

2019
2023
STRATEGIC PLAN

PLANO FIRE-RESCUE



PLANO FIRE-RESCUE

Any successful agency must continually track progress towards achieving its stated short-term goals and objectives. Periodically, it is important for an organization to stop and perform a more detailed assessment of its environment, its stakeholders' needs and desires, and the services the entity provides. These "pitstops" have become even more critical in today's volatile economic and political climates. The information gained from these assessments can then be used by a group to create a shared vision of the future. Strategic planning is the process of determining the goals, objectives, and strategies necessary to achieve the group's ideal view of the future.

The primary objectives of Plano Fire-Rescue's (PFR) 2019-2023 strategic planning process were:

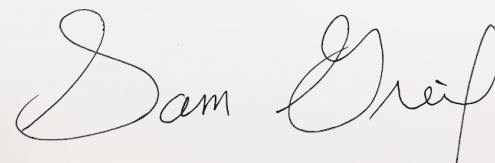
Evaluating the organization's progress towards the goals and objectives established in PFR's previous strategic plan (2016-2020 edition)

Determining if the department's core service programs were meeting the needs of stakeholders, particularly the citizens it is sworn to serve

Envisioning what an ideal PFR would look like five years into the future

Setting goals and objectives to position the organization to reach that desired state

The planning process took over a year to complete. A tremendous number of stakeholders were involved in the plan's creation including over 500 citizens; PFR's command staff, administrative staff, and field personnel including all its officers; along with multiple members of agencies who support the organization. Plano prides itself on being the "City of Excellence" and that sentiment was frequently echoed by the stakeholders involved in the planning process. All groups envisioned Plano being one of the safest communities in the nation served by one of the best fire departments. The plan that follows provides a roadmap for the organization to achieve that shared vision.



Sam Greif
Fire Chief

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PLANO FIRE-RESCUE HISTORY

The City of Plano was founded in 1873, but Plano Fire Department was not established until 1886, five years after a large fire in the city destroyed almost 60 buildings. The department was first authorized in 1886, when the Plano City Council adopted the "Act of 1875", passed by the Texas Legislature and amended in March 1885, giving cities and towns the authority to assume more civic responsibilities and functions than the original City Charter granted. Plano City Ordinance #116, Ordinance Regulating the Fire Department of the City of Plano, was drafted and adopted in the latter part of 1886. This ordinance established the department, its officers and organizational structure, and the initial by-laws regulating the department. The continued authority of the City Council to create and establish duties for a fire department is authorized in the City of Plano Charter, Article 4, Section 4.02 and the City Council annually reviews every city department as a function of the annual budget process.

Firefighting equipment at this time evolved from buckets of water to wells with hand pumps and long hoses. Before

1897, firefighters were called to the station by a series of three pistol shots fired into the air. In 1897, the Volunteer Fire Company of Plano purchased a large bell, mounted it over City Hall, and rang it to alert firefighters to a fire. That same fire bell now sits at the entrance to the present day Fire Station 1. In 1889, two horses named Dan and Dude were purchased to pull wagons for the water pump and hoses. The first automotive fire truck with a pump and hose-bed was hand built in 1915 by Plano citizens, firefighters, and mechanics. In 1929, Plano purchased its first factory-built fire engine, a 600-gallon Peter Pirsch, which is currently on display at Fire Station 12.

The fire department's service continued to improve through the 1930s and 40s, while the department's size increased and its apparatus advanced. In 1953, the department had one 4-bay fire station, three fire engines, one Ford utility truck, and twenty-five firefighters.

In 1963, the city had 188 fire hydrants in service, almost four times as many than existed in 1949. In 1967, Fire Chief Lee Mayfield and the department moved into a new fire station on 15th Street, and the old station was demolished.

In 1971, a large fire destroyed several buildings in Plano's business district, followed by another significant downtown fire in 1972. However, thanks to the advancements of the department and faster responses by fire departments from surrounding towns, both fires were extinguished within a couple of hours.

Plano continued to operate a paid and volunteer fire department until 1972 when Plano residents voted and approved the adoption of the Civil Service Statutes.



PLANO FIRE-RESCUE HISTORY

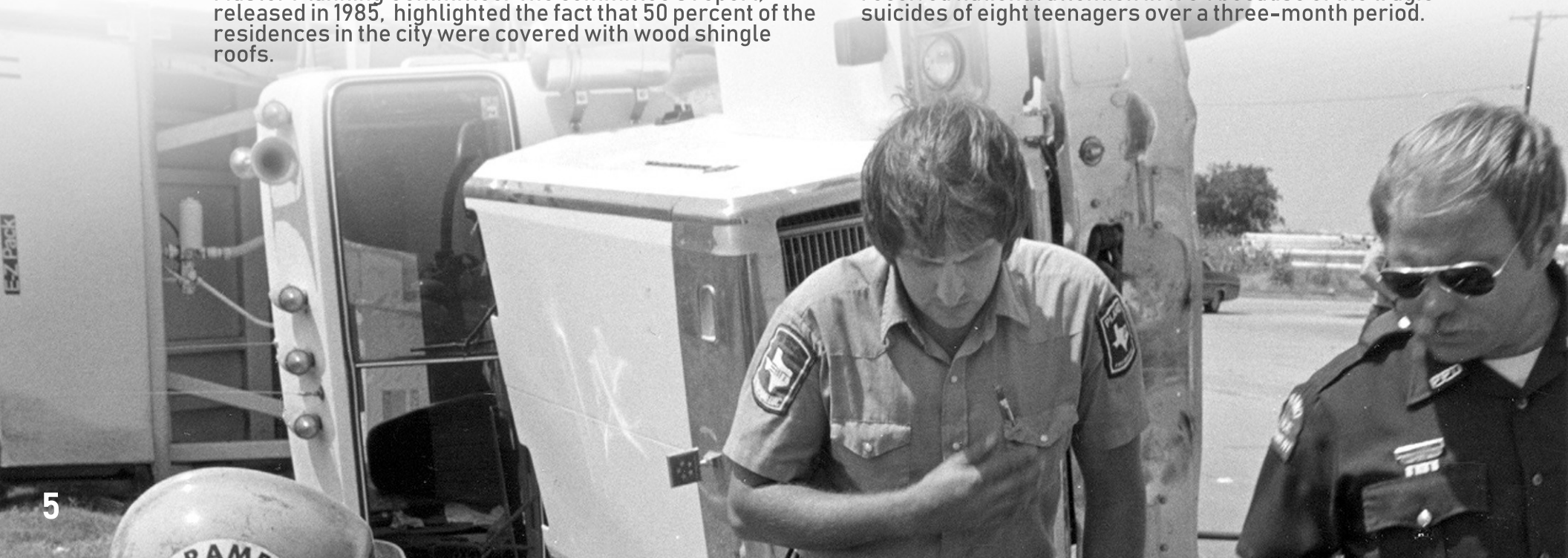
This marked the end of a volunteer service and the start of the department as a fully paid service. With three fire stations in service in 1977, the City of Plano named its newest elementary school Thomas Elementary in honor of James L. Thomas a respected community philanthropist, and the city's first black firefighter.

The year 1982 was a busy year. Chief William Peterson took the reins from Chief Mayfield, the department enhanced its EMS service with a larger team of firefighter-paramedics, work began on a fifth fire station, and the department took delivery of two new American LaFrance fire engines and a second aerial ladder truck.

In 1983, Fire Chief William "Bill" Peterson, with the assistance of the City Council created a Fire Protection Master Planning Committee. The committee's report, released in 1985, highlighted the fact that 50 percent of the residences in the city were covered with wood shingle roofs.

The department recognized this as a problem and was able to invoke a city ordinance created in 1796 in New Orleans, LA as an example of why wood shingle roofs were problematic. During the late 1980s and late 1990s, hail storms would damage many of these roofs allowing the fire department to challenge homebuilders and homeowners promoting the continued use of wood shingle roofs. In October of 1995, one of the most well-known modern day fires occurred in a Plano residential neighborhood. This fire, commonly known as the "Whiffletree fire," destroyed five residences and damaged an additional 17 residences. The primary cause of the rapid expansion of the fire to multiple residences was due to wood-shake shingled roofs. This fire led the City Council to ban Home Owner Associations (HOAs) from requiring wood shingle roofs. The City Council not only prohibited the requirement of wood shingle roofs, but they also passed more stringent codes requiring decking under the shingles. Additionally, the shingles were required to be treated with fire resistive materials. The restrictions made it cost prohibitive for the builders, and the wood shingle roofs began to fade from the cityscape. Today, it is difficult to find any wood shingle roofs in Plano.

As Plano continued to grow through the turn of the century, so did its fire department. The 1980s and 1990s were a time of tremendous growth and prosperity for the city, but there were also setbacks and tragedies. The city, along with the Plano Independent School District (PISD), received national attention in 1984 because of the tragic suicides of eight teenagers over a three-month period.



PLANO FIRE-RESCUE HISTORY

There were an additional six suicides in late 1984.

In 1985, the City of Plano adopted the emergency notification system, 911, as well as adding a sixth fire station in the city. In the 1989, the department had seven fire stations in service, seven fire engines, three ladder trucks, a few ambulances, and almost 200 firefighters.

