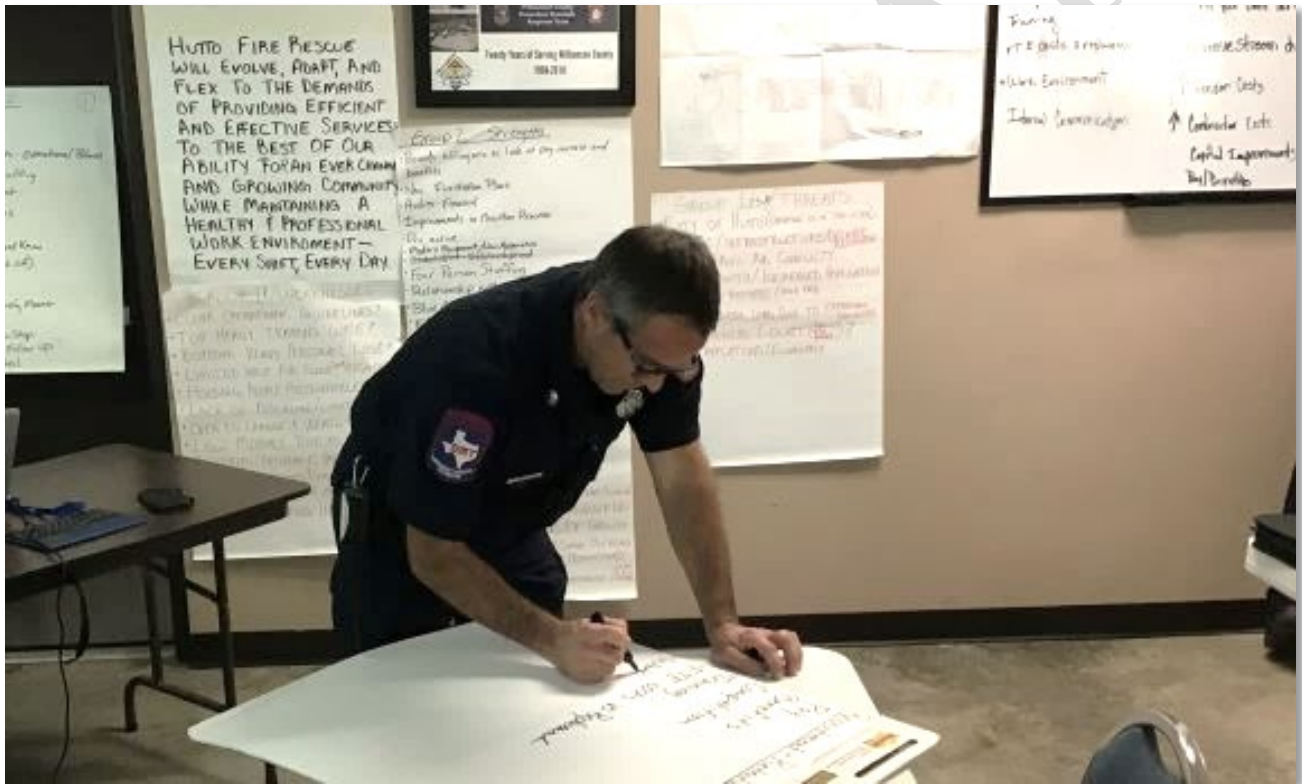


HUTTO FIRE RESCUE 2020 - 2023 STRATEGIC PLAN

SWOT Analysis

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

Appendix 2 consists of the SWOT data and analysis collected by the Hutto Fire Rescue stakeholders.



Hutto Fire Rescue Stakeholders Work Session

Critical Issues and Service Gaps

Following the identification and review of the Hutto Fire Rescue's SWOT, two separate groups of Hutto Fire Rescue stakeholders met to identify themes as primary critical issues and service gaps (found in Appendix 3). The critical issues and services gaps identified by the stakeholders provide further guidance toward the identification of strategic initiatives, which will ultimately lend direction for the development of goals, objectives, critical tasks, and timelines.



HUTTO FIRE RESCUE 2020 - 2023 STRATEGIC PLAN

Strategic Initiatives

Based upon all previously captured information and the determination of critical issues and service gaps, the following strategic initiatives were identified as the foundation for the development of goals and objectives.

