



SAFE-D

2020

Texas State Association of Fire and Emergency Districts

How to
Improve Service Delivery
with a
Strategic Plan

Mike Montgomery

ESCI Associate Consultant

“... the fire service represents the world’s best crisis managers.

No one is better trained, equipped, or skilled to handle hundreds, thousands, or even tens of thousands of unique emergency incidents than America’s fire service. On average ... in 26 minutes or less!

... historically, as a profession, we have done a poor job in the area of planning.”

-- Jack Snook, Founder, ESCI

How to . . .

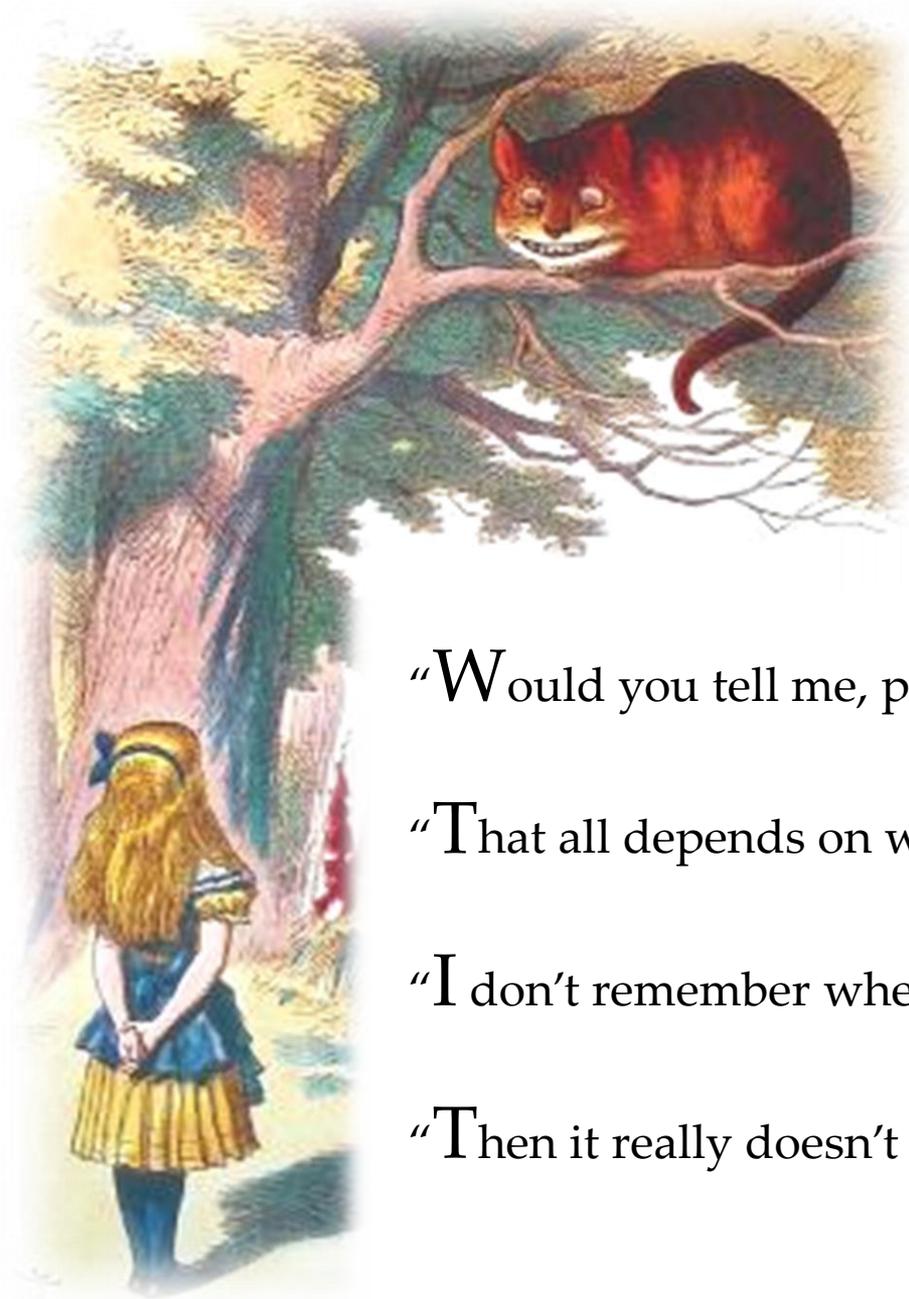


- Identify and define important issues
- Find and use comparative information
- Prioritize goals and objectives
- Use planning and technology to:
 - tell a compelling story
 - visualize your information
 - improve understanding and
 - build community support

Your Instructor



- **32 years fire service experience**
 - Master Structural Firefighter, Inspector, & Investigator
 - BBA: Texas A&M and AAS: Lone Star College
 - Public Safety Consultant
 - Harris County Fire Marshal & interim EMC
 - Asst. Chief, Cy-Fair VFD
 - TX-TF1 Logistics Manager
 - Guest Instructor, TEEX Municipal School
 - Guest Instructor, FEMT-FM program
 - Serve on several advisory boards, councils, & committees
- **24 years private sector experience**



Why Plan ?

“Would you tell me, please, which way I ought to go from here?”

“That all depends on where you want to get to,” said the Cat.

“I don’t remember where ---” said Alice.

“Then it really doesn’t matter which way you go,” said the Cat.

Why Plan?