Plano's population reached 128,713 by 1990, which was an increase of 78 percent from the census of 1980. By the late 1990s, the state of Texas recognized that they could not build the roads in North Texas fast enough. In the early 2000s, the Dallas-Fort Worth (DFW) Metroplex was experiencing an overall population increase of over 170,000 people per year. Plano also continued to see explosive growth. The population at the 2000 census would rise to 222,030, which represented a 72 percent increase from the 1990 census. Residential build out, and the economic downturn of 2008, would bring commercial growth to a near halt in Plano. North Texas has recovered more quickly from the 2008 recession than many similar

urban areas across the nation. Plano is currently experiencing a significant period of commercial growth particularly in the northwest corner of the city.

In 2012 Plano Fire Department updated its official name to Plano Fire-Rescue to better reflect the scope of services provided to citizens.

In 2014, Toyota announced it was relocating its North American headquarters to Plano. The Toyota campus will include over two million square feet of office space spread over almost 100 acres. The nearby \$3 billion Legacy West development is home to a number of corporations in addition to 300,000 square feet of shops and restaurants, 1,000 apartments, and a high-rise hotel.

The most recent period of rapid expansion is likely Plano's last. The city has little undeveloped land remaining and further growth will likely be vertical. PFR's primary challenge over the past three decades has been keeping pace with rapid population growth. The department will face new challenges such as responding to the changing needs of a maturing population and ensuring occupant safety in high-rise structures over the coming decades. Currently, the department has thirteen stations, thirteen fire engines, five ladder trucks, eight full-time ambulances, and several unique operations trucks and staff vehicles. PFR currently employs 388 uniformed and 11 civilian personnel.



ISO

INSURANCE SERVICES OFFICE

Plano has maintained a Class 1 Public Protection Classification from the Insurance Services Office (ISO) since 1998. Plano was the first city in Texas to receive the Class 1 rating.



RECOGNITION

CFAI

COMMISSION ON FIRE ACCREDITATION INTERNATIONAL

In 2017, Plano Fire-Rescue went through the rigorous reaccreditation process with the Commission on Fire Accreditation International and was again awarded the designation of accredited agency at the Center for Public Safety Excellence (CPSE) Excellence Conference in March of 2018. This further extends our status of accreditation since 2001. Plano Fire-Rescue is one of only 10 agencies in the State of Texas to become accredited. Less than 250 agencies are accredited worldwide.

CAAS

COMMISSION ON ACCREDITATION OF AMBULANCE SERVICES

Since 1998 Plano Fire-Rescue has maintained Accredited Agency status with the Commission on Accreditation of Ambulance Services (CAAS). Plano Fire-Rescue is one of only 10 EMS services in Texas to be CAAS accredited. Less than 179 agencies are accredited world-wide.



Shortly after his arrival in August 2015, Chief Greif brought in Dr. Geoffrey Tumlin to facilitate a three-day leadership seminar with PFR officers. Each day of the seminar was dedicated to one of the department's three shifts (A,B,C). Each group of officers participated in independent brainstorming sessions focused on PFR's values. The results of each of the sessions were not shared with the entire group until the end of the third day yet the same three values polled highest for each of the three shifts: service,

professionalism, and integrity.

In early 2017 the PFR command staff, comprised of the department's chief officers, participated in an all-day retreat with Dr. Tumlin. The command staff members participated in a similar brainstorming session to the one that was part of the 2015 leadership seminar. Service, professionalism, and integrity were once again the top three values selected by the group.

SERVICE PROFESSIONALISM INTEGRITY

Professional service with **heart**
— integrity always.

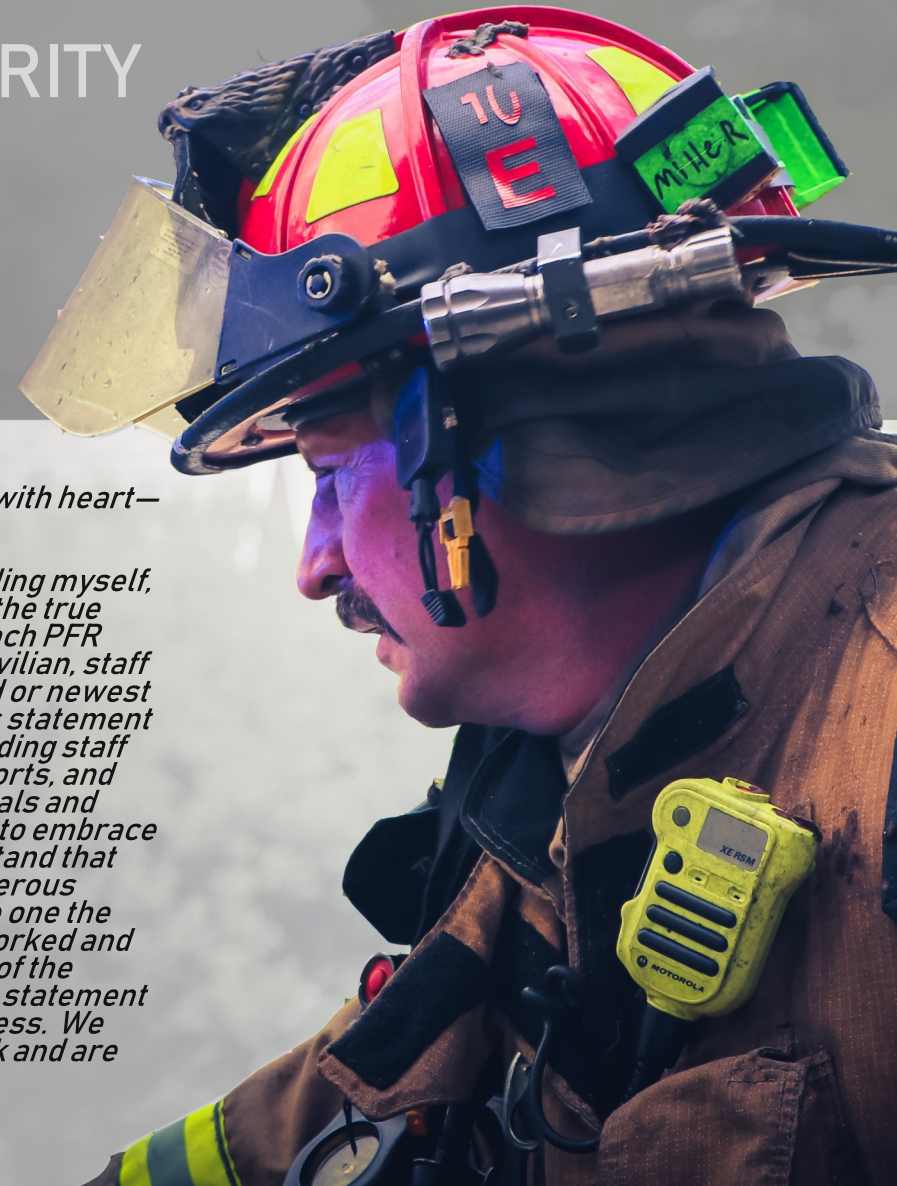
From Chief Greif in June 2017:

I have always felt that a mission / vision / purpose statement should capture the essence of what your organization does and be short enough that all members could say it by heart. To that end, I sought volunteers to help craft a new statement for the department. A group of PFR employees met on June 14, 2017 to tackle the task of creating a new mission statement. The group was comprised of volunteers who had responded to my email requesting help with crafting a new departmental statement. I was happy with the response and invited all who responded to attend the meeting.

Together this group was able to take the department's three core values, Service, Professionalism, and Integrity, that were identified in the meetings conducted with Dr. Jeffrey Tumlin and formulate what we call the department's Mission - Vision - Purpose

Statement: Professional service with heart—integrity always.

Each member of the group, including myself, felt this statement encapsulated the true mission, vision, and purpose of each PFR employee -- whether sworn or civilian, staff or field, man or woman, seasoned or newest member. It is my goal to have this statement placed on all our apparatus, including staff vehicles. It will be our brand, of sorts, and will be used on all types of materials and items. I ask each member of PFR to embrace it, be able to repeat it, and understand that while there could have been numerous statements developed...this is the one the committee came up with as we worked and considered various options. One of the unanimous goals was to keep the statement brief but true, powerful and timeless. We believe we accomplished our task and are proud to roll it out to you.



2016/20 PREVIOUS STRATEGIC PLAN STATUS UPDATE

FIRE TRAINING FACILITY

IN-PROCESS

Approved as part of the May 2017 bond package. Currently in design phase with an estimated completion date of 2021.

HIPAA/COMPLIANCE PROGRAM

COMPLETED

2016

Deputy Chief Helm is the department's compliance officer. The organization utilizes The Guard software platform to facilitate its HIPAA/compliance program.

ENG8 AND TRK2

COMPLETED

2017

Engine 8 entered service in January of 2017. Truck 2 entered service in October of 2017.

WELLNESS SCREENING PROGRAM

COMPLETED

2017

Comprehensive firefighter wellness training began in early 2017.

STATION EXHAUST CAPTURE SYSTEM

COMPLETED

2017

Plymovent systems are now installed in every station.

FIRE PREVENTION NEW CONSTRUCTION INSPECTOR

COMPLETED

2016

Position was added in October of 2016.

HAZMAT RESPONSE VEHICLE

COMPLETED

2019

Hazmat 5 was delivered early 2019.

PRE-HOSPITAL ULTRASOUND

COMPLETED

2018

The Community Paramedicine Program currently utilizes ultrasound in the field.

