

Amarillo Fire Department



2017-
2022

STRATEGIC PLAN



Center for
Public Safety
Excellence

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Introduction

The Amarillo Fire Department (AFD) provides the community with fire suppression, advanced life support emergency medical, basic and technical rescue, hazardous materials mitigation, domestic preparedness, community risk reduction, fire investigation, public fire and life safety education, aircraft rescue and firefighting and wildland fire services to Amarillo's residents, businesses, and visitors.

AFD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the organization's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written in accordance with the guidelines set forth in the Commission on Fire Accreditation (CFAI) *Fire & Emergency Service Self-Assessment Manual 9th Ed.*, and is intended to guide the organization within established parameters set forth by the City of Amarillo, which is the authority having jurisdiction.

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

AMARILLO FIRE DEPARTMENT
STRATEGIC PLAN
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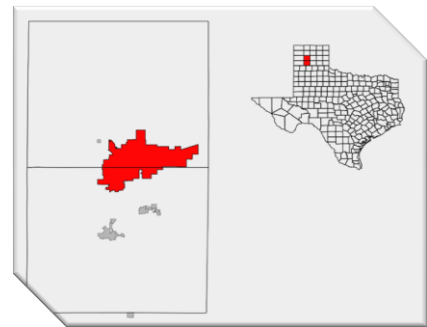
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Organizational Background

Known as the helium capital of the world, Amarillo is the largest city in the Texas panhandle. The original settlement of Oneida established in 1887 during the Fort Worth – Denver City railroad construction across the Texas panhandle was later renamed Amarillo, originating from the yellow wildflowers that grow in abundance during the spring and summer. That summer Amarillo became the elected county seat in the established Potter County. The following summer

Henry Sanborn the “Father of Amarillo” and his business partner Mr. Joseph Glidden started buying land east of the city, encouraging business owners to move their establishments to avoid potential flooding of the populated low lying areas. Over the next six years more and more residents moved to this new location, which lead to another county seat election for Amarillo and Potter County.



By the late 1890s, Amarillo had developed as one of the world's busiest cattle-shipping points, with a significant increase in residents. In 1893 Amarillo's population was listed as "between 500-600 humans and 50,000 head of cattle." After World War I industrial evolution of the area was emerging with the discovery of gas two miles north of Amarillo in the Hapgood well. This has grown to be the world's second largest gas field with pipelines delivering Panhandle gas as far away as the Atlantic seaboard, creating the world's largest natural gas development. In 1928 the discovery of the Cliffside gas field, with its high helium content, led to the establishment of the United States Helium Plant by the Federal Bureau of Mines, including the creation the U.S. National Helium Reserve at the Bush Dome Reservoir.



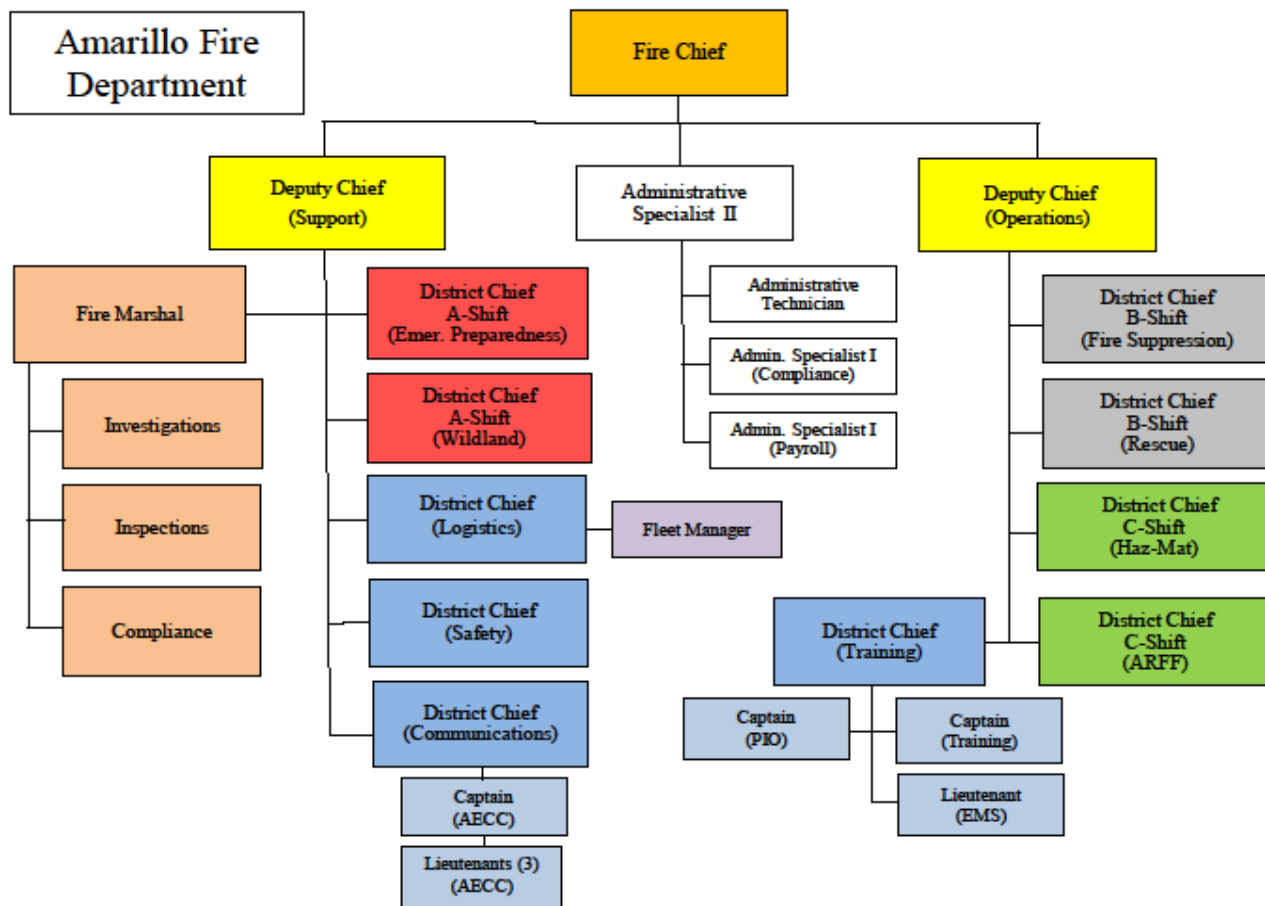
The Amarillo Fire Department was originally established in 1897 as the Amarillo Hook and Ladder Company and has grown into an all hazards response agency. The department now protects a 100.2 square mile area from thirteen stations with 281 firefighters and staff. Responding to 20,500 calls for service annually, the department provides the metropolitan area, with an estimated population of 236,113 in

four counties, a comprehensive mix of emergency response, including aircraft rescue and firefighting, risk reduction, domestic preparedness, and public education services.





Organizational Structure



Community-Driven Strategic Planning

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A "community-driven organization" is defined as one that *maintains a focus on the needs and expectations, both spoken and unspoken, of customers, both present and future, in the creation and/or improvement of the product or service provided.*¹ To ensure that the community remains a focus of an organization's direction, a community-driven strategic planning process was used to develop this strategic plan.