Hutto Fire Rescue's Strategic Initiatives			
Communications	Organizational Growth	Recruitment and Retention	Succession Planning

Goals and Objectives

To continuously achieve the mission of Hutto Fire Rescue, realistic goals and objectives with timelines for completion must be established. These will serve to enhance strengths, address identified weaknesses, provide a clear direction, and address the concerns of the community. These should become a focus of the department's efforts, as they will direct the organization to its desired future while reducing the obstacles and distractions along the way. Leadership-established workgroups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with Hutto Fire Rescue's leadership.

Goal 1	Continuously improve communications processes to keep timely, relevant, and fact-based information clear and concise.		
Objective 1A	Identify and evaluate the current communication process within the organization.		
Timeframe	2 months	Assigned to:	FIRE CHIEF
Critical Tasks	<ul style="list-style-type: none">• Build a list of current communication processes and technology used by the department to disseminate information.• Gather input of likes and dislikes from current internal and external users to include, but not limited to:<ul style="list-style-type: none">○ Dispatch○ Williamson County agencies○ Department personnel○ Auto and mutual aid partners○ City of Hutto• Compile to information gathered to create a report of findings.• Evaluate the information for any gaps and effectiveness in the communication process.• Create a list of identified deficiencies.		
Funding	Capital Costs:	Consumable Costs:	
Estimate	Personnel Costs:	Contract Services Costs:	



HUTTO FIRE RESCUE 2020 - 2023 STRATEGIC PLAN

Objective 1B	Create a plan to streamline and improve processes used to communicate information to internal and external customers.	
Timeframe	3 months	Assigned to: FIRE CHIEF
Critical Tasks	<ul style="list-style-type: none"> • Research other agencies' communication processes. • Perform a comparative analysis of completed research with the current department communications process. • Compile a list from research obtained that will best improve both internal and external communications processes. • Beta test a small-scale and short-term trial period of the new platform to evaluate if the plan to streamline and improve the communication process is effective. • Identify and correct any deficiencies found in the beta test. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1C	Build and deliver a training program that informs and educates users of the newly developed process.	
Timeframe	6 months	Assigned to: TRAINING OFFICER
Critical Tasks	<ul style="list-style-type: none"> • Create curriculum based on the beta testing for delivery to all users. • Identify the appropriate methods of delivery for the newly developed training program. • Use the identified methods of delivery to inform and educate all users. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1D	Implement newly developed organizational communications processes to internal and external customers.	
Timeframe	6-9 months	Assigned to: ASSISTANT FIRE CHIEF
Critical Tasks	<ul style="list-style-type: none"> • Determine a timeframe for implementing the process. • Schedule the plan roll-out for all department partners. • Deliver the completed process to the users. • Make any needed adjustments based on feedback from all users. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1E	Create an evaluation process to determine the effectiveness and relevancy of information gathered and disseminated to identify needed improvements.	
Timeframe	3 months-ongoing	Assigned to: ASSISTANT FIRE CHIEF
Critical Tasks	<ul style="list-style-type: none"> • Determine the data needed to evaluate the program for effectiveness and relevancy. • Obtain feedback that is reflective of the established data points. • Evaluate the feedback using the goal parameters. • Based on those findings, make any needed adjustments to the process. • Use the established roll-out program process to implement the process. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



HUTTO FIRE RESCUE 2020 - 2023 STRATEGIC PLAN

Goal 2	Embrace and acknowledge organizational growth needs through the creation of a proactive process to meet the needs of a rapidly growing community in a timely and responsive manner.		
Objective 2A	Identify station locations, staffing, equipment, performance, and support services to determine our current operating environment.		
Timeframe	3-6 months	Assigned to:	FIRE CHIEF
Critical Tasks	<ul style="list-style-type: none">• Conduct a fiscal survey of physical resource assets.• Evaluate current organizational staffing and conduct a needs assessment for future staffing positions.• Review current performance data and conduct a fiscal assessment of the needs required to meet established performance benchmarks.• Conduct a needs assessment for future fire station locations needed to meet the demands of benchmark goals.• Complete and disseminate a report of assessment findings.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 2B	Forecast future operational needs to meet the demands of a growing community.		
Timeframe	3-6 months	Assigned to:	FIRE CHIEF
Critical Tasks	<ul style="list-style-type: none">• Review previously developed data to determine the current and projected population of the community.• Request and review relevant response heat maps from Williamson County to determine geographical response data.• Assess previously determined needs to meet national standards to provide the appropriate responses to the community.• Develop a trending matrix for population growth and deployment needs.• Prioritize future needs from the trending information gathered.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 2C	Validate future organizational needs utilizing statistical data collected.		
Timeframe	1-2 months	Assigned to:	FIRE CHIEF
Critical Tasks	<ul style="list-style-type: none">• Compile all previously collected information.• Conduct a comparative analysis of current performance, staffing, points of delivery, and equipment.• Create benchmarks for organizational management of the identified growth.• Measure the results of the analysis against established benchmarks to validate the plan.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	