FORTUNA BOAT

COMPLETED

2016

The Special Operations Section obtained the new Fortuna boat in 2016.

FIRE DISPATCH TECHNOLOGY UPGRADES

COMPLETED

2018

Turn-by-turn navigation was implemented in 2018. Intelligent traffic management and the automated move-up module were re-evaluated and removed from the organization's plan.

PUMPING SIMULATOR

COMPLETED

2018

The pump simulator was delivered in 2018.

ADDITIONAL FIREFIGHTER IN THE TRAINING SECTION

COMPLETED

2017

Position was added in October of 2018.

CO&E LIEUTENANT

COMPLETED

2018

The Community Outreach and Education Program received an addition lieutenant position in October of 2018.

FIRE PREVENTION ANNUAL INSPECTOR / PLANS REVIEW

COMPLETED

2018

Position was added in October of 2018.



SCBA MOBILE COMPRESSOR TRAILER

COMPLETED
2019

Trailer was delivered in early 2019.

EXTRACTORS FOR REMAINING FIRE STATIONS

COMPLETED
2018

Extractors have been installed at all stations.

ADDITIONAL LIEUTENANT IN THE TRAINING SECTION

COMPLETED
2017

Position was changed to an engineer and added in October of 2017.

FIRST ADDITIONAL FULL-TIME MEDIC UNIT

PLANNED

Additional medic units are included in the 2019/23 strategic plan.

SECOND ADDITIONAL FULL-TIME MEDIC UNIT

PLANNED

Additional medic units are included in the 2019/23 strategic plan.

COMMAND POST TECHNOLOGY UPGRADE

IN-PROCESS

The new command post is currently in the design phase with an anticipated delivery in 2020.

EMS CART

COMPLETED
2018

The UTV ambulance was delivered in 2018.

EMS EQUIPMENT VENDING MACHINES

COMPLETED
2018

Delivered in late 2018.

ADDITIONAL FIRE PREVENTION ANNUAL INSPECTOR

RE-EVALUATED

The immediate necessity for this positions was re-evaluated after the addition of two positions in the Fire Prevention Section and deemed non-emergent at this time.





2019/23 STRATEGIC PLANNING

2018 CITIZEN SURVEY

548
PARTICIPANTS

The strategic planning process was a collaboration of internal and external stakeholders that began in early 2018 and concluded in the spring of 2019. Any service-based organization must first focus its efforts on the customers it serves. The first step in the planning process was conducting a survey of Plano citizens to determine which services, programs, and departmental attributes were most important to them. The results of this external survey served as a foundation for the internal planning processes that followed.

99.82%

Of citizens surveyed felt PFR met or exceeded expectations

96.35%

Of citizens surveyed selected Fire Response as their first or second choice for most important agency service

95.07%

Of citizens surveyed selected EMS as their first or second choice for most important departmental attributes

90.69%

Of citizens surveyed selected rapid response and highly-trained as their first or second choice for most important departmental attributes

A background image showing firefighters in full gear at a night fire scene. One firefighter is spraying water from a hose onto a large fire. The scene is illuminated by the fire and emergency lights.

2019/23 STRATEGIC PLANNING

2018 ORGANIZATIONAL SURVEY AND OIC MEETINGS

The internal process started with a survey of PFR members. Command asked members to provide organizational feedback and recommendations for improvement based on the results of the citizen survey and the department's mission and values. Assistant Chief Chris Biggerstaff and Senior Administrative Assistant Lisa Green compiled and categorized the results of the internal survey and facilitated officer's meetings with each shift in the summer of 2018. They asked officers to rank recommendations and projects based on PFR's prioritization matrix: (1) Citizens, (2) City, (3) PFR, (4) individual member of the department. The officers' recommendations were then assessed by the department's command staff during a planning session in early fall 2018. They then presented the top 25 items to the PFR Executive Team as recommendations for the 2019-2023 PFR Strategic Plan.

Both the external and internal surveys reaffirmed the core services that the department provides:

- i. EMS
- ii. Fire
- iii. Special Operations (hazmat, technical Rescue, wildland, tactical medics, special event medics)
- iv. Fire Prevention (codes, plan review, inspections, investigations)
- v. Fire Safety and Injury Prevention (schools, community outreach, clowns, CPR classes, Stop the Bleed, etc.)

SURVEY **52**
PARTICIPANTS

EMS

The EMS Section was reorganized as a subdivision of emergency operations and is responsible for supporting the delivery of emergency medical services. The section collaborates with local hospitals, surrounding departments, and state and national organizations to ensure our services are innovative. The section also administers PFR's Community Paramedicine Program, which is focused on patient and community stakeholder outreach. The Community Paramedicine Coordinator works with area hospitals to help prevent the readmission of high-risk patients. Additionally, high EMS utilizer group patients (HUGS) identified by PFR personnel are admitted to the HUGS program on a voluntary basis. The HUGS Program's goal is assisting patients with social or logistical issues leading to their frequent system usage.

FIRE/EMERGENCY OPS

The Emergency Operations Section provides emergency and non-emergency services 24 hours a day, 365 days a year to the citizens of Plano. Plano Fire-Rescue provides an all-hazards response, including fire suppression, advanced life support medical treatment with special focus on EMS services via the EMS subsection and special operations in coordination with the Special Operations Section. The section includes approximately 343 field personnel operating out of 13 fire stations on three shifts. Service delivery is achieved using 13 engines, five ladder trucks, eight medic units, three demand medic unit, and one rescue squad, all capable of providing advanced life support. Two shift Battalion Chiefs provide supervision in the field.

SPECIAL OPERATIONS

Since the 2017 Standards of Cover edition, the Special Operations program has grown to encompass an individual section under the Emergency Services Division. Deputy Chief Poe directs operations of the Special Rescue, HazMat, Wildland, TEMS, and SEMS teams and special events. The section also works in conjunction with the training program to ensure certification compliance and host regional training; coordination with Logistics ensures section teams are optimally equipped.

CORE PROGRAMS

FIRE PREVENTION

The Fire Prevention Section is responsible for enforcement, engineering, and arson investigations. Enforcement activities include issuing permits, counseling juvenile fire setters, fire investigations, conducting target hazard inspections in selected occupancies, and providing training to Emergency Services Division personnel on fire inspections, investigations, and fire protection systems. Fire protection engineering services include plan review, environmental site assessments, permits, and new and existing life safety systems inspections. Division members are involved in the development of national, state, and local codes and ordinances to ensure fire-safe facilities exist for years to come.

FIRE SAFETY AND INJURY PREVENTION

Primarily administered by the Community Outreach and Education Office (CO&E), a subsection of the Administrative Services Section, PFR's Fire Safety and Injury Prevention Program has a tenured history of providing Plano citizens with the information and resources necessary to reduce injuries and deaths from fire and other risks. This is accomplished by the distribution of time sensitive industry information via education and outreach events within the community.

TRAINING

The PFR Training Section is committed to preparing our members to deliver the industry's highest level of service to our citizens, while at the same time, achieving the department's goal of maintaining the industry's highest training standards. The Training Section provides mandated training for PFR personnel meeting requirements set forth by the Texas Commission on Fire Protection (TCFP), Insurance Services Organization (ISO), and various other agencies.

A primary goal of the Training Section is to deliver high-quality training on topics identified by the Operations Section. Part of this includes; building custom classes, outlines, drills, and evaluations, securing facilities, scheduling classes and instructors, building training props, acquiring training materials, delivering classes and submitting monthly training outlines to the department. The section is responsible for conducting recruit classes designed to orient new members to PFR operations. The Training Section processes all state certifications, updates individual personnel training files, oversees department training records and manages the overall department calendar. An additional role found in the Training Section is the department Safety Officer who manages statistical data and makes recommendations to improve department health and safety. Areas of risk management include; injuries, sickness, mental health, fitness, damaged or lost equipment, facility inspections, vehicle accidents, and emergency scene incident safety.

LOGISTICS

The Logistics Section is responsible for all PFR facilities, apparatus, equipment, uniforms, and supplies. The purpose of the section is to ensure effective, efficient, and sustainable fire logistics systems and processes. The Logistic Section's mission statement, "We Serve Those Who Serve to Protect," clearly speaks to what drives the Logistics work effort: provide the needed logistical support that allows fire crews to perform their jobs in a professional and timely manner, returning home safely at the end of the day.

ADMINISTRATIVE SERVICES

The Administrative Services Section manages payroll, record keeping, recruiting/hiring, employee promotions, community education, and media relations. One critical core component of the Administrative Services Section is the CO&E Program. Personnel and Payroll serve as the liaison between PFR and the city's Human Resources Department, maintaining personnel and medical files for all employees, while Open Records responds to requests for medical and billing records, incident reports, subpoenas, and reduction letters.

DATA RESEARCH

This program focuses on providing data management, statistical analysis and reporting with clear and unbiased data visualizations in both print and interactive dashboards. The goal of this program is to provide all departmental sections and programs, citizens and other stakeholders with timely and accurate information; they play a key role in certification processes and often work as a bridge between other department sections and Technology Services.

MEDICAL DIRECTION

EMS Medical Director Mark Gamber (DO) and Assistant EMS Medical Director Brandon Meek (DO) work in conjunction with EMS section leadership to ensure agency-wide EMS compliance and to offer direction in pursuit of EMS related initiatives.