¹ Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*





A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes use of resources. Goodstein, Nolan, & Pfeiffer define strategic planning as

a continuous and systematic process where the guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.²

The U.S. Federal Benchmarking Consortium Study Team goes on to explain that, to fully understand strategic planning, it is necessary to look at a few key words in the strategic planning definition:

- **continuous** - refers to the view that strategic planning must be an ongoing process, not merely an event to produce a plan;
- **systematic** - recognizes that strategic planning must be a structured and deliberate effort, not something that happens on its own;
- **process** - recognizes that one of the benefits of strategic planning is to undertake thinking strategically about the future and how to get there, which is much more than production of a document (e.g., a strategic plan);
- **guiding members** - identifies not only senior unit executives, but also employees. (It also considers stakeholders and customers who may not make these decisions, but who affect the decisions being made.);
- **procedures and operations** - means the full spectrum of actions and activities from aligning the organization behind clear long-term goals to putting in place organizational and personal incentives, allocating resources, and developing the workforce to achieve the desired outcomes; and
- **how success is to be measured** - recognizes that strategic planning must use appropriate measures to determine if the organization has achieved success.

² Ibid





Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and levels will measure success.

“What we have to do today is to be ready for an uncertain tomorrow.”

Peter F. Drucker,
Professor of Social Science
and Management

The Community–Driven Strategic Planning Process Outline

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





Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community’s and the agency’s external and internal stakeholders for their participation and input into this Community-Driven Strategic Planning Process. The CPSE also recognizes Fire Chief Jeff Greenlee and his team for their leadership and commitment to this process.

Development of this strategic plan took place in Amarillo in February 2017, beginning with a meeting hosted by representatives from the CPSE for members of the community (these external stakeholders are listed in the table below). Input received from the meeting revolved around community expectations and concerns, as well as positive and other comments about the organization.

Amarillo Fire Department External Stakeholders					
<i>Sharon K. Baker</i>	<i>Mike Cayce</i>	<i>Arra Coleman</i>	<i>Mel Darnell</i>	<i>Aaron De Los Santos</i>	<i>Manny De Los Santos</i>
<i>Ed Drain</i>	<i>Dennis Eaves</i>	<i>Matt Garrison</i>	<i>Anthony B. Harris</i>	<i>Hollie Hawkins</i>	<i>Will Hendon</i>
<i>Kent Hodges</i>	<i>Brian W. Jones</i>	<i>Pedro J. Limas</i>	<i>Ana Lozoya</i>	<i>Eric Miller</i>	<i>Risa Mullin</i>
<i>M. Haris Nazim</i>	<i>Marcus Norris</i>	<i>Joseph Peterson</i>	<i>David Ratliff</i>	<i>Mike Robertson</i>	<i>Steve Rogers</i>
<i>Mark Rowh</i>	<i>Mark Seal</i>	<i>Kevin Starbuck</i>	<i>Bryan Stewart</i>	<i>Mariah Strong-Woods</i>	<i>D.J. Stubben</i>
<i>Carolyn Thornton</i>	<i>Gerad Troutman</i>	<i>James Tudman</i>	<i>Susan White</i>	<i>Henry Wyckoff</i>	<i>Frances Zion</i>



External Stakeholders Work Session





Community Group Findings

A key element of the AFD organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Thus, the agency invited community representatives to provide feedback on services provided.

Community Priorities

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

Programs	Ranking	Score
Fire Suppression	1	229
Emergency Medical Services	2	217
Rescue – Basic and Technical	3	202
Wildland Fire Services	4	136
Hazardous Materials Mitigation	5	135
Domestic Preparedness Planning and Response	6	129
Aircraft Rescue and Firefighting	7	121
Community Risk Reduction	8	97
Fire Investigation	9	88
Public Fire and Life Safety Education	10	86



External Stakeholders Work Session





Community Expectations

Understanding what the community expects of its fire and emergency services organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community needs. In certain areas, education on the level of service that is already available may be all that is needed.

Community Expectations of the Amarillo Fire Department (in priority order)

1. Quick response when needed. Response time at most optimal. Response time can improve. Speedy, accurate, and appropriate responses to calls. Efficient response times for emergencies.
2. Knowledgeable, well-trained department. Have well-trained employees. Thorough understanding/knowledge and understand of basic life support.
3. Professionalism both on and off shift. Professionalism. Professional behavior at all times.
4. Respect for the citizens and involvement in community activities. Community involvement. Please get the Fire Chief and administrators out in the public. Who are they? Almost invisible leadership.
5. Offer training to the public. Public education academies - what can the average joe do to provide a safer environment for his family. Train the public. Public awareness of fire-related domestic hazards.
6. Excellent care and service. Continue first-class service to the community. Continue great service to our community.
7. Keep all equipment updated and reliable. Maintain and operate equipment professionally. Equipment in top, workable shape. To keep all firehouses equally equipped.
8. Protect citizens' health/welfare. Emergency/medical - taking care of hurt/injured to reduce further health damage/death.
9. Collaboration with other first responders. Collaboration across multiple first responders to ensure safety of entire community. To work cohesively with other first responders.
10. Public safety. Community safety.
11. Be in consistent communication with all of its customers. Utilize social media. Be prompt, courteous, and available for communication.
12. Respond to fire emergencies. Continue to provide top-quality fire suppression.
13. Quality fire safety for all geographic areas of the city. Equal coverage (station location).
14. Have a good plan for a disaster (terror attack). Continued enhancement of preparedness.





15. Keeping property damage to a minimum. Engage in necessary steps to save materialistic properties that are physically possible to do so.
16. More compassion at emergency scenes. Always being respectful of clients when in the worst of situations.
17. Personal safety. To perform duties safely at all times.
18. Work with the public, especially with the ones that want to help or are trying to assist with an emergency. Not everyone in the public is uneducated with emergency operations. Maybe have public educational classes.
19. Well-staffed.
20. That they do not go without pay to keep them here in Amarillo. I hope these firemen are being paid a decent salary.
21. I would like to see a more diverse hiring practice in Amarillo.
22. Stay up-to-date with new innovations in the fire and EMS services.
23. Investigate a fire and find a cause. That the cause of fire is determined - and used as to prevent reoccurrences.
24. Help with the major wrecks on Amarillo's two interstate highways (I27 and I40).
25. Working well under pressure. Understanding they are a public service provider and the responsibility that goes with that.
26. That the phone call (911) is answered immediately.
27. Community trust.
28. Capable people.
29. Invest in your people to develop leadership.
30. Transparency.
31. To be cognizant about all aspects of the job.
32. Keep up with technology in the industry.
33. Quality personnel held to a high standard.
34. Bring an attitude of service first, and push the programs that are already funded by city monies.
35. Family focus for both department and city staff and for the citizens of Amarillo.
36. Improve ways of fire prevention - business/home.
37. Plan for city growth.





38. To know the city geography.
39. Willingness to work within a public sector regardless of the political climate and with a smile on your face.
40. Focus on the current areas of expertise.
41. Willingness to work with the public and not lord over the public.
42. Evaluate areas of strength and manage towards them.