HUTTO FIRE RESCUE 2020 - 2023 STRATEGIC PLAN

Objective 2D	Conduct a costs analysis to develop and prioritize the organizational plan.		
Timeframe	1-2 months	Assigned to:	FIRE CHIEF
Critical Tasks	<ul style="list-style-type: none">• Determine costs of the current organizational model.• Determine the future potential costs of the model.• Analyze the results to create a model prioritization list.• Use the prioritization list to insert priorities into the budget process,• Seek approval of the proposed budget and review all items approved.• All items not approved will be maintained for future submittal.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 2E	Seek organizational and community support for the developed and prioritized plan.		
Timeframe	6-12 months	Assigned to:	FIRE CHIEF
Critical Tasks	<ul style="list-style-type: none">• Develop a survey for all stakeholders.• Distribute the survey to all stakeholders to gather information on the plan.• Analyze stakeholder feedback to determine the needed level of support.• Strategic-level items identified should be included in strategic plan updates.• Complete a report of findings from the stakeholder survey.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 2F	Implement organizational findings to achieve all previously developed objectives.		
Timeframe	3-6 months	Assigned to:	FIRE CHIEF
Critical Tasks	<ul style="list-style-type: none">• Divide findings into capital improvement and operational categories.• Obtain vendor bids for all identified findings.• Using obtained vendor bids, create a budget for submittal and approval.• Upon approval of budget items, implement the acquiring process.• Use the current organization process as needed.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 2G	Create an evaluation process to measure the effectiveness of the implanted plan.		
Timeframe	6 months-ongoing	Assigned to:	FIRE CHIEF
Critical Tasks	<ul style="list-style-type: none">• Review the previous objective-based benchmarks.• Create over-arching organizational benchmarks.• From those benchmarks, create baseline data points to measure progress,• Determine the capacity to collect baseline data.• Develop the process to capture the data available.• Conduct a gap analysis to determine deficiencies.• Adjust the overall model based upon noted deficiencies.• Re-evaluate all model changes and make changes as needed.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	



HUTTO FIRE RESCUE 2020 - 2023 STRATEGIC PLAN

Goal 3	Recruit and retain highly qualified and skilled individuals to better our organization and provide efficient and effective services, to the best of our ability, to our customers.	
Objective 3A	Conduct a needs assessment for recruitment and retention for the organization.	
Timeframe	6 months	Assigned to: ASSISTANT FIRE CHIEF
Critical Tasks	<ul style="list-style-type: none"> • Conduct a survey from like organizations on current recruitment and retention parameters used to determine program needs to stay competitive. • Compile survey information. • Analyze the research data to determine what should be used by the organization. • Rank the elements from the research that were selected to be used to improve the current program. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3B	Identify and evaluate the current recruitment and retention program used in the organization.	
Timeframe	3 months	Assigned to: ASSISTANT FIRE CHIEF
Critical Tasks	<ul style="list-style-type: none"> • Identify and evaluate the current recruitment and retention program. • Compare the information from the needs assessment with the current program. • Select improvements needed that were identified in the comparative analysis to strengthen the organizational recruitment and retention program. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3C	Create a plan to continuously improve the process used to recruit and retain highly qualified and skilled individuals for the betterment of the organization.	
Timeframe	6-9 months	Assigned to: ASSISTANT FIRE CHIEF
Critical Tasks	<ul style="list-style-type: none"> • Create plan strategies to improve the program based on the results of the comparative analysis and needs assessment. • Recommend and seek approval for modifications to the program through the current organizational process. • Prepare and deliver a justification report of important changes and needs using the current organizational process. • To the extent of the approval, adjust the plan as needed. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



HUTTO FIRE RESCUE 2020 - 2023 STRATEGIC PLAN

Objective 3D	Conduct a costs analysis and budget for the recruitment and retention program.		
Timeframe	2 months	Assigned to:	ASSISTANT FIRE CHIEF
Critical Tasks	<ul style="list-style-type: none"> • Identify the cost of the current recruitment and retention program. • Compare the current recruitment and retention program cost to the proposed new budget and program. • Recommend and seek approval for the proposed and enhanced recruitment and retention program budget. • When approved, initiate the enhanced recruitment and retention program strategies. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 3E	Create evaluative tools to determine program effectiveness relevant to the goal parameters.		
Timeframe	3 months-ongoing	Assigned to:	ASSISTANT FIRE CHIEF
Critical Tasks	<ul style="list-style-type: none"> • Determine the data needed to evaluate a new recruitment and retention program. • Build feedback mechanisms to gather pertinent data relevant to the program. • Obtain feedback from the mechanisms that is reflective of established data points to include, but not limited to: probationary firefighter survey, employee survey, exit interviews, and community feedback surveys. • Evaluate collected feedback against desired goal outcomes. • Based on findings, make the needed adjustment to the program. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	