CITY SUPPORT PROGRAMS

FLEET TECHNOLOGY SERVICES

BUDGET

PURCHASING

HUMAN RESOURCES

OTHERS

PFR SUPPORT PROGRAMS

A background image showing firefighters in yellow gear and helmets working at night. One firefighter is spraying a high-pressure water stream from a hose towards a large, dark structure. The scene is illuminated by the fire and the water spray, creating a dramatic effect. The firefighters' names, 'ONES' and 'PATTERSON', are visible on their backs.

2019/23 STRATEGIC PLANNING

GOALS

The PFR Executive Team identified the following strategic goals as critical to ensuring the organization can continue to provide its core services to the citizens of Plano based on an evaluation of the citizen's survey, internal survey, officer's meetings, and command staff recommendations:

- Strategic Goal 1:** Respond to a Changing City Environment
- Strategic Goal 2:** Improved Personnel Wellness and Safety
- Strategic Goal 3:** Increased Effectiveness and Efficiency

The organization utilized the wealth of information gleaned through the planning process to develop action plans providing Specific, Measurable, Attainable, Realistic and Timely (SMART) objectives to address projected issues and service gaps.



STRENGTHS

S

O

OPPORTUNITIES

WEAKNESSES

W

T


THREATS

ANALYSIS

SWOT is an analysis methodology that enables an agency to strategically identify, assess and systematically improve key performance areas. The Strategic Planning Team utilized data acquired during the strategic planning process to facilitate the following SWOT analysis, where key attributes were identified and delineated among the following organizational goals.

GOAL ONE RESPOND TO A CHANGING CITY ENVIRONMENT

STRENGTHS



- The caliber of the men and women who make up the organization
- Overall organizational leadership
- Supportive relationship between administration and the field
- Excellent facilities
- Quality training program
- Excellent equipment
- Tremendous citizen support
- World-class EMS program and medical direction

WEAKNESSES

- Lack of professional development
- Better management needed in some areas
- Communication lacking at times
- Organizational resistance to change
- Inconsistencies across shifts
- Training budget
- Outdated technology
- CAD and dispatch

OPPORTUNITIES

- Improved recruiting
- Expanded new hire training
- Look externally for ways to improve
- Increase the types of training class
- Training center
- Implement new programs
- Develop existing programs (squad, drone, SRT, Hazmat, Wildland, TEMS, SEMS)
- Embrace change
- Develop a strong professional and succession program
- Expand Community Paramedicine
- Collaborate with neighboring departments

THREATS

- Large number of inexperienced members
- Large number of retirees over the next five years
- Lack of succession planning
- Resting on past laurels
- Need for better defined goals
- Lack of humility
- Uncertain economy
- Mental health issues in the fire service
- Changing service needs
- Terrorism/Active shooter

GOAL TWO

IMPROVED PERSONNEL WELLNESS AND SAFETY



STRENGTHS

- Organizational leadership
- Supportive relationship between administration and the field
- Excellent facilities
- Excellent city benefits
- Quality training program
- Excellent equipment
- Tremendous citizen support

WEAKNESSES

- Better management needed in some areas
- Communication lacking at times
- Organizational resistance to change
- Inconsistencies across shifts
- Training budget

OPPORTUNITIES

- Expanded new hire training
- Look externally for ways to improve
- Increase the types of training classes
- Training center
- Embrace change
- Collaborate with neighboring departments

THREATS

- Large number of inexperienced members
- Large number of retirees over the next five years
- Lack of succession planning
- Resting on past laurels
- Uncertain economy
- Mental health issues in the fire service
- Terrorism/Active shooter

GOAL THREE

INCREASED EFFECTIVENESS AND EFFICIENCY

STRENGTHS

- The caliber of the men and women who make up the organization
- Organizational leadership
- Supportive relationship between administration and the field
- Quality training program
- Excellent equipment
- Tremendous citizen support

WEAKNESSES

- Lack of professional development
- Better management needed in some areas
- Communication lacking at times
- Organizational resistance to change
- Inconsistencies across shifts
- Outdated technology
- CAD and dispatch problems

OPPORTUNITIES

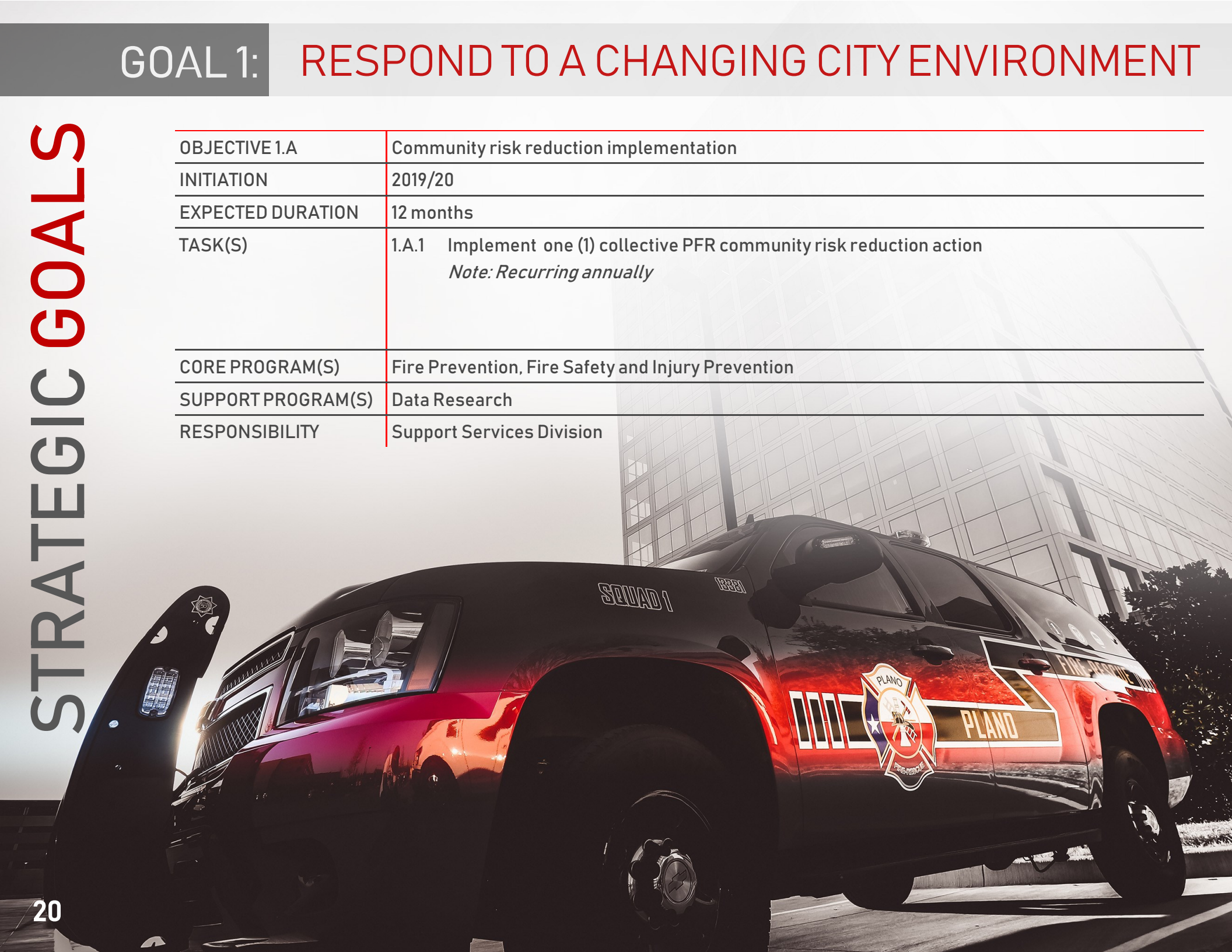
- Improved recruiting
- Expanded new hire training
- Look externally for ways to improve
- Increase the types of training classes
- Training center
- Embrace change
- Develop a strong professional development and succession program
- Expand Community Paramedicine
- Collaborate with neighboring departments

THREATS

- Large number of inexperienced members
- Large number of retirees over the next five years
- Lack of succession planning
- Resting on past laurels
- Need for better defined goals
- Changing service needs

GOAL 1: RESPOND TO A CHANGING CITY ENVIRONMENT

OBJECTIVE 1.A	Community risk reduction implementation
INITIATION	2019/20
EXPECTED DURATION	12 months
TASK(S)	1.A.1 Implement one (1) collective PFR community risk reduction action <i>Note: Recurring annually</i>
CORE PROGRAM(S)	Fire Prevention, Fire Safety and Injury Prevention
SUPPORT PROGRAM(S)	Data Research
RESPONSIBILITY	Support Services Division



GOAL 1:

RESPOND TO A CHANGING CITY ENVIRONMENT

OBJECTIVE 1.B	Establish regional coordination guidelines
INITIATION	2019/20
EXPECTED DURATION	12 months
TASK(S)	1.B.1 Create multi-agency, scenario-specific (i.e. high-rise, active shooter) guidelines 1.B.2 Plan and implement training for guidelines established in 1.B.1 1.B.3 Utilize 1.B.1 guidelines in field deployment for incident management as needed
CORE PROGRAM(S)	EMS Response, Fire Response, Special Operations
SUPPORT PROGRAM(S)	Training
RESPONSIBILITY	Emergency Services Division