Areas of Community Concern

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

Areas of Community Concern about and for the Amarillo Fire Department (verbatim, in priority order)

1. Does our city have enough manpower? Are they fully staffed? Maintain/attract qualified staff.
2. City is not giving enough finance for them. Stay ahead of major budget needs.
3. Outdated facilities and equipment. Do they have innovative equipment/technology?
4. Stations not well-disbursed across the city. Having enough firefighters and stations to cover the entirety of the city - need more.
5. They should be paid and compensated with benefits that are equal to their investment in training. Salaries remain competitive in the region. Recruiting incentives for local employees.
6. Keeping up with our city growth. Enough services for our growing community - especially in growing areas.
7. The FD is a "tax payer heavy" operation. As a service, it currently has the largest line item in the budget. Spending budget money on unnecessary equipment.
8. I have not seen an African American fireman in Amarillo. Demographics of the department to reflect demographics of the city. Lack of diversity (including gender).
9. Routine service due to the number of non-emergency 911 calls. Responding to too many minor MVAs - must work with dispatch for better call screening protocols. Are communications fully integrated through 911 service?





10. Do they receive enough training? Does fire department get enough training? Is training completed to the minimum standard or is it exceed?
11. Hopefully the recent dysfunctional city council members have not discouraged fire department personnel. Possibility of discouragement and second-rate service due to political climate.
12. We don't really understand what the services are that AFD offers. Educate the public on the response capabilities.
13. Does language ever become a barrier? If so, what is AFD doing to address that? Language barrier (how do they handle it?).
14. Consistently hear AFD does not "play" well with other first responder organizations.
15. Evaluation of how EMS is provided to the community.
16. Do they continue to attract young citizens? Consider recruiting firemen/women in high schools so young people can determine a career path.
17. Does length of shift affect performance?
18. That the fire department will be drawn into code enforcement at the city Building Department. The city code enforcement should know which construction items are to be enforced. The fire department's time is better spent on other priorities. I'm concerned that code enforcement will delay projects further at the city - which in turn (these delays to projects) will be blamed on the fire department.
19. Sending too many units to traffic accidents.
20. Safety of firemen and public during responses. Being protected when in dangerous or volatile situations.
21. Firefighters are our heroes, but the city appears not to support you.
22. Response times.
23. Appropriate code enforcement and building/zoning input.
24. Does our city have enough trained volunteers?
25. Lack of remorse during emergencies - "human engagement."
26. Improvement to communication systems.
27. Morale at each station - are these guys loving the job?
28. Spend too many resources researching, studying, and talking about strategic planning without implementing.





29. Must maintain high values in personnel selection and management - because they enter my private home and touch my family.
30. Work closely with the police department.
31. How is the public updated for emergencies in their immediate community?
32. Does the AFD have any multilingual employees?
33. Development of command staff...turnover within the department.
34. Each station located within its community should be involved in that community.
35. Do they continue to improve?
36. Complacency.
37. Does fire department get credit for a job well done?
38. Over regulation of the department and homeowner/business.
39. How often are guidelines updated?
40. Implementation of technology into the department.
41. Who are the outside shareholders?
42. Our preparedness of natural or manmade disasters.
43. Energy considerations of local firehouses.
44. Mutual aid / interoperability within the region.
45. That our community supports them.

Positive Community Feedback

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

Positive Community Comments about the Amarillo Fire Department (verbatim, in no particular order)

- Customer service of the department.
- Capabilities of the department.
- Leadership of the department.
- Strong community-based, service-first leadership.





- Professional, positive organization.
- Striving to be better.
- Passage of Prop 2.
- Every fireman that I have encountered has been extremely friendly and respectful!
- Well known – our fire department cares about us.
- They work hard.
- They want us to know about them.
- They act professional.
- They get along. Unified publicly.
- Community driven.
- Training for kids.
- Chief Neely and all the Amarillo firemen I have known are very professional and well-trained.
- The AFD personnel who participate in the Amarillo 101 training are very personable and knowledgeable.
- Great people.
- Caring attitude.
- Fire department has a good response time.
- Personnel are always ready to access the scene and take over.
- Fire department is usually well-liked and I hear good things about them.
- I've seen our local firefighters respond first hand. They do an excellent job and professionally!
- The education programs in our public schools are well appreciated – I want my children and grandchildren to pull over and let those emergency vehicles have their spot on the road.
- Four-man crew per truck is great – assures effective, meaningful steps can start with first to arrive.
- Your patience and teamwork on-scene when PD or EMS is slow to arrive – it is hard to wait, but so beneficial to citizens.
- Great ISO in Amarillo!
- Department stability is good.





- All personal interactions with the department staff have been positive.
- Very quick response time to all call outs.
- The fire department does an excellent job at providing presentations to area schools.
- Very progressive department compared to other cities I have visited.
- Department has courteous firefighters.
- Luckily, I have not needed services!
- With scouts, I have visited numerous fire stations and gone through Amarillo 101 – quite impressed in the fire department overall.
- Was in an accident and the fire department responded within minutes. Checked on everyone. They were very respectful and easy to work with. I know we are in good hands.
- Awesome to see the department doing a third-party accreditation process.
- Great interaction with fire personnel I have met.
- Great looking equipment, but please juggle against taxpayer costs.
- Had led efforts in active shooter response in the region.
- Very well represented in the community.
- Seem to have a quick response time.
- Rarely hear negative comments.
- Your firemen in the community are great! We want to see more of you.
- Personally, we've been protected by Station 9 in a smoke detector problem.
- Great cleanliness in stations.
- I appreciate Chief Greenlee for being involved in community events.
- Always first on the scene.
- AFD makes great efforts to connect with community leaders.
- They are heavily engaging in professional development thorough education – earning higher degrees for life-long learning.
- They have good soft skills and represent the city well.
- Fast response time.
- Quality care and service.
- Strong leadership.





- Our firemen are very approachable. They have really been receptive during our visits.
- They have shown the desire to grow and become more diverse by reaching out to community leaders.
- They do a great job of reaching out to our public schools.
- They response times have been very good!
- I have never heard anything negative about our FD, always great reports.
- Collaboration with all first-responder entities to ensure public safety of entire community.
- Ability to meet needs under limited resources.
- Large service area support by department.
- Very professional personnel. Good availability.
- Good response times.
- Combination of fire/EMS gives the community great comfort.
- High degree of loyalty among personnel.
- Very committed team.
- Leadership (Chief Greenlee).
- Open to adapt current standards of care in practice.
- Yearly training.
- Very visible in the community.
- Always see friendly employees.
- Nice to see new departments being built.
- Response times.
- Good morale.
- Appear very professional.
- Very knowledgeable about fire safety.
- Good information sharing – TV, news, etc.
- I have always been very impressed with AFD.
- Very capable.
- AFD shows a true love for the public and their safety.





External Stakeholders Work Session

Other Thoughts and Comments

The community was asked to share any other comments they had about the AFD or its services.

Other Community Comments about the Amarillo Fire Department (verbatim, in no particular order)

- I know that each station cooks their meals each night. I would like to see a friendly competition among each station for the public to judge.
- I love, love, love our fire department crew!
- Thanks for asking.
- I would like to see the fire department educate our children every year.
- Fire department presentations that I have seen are very good.
- Thank you for always responding and being willing to help.
- Thank you for being there for my family. – be prepared because we don't live in the same laid-back times as yesteryear. You and I – we all must be prepared for terrorists – home grown and foreign! I believe you have a great deal of community support. So thank you for progressing in excellence.
- Overall, very pleased with the AFD, but must guard against complacency.
- Share report results, please.





