



Cedar Park Fire Department

Strategic Plan 2019-2024



450 Cypress Creek
Building 6
Cedar Park, Texas 78613
512-401-5220

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Strategic Discussion Team 1

The first group consisted of Stefen Wilson, Kory Woolverton, Brian Jackson, Nathan Smith, Pat Flynn, Michael Davis, Adam Story, Randle Blesing, James Mallinger, and Leonard Chan. This group began its meetings in August 2017. Responsibilities include laying the necessary groundwork in planning how to develop the Strategic Plan.



Lieutenant Stefen Wilson



Lieutenant Kory Woolverton



Lieutenant Brian Jackson



Lieutenant Nathan Smith



Assistant Fire Marshal Pat Flynn



Battalion Chief Michael Davis



Assistant Chief Adam Story



Assistant Chief Randle Blesing



Fire Chief James Mallinger



Coordinator Leonard Chan



Strategic Discussion Team 2

The next planning group also participated in the debriefing for the Organizational Needs Inventory. Members of this group included Sam Stewart, Patrick Stevens, Jeremy House, Shawn Wheeler, Nathan Smith, Pat Flynn, Randle Blesing, James Mallinger, and Leonard Chan. Articulating the department's mission, vision, and values fell into this group's scope of responsibilities.



Firefighter Sam Stewart



Engineer Patrick Stevens



Engineer Jeremy House



Lieutenant Shawn Wheeler



Lieutenant Nathan Smith



Battalion Chief Pat Flynn



Assistant Chief Randle Blesing



Fire Chief James Mallinger



Coordinator Leonard Chan



Strategic Discussion Team 3

The Strategic Plan process transitioned from the second planning group to the third planning group, as participants from both received invitations to this meeting. Participants of the third planning group consists of Brad Lane, Blake Birdwell, Stefen Wilson, Patrick Carrillo, Kory Woolverton, Pat Flynn, Michael Davis, Adam Story, James Mallinger, Leonard Chan, and Marcus Traxler.



Engineer Brad Lane



Engineer Blake Birdwell



Lieutenant Stefen Wilson



Lieutenant Patrick Carrillo



Lieutenant Kory Woolverton



Battalion Chief Pat Flynn



Battalion Chief Michael Davis



Assistant Fire Chief Adam Story



Fire Chief James Mallinger



Coordinator Leonard Chan



Coordinator Marcus Traxler



Fire Chief's Foreword and Introduction

All,

The Cedar Park Fire Department (herein also referred to as “CPFD” or “department”) provides fire suppression, emergency medical services, technical rescue, hazardous materials mitigation, fire prevention, training, public education, and emergency preparedness to approximately 100,000 residents and the business community of Cedar Park, Texas in Williamson and Travis Counties. The CPFD created an employee driven stakeholder strategic plan in order to meet the demands and needs of the all of the department’s strategic partners. The CPFD realized the critical need for a vision and strategic plan that guides the organization toward continued excellence. This could only be achieved through deliberate planning and action. The 2019-2024 Cedar Park Fire Department 5 Year Plan represents the efforts of many people in evaluating the Department and its mission, meeting with stakeholders and determining the recommended path forward for the organization. The CPFD’s strategic plan guides the agency to respond to changes, solve problems, collaborate on issues, assess community needs, and develop viable solutions. An important aspect of this process includes anticipating the future in terms of building a flexible organization. The plan focuses on the agency’s services, programs and issues while considering the departments and city’s mission, vision and values. While modifications can be made at any time due to priority changes, budgetary constraints, and planning refinements, the 5 Year Plan provides an overview of anticipated activities and requirements. I would like to thank the members of the department, the community, and all of the stakeholders for providing the Cedar Park Fire Department their time to assist the department in building this strategic plan. I want to thank Joe Gonzales from the Management Connection for facilitating the process through which the strategic plan was created. As a department, we stand committed to accepting the challenge of cultivating these strategic goals into reality, enhancing the services we offer our residents and businesses, and meeting our future vision.

James Mallinger

Fire Chief

City of Cedar Park Fire Department

Executive Summary

As Cedar Park Fire Department's 2014-2018 Strategic Plan wended down, the process to develop the next Strategic Plan launched during an officers' meeting on June 15, 2017. Facilitated by Joe M. Gonzalez from the Bryan, Texas-based *The Management Connection, Inc.* in a stakeholder-driven process, the strategic thinking and discussion intends to serve as a roadmap for the department to achieve its mission: "pursue excellence in every aspect of public safety related to the fire service and seek opportunities to serve our community."