GOAL 1: RESPOND TO A CHANGING CITY ENVIRONMENT

OBJECTIVE 1.C	Augmentation of assets to support increasing EMS incident volume
INITIATION	FY 2020/21
EXPECTED DURATION	48 Months
TASK(S)	<p>1.C.1 Procurement of one (1) additional full-time MICU (M4) for placement at Station 04 with Relocation of part-time MICU (M82) from Station 04 to Station 01, OR</p> <p>1.C.2 Procurement of two (2) additional full-time med units, (M4) and (M5), assigned to Station 04 and Station 05, respectively</p> <p><i>Note: First phase in placing one (1) full-time medical unit at each station.</i></p>
CORE PROGRAM	EMS Response
SUPPORT PROGRAM(S)	Training, Logistics, Administrative Services, Fleet, Purchasing, Human Resources
RESPONSIBILITY	Emergency Services Division

GOAL 1:

RESPOND TO A CHANGING CITY ENVIRONMENT

OBJECTIVE 1.D	Improvement of Special Operations core competencies
INITIATION	2020/21
EXPECTED DURATION	24 months
TASK(S)	<p>1.D.1 Conduct comparative and industry-wide research to identify the most efficient and effective strategies for special operations scenarios and remain current with NFPA guidelines and industry best practices</p> <p>1.D.2 Update core competencies for Hazmat, Special Rescue, Wildland, TEMS, and SEMS teams</p>
CORE PROGRAM	Special Operations
SUPPORT PROGRAM(S)	Training
RESPONSIBILITY	Special Operations Section

GOAL 1:

RESPOND TO A CHANGING CITY ENVIRONMENT

OBJECTIVE 1.E	Add full-time investigation unit (as needed)
INITIATION	2023/24
EXPECTED DURATION	24 months
TASK(S)	1.E.1 Compile and analyze data concerning loss trends and code enforcement cases 1.E.2 Determine the need for a full-time investigation unit addition based on 1.E.1 findings 1.E.3 Procure unit as necessary
CORE PROGRAM	Fire Prevention
SUPPORT PROGRAM(S)	Data Research
RESPONSIBILITY	Fire Prevention Section



GOAL 1:

RESPOND TO A CHANGING CITY ENVIRONMENT

OBJECTIVE 1.F	Fully and effectively staff rescue vehicle personnel
INITIATION	2023/24
EXPECTED DURATION	12 months
TASK(S)	1.F.1 Select personnel sufficient to fully staff the rescue vehicle 1.F.2 Provide special rescue training to selected personnel prior to assignment 1.F.3 Provide ongoing special rescue training for optimal performance
CORE PROGRAM	Fire Response, Special Operations
SUPPORT PROGRAM(S)	Training, Logistics, Administrative Services, Human Resources
RESPONSIBILITY	Emergency Services Division



GOAL 1:

RESPOND TO A CHANGING CITY ENVIRONMENT

OBJECTIVE 1.G	Procure additional truck in northwest jurisdiction for increased high-rise presence
INITIATION	2023/24
EXPECTED DURATION	12 months
TASK(S)	1.G.1 Assess and update high-rise response preparedness due to increasing number of high-rise structures, particularly residential 1.G.2 Obtain additional truck for the northwest section of jurisdiction which includes the greatest proliferation of high-rise structures , with more expected
CORE PROGRAM	Fire Response, Fire Prevention
SUPPORT PROGRAM(S)	Training
RESPONSIBILITY	Emergency Services Division

GOAL 2:

IMPROVED PERSONNEL WELLNESS AND SAFETY

OBJECTIVE 2.A	Include calcium scoring in wellness assessments
INITIATION	2019/20
EXPECTED DURATION	12 months
TASK(S)	2.A.1 Add calcium scoring as a standard evaluative component for overall wellness evaluation for all civil service personnel
CORE PROGRAM	All
SUPPORT PROGRAM(S)	Administrative Services, Human Resources
RESPONSIBILITY	Administrative Services Section



GOAL 2:

IMPROVED PERSONNEL WELLNESS AND SAFETY

OBJECTIVE 2.B	Improvement of firefighter mental health and well-being programs
INITIATION	2019/20
EXPECTED DURATION	12 months
TASK(S)	<p>2.B.1 Create departmental awareness concerning PTSD for both incoming military veterans new to fire service and for non-military firefighters</p> <p>2.B.2 Assign dedicated peer listeners to help identify PTSD features and as an avenue for aid</p> <p>2.B.3 Build a culture devoid of stigmatization of mental health issues and provide access to resources for developing positive coping mechanisms</p>
CORE PROGRAM	All
SUPPORT PROGRAM(S)	Administrative Services, Human Resources
RESPONSIBILITY	Administrative Services Section

GOAL 3:

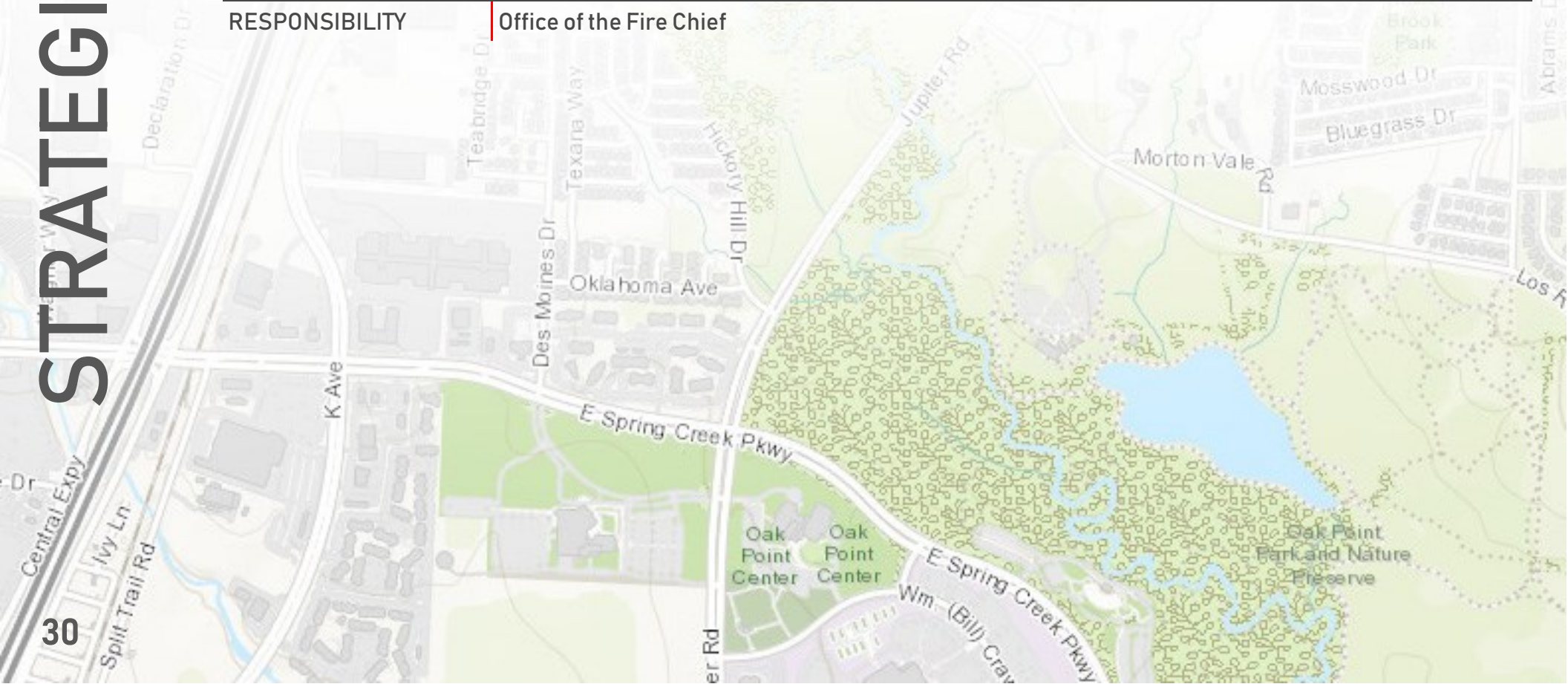
INCREASED EFFECTIVENESS AND EFFICIENCY

OBJECTIVE 3.A	Creation of an officer development program
INITIATION	2019/20
EXPECTED DURATION	24 months
TASK(S)	3.A.1 Create an officially budgeted Officer Development Program 3.A.2 Develop a standardized curriculum with modules for each level of service, complete with officially designated instructors and guest speakers with content expertise
CORE PROGRAM	All
SUPPORT PROGRAM(S)	Training
RESPONSIBILITY	Emergency Services Division

GOAL 3:

INCREASED EFFECTIVENESS AND EFFICIENCY

OBJECTIVE 3.B	Improve Tactical Response Guide program
INITIATION	2019/20
EXPECTED DURATION	12 months
TASK(S)	3.B.1 Establish process for researching comparable fire service programs, software resource updates and new applications, and current industry best practices 3.B.2 Implement research results in departmental program development
CORE PROGRAM	Fire Response, EMS Response, Special Operations
SUPPORT PROGRAM(S)	Data Research, Technology Services
RESPONSIBILITY	Office of the Fire Chief



GOAL 3:

