



CEDAR PARK FIRE DEPARTMENT

Strategic Plan 2014-2018: Year 3



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Introduction

According to Hal G. Rainey, “The concept of strategy comes from the idea of military strategy, of using the resources and strengths of a military force to achieve goals [...] by forming plans and executing them.” A strategic plan establishes a unified set of coherent goals while establishing a roadmap for continuous improvement and sustained success. As Rainey suggested, creating a strategic plan only represents part of the equation. Cedar Park Fire Department, its stakeholders, and the community understand the importance of execution.

Considering the tremendous change experienced by Cedar Park Fire Department and the community served, the 2014-2018 Strategic Plan does not encompass all objectives from the previous strategic plan. By organizing the strategic plan into strategic goals, objectives, sub-objectives, and action plans, the Department adopts a systematic format that facilitates execution. Although committed to accomplish the vision encompassed here, the Department will adjust to circumstances as needed.

The 2014-2018 Strategic Plan has identified the following overarching strategic goals –

- Goal 1: Cultivate professionalism throughout Department ranks.
- Goal 2: Embrace an information-driven approach to identify community risks.
- Goal 3: Implement policies that minimize community risks.
- Goal 4: Develop emergency response capabilities to handle identified risks effectively.
- Goal 5: Examine standards established by respected entities to guide the Department.
- Goal 6: Engage the community in public outreach efforts.
- Goal 7: Value every member’s ideas, skills, and well-being.
- Goal 8: Develop strong relationships with partner entities to achieve mutual objectives.
- Goal 9: Ensure ordinances, policies, and practices remain relevant to existing needs.

Cedar Park Fire Department updated the 2014-2018 Strategic Plan following the conclusion of each year. Updates include progress reports for objectives as well as revisions to sub-objectives and action plans. The overall goals have remained constant.

Strategic Plan Development

Cedar Park Fire Department formally launched its strategic planning process for 2014-2018 on April 2013 during the regularly scheduled command staff meeting. During this meeting, the command staff agreed to adopt a stakeholder-driven model for the development of the strategic plan. Other strategic plans in the fire service served as a model for the document’s format. Fire Chief James Mallinger assigned Assistant Fire Chief Randle Blesing, Assistant Fire Chief Adam Story, and Leonard Chan to spearhead the strategic planning effort.

From May 2013, Cedar Park Fire Department personnel participated in workgroups for an introduction to the strategic planning process. The agenda included discussions regarding the Department’s vision statement, mission statement, organizational values, slogan, and philosophy of firefighting. These broad statements should not only embody the culture of Cedar Park Fire Department but also provide the foundation for strategic goals and objectives. The strategic planning committee then conducted a Department-wide comprehensive survey from June 2013 to determine internal support for these statements. Respondents reaffirmed the following mission statement:

The Cedar Park Fire Department will pursue excellence in every aspect of public safety related to the fire service and seek opportunities to serve our community.

The existing organizational values listed here garnered the endorsement of Department personnel:

***Professionalism • Respect • Accountability • Integrity
Safety • Excellence • Service • Trust***

Respondents also expressed support for existing slogan:

Service through excellence

Survey responses and comments spurred discussions about updating the vision statement and the philosophy of firefighting to reflect the current needs of the Department.

In addition, respondents answered questions on the strengths and weaknesses of the Department as well as providing opinions on challenges faced and goals to pursue. Respondents also graded the importance and performance of individual programs and support services while providing comments on how to improve those respective functions. Individual responses remained strictly anonymous and confidential.

At the June 2013 officer meeting, officers discussed revisions to the language for the vision statement and philosophy for firefighting. The officers rendered the following recommendation for the vision statement:

***The Cedar Park Fire Department will strive to be among the best fire departments
in the American fire service.***

The officers then recommended the following for the philosophy for firefighting:

***The Cedar Park Fire Department will take significant risk where lives can be saved,
will take some risk to save property that can be salvaged, but will risk nothing to
save what is already lost.***

In July 2013, Cedar Park Fire Department gauged support for the proposed vision statement and philosophy of firefighting. Both recommendations received overwhelming support from the rest of the Department.

The strategic planning committee facilitated meetings with stakeholder groups from June to December 2013. These stakeholder groups often serve as subject area experts and valuable partners to Cedar Park Fire Department. Through these meetings, the Department identified expectations, strengths, weaknesses, and challenges respective to these stakeholders. Criteria and performance indicators established by the Commission on Fire Accreditation International (CFAI)'s Fire and Emergency Services Self-Assessment Manual helped guide discussions.

During annual evaluations of Department programs, Cedar Park Fire Department reviews activity levels, strategic goal progress, resource needs, personnel involved, and CFAI criteria/performance indicators. Since the process also establishes program goals, the Department enveloped the annual evaluations into the development and revision process for the strategic plan.

Cedar Park Fire Department formed the goals and objectives listed in this strategic plan from information derived from the stakeholder meetings and annual evaluations. For a significant number of these goals and objectives, the Department has already taken action and will continue to do so. Every four months, the Department will assign staff to specific objectives to evaluate and will discuss progress during regularly scheduled command staff meetings. As a dynamic document, the strategic plan will be revised with status updates following the end-of-year review. A comprehensive strategic planning process will begin anew in 2018.

Strategic Plan Summary Table

Goal 1: Cultivate professionalism throughout Department ranks.	Objective 1.1: Equip personnel with the necessary skills to assume leadership roles.	1.1.1 Ensure personnel have the skills necessary to serve at a higher rank competently.
		1.1.2 Increase the pool of candidates willing and prepared to participate in the promotional testing process.
	Objective 1.2: Enhance credentials of the Department's officer corps.	1.2.1 Facilitate the acquisition of necessary certifications for officers.
		1.2.2 Support personnel efforts in pursuing higher education.
		1.2.3 Encourage participation in the state and nationally recognized training programs.
		1.2.4 Seek Commission on Fire Accreditation International (CFAI) professional designation for officers.
Goal 2: Embrace an information-driven approach to identify community risks.	Objective 2.1: Build a Department-wide understanding of the community risk present.	2.1.1 Update the risk assessment in the Standards of Cover on an established schedule.
		2.1.2 Identify vulnerable populations within the community.
		2.1.3 Develop a comprehensive wildland fire risk assessment.
		2.1.4 Conduct pre-plans for commercial and industrial developments annually.
		2.1.5 Bolster knowledge of hazardous materials stored within the community.
		2.1.6 Detail the types, locations, and likelihood of technical rescues possible within the community served.
	Objective 2.2: Inform stakeholders of the existing community risk identified.	2.2.1 Publish an annual report available to stakeholders and the public.
Objective 2.3: Perform vulnerability assessment of the community's critical infrastructure.	N/A	

Goal 3: Implement policies that minimize community risks.	Objective 3.1: Ensure safe operational capabilities of occupancies during emergencies for the Department and the community.	3.1.1 Attend pre-development meetings to provide guidance to developers.
		3.1.2 Administer a plan review and inspection program for new construction that addresses fire prevention and life safety concerns.
		3.1.3 Inspect existing occupancies to ensure continued compliance with fire prevention and life safety provisions.
	Objective 3.2: Safeguard the community's critical infrastructure.	3.2.1 Develop comprehensive operational plans to protect and secure critical infrastructure.
Goal 4: Develop emergency response capabilities to handle identified risks effectively.	Objective 4.1: Evaluate response models based on the nature of the incident.	4.1.1 Determine the appropriate deployment options for different types of incidents.
	Objective 4.2: Enhance Department performance at emergency medical incidents.	4.2.1 Offer medical training through multiple forms of delivery.
		4.2.2 Tailor medical training to identified risks.
		4.2.3 Base medical response on incident severity.
	Objective 4.3: Sustain high-quality fire suppression capabilities.	4.3.1 Complete regularly scheduled fire suppression training.
		4.3.2 Increase standardization of tactics in fire suppression across shifts.
	Objective 4.4: Improve proficiency of Department specialty operations.	4.4.1 Strengthen performance at hazardous materials incidents.
		4.4.2 Develop capabilities Department-wide in handling wildland fire incidents.
		4.4.3 Bolster technical rescue capabilities to ensure adequate specialization present for every shift.
		4.4.4 Maintain necessary skill levels for safe dive operations.
	Objective 4.5: Acquire and maintain equipment that has the confidence of Department personnel.	4.5.1 Consult with the Relationship-By-Objective (RBO) Committee and specialty teams in the acquisition of equipment.
4.5.2 Inspect essential equipment on a regular schedule.		

Goal 4: Develop emergency response capabilities to handle identified risks effectively.	Objective 4.6: Ensure the reliability of the Department's fleet.	4.6.1 Replace apparatus on an established replacement schedule.
		4.6.2 Consult with the Relationship-By-Objective (RBO) Committee in the acquisition of apparatus.
		4.6.3 Participate in City of Cedar Park's Vehicle Maintenance Division weekly station visits.
		4.6.4 Schedule preventive maintenance for apparatus
	Objective 4.7: Enhance critical infrastructure.	4.7.1 Prepare for the opening of an additional fire station to maintain quality service levels.
		4.7.2 Aid the City of Cedar Park's emergency management coordinator in developing emergency operations center (EOC) capabilities that meets community needs.
		4.7.3 Invest in existing infrastructure to maintain functionality and quality of life.
		4.7.4 Assist the City of Cedar Park Public Works Department in ensuring reliable hydrant operations.
	Objective 4.8: Collaborate with the Cedar Park Public Safety Communications Division.	4.8.1 Assist the implementation of an upgraded Computer-Aided-Dispatch (CAD) system.
		4.8.2 Facilitate fire-based training for the Cedar Park Public Safety Communications Division.
		4.8.3 Invite Cedar Park Public Safety Communications Division supervisors at Department command staff meetings.
	Objective 4.9: Participate in joint training with partner agencies and departments.	4.9.1 Engage in monthly training with automatic and mutual aid fire departments.
		4.9.2 Conduct joint training with Cedar Park Police Department.
		4.9.3 Involve dispatchers in major training exercises.
		4.9.4 N/A.
		4.9.5 Increase awareness of risks undertaken by the City of Cedar Park's Field Operations Department.
		4.9.6 Share responsibilities for fire investigations with Cedar Park Police Department.
		4.9.7 Obtain emergency management training.
	Objective 4.10: Cross-train personnel to allow staff to fill non-traditional roles during emergency incidents.	N/A

Goal 5: Examine standards established by respected entities to guide the department.	Objective 5.1: Increase compliance with National Fire Protection Association (NFPA) standards.	5.1.1 Implement policies that align with the provisions of NFPA standards.
	Objective 5.2: Sustain accredited status with the Commission on Fire Accreditation International (CFAI).	5.2.1 Revise Cedar Park Fire Department’s self-assessment manual.
		5.2.2 File an annual compliance report with CFAI.
		5.2.3 Monitor response times for compliance with CFAI.
	Objective 5.3: Maintain a Public Protection Classification 1 rating with the Insurance Services Office (ISO).	5.3.1 Continue providing the training and equipment to earn the necessary points from ISO.
	Objective 5.4: Determine feasibility for recognized status through the Texas Fire Chiefs Association’s Best Practices Program.	N/A
Objective 5.5: Network with other fire service entities through multiple avenues.	5.5.1 Maintain active involvement in nationwide associations and programs.	
	5.5.2 Attend fire service-related regional and state meetings.	
Goal 6: Engage the community in public outreach efforts.	Objective 6.1: Educate the public in safe behavior and Department operations through various forms of media.	6.1.1 Welcome media presence at Department demonstrations, training, and functions.
		6.1.2 Publish public safety messages through multiple forms of media.
	Objective 6.2: Interact directly with interested members of the community.	6.2.1 Draw increased involvement from the public in Department functions.
		6.2.2 Provide assistance to the Community Emergency Response Team (CERT) program.
		6.2.3 Host station tours for the community.
		6.2.4 Administer a cardiopulmonary resuscitation (CPR) training program to the public.

Goal 6: Engage the community in public outreach efforts.	Objective 6.3: Collaborate with Leander Independent School District (LISD) in public education efforts.	6.3.1 Continue the Helping Educate About Today's Safety (HEATS) program for elementary schools.
		6.3.2 N/A
		6.3.3 Participate in the Shattered Dreams high school program.
		6.3.4 Welcome Career Opportunities on Location (COOL) week participants.
		6.3.5 Conduct outreach for the Juvenile Firesetter Intervention Program to LISD staff.
		6.3.6 N/A
		6.3.7 Offer public safety training to school faculty.
Goal 7: Value every member's ideas, skills, and well-being.	Objective 7.1: Safeguard the health and safety of employees.	7.1.1 Implement provisions of National Fire Protection Association (NFPA) standards related to safety and health.
		7.1.2 Conduct annual medical physical evaluations for all uniformed personnel.
		7.1.3 Administer an air consumption test annually to all uniformed personnel.
		7.1.4 Facilitate quarterly health and safety training meetings for uniformed personnel.
		7.1.5 Consult external support in evaluating the physical condition of uniformed personnel.
	Objective 7.2: Solicit the opinions of personnel in Department operations.	7.2.1 Convene Relationship-By-Objective (RBO) Committee meetings to solicit opinions on Department matters.
		7.2.2 Conduct Assess-Improve-Maintain (AIM) exercises biannually.
		7.2.3 Perform annual 360 evaluations for all officers.
		7.2.4 Survey personnel on major program initiatives.
		7.2.5 Incorporate staff input in standard operating guidelines (SOGs) development.

	Objective 7.3: Facilitate engagement between administration and line staff.	7.3.1 Schedule command staff meetings monthly.
		7.3.2 Hold officer meetings biannually.
		7.3.3 Assign administrative staff to monthly ride-outs.
	Objective 7.4: Honor exceptional employees for their contributions.	7.4.1 Host an annual ceremony to present awards.
Goal 8: Develop strong relationships with partner entities to achieve mutual objectives.	Objective 8.1: Improve mutual understanding of missions and objectives with partner agencies/departments.	8.1.1 Involve entities that provide support services in Department operations.
		8.1.2 Maintain interaction between Cedar Park Fire Department and non-fire service agencies/departments.
	Objective 8.2: Enhance effectiveness in joint operations.	8.2.1 Foster stronger relations with other fire departments in the region.
	Objective 8.3: Attend training opportunities offered by other agencies/departments.	8.3.1 Encourage personnel to attend Cedar Park Organizational Development courses.
		8.3.2 Improve personnel proficiency with technological resources.
Goal 9: Ensure ordinances, policies, and practices remain relevant to existing needs.	Objective 9.1: Track proposed and adopted changes in state regulations regarding the fire service.	9.1.1 Track proposed state legislation through Texas Legislature Online.
		9.1.2 Monitor changes in the Texas Administrative Code.
	Objective 9.2: Ensure internal policies remain up-to-date.	9.2.1 Draft new standard operating guidelines (SOGs) when deemed necessary.
		9.2.2 Review existing standard operating guidelines (SOGs) on an annual basis.
		9.2.3 Update Cedar Park Fire Department-related annexes in the City of Cedar Park emergency management plan.
		9.2.4 Revise organizational documents and forms on an as-needed basis.
	Objective 9.3: Ensure the fire code provides adequate protection to the community.	9.3.1 Administer the fire code to safeguard the community from fire hazards.