- The fire department does an excellent job and provides a much-needed service to the community.
- Thanks for allowing the citizens to help in your accreditation.
- Thank you for inviting me today. It is an honor to help.
- Overall, a great professional, fiscally-aware department.
- I only personally know four firemen in Amarillo, but they seem to be a great group and really care and love their job.
- We absolutely support you and your efforts. Just get “management” out in front.
- Thanks for all you do to protect us!!
- Always practice safety.
- I have not been around the fire department a whole lot (which is a good thing), but from a general view, I think that they do an amazing job. What stories do make the news all seem to be handled very well and under control.
- Please actively communicate with citizens about the good work you are doing on a daily basis. Cannot rely on City Hall PR. It is important that citizens are informed of challenges and successes to better provide you with needed resources.
- Excellent personnel, very professional.
- Incumbent on the community to keep the department in up-to-date equipment.
- Provide strategic planning to insure the department can grow at same pace as the city.
- I had the opportunity of working with and training AFD personnel. They are eager to learn and committed.
- We appreciate what you do for us.
- Overall, the department is well-run and provides an adequate response.
- The FD has always assisted our company. Open and honest with recommendations.





External Stakeholders Work Session

Internal Stakeholder Group Findings

The internal stakeholder work sessions were conducted over the course of three days. These sessions served to discuss the organization’s approach to community-driven strategic planning, with focus on the agency’s Mission, Values, Core Programs and Support Services, as well as the organization’s perceived Strengths, Weaknesses, Opportunities, and Threats. The work sessions involved participation by the broad organization representation in attendance, as named and pictured below.

Amarillo Fire Department Internal Stakeholders				
Dustin Brassfield <i>Driver</i>	Eric Clark <i>Driver</i>	Mike Cruz <i>Driver</i>	Jacob Diaz <i>Fire Marshal</i>	Dustin Dorman <i>Fleet Mechanic</i>
Jerome Drerup <i>District Chief</i>	Phillip Drerup <i>Lieutenant</i>	Jim Farrow <i>Captain</i>	David Garcia <i>Driver</i>	Jeff Harbin <i>Lieutenant</i>
Dana Havlik <i>Captain</i>	Greg Herndon <i>Captain</i>	Jeremy Hill <i>Captain</i>	Allison Jones <i>Administrative Specialist</i>	
Jeff Justus <i>Firefighter</i>	Greg Mayes <i>District Chief</i>	Mark Mendez <i>Firefighter</i>	Andy Mettham <i>Lieutenant</i>	Dory Mogelinski <i>Firefighter</i>
Chad Parsons <i>Deputy Fire Marshal</i>	Joe Prater <i>Lieutenant</i>	Tully Robinson <i>Firefighter</i>	Ross Shadbolt <i>Driver</i>	Andrew Sparks <i>Firefighter</i>
Chris Taylor <i>Driver</i>	Phillip Thomas <i>District Chief</i>	Jeff Tucker <i>Lieutenant</i>	Kylor Williams <i>Firefighter</i>	





Amarillo Fire Department Internal Stakeholders





Mission

The purpose of the mission is to answer the questions:

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

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

Amarillo Fire Department
Mission Statement

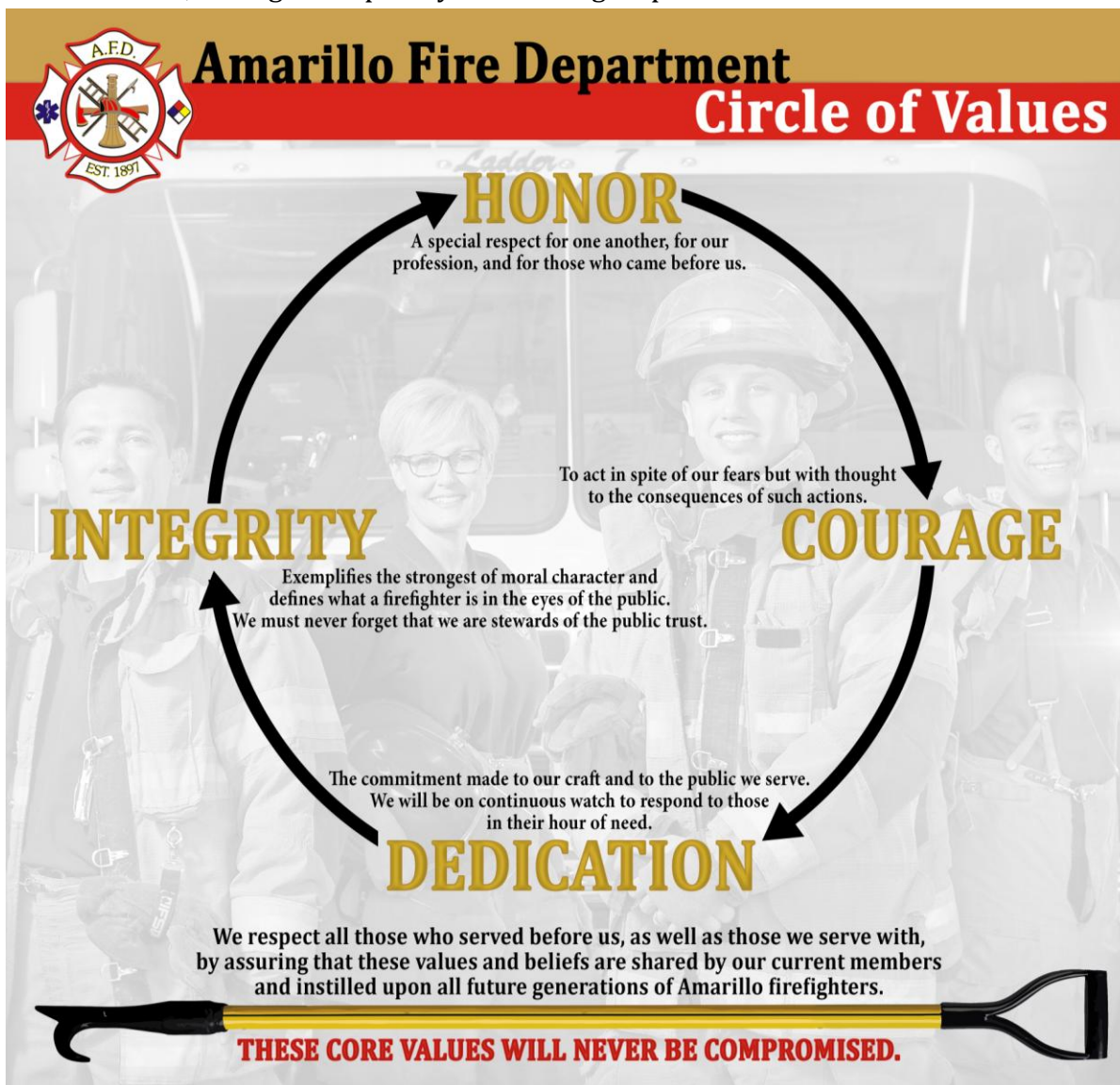
The Amarillo Fire Department's mission is to protect our community by providing the highest quality of compassionate and professional services.