INCREASED EFFECTIVENESS AND EFFICIENCY

OBJECTIVE 3.C	Convert plan review to electronic media
INITIATION	2021/22
EXPECTED DURATION	24 months
TASK(S)	3.C.1 Establish policy requiring electronic submission of all plans for review
CORE PROGRAM	Fire Prevention
SUPPORT PROGRAM(S)	Building Inspections, Technology Services
RESPONSIBILITY	Fire Prevention Section

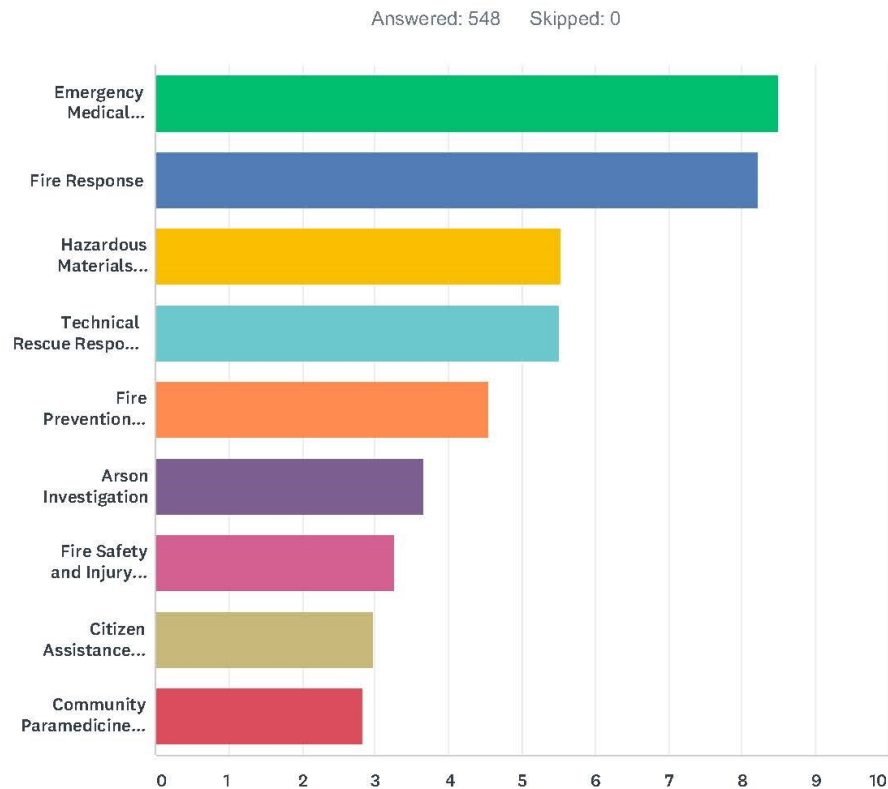
GOAL 3:

INCREASED EFFECTIVENESS AND EFFICIENCY

OBJECTIVE 3.D	Develop TCFP approval certification classes
INITIATION	2022/23
EXPECTED DURATION	24 months
TASK(S)	3.D.1 Develop Texas Commission on Fire Protection (TCFP) certified classes to be delivered in-house and in coordination with the Officer Development Program
CORE PROGRAM	All
SUPPORT PROGRAM(S)	Training
RESPONSIBILITY	Training Section

APPENDIX A: CITIZEN SURVEY RESULTS

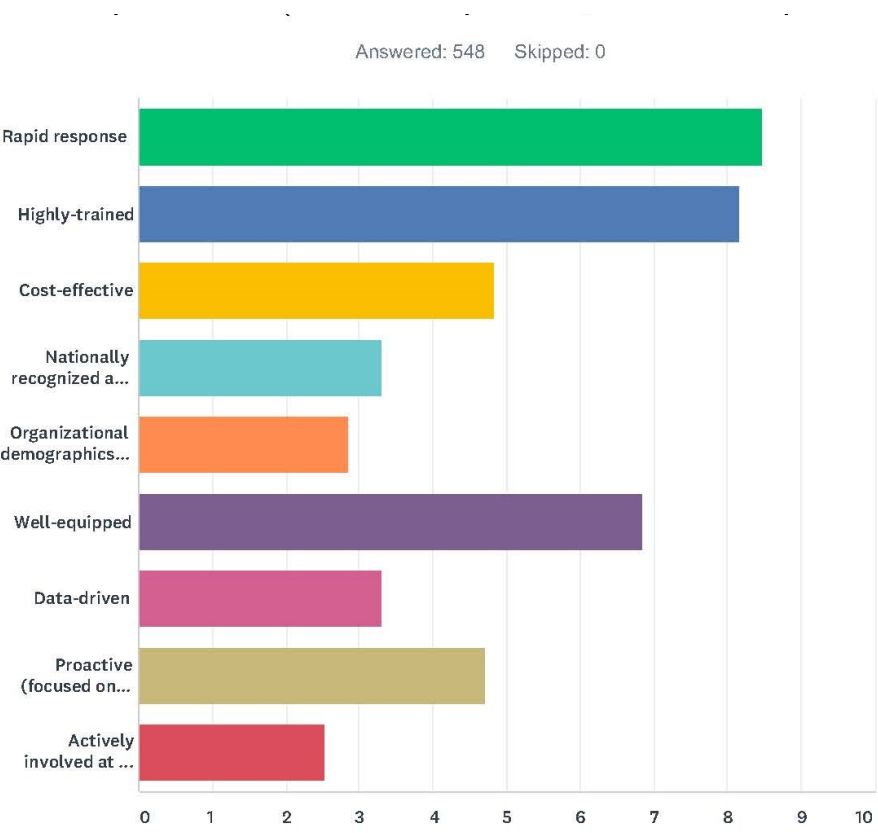
Q1 Rank the following Plano Fire-Rescue services based on your opinion of community need: (1 = Most Needed, 9 = Least Needed)



	1	2	3	4	5	6	7	8	9	TOTAL	SCORE
Emergency Medical Response	63.14% 346	31.93% 175	2.37% 13	1.09% 6	0.00% 0	0.00% 0	0.18% 1	0.73% 4	0.55% 3	548	8.49
Fire Response	34.85% 191	61.50% 337	1.28% 7	0.91% 5	0.00% 0	0.36% 2	0.18% 1	0.36% 2	0.55% 3	548	8.23
Hazardous Materials Response	0.00% 0	2.01% 11	34.31% 188	27.92% 153	14.42% 79	5.84% 32	6.93% 38	3.10% 17	5.47% 30	548	5.52
Technical Rescue Response (Rope, Water, Trench, Structural Collapse)	0.00% 0	0.73% 4	33.39% 183	31.93% 175	10.77% 59	8.94% 49	4.93% 27	5.66% 31	3.65% 20	548	5.51
Fire Prevention (Code enforcement, Inspections, Building plan review)	0.18% 1	0.91% 5	11.86% 65	11.86% 65	30.29% 166	21.90% 120	10.40% 57	6.93% 38	5.66% 31	548	4.53
Arson Investigation	0.00% 0	0.18% 1	3.28% 18	8.58% 47	18.98% 104	27.37% 150	15.88% 87	12.41% 68	13.32% 73	548	3.66
Fire Safety and Injury Prevention Education (School presentations, Community outreach, Clown program)	0.18% 1	0.73% 4	4.93% 27	7.66% 42	7.30% 40	14.42% 79	30.47% 167	18.43% 101	15.88% 87	548	3.26
Citizen Assistance Training Programs (CPR, AED, and Stop the Bleed)	0.73% 4	0.73% 4	4.01% 22	5.47% 30	8.21% 45	12.41% 68	15.51% 85	33.94% 186	18.98% 104	548	2.97
Community Paramedicine (Preventative assistance for at-risk patients)	0.91% 5	1.28% 7	4.56% 25	4.56% 25	10.04% 55	8.76% 48	15.51% 85	18.43% 101	35.95% 197	548	2.82

APPENDIX A: CITIZEN SURVEY RESULTS

Q2 Rank the following Plano Fire-Rescue departmental attributes in order of importance: (1 = Most important, 9 = Least important)