HUTTO FIRE RESCUE 2020 - 2023 STRATEGIC PLAN

Goal 4	Create a succession plan that mentors and develops employees to have the knowledge, skills, and abilities that ensure efficient and effective services are delivered.		
Objective 4A	Develop roles, responsibilities, and expectations for all current and future employees; to ensure that efficient and effective services are delivered.		
Timeframe	6-12 months	Assigned to:	FIRE CHIEF
Critical Tasks	<ul style="list-style-type: none"> • Conduct a risk analysis for needed tasks, by position. • Confirm and develop all job descriptions. • Create expectations for all mentors and members working with the guideline. • Seek approval and then change the roles and responsibilities, as needed. • Determine expectations that are included, but not limited to, current KSA's. • Identify the strengths and weaknesses of all members' current KSA inventory. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 4B	Research and develop an objective-based measurement tool to measure the current strengths and weaknesses associated with the KSA's.		
Timeframe	6 months	Assigned to:	TRAINING OFFICER
Critical Tasks	<ul style="list-style-type: none"> • Identify competency throughout the organization. • Determine strengths and weaknesses that require attention. • Collect organizational data. • Analyze the data to determine gaps or deficiencies. • Develop a plan to address inefficiencies found in the organization. • Submit the plan to leadership for approval. • Validate the measurement tool against current industry standards, included but not limited to best practices, NFPA, and TCFP. • Conduct a comparative analysis from data obtained to current industry standards. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 4C	Create an organizational guideline outlining roles, responsibilities, and expectation for each member and mentors.		
Timeframe	3-6 months	Assigned to:	TRAINING OFFICER
Critical Tasks	<ul style="list-style-type: none"> • Create guidelines outlining the expectations for mentors and members based on the information collected. • Introduce the guidelines and expectations to members and mentors to familiarize them with department expectations. • Collect feedback from members and mentors on the new expectations. • Make necessary adjustments based upon the feedback. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	



HUTTO FIRE RESCUE 2020 - 2023 STRATEGIC PLAN

Objective 4D Implement the guideline throughout the organization.		
Timeframe	3 months	Assigned to: ASSISTANT FIRE CHIEF
Critical Tasks	<ul style="list-style-type: none"> • Identify mentors who will be participating in the program. • Determine a process to train mentors in the program. • Identify the members to include in the program. • Match members with mentors. • Create a reporting mechanism for the mentors. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4E Re-evaluate and make adjustments to the guideline as needed.		
Timeframe	3 months	Assigned to: ASSISTANT FIRE CHIEF
Critical Tasks	<ul style="list-style-type: none"> • Determine the data needed to evaluate the program and plan. • Conduct an employee survey to assess employee satisfaction with the plan and its elements. • Refine the department's 360-degree evaluations to capture relevant succession plan guideline information for inclusion in the evaluation process. • Conduct a gap analysis to determine deficiencies. • Make adjustments to the plan and program based on data collection and evaluation. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



HUTTO FIRE RESCUE 2020 - 2023 STRATEGIC PLAN

Vision

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

“Vision is knowing who you are, where you’re going, and what will guide your journey”

Ken Blanchard

Hutto Fire Rescue's 2023 Vision

To continue to be widely known as a community-oriented fire and rescue service agency that provides the highest level of effective services to the residents, businesses, and visitors of our district.

Having realized the highest professional standards we value, we will further meet our mission through enhanced organizational growth management processes that will increase our readiness, now and in the future. We will also bolster our investment in our greatest asset, our members, focusing on succession planning which will produce a sustainable plan for their professional development that creates a long-term return for those we serve.

For us to illustrate our commitment to adapt and evolve to ever-changing environments, we will capitalize on improved recruitment and retention programs. We will also invest in our department and partners with a greater focus on communication that is anchored in transparency. Both will establish a future-facing focus on preparation to deliver our finest effort every shift, every day.