Values

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



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





Programs and Services

The agency’s internal stakeholders identified the following core programs provided to the community, as well as many of the services that enable the organization to deliver those programs:

Core Programs of the Amarillo Fire Department	
Fire Suppression	Emergency Medical Services
Rescue – Basic and Technical	Wildland Fire Services
Hazardous Materials Mitigation	Domestic Preparedness Planning and Response
Aircraft Rescue and Firefighting	Community Risk Reduction
Fire Investigation	Public Fire and Life Safety Education

Supporting Services of the Amarillo Fire Department		
Training	Ambulance Services	911 Center
Law Enforcement	Amarillo Emergency Management	Panhandle Regional Planning Commission
BNSF Railroad	Weather Service	State Emergency Management
Building Department	Human Resources	Finance Department
Streets Department	Public Works	Red Cross
Salvation Army	Media	Medical Evaluations
Mobile Hospitals	Medical Director	FAA
Amarillo College	Airport	TX DOT
Amarillo Emergency Services	Pantex	100 Club
Local 542 IAFF	Excel Energy	AFD Administration
COA Fleet Services	Mutual/Automatic Aid	Vendors
Atmos Gas	Suddenlink Communications	Amarillo Water Department
Animal Welfare and Management	Parks and Recreation	FBI
State Agencies	State Fire Marshal’s Office	ICE
School Districts	Border Patrol	National Fire Academy
FEMA	Forestry Service	TEEX
TIFMAS	COA Management	





S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is designed to have an organization candidly identify its positive as well as its less-than-desirable attributes. Internal stakeholders participated in this activity to record strengths and weaknesses, as well as the possible opportunities and potential threats.

Strengths

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

Through a consensus process, the internal stakeholders identified the agency’s strengths.

Strengths of the Amarillo Fire Department

Personnel – quality	Personnel diversity	Class A uniforms
Family environment	Pride	Pipes and Drums
Vision and goals	Technology	Cancer awareness
Culture	Kids safety program	Dispatch support
Program support	Thermal imaging cameras	Youth – fresh ideas
Staffing (minimum of 4 people)	Mutual aid agreements	Honor Guard
Diversity of services	Flexibility within budget	Work schedule
Health and wellness	Accreditation	Fleet maintenance
Training facility	Training	New mission statement
Station improvements – additional coverage	Equipment	Leadership (formal and informal)
Seatbelt pledge	Traditions	Response times
Chaplain program	Retirement	12-month probationary period
ALS capabilities	Strong customer serviced	Wildland program
Proactive administration	Confidence	Inter-agency training
Benefits	Public education	Public interaction
Low turnover rate	Record keeping people	Leave policy





Weaknesses

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

Weaknesses of the Amarillo Fire Department

Lack of mentorship	Overloaded training calendar
Stocked ready reserve apparatus	Division between shifts/ admin/ ranks
Transparency (flow of internal information)	Burnout / mental fatigue
Egos	Program diversity (spread thin)
Youth – reduced overall experience	Technology
Reduced crew unity	Experience
Lack of diversity	ALS (infancy)
Lack of district familiarization	Limited external training
Communication within Fire Marshal’s Office	Underfunded budget
Access to admin personnel	Overutilization of special personnel
Training facility - location	Not everyone has a seat at the table





Opportunities

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

Opportunities for the Amarillo Fire Department	
Education – NFA, AC, TTUHSC, SFMO, TEEEX, grants	Increased diversity in recruitment
External resources – TIFMAS, training, and equipment	New city manager
Use media for public education on core programs	Conferences and symposiums
Deferred compensation / supplemental insurance	Visit / network with other departments
Interagency training public / private sector	Prop 2
AECC consult / CAD	AMS ops management
New police chief	Mechanic shop / AFD – build upon this
Technology	Information technology
Facilities – opportunity to manage own facilities	Public image
Accreditation	Community interaction / networking
National trends	Trendsetting – be on the forefront



Internal Stakeholders Work Session





Threats

By recognizing possible threats, an organization can reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization.

Potential Threats to the Amarillo Fire Department	
Social media – video, Facebook posts	Fiscal challenges
Regulations -more cost and effort for compliance	AC academy – lack of control for training
Terrorism	Language barriers
Facilities – hard to get maintenance done	Dispatch – challenges and lack of control
Weather	Cell phones – scene safety, texting
AMR	Medical Control
Public opinions / expectations (bad reputation)	Radio system is antiquated
APD – agency interaction	Lawsuits
News media – portrayal of us	Economy
Reliance upon sales tax	Competitive salary – other cities
Diversity – size of labor pool	Resistance to higher property tax
Rising interest rates	City government – fire code compliance
Politics	City growth / ballpark
Pension threats	Guarantees of minimum staffing
Domestic terrorism	Racial tensions
Information technology – interaction and processes	Cultural diversity and religious restrictions to the provision of service – scene safety
Traffic obstruction and road construction	





Critical Issues and Service Gaps

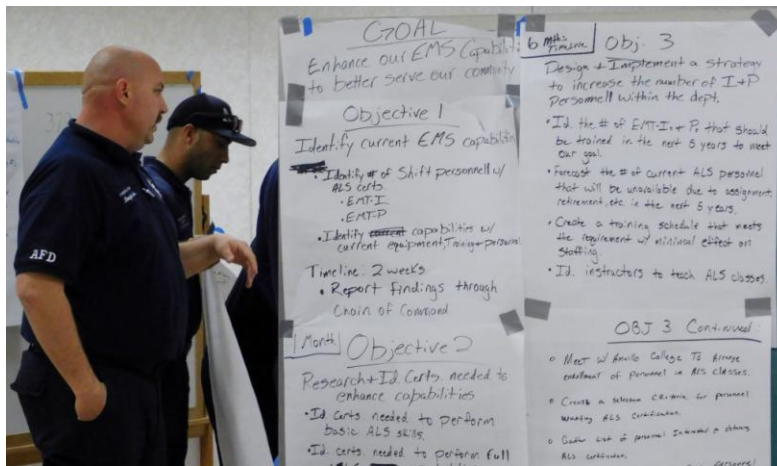
Following the identification and review of the agency’s SWOT, two separate groups of internal stakeholders met to identify themes as primary critical issues and service gaps.