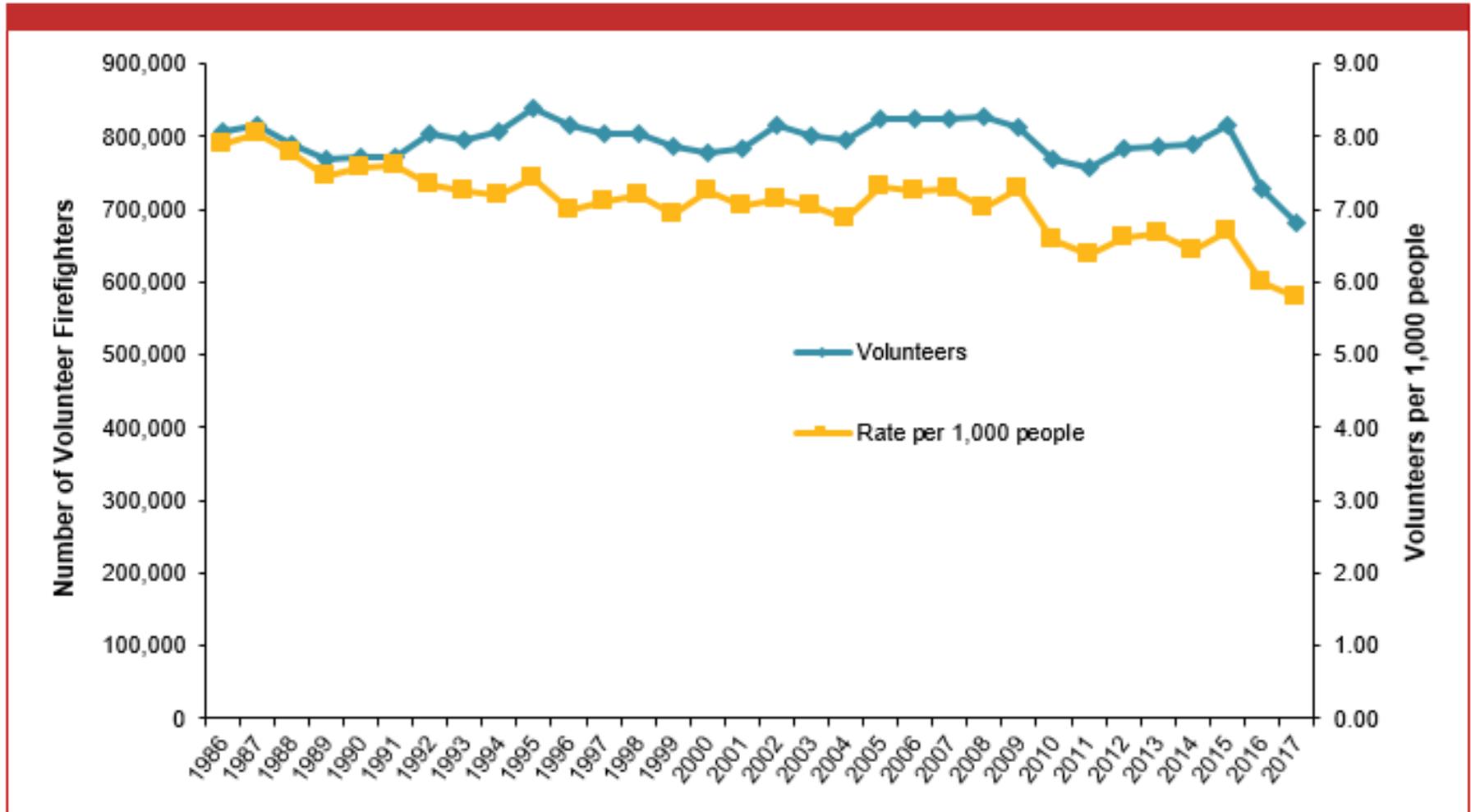


- **Volunteers are changing**
- **Expectations are changing**
- **Fire dynamics are changing**
- **Each community is different**

“The volunteer fire system was
never intended to meet
the number of calls and the complexity
of today’s response environment...
It has to change as the world changes”

-- Mike Montgomery, County Fire Marshal, ret.