Remembering our dedication to the pursuance of excellence in all that we do, we will always personify our traditions and our futurity by holding each other accountable for fulfilling our mission, living by our values, accomplishing our goals, and making this vision a reality.



Performance Measurement

To assess and ensure that an organization is delivering on the promises made in its strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Jim Collins states, "What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results, and then tracking your trajectory with rigor."² Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

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

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

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

Reinventing Government

David Osborn and Ted Gaebler

² Collins Good to Great and the Social Sectors. Boulder, 2009



HUTTO FIRE RESCUE 2020 - 2023 STRATEGIC PLAN

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

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

The Success of the Strategic Plan

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

“No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point.”

Good to Great and the Social Sectors
Jim Collins

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify department and community stakeholders. This can be accomplished through a jointly developed understanding of organizational direction, focusing on all vested parties working to achieve the mission, goals, and vision. Further consideration must be made on how the organization will measure and be accountable for its progress and successes.³

³ Matthews (2005). *Strategic Planning and Management for Library Managers*



HUTTO FIRE RESCUE 2020 - 2023 STRATEGIC PLAN

Glossary of Terms, Acronyms, and Initialisms

Accreditation	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
CFAI	Commission on Fire Accreditation International
CPSE	Center for Public Safety Excellence
Customer(s)	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
EMS	Emergency Medical Services
ESD	Emergency Services District
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
FADO	Fire Apparatus Driver Operator
Input	A performance indication where the value of resources is used to produce an output.
Mission	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
NFPA	National Fire Protection Association
Outcome	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is identified.
SOG	Standard Operating Guideline
SOP	Standard Operating Procedure
Stakeholder	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
Strategic Goal	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim. The final result of an action. Something to accomplish in assisting the agency to move forward.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.



HUTTO FIRE RESCUE 2020 - 2023 STRATEGIC PLAN

Strategic Plan	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
Strategic Planning	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop procedures and operations to achieve that future, and determine how success is to be measured.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
SWOT	Strengths, Weaknesses, Opportunities and Threats.
TCFP	Texas Commission on Fire Protection
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.
WCES	Williamson County Emergency Services
WCFCA	Williamson County Fire Chiefs Association



HUTTO FIRE RESCUE 2020 - 2023 STRATEGIC PLAN

Works Cited

Bryson, John M. *Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement*. Hoboken, New Jersey: John Wiley & Sons, Inc, 2018.

Collins, J. (2009). *Good to Great and the Social Sectors*. Boulder: Jim Collins.

Commission on Fire Accreditation International. (2015). *Fire & Emergency Service Self-Assessment Manual*. (9th Ed.)

Matthews, Joseph (2005). *Strategic Planning and Management for Library Managers*. Libraries Unlimited.



Appendix 1

Community Expectations

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

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

Community Expectations of Hutto Fire Rescue (in priority order)

1. Routine emergency response. Responsiveness. Responsiveness rate and quality of response to community emergency needs. Good response time. Timely response - resources show up soon enough to make a difference. (76)
2. Knowledgeable. Well-trained. Serve as an education center in the community in order to be proactive and create a preventative culture with regard to safety. Competence - crews know their jobs well. Well trained firefighters. (56)
3. Civil emergency preparedness and response. Serve as a vital partner in emergency response efforts with natural disasters, emergency preparedness, etc. Good working relationships with partners. Regional collaboration, coordination and cooperation. Coordination of efforts and response with bordering fire departments. (30)
4. Community education. Education. Public education and fire prevention. Engagement with community including educational outreach. (22)
5. Community engagement and training. Involvement. Community minded. Promote fitness challenges in the community. Communication with public. Keep others impacted informed. Presence in the community. (19)
6. Courtesy. To be friendly and courteous. Customer service - service is friendly, responsive. Care about your constituents. Positive attitude when working with public. (18)