Critical and Service Gap Issues Identified by the Internal Workgroup	
Group 1	Group 2
- Internal Communications	- Training
- Emergency Medical Services	- Community Outreach
- Staffing	- Facilities
- Diversity	- Inter-agency cooperation
- Self sufficiency	- Common terminology
- Growth	- Mentoring
- Program consistency	- Workforce planning and development

Strategic Initiatives

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

Amarillo Fire Department Strategic Initiatives			
Internal Communications	Training	Emergency Medical Services	Community Outreach
Resource Management	Workforce Development	Workforce Planning	Accreditation



Internal Stakeholders Work Session





Goals and Objectives

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

“Goals allow you to control the direction of change in your favor.”
 Brian Tracy,
 Author

Goal 1	Improve and solidify internal communications to support the department’s mission statement and core values.	
Objective 1A	Identify current platforms of internal communications within the AFD.	
Timeframe	1 month	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Compile a list of policies, procedures, and systems utilized by the department. • Identify the formal chain of command to be used for internal communications. • Compile a list of digital and non-digital systems of internal communications. • Create a list of available but unused systems used by other city departments. • Compile a list of formal and informal means of internal communications. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1B	Research and analyze current system in place.	
Timeframe	1 month	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Determine the effectiveness of the current methods. • Collect feedback from users. • Develop a methodology to establish baseline of effectiveness. • Complete a list of effective systems being used. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1C	Search out new systems that could improve internal communications.	
Timeframe	2 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Meet with other agencies to identify possible alternatives. • Research industry best practices. • Research new technologies advances in communication. • Complete and disseminate a report of findings. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Objective 1D	Determine and implement all platforms for effectiveness.	
Timeframe	4 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Determine best methods to be used. • Write policies and procedures to implement new methods. • Revise current policies and procedures for current internal communications methods. • Develop a plan to transition to the new system. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1E	Develop and deliver training and educational needs for use of the new or enhanced system.	
Timeframe	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Develop curriculum. • Deliver to all the stakeholders. • Collect feedback on new system usage. • Analyze feedback to determine its effectiveness. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Goal 2	Maintain and improve an effective and efficient training program to support the department's mission.	
Objective 2A	Identify core programs within the training division.	
Timeframe	1 month	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Compile a list of current core program deliverables. • Collect department yearly training reports. • List training standard operating guidelines and standard operating procedures. • Identify any supporting programs (SCBA, protective clothing, etc.). 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2B	Analyze the effectiveness of identified programs	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Create and send out crew survey. • Network with other departments (how do they do it?). • Compare findings against national best practices. • Compile information. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Objective 2C	Prioritize training based on core programs.	
Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Complete a list regular training based on certifications (structural operations, EMS, hazmat, technical rescue, etc.). • Conduct a community hazard risk assessment. • List critical program needs. • List specialty program’s needs. • Training calendar discipline. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2D	Determine appropriate delivery method by program.	
Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Compile a list of current delivery methods. • Determine what need company training versus specialty/station training. • Properly dispose of inefficient / outdated training methods. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2E	Develop and implement periodic training program review and fill any gaps in training.	
Timeframe	1 month	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Determine time allotment for each core program. • Determine current and future training needs including coverage. • Training personnel and program managers review training semi-annually. • Ascertain crew feedback of prior training. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2F	Analyze effectiveness of recruit training program.	
Timeframe	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Review probationary training process. • Analyze effectiveness of probationary testing schedule. • Create methods for placement of probationary firefighters. • Determine effectiveness of orientation period. • Perform analysis / cost-benefit of training in house versus hiring certified firefighters. • Assign liaison to AC fire academy to align training objectives. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Goal 3	Enhance our emergency medical services capabilities to better serve our community.	
Objective 3A	Identify the department's current EMS capabilities.	
Timeframe	2 weeks	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify the number of shift personnel with advanced life support certifications. • Create a list of EMT – I personnel. • Create a list of EMT – P personnel. • Compile a list of current EMS equipment. • Identify the current EMS training curriculum. • Determine capabilities of the identified equipment, training, and personnel. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3B	Research and identify certifications needed to enhance capabilities.	
Timeframe	1 month	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify certifications needed to perform basic ALS skills. • Identify certifications needed to perform full ALS capabilities. • Meet with medical director to identify requirements to perform both basic ALS and full ALS skills under the director's license. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3C	Design and implement a strategy to increase the number of EMT- I and EMT-P personnel within the department.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify the number of EMT-Is and EMT-Ps that should be trained in the next 5 years to meet the stated goal. • Forecast the number of current ALS personnel that will be available due to assignment, retirement, etc. in the next 5 years. • Create a training schedule that meets the requirement with minimal effect on staffing. • Identify instructors to teach ALS classes. • Meet with appropriate college or training venue to arrange enrollment of personnel in ALS classes. • Create a selection criteria for personnel requesting ALS certification. • Generate a list of personnel requesting ALS certification. • Provide on-going support for personnel in ALS training. • Report findings through the current chain of command. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Objective 3D	Identify and obtain equipment for enhanced EMS capabilities.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Meet with medical providers, medical director, and EMS committee to identify equipment necessary to enhance EMS capabilities. • Meet with EMS committee, medical director, and medical providers to address issues associated with perishable medications. • Meet with EMS committee, medical director, and medical providers to create plan for equipment replacement used in patient care. • Obtain equipment and supplies necessary to provide enhanced EMS capabilities. • Report findings through the chain of command. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3E	Develop a recurrent raining program for –EMT-Is and EMT-Ps	
Timeframe	1 month	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify annual continuing education units needed for EMT-I and EMT-P. • Identify provider and method for delivery of continuing education units. • Identify instructors to provided annual continuing education practical skills. • Create a schedule of required continuing education units and practical skills training. • Report the findings. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3F	Review and evaluate the effectiveness of the program.	
Timeframe	On-going	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Develop a methodology to measure program effectiveness. • Complete a forecast of future needs. • Adjust strategic goal and objectives as needed. • Implement any identified needed changes. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Goal 4	Interact, educate, and inform the public on what we do and why we do it to improve transparency and public visibility.	
Objective 4A	Identify any currently implemented outreach programs and evaluate their effectiveness.	
Timeframe	1 month	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Work with current PIO to gather information on programs. • Create focus groups (ensure diverse members), focusing on the following questions: <ul style="list-style-type: none"> ○ What do you know about us? ○ What do you want to know about us? ○ Where do you get information about us (print, social media, etc.)? • Check with other fire departments on their available outreach programs. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4B	Establish a proactive, moderated social media program to actively market AFD.	
Timeframe	1 month	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Recruit a social media team under the PIO. • Create a “Meet the Fireman” weekly post. • Create a “Promotions” post. • Create a “Welcome New Hire” post. • Submit children’s’ artwork and thank you cards to be archived and shared in an album. • Encourage public interaction and feedback. • Use data trackers to evaluate effectiveness of posts. • Weekly post on response statistics and data to include average response times. • Encourage each program to submit training photos and video to post on social media. • Post job openings and test dates (CPAT, etc.). 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4C	Establish a reactive social media alert system to advise the community of ongoing public emergencies or hazards.	
Timeframe	1 month	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Work with the PIO and social media team to update the alert system. • Expand the alert system to include all social media outlets. • Post ongoing events that pose significant threats and hazards to the public. • Advise about traffic reporting and emergency detours. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Objective 4D	Establish a public service announcement (PSA) program.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Work with the PIO to recruit members of the department willing to participate in the program. • Identify and provide training for team members to perform tasks. • Identify and acquire needed equipment. • Establish relationships with local media outlets. • Determine viability of quarterly PSA productions (min). • Work with recruitment team to ensure job postings, test dates, and requirements are released to the media. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4E	Establish a recruitment team.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Go to high schools and colleges on job fair days. • Invite interested people to a day at the tower. • Recruit members to assist in establishing and participating in the program. • Create a brochure listing all requirements and certifications needed and how to obtain them in order to be hired by AFD. • Determine the viability of a scholarship program. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4F	Create avenues to reach multi-cultural populations within the city.	
Timeframe	1 year	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Foster relationships with community leaders. • Develop a network of translators willing to work with the department on a regular basis. • Organize and host events utilizing community leaders and translators aimed at refugee and multi-cultural populations, educating both community and response personnel of issues unique in these communities and the services AFD provides. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Objective 4G	Seek opportunities to interact with the public.	
Timeframe	1 year	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Create an open house night for each district. • Host an annual charity event, highlighting the department’s capabilities. • Be present at all school fire drills. • Ensure pipes and drums are present at public events and parades. • Establish AFD cooking team to participate in local events. • Have t-shirts and promotional materials available showing support for the AFD. • Encourage on duty personnel to go eat lunch with school kids on a regular basis. • Foster atmosphere in which on duty personnel are encourage to interact with the public. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Goal 5 **Develop greater systems of oversight, management, and planning of physical resources and technology to ensure fiscal responsibility and future sustainability.**