Goal 9: Ensure ordinances, policies, and practices remain relevant to existing needs.	Objective 9.4: Evaluate fees levied by the Department.	9.4.1 Adjust the fee schedule for fire code compliance that account for market conditions.
		9.4.2 N/A
	Objective 9.5: Maximize technological possibilities available.	9.5.1 Access services offered by the City of Cedar Park Geographic Information Systems (GIS) Division.
		9.5.2 Improve the administrative process for medical and fire services billing.
		9.5.3 Increase access and reliability of computers in the field.
		9.5.4 Acquire the appropriate software for Department staff.

Goal 1: Cultivate professionalism throughout Department ranks.

Objective 1.1: Equip personnel with the necessary skills to assume leadership roles.

Previously: Equip personnel with the necessary skills for upward mobility in the Department.

Cedar Park Fire Department has invested significantly into personnel development. Starting in early 2014, the command staff has designed professional development classes for lieutenants. Command training represents an essential component of professional development. Personnel have completed Fire Officer I and II training as required by their job descriptions. Additional certifications will be pursued based on scheduling and budget considerations. The Department has adopted the Blue Card command system with training starting at the end of 2014. All officers have completed initial training as well as required continuing education requirements. Current engineers are scheduled to complete Blue Card training by the end of the fiscal year. More opportunities for career advancement are likely in the coming years as the Department evolves to meet the needs of a growing community.

1.1.1 Ensure existing officers have the skills necessary to serve competently.

Each position in Cedar Park Fire Department requires a different set of skills. Proficiency improves with experience. However, with the appropriate professional development programs, the Department can reduce the learning curve. Through a professional development program, personnel will gain a deeper understanding on their responsibilities and duties in fire prevention, fire suppression, and fire investigation.

Year 3: Cedar Park Fire Department intends to continue its professional development program for officers. To ensure sustainable levels of skills and knowledge, the Department will assign all current engineers to complete Blue Card training. Quarterly Blue Card continuing education will also be completed.

Years 4-5: Cedar Park Fire Department will support a professional development program on an on-going basis while implementing improvements as needed. Additional training will be administered as deemed appropriate to personnel that promote.

1.1.2 Increase the pool of candidates willing and prepared to participate in the promotional testing process.

Cedar Park Fire Department fills the upper levels of its organization through a promotional testing process among existing employees. As the Department prepares to expand, the demand for more personnel in leadership roles will increase. Candidates would not only need to demonstrate a willingness to promote but also developing the capabilities needed to meet their responsibilities and duties. Defining the skills and knowledge candidates should pursue, the Department should also provide opportunities for personnel to obtain them.

Year 3: Cedar Park Fire Department will provide training opportunities to equip personnel with the skills needed to succeed in leadership positions.

Years 4-5: Cedar Park Fire Department will continue to foster the professional growth of its personnel to assume leadership positions.

Objective 1.2: Enhance credentials of the Department's officer corps.

The good order of Cedar Park Fire Department depends on its leadership, which includes its officers. As described by their job descriptions, officers have to attain additional skills and certifications that will help them serve their crews and the community better. This has remained a priority and on-going process as additional personnel have recently promoted. The Department not only has an interest in establishing minimum qualifications, as detailed in the job descriptions, but also in maximizing capabilities. Day-to-day

operations and the long-term organizational health of the Department benefit with the continuous development of its personnel. Higher education offers an avenue for personnel development, and members of the Department have requested tuition reimbursement from the City of Cedar Park to attend classes. By the end of 2015, the Department has approximately half a dozen personnel of varying ranks that are enrolled in higher education programs. A dozen personnel already hold degrees in higher education. The Department has also identified certification and training programs from respected third parties. Multiple lieutenants participate in Fire-Rescue International's Officer Development Program (ODP). Participation remains ongoing in courses held by the Texas A&M Extension Service. The command staff has scrutinized requirements for the professional credentialing program offered by the Center for the Public Safety Excellence (CPSE). The Training Division is in the process of identifying potential applicants.

1.2.1 Facilitate the acquisition of necessary certifications for officers.

State agencies including the Texas Commission on Fire Protection issues certifications for various roles and functions. Cedar Park Fire Department specifies the required certifications for a respective rank in its job description. While enhancing existing skill sets, the certifications may legally authorize personnel to conduct certain tasks. For example, the State of Texas requires certification with Texas Commission on Law Enforcement certification (TCOLE) for individuals to serve as law enforcement officers. Other certifications designate an individual as highly qualified to perform a respective function. Objective 1.2.3 addresses these type of certifications.

Year 3: Based on scheduling and budget considerations, Cedar Park Fire Department will facilitate training opportunities to ensure personnel acquire the necessary certifications. The Fire Prevention Division will identify personnel and course offerings for TCOLE training. While evaluating results and seeking continuous improvement, the Department will consider revising certification requirements.

Years 4-5: Cedar Park Fire Department will continue to ensure personnel possess the necessary certifications. A review of certification requirements will occur biennially. Assigned personnel of the Fire Prevention Division will complete TCOLE training.

1.2.2 Support personnel efforts in pursuing higher education.

Higher ranks within Cedar Park Fire Department carry additional responsibilities. The knowledge base should expand accordingly, especially in regards to administration and fire science. The pursuit of higher education also demonstrates dedication and commitment in constant self-improvement. Higher education lays the foundation for successful succession planning, especially for fire chief and assistant chief positions. City of Cedar Park offers a tuition reimbursement program and incentive pay.

Year 3: Cedar Park Fire Department will promote the City of Cedar Park's tuition reimbursement program. Incentive pay will remain available to personnel that have obtained higher education. The annual awards ceremony will recognize personnel that have completed a degree program during the previous year.

Years 4-5: Cedar Park Fire Department will continue supporting the higher education pursuits of its personnel.

1.2.3 Encourage participation in the state and nationally recognized training programs.

Previously: Encourage participation in the United States Fire Administration (USFA)'s National Fire Academy programs.

The Texas A&M Engineering Service (TEEX) offers an assortment of classes to equip first responders with the skills needed in responding to disasters. The Texas Fire Chiefs Association facilitates programs that advances professional development. Fire Rescue International also has a multi-year training program for officers. The National Fire Academy in Emmitsburg, Maryland serves as a national fire training and education institution.

Courses offered cover a wide-range of topics for firefighters including fire investigations, incident response, and executive development.

Year 3: Cedar Park Fire Department will continue to support personnel currently participating in state and nationally recognized programs. Course offerings will be monitored to determine which courses best support the Department's mission.

Years 4-5: Cedar Park Fire Department will continue to facilitate personnel participation in state and nationally recognized programs.

1.2.4 Seek Center for Public Safety Excellence (CPSE) professional designation for officers.

CPSE bestows a professional designation to individuals reflecting a compilation of career accomplishments, education, professional certifications, membership/participation in professional associations, community involvement, and contributions to the profession. Chief fire officer, training officer, fire marshal, and fire officers may apply for professional designations.

Year 3: Cedar Park Fire Department will identify personnel that meet prerequisites for fire officer and fire marshal credentialing.

Years 4-5: Cedar Park Fire Department will facilitate training opportunities for potential candidates to improve their qualifications for the technical competency categories.

Goal 2: Embrace an information-driven approach to identify community risks.

Objective 2.1: Build a Department-wide understanding of the community risk present.

Cedar Park Fire Department has remained aware of the community risk present. The Standards of Cover continues to serve as a functional and up-to-date document that summarizes community risks and corresponding response plans. A section summarizing infectious disease risks was included in the October 2015 edition of the Standards of Cover. Providing a comprehensive evaluation of the Department's coverage area, the district-by-district risk assessment was revised in December 2014 to include additional information yet be more reader-friendly. Department leadership has continued to stress the importance in completing pre-plans for commercial and industrial developments to operations personnel. Tier II sites have been noted in the Department database, increasing awareness of hazardous materials sites. Distributed to Department apparatus, Williamson County trail maps help identify technical rescue risks. Communication has also strengthened with the City of Cedar Park's Parks and Recreation Department regarding cave entries. Cedar Park Fire Department has participated in regional wildfire planning and preparedness meetings. High risk areas have been identified as well as ingress/egress points. In addition, new performance indicators for wildland fire services released by the Commission on Fire Accreditation have been reviewed.

2.1.1 Update the risk assessment in the Standards of Cover on an established schedule.

The Standards of Cover serves as an internal document that summarizes deployment plans and community risks. Understanding risks allows Cedar Park Fire Department to engage in the appropriate preparatory actions. The Commission on Fire Accreditation (CFAI) International recommends specific factors to consider. As the community continues to develop, the risk factors evolve.

Year 3: As prescribed by the Standards of Cover, Cedar Park Fire Department will update fire risk profiles for each response district. The risk assessment section of the Standards of Cover will expand to include information regarding active shooter incidents.

Years 4-5: Cedar Park Fire Department will follow the schedule for updates as prescribed in the Standards of Cover.

2.1.2 Identify vulnerable populations within the community.

Certain demographic groups face a higher risk for fires and medical emergencies. Increasing understanding of these variables would aid Cedar Park Fire Department's planning activities for public education and emergency responses.

Year 3: With assistance from the City of Cedar Park's Information Services Department, the Standards of Cover will include mapping of socio-economic and demographic information alongside requests for service data. Information regarding high life hazard occupancies will be updated.

Years 4-5: Cedar Park Fire Department will continue to update demographic information in its Standards of Cover.

2.1.3 Develop a comprehensive wildland fire risk assessment.

Cedar Park Fire Department and the public recognize the looming threat of wildland fires, which pose a different set of challenges than structure fires. The 9th edition of the Fire & Emergency Service Self-Assessment Manual added performance indicators related to wildland fires, which specifies the development of a risk assessment as a best practice. Increased understanding of the risks present would allow the Department to take the appropriate mitigation actions and plan for potential emergency incidents.

Year 3: Cedar Park Fire Department will release maps to personnel regarding elevated risk areas as well as ingress/egress points. Research will be conducted to determine the appropriate components for a wildland fire risk assessment.

Years 4-5: Cedar Park Fire Department will incorporate findings into wildland fire risk assessments, policies, and practices.

2.1.4 Conduct pre-plans for commercial and industrial developments annually.

The ability to visualize the scene despite less-than-ideal conditions greatly enhances the effectiveness of emergency responders. Cedar Park Fire Department can develop familiarity of occupancies through pre-incident planning. Information in pre-plans consist of a drawing that sketches the outline of the structure, interior walls/doors, fire department connections, standpipe locations, fire alarm panels, hydrant locations, and parking areas.

Year 3: Line personnel will conduct pre-plans within their assigned areas.

Years 4-5: The practice of pre-plans will continue, as improvements are identified.

2.1.5 Bolster knowledge of hazardous materials stored within the community.

Hazardous materials in various forms can cause death, serious injury, long-lasting health effects, and damage to buildings, homes, and other property. Industrial facilities often carry hazardous materials but so do private homes. Within the community, pipelines and roads represent the most likely modes of transportation for hazardous materials. As required by the Environmental Protection Agency, facilities that store hazardous materials that surpass a specified threshold must submit Tier II reports. The Standards of Cover maps common thoroughfares for hazardous materials transport.

Year 3: Cedar Park Fire Department will maintain a current list of Tier II facilities with such sites denoted in FireHouse, which will increase awareness among all personnel. In addition, the Department will identify methods to increase Tier II reporting compliance. Through participation in drills, hazardous materials technicians will increase their knowledge of the potential risks in the region.

Years 4-5: As hazardous materials present change, personnel will remain up-to-date with their knowledge of hazardous materials stored within the community.

2.1.6 Detail the types, locations, and likelihood of technical rescues possible within the community served.

The scope of services provided by Cedar Park Fire Department in conjunction with its mutual aid partners includes technical rescues, which may consist of swiftwater, confined space, dive, and high-angle rescues. Environmental conditions greatly affect the risk for such incidents. By increasing familiarity, a formal assessment of unfavorable conditions would enable the technical rescue team to employ the best tactics.

Year 3: Cedar Park Fire Department will seek support from its partners in identifying and handling potential risks within its primary coverage area. The City of Cedar Park Public Works Department has more knowledge regarding confined space entries. Likewise, the City of Cedar Park's Parks and Recreation Department has information regarding cave entries.

Years 4-5: Following the completion of updated technical rescue risk assessments, Cedar Park Fire Department will expand information regarding technical rescue risks in its Standards of Cover.

Objective 2.2: Inform stakeholders of the existing community risk identified.

Cedar Park Fire Department publishes an annual report following each budget year. The annual report summarizes the Department's budget, strategic plan, award recipients, accreditation efforts, emergency response data, fire prevention activities, and public outreach efforts. The public can access the annual report through the Department website.

2.2.1 Publish an annual report available to stakeholders and the public.

The annual report for Cedar Park Fire Department serves as an accountability and public education resource. By summarizing Department activities, the annual report recaps the past fiscal year and identifies recent trends. Unlike the Standards of Cover, the annual report does not act as a technical document.

Year 3: The Cedar Park Fire Department will publish the annual report on its website.

Years 4-5: Cedar Park Fire Department will begin drafting the annual report in November of each year. Each edition will consider changes proposed by readers.

Objective 2.3: Perform vulnerability assessment of the community's critical infrastructure.

Cedar Park Fire Department and its partners have appropriately identified vulnerabilities in critical infrastructure. Objective 3.2 addresses efforts in protecting such critical infrastructure.

Goal 3: Implement policies that minimize community risks.

Objective 3.1: Ensure safe operational capabilities of occupancies during emergencies for the department and the community.

The Fire Prevention Division has protected the community by executing fire prevention and life safety functions through its enforcement of the fire code. The fire code includes provisions regarding the proper means of egress, sprinkler systems, and apparatus access. Fire inspectors have ensured compliance by participating in pre-development meetings, conducting plan reviews, and administering on-site inspections. The City of Cedar Park also facilitates weekly interdepartmental plan review meetings. Based on the Department's priorities, existing occupancies may receive an inspection during the year. The Department has implemented revised reporting practice in the latter half of 2015 to track progress and productivity.