The process has a purpose beyond producing an organizational document. Cedar Park Fire Department matured as an organization during the Strategic Planning development process. Throughout the process, the department recognized the diverse opinions and needs present. As Cedar Park Fire Department sought participation from across the organization, personnel learned, developed, and exercised skills in communication and leadership. Select individuals participated in one of three groups that spearheaded specific phases of the Strategic Planning process.

Strategic Discussion Team One

The first group consisted of Stefen Wilson, Kory Woolverton, Brian Jackson, Nathan Smith, Pat Flynn, Michael Davis, Adam Story, Randle Blesing, James Mallinger, and Leonard Chan. This group began its meetings in August 2017. Responsibilities included laying the necessary groundwork in planning how to develop the Strategic Plan. These meetings included conversations in how strategic thinking and planning would benefit personnel, the department, and the community. Several discussions focused on communication methods and accountability. Through these workshops, participants recognized that the Strategic Plan is a reflection of the organization's culture.

Initial environmental monitoring began in September 2017. Presentations by James Mallinger, Randle Blesing, and Adam Story focused on the macro, industry, and competitive environment. *The Management Connection, Inc.* also administered the Organizational Needs Inventory. The initial planning group selected invitees to this exercise while ensuring diversity in backgrounds, positions, and experience. The Organizational Needs Inventory was intended to facilitate input and feedback from members of the Cedar Park Fire Department. The results revealed an organization's perceptions and ideals in regards to culture and leadership. *The Management Connection, Inc.* reviewed initial results with participants from the inventory as well as the initial planning group.

Strategic Discussion Team Two

The next planning group also participated in the debriefing for the Organizational Needs Inventory. Members of this group included Sam Stewart, Patrick Stevens, Jeremy House, Shawn Wheeler, Nathan Smith, Pat Flynn, Randle Blesing, James Mallinger, and Leonard Chan.

Articulating the department's mission, vision, and values fell into this group's scope of responsibilities. At a February 2018 workshop, the planning group reported that Cedar Park Fire Department personnel continue to support the existing mission, vision, and values statement. Members of the planning group during this time also began providing in-person and video updates to the rest of the organization. The updates included a summary of discussions as well as briefings on Strategic Planning development progress.

The transition to the next phase of the Strategic Planning process began in February 2018: Strategic Business Modeling. This phase involved determining strategic goals and activities to meet the organization's mission as well as identifying critical success factors to track progress. Part of this phase included determining the necessary organizational culture to achieve the ideals established in the Organization Needs Initiative. Gonzalez introduced these concepts before the planning group met with department personnel for feedback.

A March 2018 strategic discussion focused on developing a preliminary list of strategic objectives and success factors. Meeting participants identified six primary strategic activities:

1. Fire Prevention/Fire Investigations/Public Education
2. Emergency Medical Services
3. Fire Suppression
4. Domestic Preparedness, Planning, and Response
5. Hazardous Materials Response
6. Technical Rescue

These areas mirror the list of programs as defined by the Center for Public Safety Excellence. Performance indicators for these areas centered on risk assessment, effective response force, data analysis, and health and safety. Participants recognized that the lists compiled is incomplete without obtaining feedback from its pool of stakeholders that includes partner entities, the community served, and its internal personnel. Existing resources have also been identified to support this process.

Facilitated by members of this phase of the Strategic Planning process, the stakeholder strategic discussions began in earnest in April 2018. The strategic discussions revolved around four key questions of what services are expected, what indicates success, what other services are desired, and what does the process mean for the stakeholder. Stakeholders consulted included the local school district, other municipal departments, emergency response partners, civic organizations, and internal personnel.

Strategic Discussion Team Three

The late May 2018 strategic discussion included a detailed evaluation of all stakeholder input and the Organizational Needs Inventory. The Strategic Plan process transitioned from the second planning group to the third planning group, as participants from both received invitations to this

meeting. Participants of the third planning group consists of Brad Lane, Blake Birdwell, Stefen Wilson, Patrick Carrillo, Kory Woolverton, Pat Flynn, Michael Davis, Adam Story, James Mallinger, Leonard Chan, and Marcus Traxler. Marcus Traxler was added as a late addition upon the departure of Leonard Chan for the City of Houston. Michael Davis served as the third planning group's coordinator. The third planning group had the responsibility to draft the content of the Strategic Plan, which would factor in the findings throughout the process. Marcus Traxler would be responsible for the final product as noted by Joe Gonzalez.