Objective 5A **Identify and analyze current physical assets and technology, along with relevant management systems, both internal and external.**

Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Assemble a workgroup of individuals for the identification and analysis processes. • Identify and acquire any current inventory of physical resources and technology. • Identify the various management responsibility (internal and external) of all physical resources and technology. • Analyze current levels of physical resources and technology versus current needs to determine any gaps. • Develop recommendations for department leadership. • Report the findings and recommendations through the chain of command. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 5B **Develop a process by which the department gains and maintains greater oversight and management of its physical resources and technology, in partnership with all city systems.**

Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify relevant personnel to oversee and manage the various physical resource and technology components. • Meet with external people who have oversight and management of the department’s resources and technology. • Develop the process for greater oversight and management internally. • Develop any needed policies for the oversight and management of the department’s resources and technology. • Implement the process for internal oversight and management. • Continuously monitor the process for any gaps and make revisions as needed to ensure success and effectiveness. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Objective 5C	Develop a comprehensive assessment of current facilities and implement needed improvements.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Assemble a workgroup of qualified individuals. • Assess each facility using for the following: <ul style="list-style-type: none"> ○ Short-term maintenance issues. ○ Long-term maintenance and replacement issues. ○ Ability to meet functional needs. ○ Safety, security, and ability to operate independently. ○ Ability to meet response objectives. • Develop and prioritize a project list. • Develop a long-range facilities management plan for current facilities. • Develop a funding plan. • Review and reassess at the end of the planning cycle. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5D	Develop and implement a comprehensive assessment of all existing apparatus and equipment and determine future sustainability.	
Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Assemble a workgroup of qualified individuals. • Analyze the current inventory of apparatus and equipment, previously developed. • Based on current apparatus and equipment, analyze the: <ul style="list-style-type: none"> ○ Operational readiness. ○ Life cycle expectation based on current mechanical condition. ○ Projected replacement cost requirements based upon life cycle and any replacement schedule that might exist. ○ Gap analysis between needed apparatus and equipment versus what is currently possessed. • Develop findings for future budgeting and implementation by the department. • Seek funding to overcome any current gaps based on the findings. • Implement acquisition based on available funding. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Objective 5E	Develop and implement a comprehensive assessment of all existing technology and determine future sustainability and future needs.	
Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Assemble a workgroup of qualified individuals. • Analyze the current inventory of technology, previously developed. • Based on current technology, analyze the: <ul style="list-style-type: none"> ○ Currency and obsolescence. ○ Usability to meet the departments mission. ○ Projected upgrade and replacement needs. • Develop findings for future budgeting and implementation by the department. • Seek funding to overcome any current gaps based on the findings. • Implement acquisition based on available funding. • Develop a plan for future management of all departmental technology to ensure future needs are met. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5F	Based on the department’s Community Risk Assessment – Standards of Cover (CRA-SOC), determine future needs for facilities, apparatus, equipment, and technology to ensure effective and efficient service provision.	
Timeframe	6 months, ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Analyze the resource gaps determined by the CRA-SOC, relevant to service provision. • Develop and adopt a formal strategy to acquire the needed resources to ensure better service provision. • Seek funding through city systems. • Develop and implementation plan with relevant timelines. • Continue to monitor growth within the city and gaps that are created between the growth and the ability to provide services. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Goal 6	Enhance workforce development at all levels to better serve our community.	
Objective 6A	Identify and assess current processes in place to develop leadership skills, knowledge skills and abilities (KSAs) of our workforce.	
Timeframe	4 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Gather formal processes in place from each division. • Evaluate the effectiveness of the processes in place. <ul style="list-style-type: none"> ○ KSAs ○ Leadership skills • Evaluate current process used in each division <ul style="list-style-type: none"> ○ KSAs ○ Leadership skills • Report findings through the chain of command 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 6B	Research and identify external processes used by other organizations to develop leadership skills and KSAs	
Timeframe	2 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Review and evaluate findings and recommended planning process from the department's self-assessment manual. • Identify high performing organizations and review applicable processes. • Identify and review pertinent professional publications. • Identify external sources for training and education. • Report findings through the chain of command. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 6C	Develop and implement a program to enhance leadership skills and KSAs for our organization.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Develop a curriculum for each department division. <ul style="list-style-type: none"> ○ KSAs ○ Leadership skills • Develop applicable policies and procedures for programs in each division. • Develop a method to disseminate information on programs. • Implement programs. • Report findings through chain of command. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Objective 6D	Evaluate the effectiveness of the program.	
Timeframe	Ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Develop a methodology to evaluate the effectiveness of the program in each division. • Evaluate the effectiveness of the program in each division. • Identify any gaps or shortcomings. • Revise programs as found necessary. • Report findings through the chain of command. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Goal 7	Develop a strategy to build and maintain an effective workforce to support AFD mission, vision, and values that reflects the community we serve.	
Objective 7A	Identify current staffing to include support staff, Fire Marshal’s Office, and operational personnel to evaluate deficiencies.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Create and assign a staff resource committee. • Evaluate current staffing levels against national standards such as NFPA 1710, state law, etc. • Perform a needs assessment to identify gaps. • Evaluate outcomes of the needs assessment. • Compile data and report findings. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 7B	Identify future needs in staffing with consideration toward community growth.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Task the staff resource committee. • Identify trends in population and business numbers. • Evaluate personnel turnover rates to establish a future predictive model. • Create a forecast model for future service delivery. • Compile data to create a report of findings. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Objective 7C	Develop a flexible long term staffing plan that reflects changes in community demographics.	
Timeframe	2 years	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Analyze data sets from objectives 7A and 7B. Task staffing committee to develop a staffing plan based on analyzed data. Develop and create policies or procedures needed to implement staffing plan. Established set committee meeting intervals for continued review of outcomes associated with plan. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 7D	Create a staff retention system that meets goals of the department.	
Timeframe	5 year on-going	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Task the staff resource committee. Identify current benefits, incentives, and any longevity programs aimed at retention. Evaluate outcomes from the retention programs. Identify any potential enhancements and additions to retention programs that may improve effectiveness. Report findings including results from a cost benefit analysis. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 7E	Develop a recruitment and retention plan targeting improvement in community / department diversity makeup ratio.	
Timeframe	2 years	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Task the staff resource committee. Conduct a comparative diversity study of the department and community. Identify and evaluate outcomes of any community outreach programs. Develop relationships with community leaders to identify any incentive possibilities through education, scholarship, or other opportunities. Evaluate current hiring policies and procedures to identify any barriers to achievement of diversity goals. Develop any remedial actions needed to enhance policies and procedures. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Goal 8	Prepare for, pursue, achieve and maintain international accreditation.	
Objective 8A	Form committees as needed to pursue and maintain accreditation.	
Timeframe	30 days	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Establish committee member criteria. • Determine the composition of the committee. • Develop and complete the selection process. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 8B	Prepare a community-driven strategic plan.	
Timeframe	3 months and on-going	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Hold an external stakeholder meeting where community members provide feedback on program priorities, service expectations, concerns and strengths perceived about AFD. • Provide internal stakeholder work sessions to evaluate (and update if necessary) the mission, vision and values; determine internal strengths and weaknesses, external opportunities and threats; establish critical issues and service gaps, determine goals and objectives to achieve over five years. • Determine a work plan for the accomplishment of each goal and implement the plan. • Annually evaluate objectives accomplished with the plan. • Report annual plan progress to internal and external stakeholders. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 8C	Conduct a community hazards and risk assessment, and publish a Community Risk Assessment - Standards of Cover document.	
Timeframe	6 – 12 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Obtain instruction on hazard and risk assessment, and standards of cover preparation. • Perform community hazards and risk assessment. • Evaluate historical community emergency response performance and coverage. • Establish benchmark and baseline emergency response performance objectives. • Establish and publish the Community Risk Assessment - Standards of Cover. • Maintain, and annually update the Standards of Cover document. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Objective 8D	Conduct and document a self-assessment of the department utilizing the CPSE/CFAI Fire and Emergency Services Self-Assessment Manual criteria.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Obtain instruction on writing a CFAI self-assessment manual. • Assign self-assessment manual category and criterion writing to the agency accreditation committee/team members as appropriate. • Review self-assessment and ensure all reference items are in order. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 8E	Achieve agency accreditation by the CFAI.	
Timeframe	4 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Apply for “Candidate Agency” status with the CFAI. • Prepare for CFAI Peer Assessor Team visit. • Upload Strategic Plan, Standards of Cover, and Self-Assessment Categories and Criterion for review and comment by CFAI Peer Team. • Host CFAI Peer Team site visit for accreditation review. • Receive CFAI Peer Team recommendation to CFAI for Accredited status. • Receive vote during the CFAI hearings in favor of Accredited status. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 8F	Maintain agency accreditation with the CFAI.	
Timeframe	Ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Submit required Annual Compliance Reports. • Attend CFAI “Dayroom Discussion” web-meetings for continued education. • Participate in the accreditation process by providing “peer assessors” for external agency review and identification of possible best practices. • Participate in the annual CPSE Excellence Conference for continued education and networking with other accreditation teams and accredited agencies. • Submit Annual Compliance Reports as required by CFAI policies. • Establish succession development of internal accreditation team in preparation for next accreditation cycle. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Vision