3.1.1 Attend pre-development meetings to provide guidance to developers.

City of Cedar Park personnel, including those from the Fire Prevention Division, assist developers in meeting planning requirements for a project. During these meetings, developers receive documents for site plans and inspections. These proactive measures intend to sidestep issues later in the process.

Year 3: All inspectors from the Fire Prevention Division will attend pre-development meetings and provide additional guidance as needed.

Years 4-5: All inspectors from the Fire Prevention Division will continue to attend pre-development meetings and provide additional guidance as needed.

3.1.2 Administer a plan review and inspection program for new construction that addresses fire prevention and life safety concerns.

Enforcement of the adopted fire code falls under the jurisdiction of the Fire Prevention Division. The Fire Prevention Division conducts enforcement activities through plan reviews and inspections to ensure an occupancy design meets minimum fire safety requirements. Proposed occupancies cannot start construction or operate without proper approval.

Year 3: Following existing practices, the Fire Prevention Division will complete building and site plan reviews for initial and subsequent submissions within 14 days. Upon request, the Fire Prevention Division will conduct inspections.

Years 4-5: The Fire Prevention Division will continue plan reviews and inspections per existing standards as the Department evaluates results and seeks continuous improvement.

3.1.3 Inspect existing occupancies to ensure continued compliance with fire prevention and life safety provisions.

Occupancies may fall out of compliance with the fire code over time. Thus, existing occupancies require periodic inspections to confirm that they continue to possess the appropriate fire prevention and life safety safeguards. The Fire Prevention Division checks fire protection systems, means of egress, and occupancy hazards as part of this process.

Year 3: Cedar Park Fire Department will assess priority areas and establish annual goals for inspections of existing occupancies. Reconfiguration of the inspection program will follow if necessary.

Years 4-5: Cedar Park Fire Department will implement a risk-based inspection schedule that appropriately covers existing occupancies.

Objective 3.2: Safeguard the community's critical infrastructure.

Cedar Park Fire Department has the appropriate security measures in place for its offices and stations. Additional security features have come under consideration for the Department's training field. Safety and fire code inspections for the stations that began in late 2014 demonstrate the Department's proactive efforts. The Information Services Department has implemented a new system to detect intrusions into the network. An Information Services Disaster Recovery Plan remains under development. Partner entities, including the City of Cedar Park's Public Safety Communications Division and Field Operations Department, also have protective measures and contingency plans in place that meet best practices. Initial discussions regarding the development of a comprehensive continuity of operations plan (COOP) began in mid-2015.

3.2.1 Develop comprehensive operational plans to protect and secure critical infrastructure.

Critical infrastructure refers to the basic structures that an entity needs to operate, which includes the fire stations. Cedar Park Fire Department also considers assets owned and managed by other entities as part of its critical infrastructure. In efforts to provide uninterrupted services, the Department and its partners should develop plans to address threats and to prepare for contingencies.

Year 3: Cedar Park Fire Department, in collaboration with its partners, will take the measures necessary to protect critical infrastructure. The process in developing a continuity of operations plan (COOP) will commence.

Years 4-5: Cedar Park Fire Department, in collaboration with its partners, will continue to take the measures necessary to protect critical infrastructure – including the development of a COOP.

Goal 4: Develop emergency response capabilities to handle identified risks effectively.

Objective 4.1: Evaluate response models based on the nature of the incident.

Cedar Park Fire Department has confirmed during its Standards of Cover updates and accreditation peer review that its response models remain appropriate in meeting community needs. In anticipation of increasing demands and the opening of Station 5, the Department has begun to study potential adjustments. Factors including existing capabilities, personnel safety, cost-effectiveness, long-term sustainability, and community expectations came under consideration.

4.1.1 Determine the appropriate deployment options for different types of incidents.

Charged with the responsibility to respond to emergencies, Cedar Park Fire Department must determine the appropriate number of personnel dispatched, the necessary tasks performed, and the type of equipment deployed for each type of emergency incident. Since emergency incidents can evolve and deteriorate rapidly, assembling the effective response force and conducting critical tasks are time-sensitive operations. The response levels should not unnecessarily compromise Cedar Park Fire Department's short-term and long-term capabilities in responding to other emergency incidents.

Year 3: Cedar Park Fire Department will seek feedback through the program evaluation process to adjust response plans as needed. Changes will be reflected in the Standards of Cover.

Years 4-5: Cedar Park Fire Department will review its response plans annually, and changes will be reflected in the Standards of Cover. Changes in advance of the opening of Station 5 will be determined.

Objective 4.2: Enhance Department performance at emergency medical incidents.

As required by the Texas Department of State Health Services (DSHS), all Cedar Park Fire Department uniformed personnel completed continuing education requirements to maintain their emergency medical technician basic (EMT-Basic) certifications. Department personnel have demonstrated proficient knowledge and skills according to Williamson County Emergency Medical Services (WCEMS) Scope of Care. WCEMS has provided input in the content for medical training. Special circumstances has led to training regarding Ebola response and infection control in 2014. Increased hands-on training is also being pursued. Monthly reports distributed to all officers on medical responses have begun to include provider impression. This information allows command staff to identify potential trends. Implementation of medical priority dispatching, which balances response times and safety, has remained an on-going effort.

4.2.1 Offer medical training through multiple forms of delivery.

A significant majority of emergency incidents for Cedar Park Fire Department consist of medical emergencies. First responders should continuously increase their skill levels. The Department offers continuing education opportunities online, which allows personnel to receive instruction at their convenience. Other forms for delivering instruction provide further enrichment, such as hands-on training.

Year 3: Cedar Park Fire Department will seek interactive training opportunities through multiple channels including Williamson County Emergency Medical Services or Cedar Park Regional Medical Center.

Years 4-5: Cedar Park Fire Department will continue to seek possibilities in expanding medical training opportunities.

4.2.2 Tailor medical training to identified risks.

The community benefits if Cedar Park Fire Department invests in training that addresses the most significant risks for medical emergencies, in regards to frequency and severity. The Department has developed expertise in handling the most frequent types of incidents, but additional practice in a low stakes environment may prove beneficial.

Year 3: Cedar Park Fire Department and Williamson County Emergency Medical Services will continue to monitor trends in patient information and adjust training as needed.

Years 4-5: Monitoring trends in patient data will continue, and adjustments will be made accordingly.

4.2.3 Base medical response on incident severity.

Time-sensitive medical incidents warrant an expedited response from Cedar Park Fire Department, but traffic disruptions may endanger public safety. Such responses also wear down apparatus at a faster rate. Based on the severity of an incident, patient care may not necessarily be compromised if a units respond with a lower priority. The Department, however, may arrive before information collection is complete to downgrade the priority level.

Year 3: Cedar Park Fire Department will maintain communication with its partners to ensure effective and efficient execution of the priority dispatch system.

Years 4-5: Cedar Park Fire Department will continue to practice priority dispatching for medical incidents as the Department evaluates results and seeks continuous improvement.

Objective 4.3: Sustain high-quality fire suppression capabilities.

Cedar Park Fire Department has remained active in fire suppression training through the completion of live fire training, monthly company training, mutual aid training, and regional training. The Department is in the process of transitioning to a biannual schedule for live fire training. Joint live fire training with Round Rock Fire Department was completed in January/February 2016. The Department has identified areas for improvement following after-action reviews and safety meetings, which then are added to the training curriculum. All current lieutenants have completed initial training in Blue Card command system, which helps standardize fire suppression tactics while improving safety. The addition of a lieutenant to the Training Division has increased flexibility in the training offered.

4.3.1 Complete regularly scheduled fire suppression training.

Every uniformed member of Cedar Park Fire Department holds a certification in fire suppression from the Texas Commission on Fire Protection (TCFP). With the rare incidence of structure fires, regular training in fire suppression allows individuals to retain their skill levels in controlled environments. The Department's Training Division establishes a training schedule to cover the various aspects of fire suppression.

Year 3: Uniformed members of Cedar Park Fire Department will follow the established training schedule. At minimum, the Department will facilitate live training twice a year.

Years 4-5: The training division along with battalion chiefs will develop a training schedule based on needs, which the Department will execute.

4.3.2 Increase standardization of tactics in fire suppression across shifts.

Cedar Park Fire Department functions under the same operational guidelines across its three shifts; however, each shift may interpret and practice such guidelines differently. Crossover between shifts may occur due to trades and overtime. A lack of clarity in roles may lead to on-scene confusion. The role of the training chief along with the rest of the command staff includes reinforcing standardization of practices Department-wide.

Year 3: The training division along with battalion chiefs will monitor fire suppression training and remedy any identified issues, with a specific focus on probationary firefighters. In addition, current engineers will obtain Blue Card training.

Years 4-5: Cedar Park Fire Department will continue efforts in standardizing fire ground practices.

Objective 4.4: Improve proficiency of Department specialty operations.

Cedar Park Fire Department has developed and continues to develop capabilities in hazardous materials response, wildland firefighting, technical rescue, and dive operations. The Department has assigned members to the Williamson County Hazardous Materials Response Team (WCHMRT), which has conducted drills monthly. The rest of the Department has participated in hazardous materials-related training quarterly. Additional personnel have obtained hazardous materials technician certifications in the first half of 2015. The Department also intends to facilitate hazardous materials branch officer training. Since wildland firefighting requires a different set of strategies and tactics, the Department issued a separate set of standard operating guidelines (SOGs) addressing this in January 2014. The lead of the wildland firefighting program will select additional personnel to obtain S-130/190 training. Wildland firefighting may call for driving off-road in rough terrain; hence, off-road vehicle training will increase. Similar to its hazardous materials response program,

the Department has sent technical rescue team members to participate in monthly drills with the county. Personnel assigned at Station 1 have, at minimum, obtained Regional Standardization of Equipment and Training (RESET)'s General Rescuer training. Quarterly swiftwater rescue training has been scheduled for other Department members. The relaunch of the dive program remains ongoing.

4.4.1 Strengthen performance at hazardous materials incidents.

Due to potentially chemical, biological, radioactive, nuclear, or explosive nature of hazardous materials, personnel assigned to handle such risks need to develop additional skills beyond fire suppression. Although hazardous materials incidents may rarely occur, the level of specialization needed remains high. Hence, Cedar Park Fire Department participates as a member of the Williamson County Hazardous Materials Response Team (WCHMRT). Personnel from Station 4 participate in monthly drills and responds to hazardous materials incidents throughout the county. Other Cedar Park Fire Department stations have sufficient capabilities to provide initial response.

Year 3: Cedar Park Fire Department will invest in hazardous materials response training. The Department will facilitate technician and branch officer certifications for additional personnel. Hazardous materials technicians at Station 4 will participate in monthly WCHMRT training as well as include equipment use and maintenance as part of their regular company training activities. Operations personnel at the other stations will undergo bear claw and decontamination training as well as other training deemed appropriate on a quarterly basis.

Years 4-5: Cedar Park Fire Department, especially hazardous materials technicians at Station 4, will continue to participate in hazardous materials response training. Non-Station 4 personnel will continue quarterly training.

4.4.2 Develop capabilities Department-wide in handling wildland fire incidents.

Defined as an uncontrolled fire in an area of combustible vegetation, wildfires differ from other types of fire by its extensive size, speed of spread, potential to change direction, and ability to jump gaps such as roads and fire breaks. Due to the significant amount of wildland-urban interface, zones of transition between unoccupied land and human development, the community faces the constant threat of wildland fires. Individuals engaged in wildland firefighting obtain training to understand the distinct set of strategies and tactics needed. The National Wildfire Coordinating Group and the Texas Commission on Fire Protection (TCFP) offer certifications for wildland firefighting. Members of Cedar Park Fire Department with sufficient training may participate in large-scale mutual aid operations.

Year 3: Cedar Park Fire Department will increase the number of personnel that hold S-130/190 certification from the National Wildfire Coordinating Group and Basic Wildland Fire Protection certification from TCFP. Off-road vehicle training for brush trucks will also increase.

Years 4-5: All personnel, at minimum, will obtain S-130/190 and Basic Wildland Fire Protection certifications. Cedar Park Fire Department will facilitate the training necessary to acquire advanced levels of certification.

4.4.3 Bolster technical rescue capabilities to ensure adequate specialization present for every shift.

Technical rescue refers to life saving or property conserving activities that employ the use of tools and skills that exceed those normally reserved for firefighting and medical emergencies. Responders often assume a significant risk to their own safety to conduct a technical rescue. Due to the extensive training necessary, Cedar Park Fire Department has designated Station 1 to specialize in technical rescues with other stations providing support. Since the spectrum of technical rescues remains far-reaching and ever expanding, the Department may rely on Williamson County Technical Rescue Group along with other mutual aid entities to provide complementary capabilities.

Year 3: Cedar Park Fire Department will maintain certification levels for technical rescues. Non-Station 1 personnel will participate in technical rescue-based quarterly training.

Years 4-5: Cedar Park Fire Department will continue to ensure Station 1 personnel possess the skills and knowledge necessary for technical rescues. Other Department personnel will participate in quarterly training.

4.4.4 Maintain necessary skill levels for safe dive operations.

Cedar Park Fire Department operates a dive team to find objects underwater and bring them to the surface. Operations underwater pose a unique set of risks that threaten the safety of dive team members. Conditions that may affect risk include water contamination levels, water/air temperatures, visibility levels, pressure differential, and swift water. Personnel need to train extensively with specialized equipment to protect their own safety while underwater. Since most dive operations are not time sensitive, the Department may await additional resources from mutual aid partners before beginning operations. County partners expect the Department to serve as their backup as well.

Year 3: Cedar Park Fire Department will identify members for the dive program and establish a training calendar.

Years 4-5: Cedar Park Fire Department will conduct monthly training for the dive program. The Department will also procure additional equipment and training personnel in their use.

Objective 4.5: Acquire and maintain equipment that has the confidence of Department personnel.

Cedar Park Fire Department has acquired and maintained equipment to ensure high quality services to the community. Department personnel have remained involved in the selection of equipment through the Relationship-by-Objective (RBO) Committee or specialty teams. The Department also has complied with the policies in place in regards to equipment maintenance. Personnel have confirmed that essential equipment is present and in good condition as part of the annual evaluation process.

4.5.1 Consult with the Relationship-By-Objective (RBO) Committee and specialty teams in the acquisition of equipment.

Line personnel have a stronger understanding of the feasibility and functionality of a given piece of equipment than those that function in an administrative role. More importantly, line personnel have the responsibility in using and maintaining such equipment. The RBO Committee provides an avenue for line personnel to submit input in Department operations, including the acquisition of equipment. Likewise, specialty teams have a better grasp of the needs affecting their operations.

Year 3: Cedar Park Fire Department will consult the RBO Committee and specialty teams as part of the process in acquiring equipment.