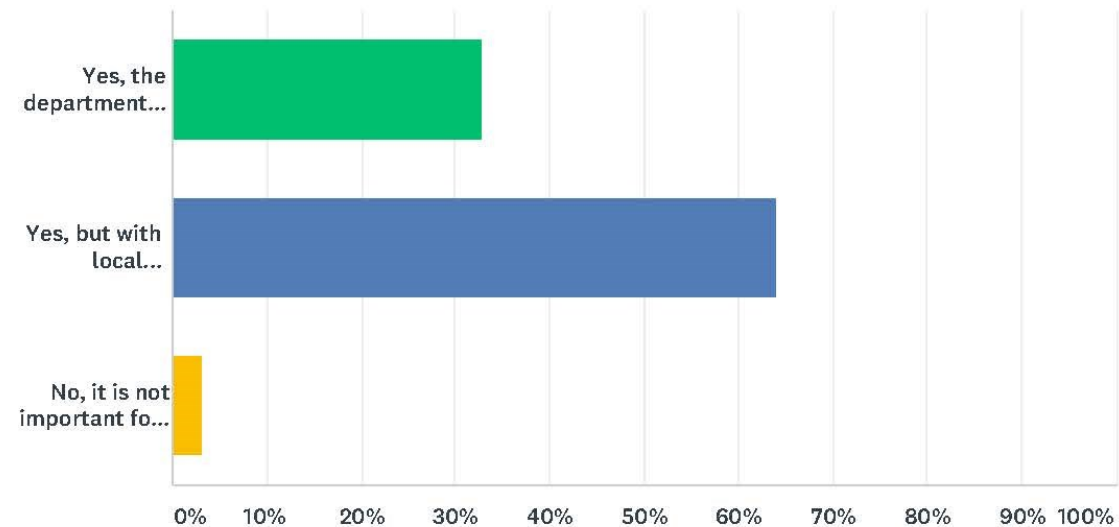


	1	2	3	4	5	6	7	8	9	TOTAL	SCORE
Rapid response	61.50% 337	31.02% 170	5.84% 32	0.36% 2	0.36% 2	0.00% 0	0.00% 0	0.18% 1	0.73% 4	548	8.48
Highly-trained	33.94% 186	54.93% 301	8.03% 44	1.82% 10	0.18% 1	0.18% 1	0.00% 0	0.73% 4	0.18% 1	548	8.15
Cost-effective	0.18% 1	0.73% 4	10.58% 58	28.83% 158	25.91% 142	13.87% 76	8.39% 46	6.75% 37	4.74% 26	548	4.83
Nationally recognized and accredited	0.55% 3	0.73% 4	2.92% 16	12.96% 71	10.58% 58	13.50% 74	16.61% 91	22.99% 126	19.16% 105	548	3.31
Organizational demographics are representative of the community	0.18% 1	0.36% 2	1.64% 9	4.93% 27	12.04% 66	14.60% 80	17.52% 96	18.61% 102	30.11% 165	548	2.84
Well-equipped	2.37% 13	10.22% 56	67.15% 368	13.87% 76	3.10% 17	2.01% 11	1.28% 7	0.00% 0	0.00% 0	548	6.84
Data-driven	0.18% 1	0.55% 3	0.55% 3	7.66% 42	16.06% 88	20.99% 115	20.26% 111	16.61% 91	17.15% 94	548	3.31
Proactive (focused on emergency prevention)	0.73% 4	1.28% 7	3.10% 17	27.74% 152	26.09% 143	21.53% 118	11.68% 64	6.39% 35	1.46% 8	548	4.71
Actively involved at the regional and state level	0.36% 2	0.18% 1	0.18% 1	1.82% 10	5.66% 31	13.32% 73	24.27% 133	27.74% 152	26.46% 145	548	2.53

APPENDIX A: CITIZEN SURVEY RESULTS

Q3 Organizations such as the National Fire Protection Association (NFPA) establish consensus standards for areas such as response time, staffing, and fire code enforcement. Compliance with such standards is not mandatory unless they are formally adopted by the local jurisdiction. Do you feel it is important that Plano Fire-Rescue strives to meet national standards such as those established by the NFPA?

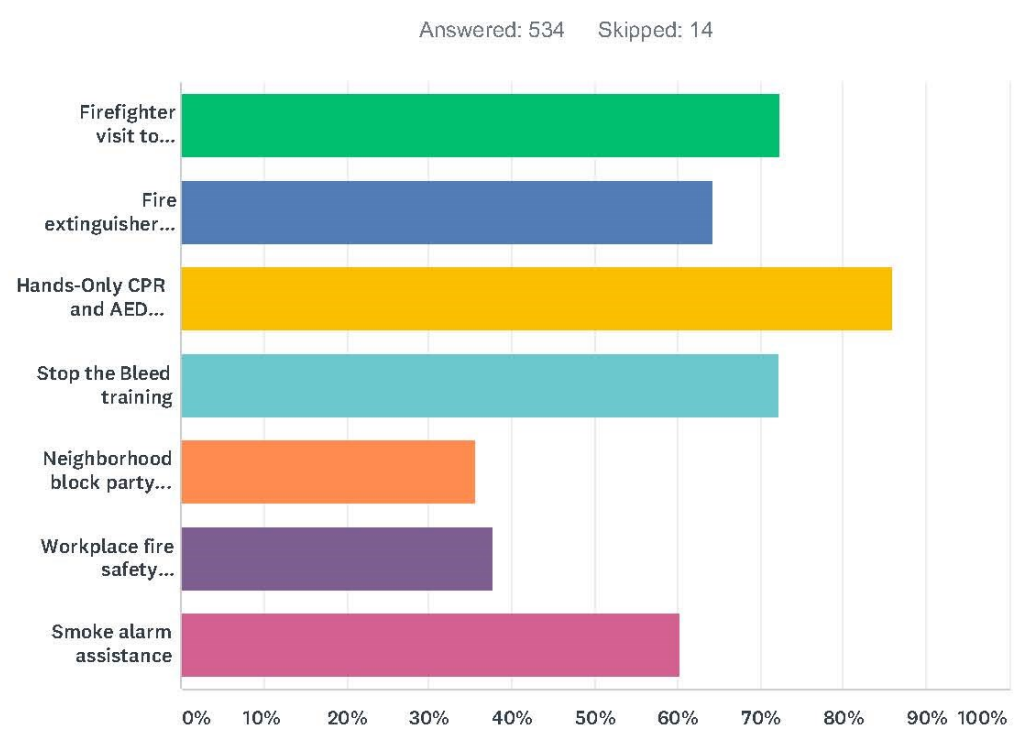
Answered: 548 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes, the department should strive to meet national standards as written	32.85%	180
Yes, but with local allowances for characteristics such as traffic, financial resources, and sprinkler requirements	64.05%	351
No, it is not important for the department to meet national standards	3.10%	17
TOTAL		548

APPENDIX A: CITIZEN SURVEY RESULTS

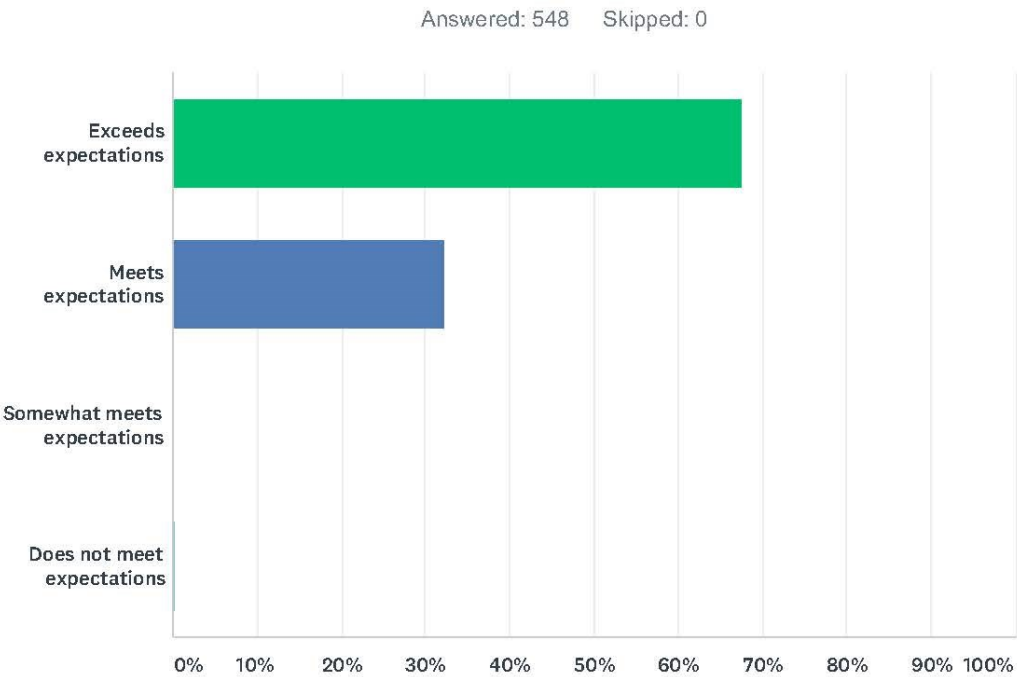
Q4 Please check any of the following Plano Fire-Rescue Community Outreach & Education programs you feel are needed or would have an interest in participating?