A reference binder that compiled notes from previous strategic discussions, organizational needs inventory, stakeholder input summaries, program annual evaluations, and the previous Strategic Plan intended to help the final planning group complete their responsibilities. Based on an initial review of the material, the final planning group decided to issue assignments on the following four categories:

1. Leadership/Culture/Cohesion – Wilson and Carrillo
2. Training/Education/Safety and Health – Story and Davis
3. Operational Efficiencies – Birdwell and Lane
4. Risk Management – Flynn, Woolverton, and Chan/Traxler

For these categories, members of the planning group determined the signs of success in the short, intermediate, and long term; identified the critical success factors that apply; and measured these categories against the mission, vision, and values. And the final step was the creation of action steps to be completed in order to achieve the goals created from the four categories listed above. All stakeholder strategic discussions occurred in the following order:

City of Cedar Park Community Emergency Response Team – *April 23rd, 2018*

Cedar Park Rotary Club – *April 25th, 2018*

City of Cedar Park Chamber of Commerce – *April 25th, 2018*

City of Cedar Park Fleet Maintenance Division – *April 26th, 2018*

City of Cedar Park Public Safety Communications Division – *April 26th, 2018*

City of Cedar Park Emergency Management Coordinator – *April 26th, 2018*

City of Cedar Park Public Works – *April 26th, 2018*

City of Cedar Park Human Resources Department – *April 26th, 2018*

Williamson County Partners (Dispatch, EMS, HAZMAT, Sherriff's Office) – *April 27th, 2018*

Automatic/Mutual Aid Partners – *April 30th, 2018*

City of Cedar Park Information Services – *May 11th, 2018*

Leander ISD – *May 18th, 2018*



Vision, Mission, and Values of the Cedar Park Fire Department

Vision

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

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.

Values

Duty

Honor

Community

Safety

Philosophy of 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.



CPFD Strategic Goals

The Cedar Park Fire Department has identified four key goals for this five year Strategic Plan; these are listed within the following pages. These strategic goals encompass information gathered from both internal and external stakeholders for the City of Cedar Park. The following Strategic Plan lists the goals, and the benefits of these goals, for individual staff of the Cedar Park Fire Department, the organization itself, and the community that the department serves. The committee(s) that created these goals have also identified critical success factors as a measure of success for this process. These critical success factors will use concrete action steps over the next five years to complete individual aspects of each goal. The Cedar Park Fire Department intends to have all personnel, collectively and individually, contribute to the accomplishment of these goals. Through the use of this Strategic Plan the Cedar Park Fire Department looks to continue to strive for excellence in our service for our community.

Cedar Park Fire Department formed the goals and action steps listed in this strategic plan from information derived from the strategic discussions, stakeholder meetings, and annual evaluations. For a number of these goals and action steps, Cedar Park Fire Department has already taken action and will continue to do so. As a dynamic document, the strategic plan will continue to evolve and be updated. The strategic plan will receive any necessary updates following the final review for each year that would incorporate progress reports and any revisions deemed necessary. A new comprehensive strategic planning process will begin anew as this Strategic Plan comes to an end.



Goal 1 – Develop leadership on all levels to create a culture that will enhance the cohesiveness of the department.

Benefits to Stakeholders

- Departmental staff will follow without hesitation.
- Eliminate negative attitudes to create a positive work environment.
- Evaluation and training will enhance the work Knowledge Skills and Abilities (KSA) to be more efficient while performing duties.
- Getting CPFD members involved in the decision making process.
- All stakeholders will benefit from leadership education of fire department staff.
- Through leadership training and education, communication will be enhanced and the culture of the department will change.
- Self-improvement will be promoted through these additional trainings and classes.

Critical Success Factors

- Clearly defined expectations
- Training to achieve these expectations
- Evaluations to see if these expectations were met

Action Steps

Action Step 1 – Evaluate current job descriptions and add to them where necessary for all department positions. Continue to make these jobs descriptions available to members.

Action Step 2 – Give members of the department the tools to succeed by providing specific classes for each rank.

Action Step 3 – Develop a standardized evaluation process for essential job skills at all ranks and positions. Keep documentation of these evaluations.

Action Step 4 – Remediate for low job performances during the evaluation and documentation of the performance.