Figure 2. Number of Volunteer Firefighters and Rate per 1,000 People





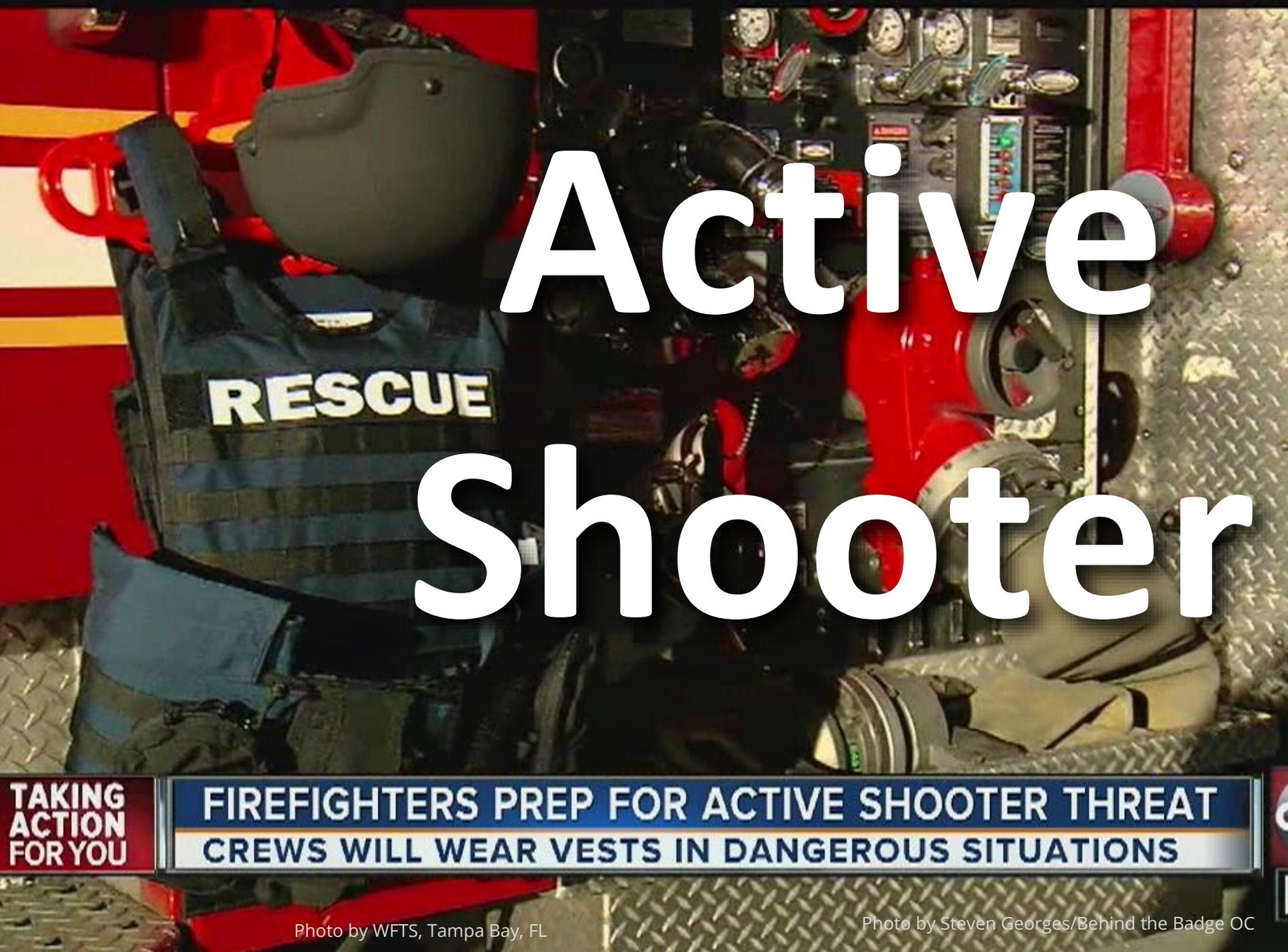
24 / 7

coverage



EMTS

calls



Active Shooter

**TAKING
ACTION
FOR YOU**

**FIREFIGHTERS PREP FOR ACTIVE SHOOTER