Years 4-5: Cedar Park Fire Department will continue to consult the RBO Committee and specialty teams as part of the process in acquiring equipment.

4.5.2 Inspect essential equipment on a regular schedule.

Failure of essential equipment endangers the success of an emergency incident response while threatening the safety of responders. Cedar Park Fire Department must also ensure that equipment remains properly inventoried and stored. Equipment needed for emergency incident responses may consist of, but not limited to, small tools, personal protective equipment, and communications systems. Some of this equipment falls under the responsibility of other entities. Regularly scheduled inspections would help identify issues early.

Year 3: Cedar Park Fire Department will inspect its equipment to ensure it meets or exceeds National Fire Protection Association (NFPA) or manufacturer guidelines. The Department will implement any improvements identified in tracking inspection essential equipment.

Years 4-5: Cedar Park Fire Department will ensure essential equipment is present and remains in good condition.

Objective 4.6: Ensure the reliability of the Department's fleet.

Cedar Park Fire Department has ensured its fleet has met the needs of the community. The Department has added a fire marshal vehicle in 2014 and a rescue boat in 2015. A new brush truck will enter the fleet in 2016. Additional apparatus will be ordered as part of the opening of Station 5. The City of Cedar Park's Vehicle Maintenance Division has conducted apparatus visits and preventive maintenance. Any repairs needed throughout the year have met established standards. The Health and Safety Committee has developed recommendations this past year in preventing vehicular accidents.

4.6.1 Replace apparatus on an established replacement schedule.

Cedar Park Fire Department relies on its apparatus to perform essential functions. When apparatus ages, its functionality decreases as maintenance costs increases. Time may also render some features of an apparatus obsolete. The Department can operate safe and effective apparatus without interruption through a formal replacement schedule. By contributing to the City of Cedar Park's Vehicle and Equipment Services Fund, Cedar Park Fire Department funds replacement apparatus in regular intervals. Additional apparatus would be needed with the opening of Station 5 in 2018.

Year 3: Cedar Park Fire Department will contribute to the Vehicle and Equipment Services Fund.

Years 4-5: Cedar Park Fire Department will acquire apparatus based on the replacement schedule. The process to order Station 5 apparatus will begin. If feasible, efforts will be made to move towards a standardized fleet.

4.6.2 Consult with the Relationship-By-Objective (RBO) Committee in the acquisition of apparatus.

The RBO Committee provides an avenue for personnel to submit input in Department operations, including the acquisition of apparatus. Line personnel possess a stronger understanding of the feasibility and functionality of a given apparatus than those that function in an administrative role. In addition, line personnel hold the responsibility in using and maintaining such apparatus.

Year 3: Cedar Park Fire Department will keep the RBO Committee informed of any plans to acquire apparatus.

Years 4-5: Cedar Park Fire Department will consult the RBO Committee as part of the process in acquiring apparatus.

4.6.3 Participate in City of Cedar Park's Vehicle Maintenance Division weekly station visits.

The Vehicle Maintenance Division ensures the City of Cedar Park, including Cedar Park Fire Department, has vehicles available for safe and dependable use. Vehicle Maintenance Division staff regularly visit the stations to identifying and remedying issues early, which reduces long-term maintenance costs and out-of-service times.

Year 3: Vehicle Maintenance Division staff will visit the stations weekly to check apparatus status. Cedar Park Fire Department will inform the Vehicle Maintenance Division of any concerns regarding apparatus condition.

Years 4-5: Vehicle Maintenance Division staff will continue to visit the stations weekly to check apparatus status. Cedar Park Fire Department will continue to inform Vehicle Maintenance Division of any concerns regarding apparatus condition.

4.6.4 Schedule preventive maintenance for apparatus.

Preventive maintenance will improve the dependability of apparatus and reduce the need for repairs. When apparatus leaves service for repairs, Cedar Park Fire Department operates reserve apparatus, which have more mileage and less functionality.

Year 3: The City of Cedar Park's Vehicle Maintenance Division will perform preventative maintenance for Cedar Park Fire Department apparatus.

Years 4-5: The Vehicle Maintenance Division will continue to perform preventative maintenance for Cedar Park Fire Department apparatus.

Objective 4.7: Enhance critical infrastructure.

As part of its accreditation peer assessment report, Cedar Park Fire Department received the recommendation to build Station 5 to serve the north-central sector of the community. Voters passed a bond package to finance the station in November 2015. A staffing plan for the additional fire station has been developed. The design process remains pending. The bond package also included funds to finish-out building 6 of the city hall campus. This would allow the Department to unify its administrative staff in a single location, which would improve efficiency. During summer 2014, the Department conducted significant renovations to Station 3. Station inspections have also been completed to ensure stations remain in good condition. The City of Cedar Park has begun to allocate funds for a mobile command post/emergency operations center (EOC). Cedar Park Fire Department and Water Distribution Division have tested hydrants throughout the community to ensure reliable operations. Hydrant data between the two entities has been merged to create a unified hydrant map. Under the direction of the Geographic Information Systems (GIS) Division, a comprehensive hydrant map continues to be developed.

4.7.1 Prepare for the opening of an additional fire station to maintain quality service levels.

The accreditation peer review team recommended the addition of a new fire station, when fiscally possible, to serve the north-central sector of Cedar Park Fire Department's primary coverage area. Voters passed a bond package to finance another fire station in November 2015. Station 5 would help provide high quality service to a community that has sustained continued growth. Travel times and availability of units would improve with the addition of another fire station.

Year 3: Cedar Park Fire Department will begin hiring staff for Station 5. A request for qualifications (RFQ) will be issued for an architect.

Years 4-5: Design and construction of facilities will commence. Hiring additional personnel will continue, and the process to acquire equipment and apparatus will begin.

4.7.2 Aid the City of Cedar Park's emergency management coordinator in developing emergency operations center (EOC) capabilities that meets community needs.

An EOC serves as a hub in carrying the out the priorities of emergency preparedness and emergency management functions at a strategic level. Common functions for an EOC include collecting, gathering, and analyzing data; making decisions that protect life and property; maintaining continuity of the organization, and sharing information to affected entities. The emergency management coordinator typically provides direction at an EOC, but the fire service plays a fundamental role in emergency response. A community

should determine an EOC's capabilities based on the size and scope of risks faced. The City of Cedar Park equips a conference room at its administrative offices to serve as an EOC, but additional capabilities may be in the community's best interests.

Year 3: Cedar Park Fire Department will meet with stakeholders to determine the specifications needed for a mobile command post/EOC.

Years 4-5: Additional funds will be allocated to purchase the mobile command post/EOC.

4.7.3 Invest in existing infrastructure to maintain functionality and quality of life.

The fire stations serve a dual function as a workplace and a home. Strategically located across Cedar Park, fire stations house apparatus, equipment, and supplies. The fire stations also include office space for personnel to conduct administrative functions. As residential facilities, fire stations need to include suitable sleeping, kitchen, and even recreational areas. Quality living space promotes morale, which may result in improved service delivery. In addition to participating in tours, the public may use these facilities for meeting space. Due to its fundamental importance, fire stations must maintain high levels of safety standards by complying with existing codes and regulations.

Year 3: Cedar Park Fire Department will dedicate a portion of its annual budget for fire station maintenance to extend useful building life. Command staff meetings will include discussions regarding station conditions. Designated personnel will also conduct inspections of stations with a focus on safety and health.

Years 4-5: Cedar Park Fire Department will continue to address needs in respects to station condition.

4.7.4 Assist the City of Cedar Park Public Works Department in ensuring reliable hydrant operations.

Cedar Park Fire Department depends on a reliable water supply to perform its core function of firefighting. Hence, the Insurance Services Office (ISO) heavily weighs water supply as a significant portion of its Public Protection Classification (PPC) rating. The City of Cedar Park's Water Distribution Division directly manages the water distribution system, including public hydrants, for the community. The Department plays a role in hydrant maintenance by physically checking their status. The City of Cedar Park lacks jurisdiction over private hydrants in the Department's coverage area, but the Department completes inspections and recommends action to the property owner.

Year 3: Cedar Park Fire Department will conduct regularly scheduled inspections of hydrants, informing the Water Distribution Division of any maintenance needs. As new construction occurs, data will be updated to ensure the hydrant map remains current.

Years 4-5: Cedar Park Fire Department will continue to support hydrant maintenance efforts.

Objective 4.8: Collaborate with the Cedar Park Public Safety Communications Division.

Previously: Collaborate with the Cedar Park Public Safety Communications Division to ensure quality call processing.

Collaboration between Cedar Park Fire Department and Cedar Park Public Safety Communications Division has grown stronger. The updated Computer-Aided-Dispatch (CAD) system functions as designed, and potential improvements have been identified. Integrating operations has remained a continuous effort with additional cross-training planned. Communications Division management staff have been welcomed at command staff meetings, which allows for joint decision making. In addition, dispatch supervisors receive the same end-of-month reports as Cedar Park Fire Department officers.

4.8.1 Assist the implementation of an upgraded Computer-Aided-Dispatch (CAD) system.

Cedar Park Fire Department relies on the Cedar Park Public Safety Communications Division to receive and transmit accurate information about an emergency incident in a timely manner. This information determines which units are sent on-scene. The upgraded system in place automates more processes and tracks unit location through automatic vehicle locator (AVL).

Year 3: Cedar Park Fire Department and Cedar Park Public Safety Communications Division will determine possibilities in improving AVL and map layers in the CAD system. Through a continuous evaluation process, additional improvements will be determined.

Years 4-5: Through a continuous evaluation process, additional improvements will be determined for the CAD system.

4.8.2 Facilitate fire-based training for the Cedar Park Public Safety Communications Division.

Effectiveness on emergency incidents depends on the rapport between Cedar Park Fire Department and Cedar Park Public Safety Communications Division. Common processes, expectations, and language enhance collaborative efforts. Becoming familiarized and accustomed to such practices requires training.

Year 3: Cedar Park Fire Department will help arrange Blue Card Command training geared for dispatchers.

Years 4-5: Dispatchers will continue to obtain training geared in supporting fire service operations.

4.8.3 Invite Cedar Park Public Safety Communications Division supervisors at Department command staff meetings.

Previously: Request participation of Cedar Park Public Safety Communications Division supervisors at Department command staff meetings.

Cedar Park Fire Department reviews operations on a regular basis at command staff meetings, including emergency incident responses. The Cedar Park Public Safety Communications Division plays a fundamental role in emergency incident responses for Cedar Park Police Department and Cedar Park Fire Department. Inviting Cedar Park Public Safety Communications Division to Cedar Park Fire Department command staff meetings would help uncover potential solutions for any identified concerns.

Year 3: Cedar Park Fire Department will invite Cedar Park Public Safety Division supervisors to command staff meetings.

Years 4-5: Cedar Park Fire Department will continue to invite Cedar Park Public Safety Division supervisors to command staff meetings.

Objective 4.9: Participate in joint training with partner agencies and departments.

Cedar Park Fire Department has recognized that successful operations often depend on collaboration with partner agencies and departments. Hence, the Department has laid the groundwork for increased joint training. Probationary firefighters have participated in joint academies with other departments in the region where Cedar Park Fire Department heavily participates in the planning. Cooperation with Cedar Park Police Department has continued to develop with a focus on active shooter responses. Involvement of dispatchers in training exercises have increased, which improves their ability to communicate with on-scene responders. Along with a battalion chief, specialty teams for Cedar Park Fire Department have attended their respective monthly county-wide drills. Discussions have remained ongoing in coordinating training between the Field Operations Department and Cedar Park Fire Department. The City of Cedar Park acquired a confined space trailer simulator to support these respective training efforts. Recognizing its strength lies in fire investigations rather than criminal investigations, the Fire Prevention Division leans on the Cedar Park Police Department for

support in arson cases. The Fire Prevention Division has a sustained interest in improving internal capabilities in fire investigations, as funding for Texas Commission on Law Enforcement (TCOLE) training and certification has been allocated. The command staff has completed necessary emergency management-related training.

4.9.1 Engage in monthly training with automatic and mutual aid fire departments.

Previously: Engage in quarterly training with automatic and mutual aid fire departments.

Neighboring fire departments provide support to Cedar Park Fire Department in fire suppression efforts and special operations such as hazardous materials response and technical rescue. Policies and practices vary across the different organizations. Reconciling the different tactics should happen in policy development and training rather than in the field. The spectrum of training may range from tabletop discussions among command officers to multi-company drills.

Year 3: Cedar Park Fire Department will participate in scheduled training activities with its regional partners for emergency operations.

Years 4-5: Cedar Park Fire Department will continue to participate in training activities with its regional partners for emergency operations.

4.9.2 Conduct joint training with Cedar Park Police Department.

Many emergency incidents involve a joint response from Cedar Park Police Department and Cedar Park Fire Department such as vehicle fires and traffic accidents. Collaboration between these public safety entities becomes even more imperative during rare, high-stakes incidents. Joint training should lead to a stronger understanding of each other's mission and tactics in a low-stakes environment.

Year 3: Cedar Park Fire Department and Cedar Park Police Department will develop, schedule, and conduct joint training as deemed appropriate. Priority will be placed on active shooter incidents.

Years 4-5: Cedar Park Police Department and Cedar Park Fire Department will continue to develop, schedule, and conduct joint training as needed.

4.9.3 Involve dispatchers in major training exercises.

Successful mitigation of emergency incidents does not solely depend on Cedar Park Fire Department's level of competence. The Department's partners, especially dispatchers, play an essential role. Dispatchers serve as the essential information link between the public and on-scene responders. With an emphasis on speed and accuracy, dispatchers have the responsibility to provide an initial assessment on a request for service. Involving the Cedar Park Public Safety Communications Division in training would increase its ability to communicate with Cedar Park Fire Department.

Year 3: Cedar Park Fire Department will request the presence of Cedar Park Public Safety Communications Division dispatchers to observe or participate in training exercises.

Years 4-5: Cedar Park Fire Department will continue to request the presence of Cedar Park Public Safety Communications Division dispatchers to observe or participate in training exercises.

4.9.4 N/A.

Previously: Participate in county-wide drills.

This sub-objective has been merged with sub-objective 4.9.1.

4.9.5 Increase awareness of risks undertaken by the City of Cedar Park's Field Operations Department.

The Field Operations Department engages in confined space entries to perform essential job tasks. If emergencies ever occur in confined spaces, Cedar Park Fire Department would likely provide initial

emergency response. Collaboration in developing training would help lead to more effective and efficient rescue operations. The confined space simulator at the Cedar Park Fire Department's offers a potential venue for training in a controlled setting.

Year 3: Cedar Park Fire Department will participate in joint training with the Field Operations Department. Additional collaborative planning activities will also occur.