Action Step 5 – Set accountability measures for low job performance evaluations with the emphasis on achieving the next rank with education.

Action Step 6 – Evaluate current promotional process and requirements for promotions.

Action Step 7 – More Multi-company drills.



Goal 2 – Identify and mitigate health and safety risks to the firefighters and the community.

Benefits to Stakeholders

- Build strong community relationships centered on prevention of known risks.
- Promote longevity in the career field which provides more experienced personnel to the department and community.
- Improve operational effectiveness of the department through an understanding of community risk and mitigation.

Critical Success Factors

- Decline in number of fire incidents
- Decline in number of staff injuries and therefore lost time
- The retention rates of current staff increase; and the number of new applicants increases during periods of testing and hiring
- Increase in community involvement in fire prevention planning and mitigation.

Action Steps

Action Step 1 – Expand community fire prevention training beyond an elementary school level

Action Step 2 – Effectively communicate prevention information on community risks.

Action Step 3 – Identify and prioritize community risk.

Action Step 4 – Manage the impact of community risk reduction programs.

Action Step 5 – Pre-plan occupancies based on a risk assessment.

Action Step 6 – Inspect occupancies at a frequency dependent on risk.

Action Step 7 – Secure the appropriate resources, including personnel, to develop risk reduction programs for firefighters.

Action Step 8 – Improve in-cab safety for occupants in all fire department vehicles.

Action Step 9 – Continue to pursue NFPA standards on medical fitness evaluations.

Action Step 10 – Enhance physical fitness evaluations.

Action Step 11 – Design fitness programs for all individuals based on job function and individual ability.

Action Step 12 – Implementation of the Peer Fitness Trainer program for departmental staff.

Action Step 13 – Pursue options to reduce firefighter exposure to carcinogens at and away from the emergency scene.

Action Step 14 – Increase awareness of and compliance with standardized NFPA rehabilitation requirements at the emergency scene.

Action Step 15 – Reduce Inhalation risks during fire investigations.

Action Step 16 – Develop our fire investigation program, including personnel training and cross-training with partner agencies.



Goal 3 – Improve efficiency through the standardization and evaluation of daily operations.

Benefits to Stakeholders

- Reduce staff complacency while improving on organizational accountability measures.
- Reduction in equipment cost with increased knowledge of use and maintained standards
- Improve communication across the agency as well as other internal city departments and external agencies.

Critical Success Factors

- Maintain Accreditation status through Center for Public Safety Excellence (CPSE) and Commission on Fire Accreditation International (CFAI)
- Maintain Insurance Service Office (ISO) Rating of 1
- Improve (faster) response times to incidents

Action Steps

Action Step 1 - Evaluate our current EMS response model

Action Step 2 – Develop standardized communication tools.

Action Step 3 – Evaluate report writing software.

Action Step 4 – Train staff on report writing and report writing techniques.

Action Step 5 – Explore options for improved record keeping and inspection software for equipment (SCBA and other gear inspections).

Action Step 6 – Audit special operations programs for efficiencies and needs of the specific program.

Action Step 7 – Continue latest health screens and medical physicals.

Action Step 8 – Train for fire suppression systems.

Action Step 9 – Evaluate yearly 360 review model.

Action Step 10 – Explore a “Track it” system for fleet repairs and maintenance.

Action Step 11 – Increase training drills with dispatch.

Action Step 12 – Develop a daily pass on tool for communications between crews.

Action Step 13 – Develop a training program for step-up Engineers and step-up Lieutenants.

Goal 4 – Promote a culture of proficiency through training and accountability.

Benefits to Stakeholders

- Overall improvement on specific tasks.
- Increased firefighter proficiency.
- Efficiency in serving the community.
- Cohesion in working with other internal and external departments.

Critical Success Factors

- People willing to promote.
- Number of certifications achieved.
- More accurate and improved documentation of trainings held and evaluating the effectiveness of the training occurring. Utilize staff feedback for choosing areas on which to focus.
- Fewer departmental injuries through the incorporation of firefighter health and safety into all training.

Action Steps

Action Step 1 – Evaluate all specialties for relevance and prioritize training based on feedback.

Action Step 2 – Schedule and conduct training drills with public works divisions, determine equipment and capabilities

Action Step 3 – Routinely survey crews for training subjects.

Action Step 4 – Critique and evaluate all training classes for effectiveness.

Action Step 5 – Educate staff on how to make realistic budget requests with adequate documentation.