THREAT
CREWS WILL WEAR VESTS IN DANGEROUS SITUATIONS**

Photo by WFTS, Tampa Bay, FL

Photo by Steven Georges/Behind the Badge OC



Millennials

MIND THE GAP

Technology





Fire

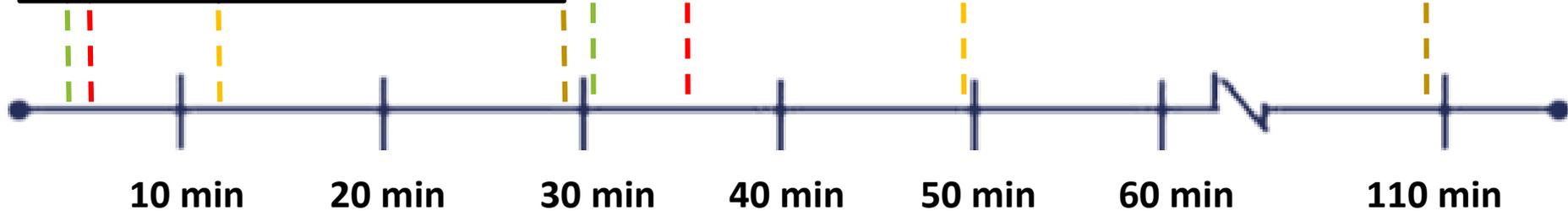
Timelines are different