Years 4-5: Cedar Park Fire Department will continue to integrate its training with the Field Operations Department to promote seamless operations.

4.9.6 Share responsibilities for fire investigations with Cedar Park Police Department.

As required by city ordinance, Cedar Park Fire Department investigates every fire within the city limits. Trained as fire inspectors, Fire Prevention Division personnel have the training to determine cause and origin of fires. However, members of the Fire Prevention Division do not serve as peace officers or conduct criminal investigations at this time. Cedar Park Police Department assumes such responsibility for support on suspected arson cases, but its detectives lack expertise in fire behavior. Hence, successful fire investigations depend on cooperation between Cedar Park Police Department and Cedar Park Fire Department.

Year 3: The incident commander for fire scenes will request a fire inspector from the Fire Prevention Division. If needed, the fire inspector will contact a Cedar Park Police Department detective for cases of suspected arson. The Fire Prevention Division will request information regarding evidence handling. Cedar Park Fire Department and Cedar Park Police Department will also discuss any improvements in conducting fire investigations as needed.

Years 4-5: Cedar Park Fire Department will continue to rely on Cedar Park Police Department for support in fire investigations. Contingent on availability of courses and staff, members of the Fire Prevention Division will pursue Texas Commission on Law Enforcement (TCOLE) certifications.

4.9.7 Obtain emergency management training.

Cedar Park Fire Department teams with other entities in addressing the emergency management needs for the City of Cedar Park. The National Incident Management System (NIMS) establishes a systematic, proactive approach for all threats and hazards – regardless of cause, size, location, and complexity. Obtaining NIMS training enables personnel to operate seamlessly within the department and with other entities, which would support efforts in reducing loss of life, property, and harm to the environment. Certifications including Fire Officer III and IV also require NIMS-related training. The City of Cedar Park emergency management coordinator may designate additional training to meet community needs.

Year 3: Cedar Park Fire Department will continue to ensure its personnel have obtained the necessary emergency management training. An in-house instructor will also be certified.

Years 4-5: Cedar Park Fire Department will continue to ensure its personnel have obtained the necessary emergency management training.

Objective 4.10: Cross-train personnel to allow staff to fill non-traditional roles during emergency incidents.

At the conclusion of the strategic plan's first year, Cedar Park Fire Department has consolidated actions plans associated with this objective to other sections.

Goal 5: Examine standards established by respected entities to guide the Department.

Objective 5.1: Increase compliance with National Fire Protection Association (NFPA) standards.

The Texas Commission on Fire Protection requires Cedar Park Fire Department to comply with a series of National Fire Protection Association (NFPA) standards, especially those related to safety equipment. In addition, regional groups require compliance with NFPA standards for functions such as hazardous materials response. Meeting other NFPA standards are not compulsory, and some simply do not meet the needs of the community. The Department has actively pursued meeting the provisions of select NFPA standards since they represent best practices in the fire service. Some Department standard operating guidelines (SOGs), including those pertaining to fire investigations, directly reference NFPA standards. NFPA standards also have provided the long-range vision for the Department's health and safety programs. The Department had an observer present for NFPA committee meetings for occupational health and safety in November 2015.

5.1.1 Implement policies that align with the provisions of NFPA standards.

Formed in 1896, NFPA serves as a trade association that establishes over 300 codes and standards with the primary intention to minimize the risk and effects of fire. Volunteers representing varied viewpoints and interests develop the standards, recommended practices, and guides through a consensus process. NFPA releases new editions of its publications on a rotating basis through a stakeholder-driven process. As an authoritative source of fire-related matters, NFPA also engages in research, training, and education.

Year 3: Cedar Park Fire Department will implement and adhere to components of the most up-to-date NFPA standards, especially those stressed within this strategic plan, as deemed appropriate for the community served. The Department will monitor any changes in NFPA standards, submitting public comment when appropriate.

Years 4-5: Cedar Park Fire Department will implement and adhere to components of the most up-to-date NFPA standards, especially those stressed within this strategic plan, as deemed appropriate for the community served. The Department will monitor any changes in NFPA standards, submitting public comment when appropriate.

Objective 5.2: Sustain accredited status with the Commission on Fire Accreditation International (CFAI).

Previously: Pursue accreditation status with the Commission on Fire Accreditation International (CFAI).

CFAI's agency accreditation program has enabled fire and emergency services agencies to compare their performance to industry best practices. The process required the Department to determine community risk and safety needs, develop community-specific Standards of Cover, evaluate the performance of the Department, and establish a method for achieving continuous organizational improvement. CFAI formally recognized the Department as an applicant in the process in February 2014. With the assistance of Fire Chief John O'Neal of Addison Fire Department, Cedar Park Fire Department finalized its pre-requisite documents in March 2014. Following a site visit in June 2014, the peer review team recommended accredited status for Cedar Park Fire Department. CFAI conferred accreditation to the Department during its August 2014 meetings at Fire-Rescue International. Cedar Park Fire Department submitted its annual compliance report in July 2015, and CFAI approved it in November 2015. The Department has begun to transition to the 9th edition of the Fire and Emergency Services Self-Assessment Manual, which CFAI released in October 2015. As of March 2016, Cedar Park Fire Department stands as one of seven accredited civilian departments in Texas.

5.2.1 Revise Cedar Park Fire Department's self-assessment manual.

Cedar Park Fire Department completed and submitted a self-assessment manual that addressed 240 performance indicators across 40 criteria as part of the accreditation process. The self-assessment manual becomes outdated with time as the Department moves forward. In addition, CFAI has released a new edition of performance indicators. Compliance to the 9th edition of the Fire and Emergency Services Self-Assessment Manual is required for all agencies applying or renewing accredited status in March 2017 or later.

Year 3: Cedar Park Fire Department will update its self-assessment manual as part of the program annual evaluation process and strategic plan reviews. The Department will begin transitioning its self-assessment manual to the revised CFAI performance indicators. The command staff will begin planning how to address identified gaps.

Years 4-5: Cedar Park Fire Department will complete its transition to the 9th edition of the Fire and Emergency Services Self-Assessment Manual, fulfilling all appropriate performance indicators. Once the transition is complete, each section of the self-assessment manual will be reviewed annually.

5.2.2 File an annual compliance report with CFAI.

Cedar Park Fire Department must file an annual compliance report to maintain its accredited status. The annual compliance report summarizes the Department's status in meeting core performance indicators as well as progress in addressing the peer review team's recommendations. A third-party reviews the annual compliance report and may provide additional feedback.

Year 3: Cedar Park Fire Department will ensure it maintains continued compliance with accreditation performance indicators and attempt to implement the peer review team's recommendations. The Department will file the annual compliance report according to CFAI's schedule. Based on the feedback received, the Department will determine the appropriate action.

Years 4-5: Cedar Park Fire Department will sustain its efforts in fulfilling its obligations to maintain accredited status.

5.2.3 Monitor response times for compliance with CFAI.

CFAI establishes response time goals for call processing, turnout, and travel times. The peer review team issued recommendations that Cedar Park Fire Department monitor response times on a more frequent basis and identify potential improvements. This information is also recorded in annual compliance reports.

Year 3: All Cedar Park Fire Department officers will receive monthly reports on median and 90th percentile performance times for each emergency operations program. Aggregate data will be reviewed as part of the annual evaluation process.

Years 4-5: Cedar Park Fire Department will continue to institutionalize monitoring response times as part of its regular practices.

Objective 5.3: Maintain a Public Protection Classification 1 rating with the Insurance Services Office (ISO).

In its Public Protection Classification program, ISO grades a community's fire-protection services on a scale of 1 to 10, with Class 1 indicating superior fire protection. A community's ISO classification aids insurance companies in determining premiums for residential and commercial properties. ISO conferred a Class 1 rating to the community served by Cedar Park Fire Department in 2009. ISO and the State Fire Marshal attended a January 2016 City Council meeting to recognize the community for maintaining its Class 1 rating. Department representatives have also attended a Texas Fire Chiefs Association workshop in June 2015 to remain attuned

to any changes in program requirements. The upcoming addition of Station 5 will help the community maintain its top tier designation.

5.3.1 Continue providing the training and equipment to earn the necessary points from ISO.

ISO reviews fire department operations and capabilities for fifty percent of the overall Public Protection Classification score. Areas under consideration include the type and extent of training provided to fire company personnel, number of people who participate in training, firefighter response to emergencies, and maintenance and testing of equipment. If the classification rating worsens, residents and businesses in Cedar Park may face higher insurance rates.

Year 3: Cedar Park Fire Department will continue existing practices to maintain a favorable rating from the ISO's Public Protection Classification program. The Department will track any changes in ISO scoring practices.

Years 4-5: Cedar Park Fire Department will adjust to any changes in the Public Protection Classification grading system to maintain a favorable rating.

Objective 5.4: Determine feasibility for recognized status through the Texas Fire Chiefs Association's Best Practices Program.

In 2012, the Texas Fire Chiefs Association launched the Best Practices Program to establish a standard of excellence for fire departments validated by independent experts. The Commission on Fire Accreditation International (CFAI) offers a similar program, which Cedar Park Fire Department completed in August 2014. The Department recognized that the Best Practices Program tailored its criteria to meet the specific needs of fire departments in Texas but also determined significant overlap exists. Instead of pursuing this program at this time, the Department will focus its attention to meeting the updated requirements for CFAI's 9th edition of the Fire and Emergency Services Self-Assessment Manual.

Objective 5.5: Network with other fire service entities through multiple avenues.

Cedar Park Fire Department has become an active presence in the fire service at a regional, state, and national level. By sending members to the FireHouse Software and Training Seminar and the Fire Rescue International Conference, the Department has increased its awareness of current issues, existing trends, and best practices. In addition, the Department has allocated funds for personnel to attend the Commission on Public Safety Excellence's Excellence Conference and Blue Card Command's Hazard Zone and Leadership Conference in 2016. Department representatives have attended National Fire Protection Association (NFPA) public hearings for health and safety-related standards. The Department has actively participated in the Commission Fire Accreditation International (CFAI)'s Re-Imagining Project, shaping requirements for accreditation. The management analyst also participated in a peer review visit for Clackamas County, Oregon in May 2015. Attending Texas Commission on Fire Protection (TCFP) meetings has enabled the Department to remain informed of any pending changes in state regulations. Involvement in meetings for the Williamson County Fire Chiefs Association and Capital Area Fire Chiefs Association has facilitated regional information sharing and coordination.

5.5.1 Maintain active involvement in nationwide associations and programs.

Involvement in nationwide associations and programs allows Cedar Park Fire Department to keep pace with the innovation in the fire service. By subscribing to publications and attending conferences, the Department remains up-to-date on trends and best practices.

Year 3: Cedar Park Fire Department will maintain its membership with the National Fire Protection Association (NFPA), Commission on Fire Accreditation International (CFAI), and other professional associations. Designated personnel will attend the International Association Fire Chiefs' Fire Rescue International Conference, the FireHouse's FireHouse Software Education and Training Seminar, Commission of Public Safety Excellence's Excellence Conference, United States Fire Administration's Executive Fire Officer Program, and Blue Card Command's Hazard Zone and Leadership Conference. The management analyst will serve as the Department's representative in participating in peer visit reviews.

Years 4-5: Cedar Park Fire Department will continue its participation in nationwide associations and programs while increasing its involvement. Applying for membership to other associations will come under consideration.

5.5.2 Attend fire service-related regional and state meetings.

The Texas Commission on Fire Protection (TCFP) acts as a governing body for the fire service in the State, establishing requirements regarding training, certifications, and equipment. Regional groups including the Williamson County Fire Chiefs Association and Regional Standardization of Equipment and Training address issues affecting its membership. Their meetings allow Cedar Park Fire Department to share information among its partners, to remain aware of prevailing practices, and to provide input as needed.

Year 3: Cedar Park Fire Department will actively participate in regional meetings. As schedules permit, the Department will send personnel to attend TCFP meetings and submit public comment when deemed appropriate.

Years 4-5: Cedar Park Fire Department will continue to participate in regional meetings and attend meetings of TCFP.

Goal 6: Engage the community in public outreach efforts.

Objective 6.1: Educate the public in safe behavior and Department operations through various forms of media.

Cedar Park Fire Department has actively engaged the public through multiple channels. An evening news broadcast has covered a story on personnel health. Local newspapers have highlighted the Department's accomplishments including obtaining accredited status from the Commission on Fire Accreditation International (CFAI) and recognition as a Top Workplace from the Austin American-Statesman. Stories on the annexation of Bella Vista and Twin Creeks have included details regarding the impact of emergency service delivery. In the bond election process, the Department publicly shared information on the proposed Station 5 and its impact on the community. The Department also has filmed a public service announcement on the prohibition of fireworks use. Collaboration with the Cedar Park Center and the local movie theater to develop additional public service announcements remain in the works with possible topics such as tornado safety and a community cardiopulmonary resuscitation (CPR) program. During emergency incidents, Cedar Park Fire Department and City of Cedar Park's Media & Communications Office have kept the public appropriately informed and provided guidance when necessary. This includes the use of social media by the Emergency Management Coordinator. Public outreach was also conducted to seek information regarding an arson suspect in 2014.

6.1.1 Welcome media presence at Department demonstrations, training, and functions.

The fire service often takes for granted everyday activities that the public finds visually appealing and exciting. Demonstrations and training exercises may present the best opportunities, but other Department functions such as public education efforts, grant awards, and other special events may warrant media

attention. Increased media presence offers the dual benefit of improving Department’s reputation and providing public education.

Year 3: Cedar Park Fire Department will collaborate with the City of Cedar Park’s Media & Communications Office to determine and to execute the appropriate strategy in welcoming media outlets.

Years 4-5: With the guidance of the Media & Communications Office, Cedar Park Fire Department will continue to increase its presence in the media.

6.1.2 Publish public safety messages through multiple forms of media.

Previously: Publish Department messages through multiple forms of media.

Cedar Park Fire Department can keep the public informed of potential risks through traditional media and new media. Pre-emptive public education messages ahead of holidays remind the public of the dangers of such activities as turkey frying and fireworks. Timely information can advise the public of appropriate actions during inclement weather and emergency incidents.

Year 3: Cedar Park Fire Department will collaborate with the City of Cedar Park’s Media & Communications Office and Office of Emergency Management in releasing Department messages. Signage at the stations will be updated monthly with approved messages.

Years 4-5: Cedar Park Fire Department will continue to release public safety messages to the community.

Objective 6.2: Interact directly with interested members of the community.