Action Step 6 – Create a priority order for training needs.

Action Step 7 – Identify training needed through after action reviews.

Action Step 8 – Complete quarterly specialty trainings (HAZMAT, Swift Water Rescue, and Wildland Firefighting).

Action Step 9 – Establish quarterly meeting with training departments of mutual aid partners

Action Step 10 – Invite mutual aid partners to all scheduled drills and request for our participation in their drills.

Action Step 11 – Evaluate and make recommendations for enhancements and improvements to the training division.

Action Step 12 – Continue to include firefighter health and safety as a primary focus during all training evaluations.

Action Step 13 – Focus on including Blue Card communications in all applicable drills

Action Step 14 – Increase the number of Blue Card Labs from two to three per year.

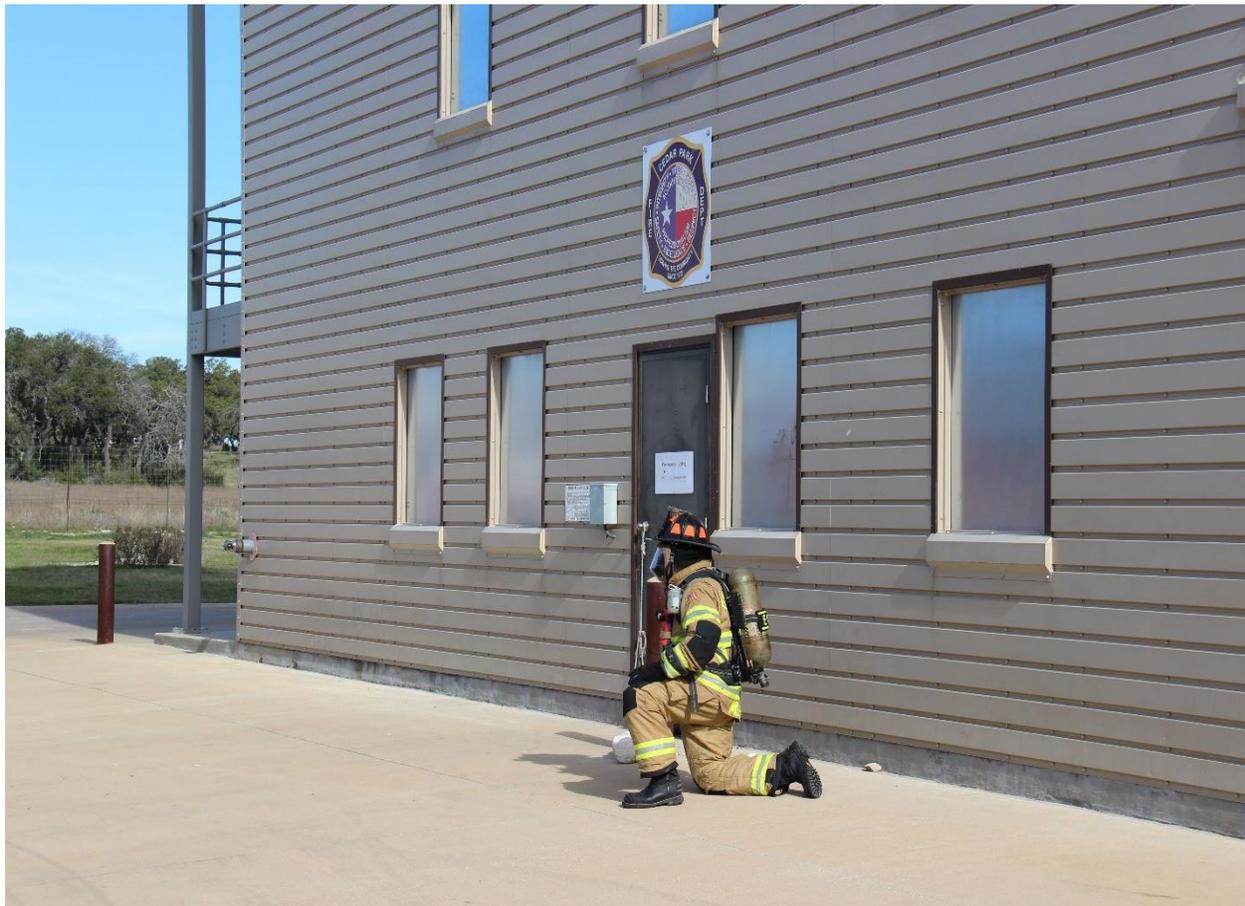
Action Step 15 – Invite and include dispatch and emergency management whenever possible at multi-company drills.