HUTTO FIRE RESCUE 2020 - 2023 STRATEGIC PLAN

7. Putting out fire emergencies quickly. Put out fire quickly. Fire protection. (15)
8. Fiscal management. Financial accounting practices. Fiscally responsible - tax payer dollars are invested in a way there is positive return on investment. Being good stewards of funds. (14)
9. Good resources distribution to provide timely response. Enough fire stations to be able to meet response times. Ample locations and staff that allows for timely response to meet the needs of community. Efficient use of resources. (12)
10. To receive support and have equipment. Keep up equipment. Equipment and vehicles that are current in technology and serve the needs of community. (11)
11. Professional. Professionalism. (8)
12. Good communicators and dispatch services to enhance response and service delivery. Highest level of communications technology available for emergency and non-emergency communications. (8)
13. Well-equipped/fully staffed. To have manpower and staff. (6)
14. Economy of service. To implement the proper emergency management procedures to achieve an optimal ISO rating. (5)
15. Save lives. (5)
16. Fire prevention programs. (5)
17. Operate safely for personnel and customers. (5)
18. Adequate response to all incidents within jurisdiction. (5)
19. Clear expectations of businesses (code, facility matters, etc.). (4)
20. Save property. (4)
21. Response capabilities (structural, wildland, rescue, medical and hazmat). (4)
22. To hire, train, and retain high qualified personnel and invest in and equip them to grow as professionals. (4)
23. Feedback and engagement in quality improvement processes. (3)
24. Partner with local school district to establish a fire department academy at second high school. (2)
25. Comparable pay rates for our firefighters. (2)
26. Use of best practices in fire service. (2)
27. All aspects of Hutto Fire Rescue to be user friendly. (1)
28. Water pressure for growing community. (1)
29. Inclusion in planning for the department needs. (1)



HUTTO FIRE RESCUE 2020 - 2023 STRATEGIC PLAN

Areas of Community Concern

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

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

Areas of Community Concern about Hutto Fire Rescue (verbatim, in priority order)

1. Coverage. Meeting the demands of a city that is growing faster than demand for services can be met. With more and more families moving in-response time. Enough fire stations. Rapid growth of area and demand on resources. Demands for service will outpace ability to provide adequate resources. (68)
2. Funding for operations and critical needs. Funding. Demand for service outpacing growth in tax base. Level of funding for core services. Cost of EMS services to community. Long term financial strength. (57)
3. Staff should be adequately trained in specialty areas (hazmat, tech rescue) to provide consistent coverage. Quality of training. Training for both career and volunteer firefighters. (16)
4. Competitive hiring. Creating and maintaining a pipeline of qualified personnel. Retention of trained employees. Workforce - less people interested in fire department career. (14)
5. Enough staff. Ability to hire more firefighters once stations are built. Number of firefighter's vs population. Staffing and equipment levels appropriate. (10)
6. Civic support from other agencies, municipalities, county, and state. Interlocal relationships. Continued partnerships with other FD/emergency service departments. (9)
7. Degree of engagement with community and schools. Ability to provide educational outreach - especially to children - given limited staff resources. (8)



HUTTO FIRE RESCUE 2020 - 2023 STRATEGIC PLAN

8. Age of equipment. Equipment available to operations and prevention should be assessed regularly to provide replacement with new technologies. (7)
9. Rapid growth within region (playing catch up). Rapid growth of the community. (7)
10. Response times. Ability to meet response time standards. (6)
11. Competition with other agencies, cities, communities for resources. Jurisdictional disputes and ability for multiple agencies to work cohesively at incidents. (6)
12. Are they getting enough sleep? (5)
13. Children look up to them, always be good examples. (5)
14. Fiscal and managerial accountability. (4)
15. Ability to overcome obstacles (i.e. Train) to get to a call. (4)
16. Culture and professional development of staff. Leadership development. (4)
17. Mental health. (4)
18. Ability to adequately and accurately monitor commercial construction. (4)
19. Young organization. (4)
20. More women on the force. (3)
21. Integration of EMS / medical care. (3)
22. Change in leadership that change or influence response goals. (3)
23. Water for fires. (2)
24. Making sure inspections are done correctly and fairly and everyone scored the same way. (2)
25. Multi floor buildings. (2)
26. Cost for service from the county dispatch center. (2)
27. Size of service area. (2)
28. Flooding events - preparedness. (1)
29. Ability to have our own dispatch! (community support). (1)
30. Accident traffic control. (1)



HUTTO FIRE RESCUE 2020 - 2023 STRATEGIC PLAN

Positive Community Feedback

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

Positive Community Comments about Hutto Fire Rescue (verbatim, in no particular order)

- An amazing leader in Chief Kerwood, Rob Bocanegra, Tom Hines, Drew Neal, and Mike Parks.
- The culture of investment in the staff and dedication to the community.
- Great leadership.
- Great culture of personnel who want to serve their community.
- Relationships with partner agencies.
- Recognition of what is being seen in the service district – data.
- Relationship with and use of volunteers to compliment career firefighters.
- Relationship with members of business community.
- Transparency of the organization.
- Strong, committed and passionate leadership – capable and competent.
- Energetic and engaged team members.
- Well-funded – well equipped department.
- Progressive community that does not shy away from growth.
- Great at forming partnerships.
- Positive leadership.
- Department is always interested in how to improve.
- Department is willing to listen to concerns.
- Has a strategic plan process.
- Willing to work with others.
- Department leadership.
- Community engagement and support.
- Progressive culture of the department.
- Very responsive to citizen needs.
- Great customer services / citizen interaction.