Cedar Park Fire Department relies on the community’s support and trust. Department representatives have spoken at schools, community groups, and retirement homes. In spring 2015, the Department conducted a door-to-door campaign in distributing pamphlets regarding wildland fire mitigation. Preliminary discussions have begun on how members of the community can become more involved in advancing the Department’s mission. Public outreach efforts have remained strong, as the Department continues to assist in the instruction of Community Emergency Response Team (CERT) classes. In addition, plans are under development to use CERT members to support other public education initiatives. The Department has continued to host station tours, which serves as an educational opportunity to visitors. Station tours also have facilitated interaction between Department personnel and the public. The addition of providing cardiopulmonary resuscitation (CPR) training to the strategic plan represents the Department’s commitment in meaningful, practical public education.

6.2.1 Draw increased involvement from the public in Department functions.

Along with members from civic organizations such as Cedar Park Rotary Club and Cedar Park Community Emergency Response Team (CERT), individuals from the public have expressed enthusiasm in supporting Cedar Park Fire Department’s efforts. Civilians would need the appropriate training to provide volunteer support in public education functions. Possible training may involve the development of a citizen’s fire academy, which would allow for greater depth of information to be shared.

Year 3: Cedar Park Fire Department will establish plans for CERT members to participate in Department public education functions.

Years 4-5: Cedar Park Fire Department will continue to integrate CERT members into public education functions and determine feasibility for increased involvement.

6.2.2 Provide assistance to the Community Emergency Response Team (CERT) program.

The Emergency Management Coordinator administers the CERT program. CERT educates individuals about disaster preparedness for hazards that may impact their area and trains them in basic disaster response skills,

which include fire safety, light search and rescue, team organization, and disaster medical operations. Cedar Park Fire Department personnel possess the expertise necessary to teach significant portions of the initial course. Through this program, the Department not only supports public education in regards to disasters but also increases its exposure to the public.

Year 3: Cedar Park Fire Department will assist in CERT course instruction at the request of the emergency management coordinator.

Years 4-5: Cedar Park Fire Department will continue to assist in CERT course instruction, aiming to improve its methods with each subsequent class.

6.2.3 Host station tours for the community.

The Department welcomes individuals and groups to visit its fire stations to spark interest in the fire service, raise fire safety awareness, and support the relationship between the Department and the community. Potential visitors may request a tour via forms posted on the Department website.

Year 3: Cedar Park Fire Department will provide tours for fire station visitors while providing information about the fire service and general safety.

Years 4-5: Cedar Park Fire Department will continuously improve its tours to fire station visitors.

6.2.4 Administer a cardiopulmonary resuscitation (CPR) training program to the public.

In cases of cardiac arrest, immediate intervention through CPR can increase the chances of a patient's survival by restoring oxygenated blood to the brain and heart. Members of the public can commence CPR ahead of Cedar Park Fire Department's arrival. The Department can increase the number of community members with the skills and knowledge to administer CPR through the Take10 program.

Year 3: Cedar Park Fire Department will begin to schedule CPR training on a quarterly basis.

Years 4-5: Cedar Park Fire Department will offer CPR instruction quarterly.

Objective 6.3: Collaborate with Leander Independent School District (LISD) in public education efforts.

Cedar Park Fire Department relies on its collaborative relationship with Leander Independent School District (LISD) in executing its public education programs. Hosted by local elementary schools, the Helping Educate About Today's Safety (HEATS) program serves as the Department's flagship program. The HEATS program has presented meaningful information in an interactive manner, garnering overwhelming positive reviews by teachers and students. LISD facilitates programs such as Shattered Dreams and Career Opportunities on Location (COOL), which are designed to meet the needs of high school students. The Department participated in both in the spring 2015. The Department does not actively participate in a middle school-based program. The existing State curriculum for middle school health classes already cover topics such as accident prevention, drug use, first aid, cardiopulmonary resuscitation (CPR), and communicable diseases. After training its personnel in 2014, the Department began accepting referrals to the Juvenile Firesetter Intervention Program. LISD's Risk Management Division is aware of the program and has built internal capabilities as well. The Fire Prevention Division has remained proactive in educating LISD faculty about fire code requirements; additional training remains a long-term possibility.

6.3.1 Continue the Helping Educate About Today's Safety (HEATS) program for elementary schools.

Previously: Continue the Helping Educate About Today's Safety (HEATS) program, which targets elementary school students.

The HEATS program presents public safety program to elementary school students during Fire Prevention Week. Several uniformed firefighters wear clown costumes for the 35-minute shows that focus on relevant safety topics. Cedar Park Fire Department assesses student knowledge a month later.

Year 3: Cedar Park Fire Department will organize the HEATS program at local schools.

Years 4-5: Cedar Park Fire Department will continuously improve the HEATS program.

6.3.2 N/A.

Previously: Study the feasibility in developing a public education program for middle school students.

Middle school represents a formative and transitional period for individuals. Students at this age experience increasing amounts of independence. Strategies and programs geared for other age groups may lack effectiveness for middle school students. Due to these considerations, the State of Texas has established curriculum requirements for middle school health courses that cover accident prevention, drug use, first aid, cardiopulmonary resuscitation (CPR), and communicable diseases. Since the schools address these topics, the Department has determined to place its public education efforts elsewhere.

6.3.3 Participate in the Shattered Dreams high school program.

The Shattered Dreams program demonstrates the dangers of drinking and driving through a dramatization of an alcohol-related crash. Hundreds of students attend the program annually. Local police, fire, and emergency medical services entities, including Cedar Park Fire Department, participate to increase the realism of the simulation.

Year 3: Cedar Park Fire Department will participate in the Shattered Dreams program.

Years 4-5: Participation in the Shattered Dreams program will continue

6.3.4 Welcome Career Opportunities on Location (COOL) week participants.

LISD offers COOL week as an opportunity for high school seniors to spend time on-site in an industry where they have an interest in pursuing a career. Through this program, students can learn about the skills, education, and training required in a given profession. By offering itself as a host, Cedar Park Fire Department may increase student interest in a fire service career.

Year 3: Cedar Park Fire Department will offer to host COOL week participants. In addition, the Department will establish a structured curriculum for participants.

Years 4-5: Cedar Park Fire Department will continue to offer to host COOL week participants.

6.3.5 Conduct outreach for the Juvenile Firesetter Intervention Program to LISD staff.

Children cause a significant proportion of accidental and intentional fires that occur each year. Research has demonstrated that without intervention, children will continue fire setting behavior. The United States Fire Administration and National Fire Protection Association have provided guidance in developing a Juvenile Firesetter Intervention Program. Local departments across the nation have administered such a program to counsel at-risk youth. Effectiveness of the program largely depends on awareness of those that interact with the target audience. By conducting outreach to LISD staff, the Department has a higher likelihood to receive referrals for those that need counseling.

Year 3: Cedar Park Fire Department will collaborate with LISD in administering the Juvenile Firesetter Intervention Program.

Years 4-5: Cedar Park Fire Department will continue to collaborate with LISD in administering the Juvenile Firesetter Intervention Program.

6.3.6 N/A.

Previously: Integrate public education initiatives through the existing academic curriculum.

Cedar Park Fire Department has determined to eliminate this sub-objective to focus on other public education efforts with LISD.

6.3.7 Offer public safety training to school faculty.

Safeguarding students largely depends on the school faculty. The faculty has a responsibility to comply with the fire code, which mitigates many potential risks in the classroom. In addition, faculty typically can respond to emergency incidents at a greater level than students. Cedar Park Fire Department through regular interaction can support the faculty in meeting these objectives.

Year 3: Cedar Park Fire Department will collaborate with school faculty in fire code compliance.

Years 4-5: Cedar Park Fire Department will assess possibilities in expanding interaction with school faculty.

Goal 7: Value every member's ideas, skills, and well-being.

Objective 7.1: Safeguard the health and safety of employees.

Cedar Park Fire Department has proactively safeguarded the health and safety of its employees. National Fire Protection Association (NFPA) standards guide the Department in this endeavor. The Department also actively monitors changes in the standards. As recommended by NFPA 1500, the Department's Health and Safety Committee has convened at least quarterly to conduct research, develop recommendations, and review matters pertaining to health and safety. This committee has helped conduct station safety inspections and draft Safety Management Program standard operating guidelines (SOGs). The command staff approved these SOGs in February 2015. The Department previously finalized SOGs for its infection control policy, based on NFPA 1581, in February 2014. Completed each August/September, the medical physical evaluations largely mirror NFPA 1582. After conferring with subject matter experts, the Department has also confirmed that the medical physical evaluations meet needs. Due to cardiovascular-related fatality rates in the nation's fire service, an additional cardiac screening has also been offered to Department personnel in spring 2016. The Department also administered a baseline air consumption test in fall 2015. SOG revisions for wellness and fitness in March 2014 placed a renewed focus on mental health. A peer support team has been formed and has obtained training. Two personnel participated in the applied suicide intervention training (ASIST) program. Quarterly health and safety meetings intend to increase awareness of occupational hazards and best practices. The Nutritional Sciences Department at the University of Texas has shared its research on the Department's lifestyle and health. Educational sessions from the University of Texas began in October 2015.

7.1.1 Implement provisions of National Fire Protection Association (NFPA) standards related to safety and health.

Cedar Park Fire Department inherently values the well-being of its members and feels obligated to protect them from safety and health risks. Since the physical and mental condition of its members also affects their effectiveness in essential job functions, the Department has a duty to the community in emphasizing safety and health. Many of the Department's policies including infection control, wellness and fitness, and personal protective equipment reflect standards established by the National Fire Protection Association (NFPA).

Year 3: The Health and Safety Committee will review NFPA standards including those related to accident investigations to determine the appropriate provisions to implement. Existing programs will continue.

Years 4-5: Cedar Park Fire Department will continue its attempts in meeting NFPA standards while accounting for Department needs.

7.1.2 Conduct annual medical physical evaluations for all uniformed personnel.

Medical physical evaluations serve an essential role by (1) identifying conditions that may hinder a member's physical or mental ability to perform essential job tasks without undue risk, (2) monitoring the effects of exposure to specific biological, physical, or chemical agents, (3) detecting detrimental changes in a member's health, (4) detecting patterns of disease or injury, (5) providing members with information about current health, promoting wellness, and referring them for additional evaluation and treatment, (6) providing members with information and education about occupational hazards, (7) providing cost-effective investment in disease prevention, early detection, and health promotion, and (8) complying with other jurisdictional requirements. Components of the medical physical evaluation include a medical history questionnaire, physical examination, and ancillary tests such as blood testing. All respondents to a summer 2012 survey responded that a wellness-fitness program should include annual medical physical evaluations.

Year 3: Cedar Park Fire Department will schedule medical physical evaluations for all uniformed personnel. The Department will also monitor proposed changes in NFPA standards.

Years 4-5: Cedar Park Fire Department will continue to schedule medical physical evaluations for all uniformed personnel based on accepted best practices.

7.1.3 Administer an air consumption test annually to all uniformed personnel.

Previously: Administer a validated fitness test annually to all uniformed personnel.

Due to physiological differences, individuals consume the air in their self-contained breathing apparatus (SCBA) at different rates. Factors such as training, physical condition, activity, and mental state affect the air consumption rate. Understanding the air consumption rate in a controlled test situation helps increase on individual's safety and effectiveness in more dangerous environments. Since fitness level is a factor in the air consumption rate, an annual evaluation can track progress in an individual's fitness.

Year 3: Cedar Park Fire Department will administer an air consumption test to all operations personnel.

Years 4-5: Cedar Park Fire Department will continue to administer an air consumption test to all operations personnel.

7.1.4 Facilitate quarterly health and safety training meetings for uniformed personnel.

The health and safety of Cedar Park Fire Department personnel largely depends on their actions while on duty. Periodic meetings serve as a training opportunity by increasing awareness of Department policies, current issues, and best practices. Additional precautionary measures may result, potentially leading to fewer injuries. Discussion spurred from these meetings may also lead to health and safety improvements for the Department. The training may be administered by third-party subject matter experts.

Year 3: The Administrative Assistant Chief will coordinate with the University of Texas Nutritional Sciences Department to schedule education sessions.

Years 4-5: The Administrative Assistant Chief will determine the topics and set the schedule for quarterly health and safety training.

7.1.5 Consult external support in evaluating the physical condition of uniformed personnel.

Individuals involved in the fire service face unique health risks and experience different lifestyles compared to the general public. The Cedar Park Fire Department lacks expertise regarding many health and safety

topics, but has formed relationships with subject matter experts. With the support of subject matter experts, Cedar Park Fire Department can take proactive steps in improving its personnel's long-term health.

Year 3: Cedar Park Fire Department and the University of Texas will continue to collaborate on firefighter lifestyle and health research. Personnel will have the opportunity to participate in a cardiac screening process supported by the Public Safety Cardiac Foundation. The Department will also maintain communication with medical and behavior specialists in the region.

Years 4-5: Cedar Park Fire Department will continue to confer with subject matter experts and implement recommendations, if deemed feasible.

Objective 7.2: Solicit the opinions of personnel in Department operations.

Cedar Park Fire Department has become a stronger organization by drawing from the perspectives of its members. At a Department-wide level, the Relationship-by-Objective (RBO) Committee has convened to discuss topics such as budget requests, Department policies, and awards celebration planning. Based on survey results, the Austin American-Statesman has named Cedar Park Fire Department as a top work place for three times in five years. The Department has issued surveys in August 2015 for the training and health/safety programs. Use of course evaluations for training has begun and will increase. Officers have the opportunity to provide input in strategic plan updates. Annual evaluations of operational programs includes involvement of personnel across all shifts. Prior to the release of any new or revised standard operating guidelines (SOGs), the command staff has vetted draft SOGs to the rest of the Department. Through 360 evaluations, uniformed personnel had the opportunity to provide professional feedback on their supervisors. The Department has deemed Assess-Improve-Maintain (AIM) exercises as a useful tool in improving team dynamics within crews and intends to use them in the upcoming year.

7.2.1 Convene Relationship-By-Objective (RBO) Committee meetings to solicit opinions on Department matters.

The RBO Committee connects administrative and line personnel. Responsibilities of the committee include recognizing issues affecting the Department and conducting research in finding solutions. By seeking input throughout the ranks in this process, Cedar Park Fire Department develops policies grounded in reality while garnering ground-level support.

Year 3: Cedar Park Fire Department plans to convene RBO Committee meetings to address Department matters.

Years 4-5: Cedar Park Fire Department plans to continue convening RBO Committee meetings to address Department matters.

7.2.2 Conduct Assess-Improve-Maintain (AIM) exercises biannually.

AIM exercises serve as a team-building activity that encourages honest discussion within individual workgroups. Through these dedicated exercises, individual workgroups can remedy identified issues.

Year 3: Each crew for Cedar Park Fire Department will partake in an AIM exercises, revising the format as needed.

Years 4-5: Cedar Park Fire Department will continue to conduct AIM exercises annually.