Action Step 16 – Schedule and complete command bus training for all staff.

Action Step 17 – Develop and teach new company officer development trainings.

Action Step 18 – Conduct training drills with PD in all overall applicable topics (Active Shooter, Searching for missing persons, K-9 Interaction, Traffic Incidents and Active Fire Calls)

Action Step 19 – Evaluate current leadership programs and seek possible new possibilities and curriculums.



Update and Review Process

With the implementation of this Strategic Plan, both internal and external stakeholders will be involved in evaluating the progress of these goals. A unique aspect of the road map used to create this final document was the involvement of the members of the entire department; staff were asked for their input from the top down. The 2019-2024 Cedar Park Fire Department Strategic Plan was not one dictated by department leadership, but an organic document that was created and finalized by members from all levels through strategic thinking and the strategic discussions. The four main goals in this document have associated actions steps attached to them that can be used to establish the success of the Strategic Plan. Command Staff can review the overall progress at meetings in order to keep staff on track for action steps for which they are responsible for. Where applicable, it is important that the goals of the Strategic Plan are considered during budget creation and funding requests.

Annual reviews of the progress of the Strategic Plan will be conducted in order to ensure that any updates necessary can be noted. Reviews of this Strategic Plan can be conducted in accordance with annual program reviews as well as any other steps within the CPSE Accreditation process. Relevant reviews should be added to the Strategic Plan as it is an essential piece of the Accreditation process which is a part of the organizational culture within the Cedar Park Fire Department.

Upon approval of the Strategic Plan by the Command Staff and Fire Chief, the Strategic Plan will be submitted to the City Manager and City Council for approval. After approval, the CPF D Strategic Plan will be posted on the City of Cedar Park website and the internal City intranet. Members will be notified of its publication by the Fire Chief. As updates are made to the Strategic Plan, the most current version will be posted to the City of Cedar Park Website and the City intranet.



Cedar Park Fire Department Roster

Administrative and Training Staff

Fire Chief James Mallinger

Assistant Fire Chief Randle Blesing – Assistant Fire Chief Adam Story

Battalion Chief Mike Davis – Lieutenant Shawn Wheeler

Administrative Assistant Susan Yount – Accreditation and Compliance Coordinator Leonard Chan

Accreditation and Compliance Coordinator Marcus Traxler

Fire Prevention

Battalion Chief Pat Flynn

Lieutenant Aaron Craft – Lieutenant Larry Dodd – Lieutenant Greg Bucur

Administrative Assistant Reena Bergman

Fire Operations

Battalion Chief Bruce Herms – Battalion Chief Jeff Queen – Battalion Chief Larry Mulrain

Lieutenants

Jonathan Morris – Brian Jackson – Zac Butoryak – Sam Buchanan – Patrick Carrillo – Nathan Smith

Anthony King – Daniel Moss – David Henderson – Michael Furlong – Kory Woolverton – Luis Aguirre

Matthew Simpson – Stefen Wilson – Karl Ortiz

Engineers

Mickey O’Riley – Jay Cortez – Eric Charanza – Kirby Wiseman – Kyle Johnson – Eric Morris – Eric Schubert

Glenn Creel – Blake Birdwell – Brad Lane – Wesley Rankin – Jeremy House – Austin Payne

Patrick Stevens – Frank Dean

Firefighters

Cody Alderson – Sam Stewart – Jonathan Selden – James Bowers – Rick Barrios – Michael Swinney

Eric Alcantara – Kris Mofford – Brad Moore – Eric Reesing – Erik Villanueva – Sean Cone – Stephen Pipkin

Bobby Turner – Brenda Bomia – Jeffrey Dye – Jared Reeves – Michael Cannon – Jacob Gotta

Ryan Huntley – Brandon Gilley – Autumn Farris – Jason Chasse – John Halligan – Anthony Harris

Kyle R. Johnson – Eric Lebedeff – Ryan Parker – Daniel Nicholson – Joshua Hastings – Adam Licata

Chris McLeod – Kevin Stahl – Brey Sykora – Jacob Vasquez

Cadets

Christopher Beckley – Dean Doshier – Corey Flores – Richard Kennedy – Jonathan Perez – Carson Risenhoover

James Smith