ANSWER CHOICES	RESPONSES	
Firefighter visit to preschool or elementary school classroom to share fire safety and injury prevention information to students	72.47%	387
Fire extinguisher training	64.23%	343
Hands-Only CPR and AED training	85.96%	459
Stop the Bleed training	72.10%	385
Neighborhood block party fire safety and injury prevention discussions	35.58%	190
Workplace fire safety presentations	37.64%	201
Smoke alarm assistance	60.30%	322
Total Respondents: 534		

APPENDIX A: CITIZEN SURVEY RESULTS

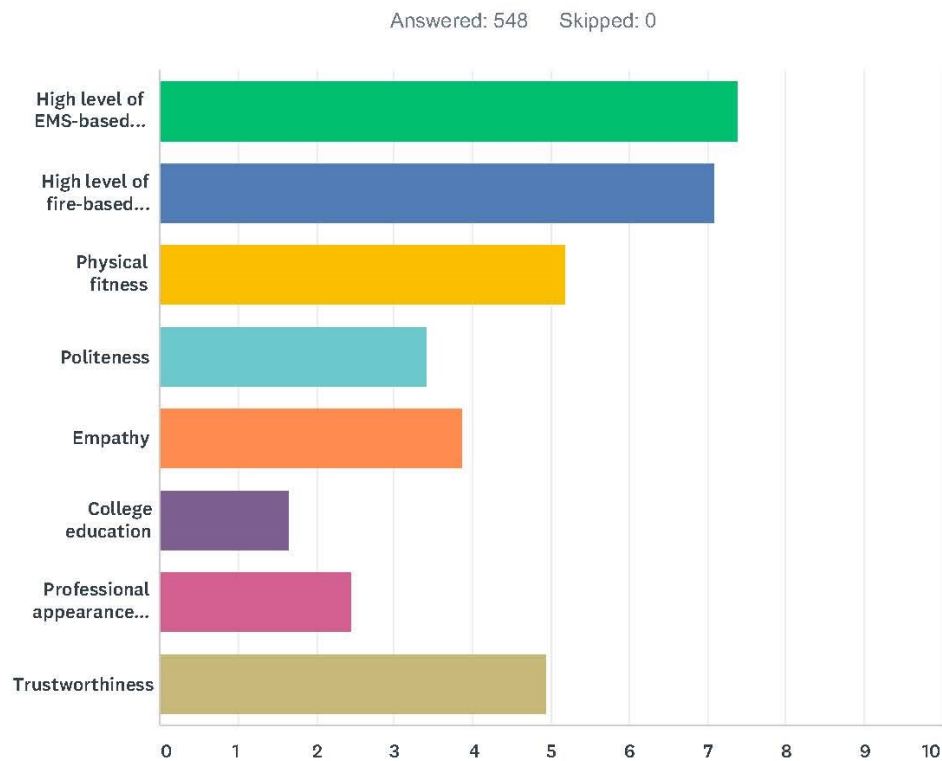
Q5 In your opinion, the level of service currently provided by Plano Fire-Rescue:



ANSWER CHOICES	RESPONSES	
Exceeds expectations	67.52%	370
Meets expectations	32.30%	177
Somewhat meets expectations	0.00%	0
Does not meet expectations	0.18%	1
TOTAL		548

APPENDIX A: CITIZEN SURVEY RESULTS

Q6 Please rank the attributes and qualities you feel are most important for individual members of Plano Fire-Rescue:



	1	2	3	4	5	6	7	8	TOTAL	SCORE	
High level of EMS-based training and proficiency	57.85% 317	33.39% 183	5.29% 29	0.91% 5	0.73% 4	0.55% 3	0.73% 4	0.55% 3	548	7.39	
High level of fire-based training and proficiency	30.29% 166	59.31% 325	6.20% 34	1.64% 9	0.91% 5	0.55% 3	0.55% 3	0.55% 3	548	7.10	
Physical fitness	2.37% 13	1.64% 9	50.91% 279	21.90% 120	9.12% 50	9.49% 52	3.47% 19	1.09% 6	548	5.18	
Politeness	0.55% 3	0.55% 3	3.65% 20	14.05% 77	23.72% 130	36.13% 198	16.79% 92	4.56% 25	548	3.42	
Empathy	0.73% 4	1.28% 7	6.39% 35	20.80% 114	34.49% 189	22.45% 123	10.40% 57	3.47% 19	548	3.87	
College education	0.73% 4	0.18% 1	0.91% 5	2.74% 15	4.01% 22	6.57% 36	18.98% 104	65.88% 361	548	1.66	
Professional appearance (clean uniforms, well-groomed, etc.)	0.18% 1	0.91% 5	1.28% 7	5.84% 32	12.41% 68	13.14% 72	44.16% 242	22.08% 121	548	2.44	
Trustworthiness	7.30% 40	2.74% 15	25.36% 139	32.12% 176	14.60% 80	11.13% 61	4.93% 27	1.82% 10	548	4.94	
Arson Investigation	0.00% 0	0.18% 1	3.28% 18	8.58% 47	18.98% 104	27.37% 150	15.88% 87	12.41% 68	13.32% 73	548	3.66
Fire Safety and Injury Prevention Education (School presentations, Community outreach, Clown program)	0.18% 1	0.73% 4	4.93% 27	7.66% 42	7.30% 40	14.42% 79	30.47% 167	18.43% 101	15.88% 87	548	3.26
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Community Paramedicine (Preventative assistance for at-risk patients)	0.91% 5	1.28% 7	4.56% 25	4.56% 25	10.04% 55	8.76% 48	15.51% 85	18.43% 101	35.95% 197	548	2.82

APPENDIX B: OIC MEETINGS RESULTS

Priority	Suggestion	Count
1	Increasing EMS volume supports another full-time MICU - (M4) at Station 4, M82 part-time at Station 1, or two additional full-time Med Units assigned to Station 4 and 5. Equipment/Apparatus – Med Unit at every station.	178
2	Provide body scans during annual physicals.	141
3	Officer Development Program – Budgeted program with both internal and external speakers/instructors, curriculum, etc. Different modules for different levels: Engineers stepping up, LTs, Captains, BCs.	138
4	Develop one Community Risk Reduction each year to be shared by all PFR members (ongoing).	132
5	Fully staff the rescue vehicle to perform specialized tasks at structure fires, extreme vehicle extrications, and any SRT discipline; to include specialized training (e.g., heavy rescue).	118
6	Develop and seek TCFP approval certification classes (e.g., Driver/Operator, Instructor 1 & 2, Fire Officer 1 & 2, and Incident Safety Officer); teaching these in-house and using examples in class will help with career and officer development.	107
7	Update current TRG program to involve researching how other departments develop and maintain prefire plans and which processes and software are used.	103
8	Firefighter Health and Wellness - Have a more proactive approach to mental health and well-being of firefighters; dedicated peer listeners from the association is a step in the right direction. However, there are new advances and options for firefighters suffering from PTSD. We could make more of those options available as we have an influx of military personnel coming home and seeking PFR employment. The current system for debriefing and finding help is working somewhat, but there is a huge gap between recognizing the need in our own lives and asking for the help we need/want in our own lives.	95
9	Fund Hazmat Core Competency training.	88
10	A better and more user-friendly mapping system for the vehicles; consider adding an additional computer screen just for navigation.	81
11	Fund SRT Core Competency training.	79
12	Upgrade newly operational drone program to UAVs having payload capacity and dual gimbals to accommodate using IR camera technology.	78
13	Fund Wildland Core Competency training.	77
14	Regional coordination - consistent guidelines for use in high-rise, active shooter training, etc., to ultimately be used in actual events where regional coordination is necessary.	73
15	Remodel Station 5.	72
16	Enhance training via the officer development program.	71
17	Forcible entry props at each truck company house. Different brand/ style (i.e., Brasky, East Coast Rescue, etc.); forcible entry props, quality rescue dummy, and a vertical ventilation prop.	70
18	Add a second set of bunker gear.	70
19	Utilize trucks as RIT companies at structure fires.	68

APPENDIX B: OIC MEETINGS RESULTS

Priority	Suggestion	Count
20	Review fire loss trends and code enforcement cases to determine if a full-time investigation unit will be needed (implementation in year two).	58
21	High-rise response preparedness related to the increased number of high-rise buildings, specifically residential. Look at future need of an additional truck in NW part of Plano.	57
22	Add a firefighter position in Logistics.	55
23	Fund TEMS Core Competency training.	53
24	Convert all plan review to electronic media.	52
25	Shift Safety/Training Officer (Captain or BC).	51
26	Fund SEMS Core Competency training.	51
27	Replace the current cell phones on the apparatus with iPhones.	51
28	Enclose breezeway drive between Station 7 and PD substation; make three bays for needed apparatus parking.	47
29	Add a squad.	47
30	Put awning over Station 12 apparatus parking.	47
31	Increase FF mental wellness (debriefing, suicide, alcohol/substance abuse, fire service fatigue, and sleep deprivation).	39
32	Due to staffing increases over the last years, we need more slots available for vacation and holiday.	37
33	Purchase a 15 or 12 passenger van (high roof; Ford Transit or Mercedes-Benz Sprinter) to be used extensively by P&D and Honor Guard.	36
34	Enhance training via the development at every role/rank (e.g., "Step Up" program).	36
35	Replace decon trailer with a more useful special events trailer.	32
36	Add on to Logistics building (future department storage needs).	31
37	Ensure all codes are up to date by adopting the most recent edition of the International Fire Code within 12 months of publication (next adoption occurs in year three).	30
38	Add a vehicle for DCs and Captains and backup for the PIO (respond-emergency scenes-media mgmt.).	25
39	Increase community involvement and PFR marketing ("My Friend's House" City House Emergency Shelter), veterans, the elderly, Boys/Girls Club Mentorship, Special Olympics, abused/battered women).	21
40	Increase FF safety & wellness via Fusionetics - Tool to enhance FF training and physical fitness and for risk management and injury prevention (reduce cost of musculoskeletal injuries, reduce days away from work, reduce OT and lower cost of Workman's Comp.).	15
41	FD presence in Dispatch (FD Liaison or FF Dispatchers).	13
42	Purchase a PPE Dryer.	11
43	Purchase rowers (station fitness rooms).	9
44	Sleep Deprivation - We must value our bay doors more than our members' rest since a computer can open our doors, but we choose not to have a system that only wakes up the folks going on a call instead of everyone. Technology and hardware are in FDs across the country to address this.	6
45	3rd shift BC – Special Ops.	5
46	FD over communications.	0
47	Add a Sr. Admin. Assistant.	0