Legacy Fire Timeline



Modern Fire Timeline



- Shortest Time to Flashover
- Longest Time to Flashover

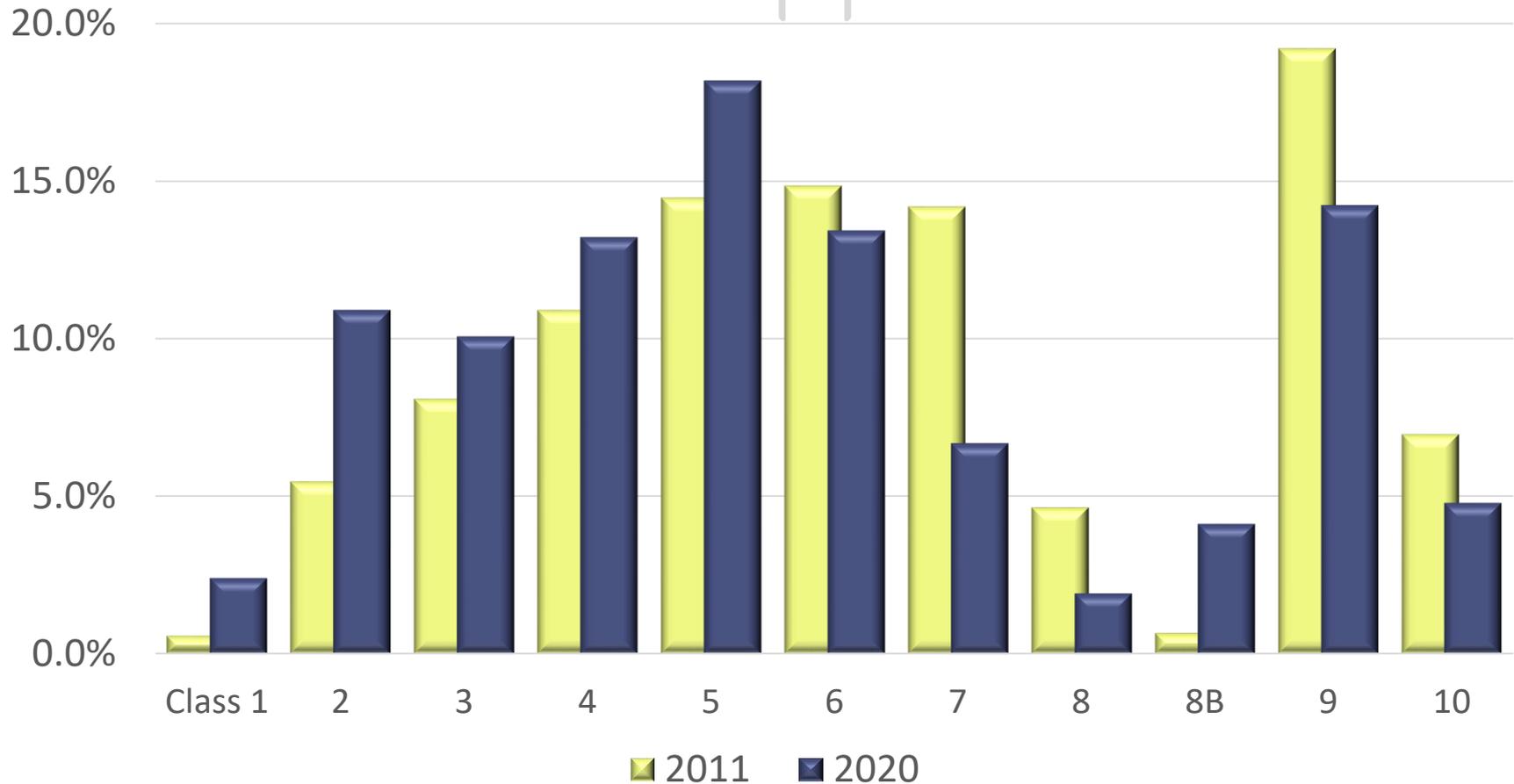
- Time to Collapse, unprotected floor
- Time to Collapse, protected floor