7.2.3 Perform annual 360 evaluations for all officers.

Cedar Park Fire Department entrusts its officers to provide leadership for their respective crews. Through 360 evaluations, personnel can provide professional feedback to their supervisors. By increasing awareness of work conditions, an officer can identify potential improvements.

Year 3: Cedar Park Fire Department will conduct 360 evaluations for officers modifying questions as needed.

Years 4-5: Cedar Park Fire Department will continue to conduct 360 evaluations for officers each year.

7.2.4 Survey personnel on major program initiatives.

Cedar Park Fire Department values the opinions of its personnel, especially in developing major program initiatives since the Department's leadership may lack expertise. While allowing for quantitative analysis, surveys enable every member of the Department to express their opinions on equal footing. Anonymity in survey responses encourages unfiltered insight and honesty. Results are shared with the command staff.

Year 3: Cedar Park Fire Department will facilitate surveys when appropriate.

Years 4-5: Cedar Park Fire Department will continue to facilitate surveys when appropriate. The development of future strategic plans will include a survey component.

7.2.5 Incorporate staff input in standard operating guidelines (SOGs) development.

SOGs serve as the Cedar Park Fire Department's operational playbook. By maintaining an open process in SOG development, Cedar Park Fire Department can draw from the expertise of its members. This helps ensure SOGs remain functional and effective.

Year 3: Cedar Park Fire Department will solicit input from its members during SOG revisions.

Years 4-5: Cedar Park Fire Department will solicit input from its members during SOG revisions.

Objective 7.3: Facilitate engagement between administration and line staff.

Building a collaborative environment has facilitated Cedar Park Fire Department's organizational development. The Department has averaged over one command staff per month to ensure its leadership operates on the same page regardless of shift. Command staff meetings have also allowed the Department to engage in problem solving as a team. The officers meetings enable lieutenants from all shifts and stations to raise concerns and provide input directly. The Fire Chief and assistant chiefs have established a rotation in participating in ride-outs, which has helped bridge administrative staff with line staff.

7.3.1 Schedule command staff meetings monthly.

Cedar Park Fire Department convenes command staff meetings to review Department functions and address any issues. Participants include personnel at battalion chief or higher as well as representatives from the Information Systems Department and Public Safety Communications Division. Thus, the Department can act as a unified entity rather than as silos between the three shifts. Meeting topics include Department policy changes, recent response briefings, upcoming training opportunities, and budget status updates.

Year 3: Cedar Park Fire Department will schedule command staff meetings monthly at minimum.

Years 4-5: Cedar Park Fire Department will continue to schedule command staff meetings monthly at minimum.

7.3.2 Hold officer meetings biannually.

Majority of the Cedar Park Fire Department officer corps operate on a 24-hours-on/48-hours-off schedule. Gathering officers from all shifts poses a logistical and resource challenge. Officer meetings establish a formal setting to share information to and between the three shifts with the direct involvement of lieutenants.

Year 3: Cedar Park Fire Department will hold officer meetings on a biannual basis.

Years 4-5: Cedar Park Fire Department will continue to hold officer meetings biannually.

7.3.3 Assign administrative staff to monthly ride-outs.

By accompanying line personnel throughout a shift, administrative staff develops a greater understanding on what happens in the field. From conversations throughout the ride-out, administrative staff can informally explain the rationale of policy decisions while line personnel can discuss their concerns. Shared experiences also build camaraderie. Thus, ride-outs can bridge the gap between administrative and line personnel.

Year 3: The fire chief and assistant chiefs will establish a monthly rotation for station ride-outs.

Years 4-5: The fire chief and assistant chiefs will continue to ride-out with the stations on a monthly rotation.

Objective 7.4: Honor exceptional employees for their contributions.

Cedar Park Fire Department held its annual awards ceremony in January 2014 and 2015, which honored personnel for their contributions. Among those recognized were Phoenix Award recipients. Phoenix Award recipients have provided the ultimate service by saving a human life. Members of the Department have nominated and selected firefighter, engineer, and officer of the year awards. The Department also congratulated personnel that have completed advanced certifications and higher education. Ceremony attendees included councilmembers, city administration, dispatchers, as well as Department members and their families. The Department has formed a committee to revamp the awards program's format.

7.4.1 Host an annual ceremony to present awards.

Although Cedar Park Fire Department expects its personnel to deliver “service through excellence” on a consistent basis, certain acts warrant special recognition. The annual awards ceremony honors personnel for exceptional individual acts and sustained effort.

Year 3: A committee will determine the best means to honor personnel.

Years 4-5: Cedar Park Fire Department will follow the committee's recommendations in honoring personnel.

Goal 8: Develop strong relationships with partner entities to achieve mutual objectives.

Objective 8.1: Improve mutual understanding of missions and objectives with partner agencies/departments.

Cedar Park Fire Department demonstrated high levels of collaboration with its partners through multiple avenues. For special events such as the accreditation peer visit in summer 2014, Cedar Park Fire Department drew in support from almost every City of Cedar Park department and division. Multiple entities also were involved for Station 3 renovations. Likewise, the November 2015 bond proposal included projects for streets and roads, public safety, library, and parks and recreation. Completing the projects from the bond package would require on-going collaboration. On a more routine level, dispatchers have participated in command staff meetings and training exercises. The Department has also conferred with the Human Resources Department in the recruiting and promotional processes, the Information Systems Department for mapping, computing, and security needs, and others in continuous efforts to improve service to the community. Possibilities in increasing interaction and strengthening relationships include

inviting such entities in ride-outs and training courses. City of Cedar Park cross-departmental committees, including those regarding employee development, include Department representatives. In addition, the Department has actively attended training, public outreach, and ceremonial events hosted by its partners.

8.1.1 Involve entities that provide support services in Department operations.

Several civilian partners provide support services to Cedar Park Fire Department operations. Awareness of fire service everyday activities and language would improve effectiveness. Increasing involvement, even in an observatory role, allows those not directly involved in the fire service on a day-to-day basis to visualize and to experience what happens in the field.

Year 3: Cedar Park Fire Department will invite interested parties, especially the emergency management coordinator, dispatchers, information systems analysts, and elected officials, to ride-outs and/or training exercises.

Years 4-5: Cedar Park Fire Department will continue to invite interested parties to ride-outs and/or training exercises.

8.1.2 Maintain interaction between Cedar Park Fire Department and non-fire service agencies/departments.

Increased interactions strengthen the relationships Cedar Park Fire Department has with its partners by building trust and familiarity. Awareness of each other's resources and activities may lead to future efficiency gains even if topics discussed do not directly relate to the fire service. This includes not only participation in cross-departmental committees such as Cedar Park Health Implementation Team and Cedar Park Organizational Development, but also informal interactions with Department partners.

Year 3: Cedar Park Fire Department will consult with its partners early in the process of joint projects as well as draw from expertise outside the Department on topics such as information systems and human resources. Possible informal activities for increased interaction include attending the City of Cedar Park employee picnic and participating in citywide events.

Years 4-5: Cedar Park Fire Department will continue to encourage its personnel to interact with its partners.

Objective 8.2: Enhance effectiveness in joint operations.

Cedar Park Fire Department has valued the contributions of others in joint operations. The Department collaborated with Round Rock Fire Department to hold two joint new hire academies. The academy culminated in live training with personnel from both departments participating. The Department also has remained an active member of the Williamson County Fire Chiefs Association and Capital Area Fire Chiefs Association. Participation in monthly drills for technical rescue and hazardous materials response has continued. In addition, advisory committees for regional hazardous materials response and technical rescue teams have formed to discuss the overall direction of those programs. This objective is also closely related to Objectives 4.4 and 4.9, which provides additional details.

8.2.1 Foster stronger relations with other fire departments in the region.

Cedar Park Fire Department cooperates with other fire departments in the region at an operational level. Strengthening understanding of capabilities, roles, and expectations between Cedar Park Fire Department and its partners may allow for more effective and efficient operations. Cedar Park Fire Department naturally works more extensively with its closest neighbors in Williamson County on joint operations such as structure fires. In addition, joint policies have helped create cohesion. For specialty operations, the Department participates in monthly county-based drills.

Year 3: The Fire Chief or designee will attend monthly Williamson County Fire Chiefs Association and Capital Area Fire Chiefs Association meetings developing joint policies. In addition, Cedar Park Fire Department will participate in other ad hoc and scheduled meetings with other fire departments in the region.

Years 4-5: Cedar Park Fire Department will continue to foster strong relations with other fire departments in the region through ad hoc and regularly scheduled meetings.

Objective 8.3: Attend training opportunities offered by other agencies/departments.

By participating in training with other departments in the City of Cedar Park, members of Cedar Park Fire Department have increased their scope of skills and knowledge. Courses offered through Cedar Park Organizational Development program has included records retention, purchasing procedures, as well as Microsoft Office training. Department operations have improved following these courses. The Emergency Management Coordinator has obtained basic level training in geographic information systems, and the Information Services Department will provide training to additional personnel. The Department has developed sufficient internal capabilities to provide internal assistance in other software applications such as Adobe Acrobat and FireHouse.

8.3.1 Encourage personnel to attend Cedar Park Organizational Development courses.

Cedar Park Organizational Development administers Leadership U, which offers an assortment of courses that apply in many fields and professions across municipal government. Such courses offer the opportunity for Cedar Park Fire Department personnel to develop their skills while interacting with other city departments.

Year 3: Cedar Park Fire Department will send a minimum of three personnel to each Leadership U course while encouraging other personnel to participate.

Years 4-5: Cedar Park Fire Department will continue to support personnel that intend to participate in Leadership U courses.

8.3.2 Improve personnel proficiency with technological resources.

Cedar Park Fire Department commits significant resources towards technology. With increased training, Cedar Park Fire Department can realize the full potential of its existing resources. Efficiency gains can result from automating processes, reducing redundancies, and generating meaningful reports.

Year 3: Cedar Park Fire Department will focus training on new software applications.

Years 4-5: Cedar Park Fire Department will continue to ensure its personnel have the technology skills to operate effectively and efficiently.

Goal 9: Ensure ordinances, policies, and practices remain relevant to existing needs.

Objective 9.1: Track proposed and adopted changes in state regulations regarding the fire service.

Previously: Track proposed and adopted changes in state law regarding the fire service.

By actively tracking the legislative and rule-making processes, Cedar Park Fire Department can anticipate changes in state regulations. The management analyst has monitored legislative committee hearings affecting the status of the Texas Commission on Fire Protection and the filing of Tier II, or hazardous materials

storage, reports. Bills affecting the fire service have been tracked for the 84th Texas Legislature. The Department has had observers present for Texas Commission of Fire Protection (TCFP) meetings, which aids efforts in complying with its regulations while communicating with other departments in the state. When deemed necessary, Cedar Park Fire Department has issued public comment regarding proposed changes. The Department has also electronically monitored regulatory changes with the State Fire Marshal's Office, Department Health Services (DSHS), and Texas Commission on Environmental Quality (TCEQ).

9.1.1 Track proposed state legislation through Texas Legislature Online.

The Texas Legislature convenes biennially. Legislation passed may affect training requirements, financial obligations, and scope of operations for Cedar Park Fire Department. Although Cedar Park Fire Department may not have an interest in influencing legislation, the Department can take the appropriate steps necessary to prepare for any changes.

Year 3: The management analyst will monitor relevant legislative interim actions and report findings to the command staff.

Years 4-5: Cedar Park Fire Department will continue to monitor actions by the Texas Legislature.

9.1.2 Monitor changes in the Texas Administrative Code.

At the discretion of the Texas Legislature, state agencies have rulemaking authority over their respective fields. Codified in the Texas Administrative Code, these rules have the force of law. The Texas Register provides alerts on proposed and approved changes in agency rules. A comment period follows the posting of proposed rules. Many functions of Cedar Park Fire Department fall under the jurisdiction of the Texas Commission on Fire Protection (TCFP), State Fire Marshal's Office (SFMO), Department Health Services (DSHS), and Texas Commission on Environmental Quality (TCEQ).

Year 3: The management analyst will report to the command staff potential and approved changes of TCFP, SFMO, DSHS, and TCEQ administrative rules. Cedar Park Fire Department will submit technical comments when deemed necessary.

Years 4-5: The management analyst will continue to report to the command staff potential and approved changes of TCFP, SFMO, DSHS, and TCEQ administrative rules. Cedar Park Fire Department will submit technical comments when deemed necessary.

Objective 9.2: Ensure internal policies remain up-to-date.

In February 2014, Cedar Park Fire Department has formalized its process in updating its standard operating guidelines (SOGs). SOGs serve as a fundamental compilation of documents that detail the Department's policies and operations. The Department expects all its personnel to understand their content, and the promotional testing process includes material from SOGs. The Department notifies its personnel following any additions or changes in the SOGs. Filed with the Texas Division on Emergency Management, the City of Cedar Park Emergency Management Plan outlines the jurisdiction's approach to emergency operations. The Emergency Management Coordinator has confirmed in January 2016 that the document remains up-to-date. Modernized forms for the Fire Prevention Division have been posted on the Department website in summer 2015 and updated as needed.

9.2.1 Draft new standard operating guidelines (SOGs) when deemed necessary.

In regards to emergency operations, SOGs serve as a planning document that helps guide strategies and tactics. Cedar Park Fire Department expects its personnel to understand SOG concepts while maintaining the flexibility to adjust according to the situation at hand. SOGs also summarize the Department's administrative policies. As new issues arise, Cedar Park Fire Department needs to define expectations through SOGs.

Year 3: Cedar Park Fire Department will evaluate the need for new SOGs and begin the drafting process.

Years 4-5: Cedar Park Fire Department will approve any pending SOGs and will develop new SOGs as needed.

9.2.2 Review existing standard operating guidelines (SOGs) on an annual basis.

Operational and administrative practices constantly evolve in the fire service. Cedar Park Fire Department also learns from its own experiences and the experience of others throughout the year. Through regularly scheduled reviews, the Department ensures that its SOGs support its mission effectively, efficiently, and safely.

Year 3: Cedar Park Fire Department will review SOGs on annual basis and implement changes as needed.

Years 4-5: Cedar Park Fire Department will continue to review SOGs on an annual basis and implement changes as needed.

9.2.3 Update Cedar Park Fire Department-related annexes in the City of Cedar Park emergency management plan.

Meeting the Texas Division on Emergency Management's standards, the City of Cedar Park emergency management plan acts as a planning document that defines the roles of different entities, including Cedar Park Fire Department, during emergencies. The annexes of the plan detail specific functional responsibilities for emergency support functions, such as firefighting, hazardous materials response, and search and rescue. The protocols within these annexes should remain compatible to other Department policies and practices.