HUTTO FIRE RESCUE 2020 - 2023 STRATEGIC PLAN

- Community involvement.
- Very professional.
- Great training.
- Good equipment.
- Great communication with L.E.
- Hutto Fire works hard to be a community partner and gets involved in various groups, etc.
- There is a commitment to excellence by all who serve.
- Excellent service rating.
- Outstanding leadership.
- Servant leaders.
- Vision.
- Great leadership.
- Good use of the taxpayer's funds.
- Having good plan for the future.
- Quick response to old town.
- Desire to be the best.
- Community involvement.
- Continuous education / training.
- Kind attitudes in response to citizens.
- Leadership (Chief, staff, and Board!)
- Firefighters (#of and experience of).
- Communication with public.
- Now we have the \$s to build the needed fire stations.
- Participation in regional training.
- Encouraging professional development of staff.
- Support of FMO meetings / task force.
- Great community involvement. Support local businesses with education, kids' activity, etc.
- Always concise and helpful when walking facilities for inspection.
- They demonstrate courteous assistance.
- They are knowledgeable.



HUTTO FIRE RESCUE 2020 - 2023 STRATEGIC PLAN

- They are helpful.
- Caring service.
- Outreach for community feedback.
- Focus on safety.
- FD leadership.
- Collaboration with community.
- Great Fire Chief.
- Great group of employees.
- Fast responses.
- Texas Fire Chiefs Best Practices.
- Going through strategic planning / SOC process.
- Automatic aid with neighbors.
- Modern fleet / equipment.
- Increased staffing.
- Participation in WCFA.
- Provide mutual aid response to neighboring departments.
- They have always been there for us.
- In working with the department, they are doing a great job.
- Well-oiled machine.
- Chief Kerwood, and Eric are great.
- I am glad Hutto Fire has our backs.
- Strong positive community presence; outstanding reputation.
- Leadership.
- Response to community service; willingness to educate our kids; constant presence in our schools; highly respected by students.
- Chief Kerwood.
- Very community-minded.
- Professionalism.
- I have had them respond to a wreck my child was in the car, they had a teddy bear to make sure she was comforted.



HUTTO FIRE RESCUE 2020 - 2023 STRATEGIC PLAN

Other Thoughts and Comments

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

Other Community Comments about Hutto Fire Rescue (verbatim, in no particular order)

- In what limited interactions I have had, Hutto has a drive to work on improving. They are connected to multiple departments and not afraid to ask for help.
- Area of caution and concern is can they get the funding and resources to meet the growth of Hutto. New businesses, standards, building heights will be a challenge.
- Very thankful for Hutto Fire and their commitment to serve our community!
- Great leadership with Chief Kerwood.
- We have an outstanding leader in our Chief who has the ability to communicate well with everyone.
- Overall, a great department and partner.
- The Hutto Fire Rescue is always professional and responds in a timely manner.
- Hutto has seen a lot of recent growth (population and buildings), want to make sure FD is properly funded staffed. Proactive vs Reactive.
- Wonderful department.
- Appreciate the opportunity to provide feedback.



HUTTO FIRE RESCUE 2020 - 2023 STRATEGIC PLAN

Appendix 2

Strengths

It is important for any organization to identify its strengths to ensure that it can provide the services requested by the community, and that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time and allocated funds.

Through a consensus process, the department stakeholders identified the department's strengths as follows:

Strengths of Hutto Fire Rescue	
Department is administratively well-managed	Benefits and incentives, such as medical, retirement, and educational opportunities
Efficient and effective organization	
Internal training opportunities	Increased funding due to the acquisition of sales tax
Strong public relations/community outreach	Expansion of operational staffing and apparatus
New fire station plans	Professional advancement (promotions)
Health and wellness program (implementation of NFPA 1582)	Good company level engagement from administration and leadership
Improvements in the hiring process	Board is willing to look at pay increases and benefits
Modern equipment/new apparatus	Audits-financial
Relationships with partner agencies	Pro-active to growth and training
Blue card training and certification	Four-person staffing