The Texas Fire Service



Distribution of PPC® Class Ratings

5.5 = 2020 avg. 2011 avg. = **6.3**



**“He Who is Failing to Plan,
is Planning to Fail . . .”**



Winston Churchill
Prime Minister



You need a
“compelling story”



**IAFC 2018-2020
STRATEGIC DIRECTION**

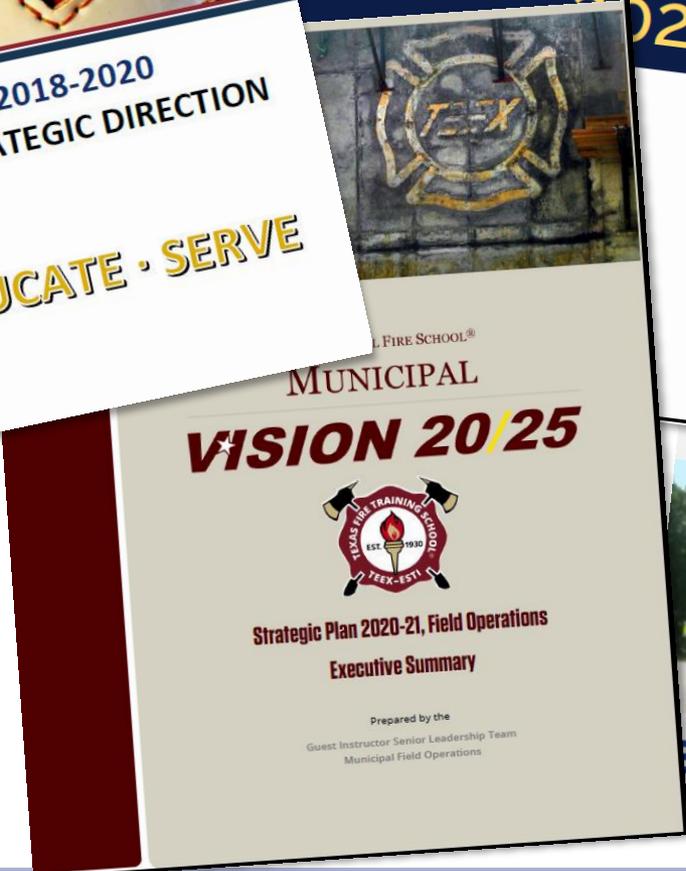
LEAD · EDUCATE · SERVE



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**Strategic Plan
2020-21**

December
2019

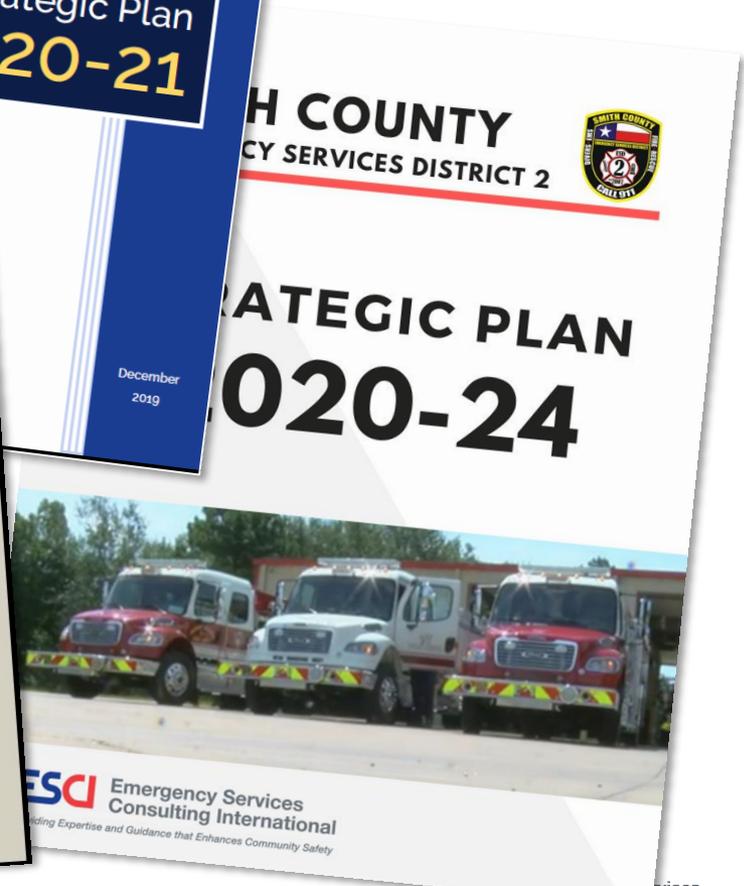


TEXAS FIRE TRAINING SCHOOL
MUNICIPAL
VISION 20/25



**Strategic Plan 2020-21, Field Operations
Executive Summary**

Prepared by the
Guest Instructor Senior Leadership Team
Municipal Field Operations



**SMITH COUNTY
EMERGENCY SERVICES DISTRICT 2**



**Strategic Plan
2020-24**

ESCI Emergency Services
Consulting International
Providing Expertise and Guidance that Enhances Community Safety

You need a compelling story



- **Purpose** Why you exist
- **Mission** What you do
- **Vision** What you aspire to be
- **Values** What you believe
- **Expectations** What people anticipate
- **Image** What people see

Primary study scope comparison



Types of Strategic Plans



- Issue-centric
- Organization-centric
- Community-centric



Four Basic Questions



Where are we today?

Where do we need to be?

How will we get there?

How will we sustain it?

ASSESS CURRENT SITUATION

PLAN FUTURE STATE

CREATE PLANS

EXECUTE PLANS

Review

- Purpose
- Environment
- Needs
- SWOT

Define

- Vision
- Mission
- Values
- Themes

Establish

- Initiatives
- Goals
- Objectives
- Action Plans

Achieve

- Capacity
- Finances
- Leadership
- Results

The Planning Process



-  Purpose
-  Vision
-  Mission
-  Values
-  Expectations
-  Themes
-  Priorities
-  Initiatives
-  Goals
-  Objectives
-  Measures



Components of a Strategic Plan



Establish Organizational Foundation

- Community Needs
- Core Expectations
- Governance & Admin
- Mission, Vision, Values