Year 3: Cedar Park Fire Department will review and revise emergency management plan annexes at the request of the emergency management coordinator.

Years 4-5: Cedar Park Fire Department will continue to review and revise emergency management plan annexes at the request of the emergency management coordinator.

9.2.4 Revise organizational documents and forms on an as-needed basis.

In addition to policy documents, such as standard operating guidelines (SOGs), Cedar Park Fire Department manages an assortment of organizational documents and forms. These help support administrative and operational functions. Some organizational documents and forms are geared for public consumption including public education requests forms. Keeping electronic and hard copy versions of organizational documents and forms up-to-date help maintain the good of the Department.

Year 3: Cedar Park Fire Department will revise organizational documents and forms that they remain relevant and up-to-date.

Years 4-5: Cedar Park Fire Department will continue to revise organizational documents and forms that they remain relevant and up-to-date.

Objective 9.3: Ensure the fire code provides adequate protection to the community.

The Fire Prevention Division has enforced the fire code through plan reviews and inspections. Turnaround times to complete plan reviews have met expectations. The process to track Fire Prevention Division activity levels began to be revamped in summer 2015. Modernized forms for permit applicants were released online as well. The Fire Prevention Division anticipate an additional lieutenant to serve as a fire inspector upon completion of the promotional process in 2016. The additional inspector should help increase the amount of operational permitting and associated inspections completed.

9.3.1 Administer the fire code to safeguard the community from fire hazards.

The fire code establishes minimum requirements for fire prevention and safety. The City of Cedar Park adopted the 2012 edition of the International Fire Code with local amendments in June 2012 and began enforcing the updated fire code in October 2012. The International Code Council published a new edition of the International Fire Code in June 2014.

Year 3: Cedar Park Fire Department will continue implementing and enforcing the 2012 International Fire Code with local amendments. The process to adopt the new edition of the International Fire Code will begin.

Years 4-5: Cedar Park Fire Department will continue to enforce the adopted fire code in place and implement updated fire codes as deemed necessary.

Objective 9.4: Evaluate fees levied by the Department.

Cedar Park Fire Department has collected user fees for some of the services it provides. The Department has drafted suggested fee changes regarding plan reviews and inspections, but changes in the fee schedule is slated to be a cross-departmental project. For emergency response cost recovery, the Fire Chief submits fee schedule recommendations as part of the budget process.

9.4.1 Adjust the fee schedule for fire code compliance that account for market conditions.

City ordinance defines what fees Cedar Park Fire Department can charge as part of the plan review and inspections process. Developers and business owners pay a share for the services provided through these user fees, defraying the cost to the public. Although fees should reflect market conditions, economic development remains a priority for the community. Thus, such fees should remain favorable relative to the jurisdiction's peers.

Year 3: Cedar Park Fire Department will provide input in any discussions regarding fee changes.

Years 4-5: If applicable, Cedar Park Fire Department will begin implementation of the approved fee schedule.

9.4.2 N/A

Previously: Adopt a specialized billing fee schedule for fire and medical services that cover costs at an acceptable rate. Refer to Objective 9.4 update for information.

Objective 9.5: Maximize technological possibilities available.

Cedar Park Fire Department has advanced significantly in its use of technology. The Department has requested and obtained support from the City of Cedar Park's information systems (IS) analysts in producing maps and processing data. The increased use of electronic maps has ensured the Department has the most up-to-date information available. Maps tracking incident volume has been distributed to all officers on a monthly basis. The use of SQL Server Management Studio also has allowed the Department to automate the data analysis processes involved in routine reports and special projects. Cedar Park Fire Department has pursued improvements in other administrative functions including medical and fire services billing process. Implementing the electronic processing of medical and fire services billing remains ongoing. The Department has added applications such as Fire Codes Online, Google Earth, as well as Adobe-related programs to advance productivity. The appropriate staff have also become increasingly proficient. The use of technology has increased in the field, which has reduced a duplication of effort when responding to emergency incidents and conducting pre-plans. Connectivity for mobile computer terminals (MCTs) has improved, and upgrades are continuously pursued.

9.5.1 Access services offered by the City of Cedar Park Information Systems (IS) Department.

Previously: Access services offered by the City of Cedar Park Geographic Information Systems (GIS) Division.

The City of Cedar Park IS Department supports other city departments in creating, storing, and analyzing a substantial amount of data and information used in decision-making. The IS Department also provides technical support upon request. Through their mapping services, Cedar Park Fire Department has the capabilities to assess incident trends, evaluate response times, and identify special risks.

Year 3: Cedar Park Fire Department will request the IS Department services in drafting document updates and routine reports. When opportunities arise, grant applications will incorporate information available and produced by the IS Department.

Years 4-5: Cedar Park Fire Department will continue to seek information from the IS Department for annual reports, Standards of Cover, and grant applications.

9.5.2 Improve the administrative process for medical and fire services billing.

Although Cedar Park Fire Department relies on a third party to process billing for medical and fire services, the Department still needs to invest valuable time in preparing records. Streamlining may occur by transitioning to a more paperless process.

Year 3: Cedar Park Fire Department will transition to an electronic billing process with a third-party vendor.

Years 4-5: Cedar Park Fire Department will continue to adopt practices in the billing process that improve efficiency.

9.5.3 Increase access and reliability of computers in the field.

Mobile computer terminals (MCTs) allow Cedar Park Fire Department personnel to retrieve and record information in the field. Due to the time-sensitive nature of emergency incidents, MCT effectiveness depends on its ready access. Increasing reliability of MCTs should augment the efficiency and effectiveness of operations.

Year 3: Cedar Park Fire Department will maintain communication with the City of Cedar Park Information Systems (IS) Department to improve MCT reliability.

Years 4-5: Cedar Park Fire Department will continue to collaborate with the Information Technology Department to improve MCT use.

9.5.4 Acquire the appropriate software for Department staff.

As technology marches forward, Cedar Park Fire Department can improve the accuracy and efficiency of processes with the appropriate software. Software licenses require significant investments as do upgrades for existing applications. The needs within the Department vary among administrative staff, fire inspectors, and suppression personnel.

Year 3: Alongside the City of Cedar Park Information Systems (IS) Department, Cedar Park Fire Department will identify any additional software needs. As deemed appropriate, software upgrades will be installed.

Years 4-5: The Information Systems (IS) Department and Cedar Park Fire Department will remain informed of any software opportunities available.

Appendix: Commission on Fire Accreditation International Criterion Index

Although Cedar Park Fire Department developed its strategic plan as a community-specific document, much of its content corresponds to the categories, criterion, and performance indicators detailed in the Commission on Fire Accreditation International's *Fire and Emergency Services Self-Assessment Manual (FESSAM)*, 9th edition. Each sub-objective of the strategic plan may reach across multiple FESSAM criteria. Some parts of the FESSAM fall outside the strategic plan's scope as Cedar Park Fire Department has already institutionalized practices that ensure continued compliance.

Category I: Governance and Administration

Criterion 1A: Governing Body	5.5.2, 9.1.1, 9.1.2, 9.3.1
Criterion 1B: Agency Administration	1.1.1, 1.1.2, 1.2.1, 1.2.4, 5.2.1, 5.2.2, 7.2.2, 7.2.3, 7.3.1, 7.3.2, 7.3.3, 9.2.1, 9.2.2

Category II: Assessment and Planning

Criterion 2A: Documentation of Area Characteristics	2.1.1, 2.1.2, 2.1.3, 2.1.4, 2.1.5, 3.2.1
Criterion 2B: All Hazard-Risk Assessment and Response Strategies	2.1.1, 2.1.2, 2.1.3, 2.1.4, 2.1.5, 3.2.1, 4.2.3
Criterion 2C: Current Deployment and Performance	2.1.1, 4.1.1, 4.2.3, 4.4.1, 4.4.2, 4.4.3, 4.4.4
Criterion 2D: Plan for Maintaining and Improving Response Capabilities	2.1.1, 4.1.1, 4.2.3

Category III: Goals and Objectives

Criterion 3A: Strategic Planning	The strategic plan inherently addresses each of the criterion in Category III.
Criterion 3B: Goals and Objectives	
Criterion 3C: Implementation of Goals and Objectives	
Criterion 3D: Measurement of Organizational Progress	

Category IV: Financial Resources

Criterion 4A: Financial Planning	Implementation of strategic plan objectives is contingent on the effective administration of financial resources.
Criterion 4B: Financial Practices	
Criterion 4C: Resource Allocation	

Category V: Programs

Criterion 5A: Community Risk Reduction	2.1.2, 3.1.1, 3.1.2, 3.1.3, 4.5.1, 5.1.1, 6.3.7, 9.2.1, 9.2.2, 9.3.1, 9.4.1
Criterion 5B: Public Education	2.1.2, 2.2.1, 4.5.1, 5.1.1, 6.1.1, 6.1.2, 6.2.1, 6.2.2, 6.2.3, 6.2.4, 6.3.1, 6.3.3, 6.3.4, 6.3.5, 6.3.7, 9.2.1, 9.2.2, 9.2.3
Criterion 5C: Fire Investigation, Origin, and Cause	1.2.1, 4.5.1, 4.9.2, 4.9.6, 5.1.1, 6.3.5, 9.2.1, 9.2.2
Criterion 5D: Domestic Preparedness, Planning, and Response	2.1.2, 2.1.4, 2.1.5, 2.1.6, 3.2.1, 4.1.1, 4.5.1, 4.7.2, 4.8.1, 4.8.2, 4.9.2, 4.9.3, 4.9.5, 4.9.7, 5.1.1, 5.2.3, 6.2.2, 8.1.2, 9.2.1, 9.2.2
Criterion 5E: Fire Suppression	2.1.2, 2.1.4, 4.1.1, 4.3.1, 4.3.2, 4.5.1, 4.7.1, 4.8.1, 4.8.2, 5.1.1, 5.2.3, 8.1.2, 9.2.1, 9.2.2
Criterion 5F: Emergency Medical Services	2.1.2, 4.1.1, 4.2.1, 4.2.2, 4.2.3, 4.5.1, 4.7.1, 4.8.1, 4.8.2, 4.9.2, 5.1.1, 5.2.3, 6.2.4, 8.1.2, 9.2.1, 9.2.2
Criterion 5G: Technical Rescue	2.1.2, 2.1.6, 4.1.1, 4.5.1, 4.7.1, 4.8.1, 4.8.2, 4.9.5, 5.1.1, 5.2.3, 8.1.2, 9.2.1, 9.2.2

Criterion 5H: Hazardous Materials	2.1.2, 2.1.5, 4.1.1, 4.4.1, 4.5.1, 4.7.1, 4.8.1, 4.8.2, 5.1.1, 5.2.3, 8.1.2, 9.2.1, 9.2.2
Criterion 5I: Aviation Rescue and Fire Fighting Services	N/A
Criterion 5J: Marine and Shipboard Rescue and Fire Fighting Services	N/A
Criterion 5K: Wildland Fire Services	2.1.2, 2.1.3, 4.1.1, 4.4.2, 4.5.1, 4.7.1, 4.8.1, 4.8.2, 5.1.1, 5.2.3, 8.1.2, 9.2.1, 9.2.2
Category VI: Physical Resources	
Criterion 6A: Physical Resources Plan	4.7.1, 4.7.2, 4.7.3, 5.3.1
Criterion 6B: Fixed Facilities	4.7.1, 4.7.2, 4.7.3, 5.3.1
Criterion 6C: Apparatus, Vehicles, and Maintenance	4.6.1, 4.6.2, 4.6.3, 4.6.4, 5.1.1, 5.3.1, 9.2.1, 9.2.2
Criterion 6D: Apparatus Maintenance	4.6.1, 4.6.2, 4.6.3, 4.6.4, 5.1.1, 5.3.1
Criterion 6E: Tools, Supplies, and Small Equipment	4.5.1, 4.5.2, 5.1.1, 5.3.1, 9.2.1, 9.2.2
Criterion 6F: Safety Equipment	4.5.1, 4.5.2, 5.1.1, 5.3.1, 9.2.1, 9.2.2
Category VII: Human Resources	
Criterion 7A: Human Resources Administration	9.2.1, 9.2.2
Criterion 7B: Recruitment, Selection, Retention, and Promotion	1.1.1, 1.1.2, 1.2.1, 1.2.2, 1.2.3, 1.2.4, 7.4.1
Criterion 7C: Personnel Policies and Procedures	7.2.1, 7.2.5, 9.2.1, 9.2.2
Criterion 7D: Use of Human Resources	7.2.1, 7.2.2, 7.2.3, 7.2.4, 7.2.5, 7.3.1, 7.3.3
Criterion 7E: Personnel Compensation	N/A
Criterion 7F: Occupational Health, Safety, and Risk Management	5.1.1, 7.1.1, 7.1.2, 7.1.3, 7.1.4, 7.1.5, 9.2.1, 9.2.2
Criterion 7G: Wellness/Fitness Programs	5.1.1, 7.1.1, 7.1.2, 7.1.3, 7.1.4, 7.1.5, 9.2.1, 9.2.2
Category VIII: Training and Competency	
Criterion 8A: Training and Education Program Requirements	1.1.1, 1.2.1, 1.2.2, 1.2.3, 1.2.4, 4.2.1, 4.2.2, 4.3.1, 4.3.2, 4.4.1, 4.8.2, 4.9.3, 4.9.7, 5.3.1, 9.2.1, 9.2.2
Criterion 8B: Training and Education Program Performance	1.1.1, 1.2.1, 1.2.2, 1.2.3, 1.2.4, 4.3.1, 4.3.2, 4.4.1, 4.8.2, 4.9.3, 4.9.7
Criterion 8C: Training and Education Resources	1.1.1, 1.2.1, 1.2.2, 1.2.3, 1.2.4, 4.2.1, 4.2.2, 4.3.1, 4.3.2, 4.4.1, 4.4.2, 4.8.2, 4.9.3, 4.9.7, 8.3.1
Category IX: Essential Resources	
Criterion 9A: Water Supply	4.7.4, 5.3.1
Criterion 9B: Communications Systems	4.8.1, 4.8.2, 4.8.3, 9.2.1, 9.2.2
Criterion 9C: Administrative Support Services and Office Systems	5.1.1, 5.2.2, 5.2.3, 7.2.5, 8.1.2, 8.3.2, 9.2.1, 9.2.2, 9.2.3, 9.2.4, 9.5.1, 9.5.2, 9.5.3, 9.5.4
Category X: External Systems Relationships	
Criterion 10A: External Agency Relationships	4.9.1, 4.9.2, 4.9.5, 4.9.6, 5.5.1, 5.5.2, 8.1.1, 8.1.2, 8.2.1, 9.5.1
Criterion 10B: External Agency Agreements	5.5.1, 5.5.2, 8.2.1