On the final day of the process, the CPSE presented the agency with a vision of where the organization will be in the future, if the strategic plan is accomplished. This vision is intended as a target of excellence to strive toward, and provides a basis for its goals and objectives.



Amarillo Fire Department

Vision Statement

Amarillo Fire Department's 2022 Vision

is to be widely known as an internationally accredited fire service agency that continues to provide the highest quality of compassionate and professional services.

As we pursue the future, dedication to and honor for our community and each other will be evident through our workforce planning, development, and training initiatives that will develop our greatest assets, our members. These will be bolstered by enhanced internal communications systems to further support the success of our mission as consideration is given to the city's evolution.

For our pursuit to perform with integrity, we will strengthen our relations and outreach to bring understanding and harmony with those who provide us purpose. The management of our physical resources will focus on sustainability and growth so that we can meet the mission for our citizens, while being good stewards of their trust. Our enriched focus on the delivery of emergency medical services will help us flourish to meet the needs of the residents and visitors of Amarillo.

Dedicated to those we serve, our families, and ourselves, we will always personify courage as we hold each other accountable for fulfilling our mission, living our values, accomplishing our goals, and bringing our vision to fruition.





Performance Measurement

To assess and ensure that an organization is delivering on the promises made in their strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Jim Collins states, "What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of

assessing your output results, and then tracking your trajectory with rigor."³ Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

. . . successful strategic planning requires continuing review of actual accomplishments in comparison with the plan . . . periodic or continuous environmental scanning to assure that unforeseen developments do not sabotage the adopted plan or that emerging opportunities are not overlooked.⁴

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

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

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

Reinventing Government
David Osborn and Ted Gaebler

³ Collins Good to Great and the Social Sectors. Boulder, 2009

⁴ Sorkin, Ferris and Hudak. Strategies for Cities and Counties. Public Technology, 1984.





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

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

The Success of the Strategic Plan

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

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

Good to Great and the Social Sectors
Jim Collins

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify internal and external stakeholders through a jointly developed understanding of organizational direction; how all vested parties will work to achieve the mission, goals, and vision; and how the organization will measure and be accountable for its progress and successes.⁵

⁵ Matthews (2005). *Strategic Planning and Management for Library Managers*





Glossary of Terms, Acronyms, and Initialisms

AC	Amarillo College
Accreditation	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
AFD	Amarillo Fire Department
ALS	Advanced life support
AMR	American Medical Response
APD	Amarillo Police Department
CAD	Computer-aided dispatch
CERT	Community Emergency Response Team(s)
CFAI	Commission on Fire Accreditation International
CISM	Critical Incident Stress Management
COA	City of Amarillo
CPAT	Candidate Physical Ability Test
CPR	Cardiopulmonary Resuscitation
CPSE	Center for Public Safety Excellence
CRA	Community Risk Assessment
Customer(s)	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
EMS	Emergency Medical Services
EMT-I	Emergency Medical Technician - Intermediate
EMT-P	Emergency Medical Technician - Paramedic
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.





FAA	Federal Aviation Administration
FEMA	Federal Emergency Management Agency
FBI	Federal Bureau of Investigation
IAFF	International Association of Firefighters
ICE	Immigration and Customs Enforcement
Input	A performance indication where the value of resources are used to produce an output.
ISO	Insurance Services Office
KSA	Knowledge, skills and abilities
Mission	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
NFA	National Fire Academy
Outcome	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is identified.
Performance Measure	A specific measurable result for each goal and/or program that indicates achievement.
PIO	Public Information Officer
PPE	Personal Protective Equipment
SFMO	State Fire Marshal's Office
SOC	Standards of Cover





Stakeholder	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
Strategic Goal	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim. The final result of an action. Something to accomplish in assisting the agency to move forward.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
Strategic Plan	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
Strategic Planning	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop procedures and operations to achieve that future, and determine how success is to be measured.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
SWOT	Strengths, Weaknesses, Opportunities and Threats.
TEEX	Texas A&M Engineering Extension Service
TIFMAS	Texas Intrastate Fire Mutual Aid System
TTUHSC	Texas Tech University Health Science Center
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.





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