HUTTO FIRE RESCUE 2020 - 2023 STRATEGIC PLAN

Weaknesses

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

Weaknesses of Hutto Fire Rescue	
Fast promotions (playing with cards we are dealt)	Consistency through all three shifts – use of operational policies
Minimum/maximum staffing	
Internal communications	One “major call” department
Lack of reserve apparatus	Don’t know what we don’t know
Size of first response areas	Data collection
Two-person admin section	Personnel not open to change and ideas
Benefits (retirement, pay, sick leave, etc.)	Two-person fire prevention section
Personal evaluation and follow-ups	Lack of holding people accountable
Need for comprehensive operational guidelines	Equipment not repaired in a timely manner
Organizational depth <ul style="list-style-type: none">• Span of control• Workload distribution• Staffing• Information dissemination• Limited input from floor personnel	Drama/rumor control
	Lack of sharing information
	Lack of discipline/limited control
	Low morale from multiple items and ideas
	Need for better internal communication



HUTTO FIRE RESCUE 2020 - 2023 STRATEGIC PLAN

Opportunities

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

Opportunities for Hutto Fire Rescue	
Growth (population, generation of revenue, etc.)	Increased recruitment pool
Opportunity to become our own established presence	Publicity through community events
Increased opportunity to reach customers	Future outreach programs
Community support (maintain/increase)	Change/opportunity to adapt
Improved infrastructure (roads and buildings)	Department promoting social media
Expansion of public transparency	We don't know what we don't know
Texas Commission on Fire Protection requirements	

Threats

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

Potential Threats to Hutto Fire Rescue	
Changing legislative constraints in property tax laws	Emergency services district laws
Rapid growth-outgrowing resources	Conflicting regulations-codes and statutes
Rising costs of services and apparatus	Dispatching processes
Local political environment	Disgruntled citizens
Retention of personnel based on other agencies recruitments	Texas Commission on Fire Protection requirements
Economic downturn	Social media-usage, activity, cameras
Political environment-state and local levels	Traffic/infrastructure/delayed response
Mutual/auto aid conflicts	Fast growth/increased population
Increased hazards; such as high-rise buildings	Increased workload due to external sources
Building materials	Price inflations/economy



HUTTO FIRE RESCUE 2020 - 2023 STRATEGIC PLAN

Appendix 3

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

Critical and Service Gap Issues Identified by the Department Stakeholders

Initiative Link	Group 1	Group 2
Communications	Internal Communications <ul style="list-style-type: none"> ○ Rumors ○ Strong-holding information ○ Message content ○ Interpretation ○ Dissemination ○ Timeliness 	Communications <ul style="list-style-type: none"> ○ Internal communications ○ External communications ○ Social media ○ Vendors and contractors ○ Dissemination

Initiative Link	Group 1	Group 2
Organizational Growth	Organizational Depth <ul style="list-style-type: none"> ○ Personnel ○ Equipment ○ Stations ○ Funds ○ Time ○ Input ○ Manage service to ESD growth 	Service Costs <ul style="list-style-type: none"> ○ ESD laws ○ State legislation ○ Cost per core service ○ Revenue stream diversification ○ Increased vendor costs ○ Increased contractor costs ○ Capital improvements ○ Pay/benefits

Initiative Link	Group 1	Group 2
Recruitment and Retention	Training <ul style="list-style-type: none"> ○ Time ○ Money ○ Number of personnel ○ Limited training staff ○ Level of discipline ○ The Hutto way/consistency ○ Internal resources 	Recruitment and Retention <ul style="list-style-type: none"> ○ Pay ○ Benefits ○ Competition ○ Training ○ FTE costs vs. replacement ○ Work environment ○ Internal communication ○ Accountability/responsibility



HUTTO FIRE RESCUE 2020 - 2023 STRATEGIC PLAN

Initiative Link	Group 1	Group 2
Succession Planning	<ul style="list-style-type: none"> ○ Accountability ○ Consistency ○ Morale ○ Right people in the right position ○ Standards ○ Leadership ○ Unjustified promotions 	N/A

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

Critical and Service Gap Issues Identified by the Department Stakeholders

Topic	Group 1	Group 2
Community Risk Reduction	N/A	Community Risk Reduction <ul style="list-style-type: none"> ○ Staffing ○ Fires ○ EMS ○ Hazard mitigation ○ Wildland ○ Code enforcement ○ Public education ○ Data ○ Communications ○ Response times ○ Community outreach programs

Topic	Group 1	Group 2
Risk Based Response	N/A	Risk-Based Response <ul style="list-style-type: none"> ○ Consistency in shift response ○ Response area size ○ Rapid growth(us/community) ○ Personnel/apparatus ○ Community risk reduction ○ ISO ○ Data