Establish Strategic Priorities

- Initiatives
- Goals & Objectives
- Desired Outcomes

Develop action plans

- Timelines and milestones
- Resource requirements
- Availability of funding
- Performance measures
- Celebrating success

Example Mission Statements



- To be Earth's most customer-centric company where people can find and discover anything they want to buy online.



- Our mission is to be one of the world's leading producers and providers of entertainment and information.



- Our mission is to organize the world's information and make it universally accessible and useful.



- Our mission is dedication to the highest quality of Customer Service delivered with a sense of warmth, friendliness, individual pride, and Company Spirit.

Example Vision Statements



- Be the world's beer company. Through all of our products, services and relationships, we will add to life's enjoyment.



- To be the global energy company most admired for its people, partnership and performance.



- A world where everyone has a decent place to live.



- To maintain our independence as a private company so we can continue to focus on the customers instead of the bottom line.



- To be the best retailer in the hearts and minds of consumers and employees.



CORE
VALUES

Integrity first

Service before self

Excellence in all we do

Example of ESD core values



E ***Excellence*** *Providing quality service through excellence.*

S ***Safety*** *Providing safety for our community and our members through training, experience, and resources.*

D ***Dedication*** *Serving our community with our time, effort, and sacrifice.*

“Service above Self!”

You need a compelling story



- **Themes** Provide structure
- **Priorities** Provide focus
- **Initiatives** Provide context
- **Goals** Provide broad outcomes
- **Objectives** Provide measurable steps
- **Measures** Provide ways to track progress

The Fire Dept Advantage



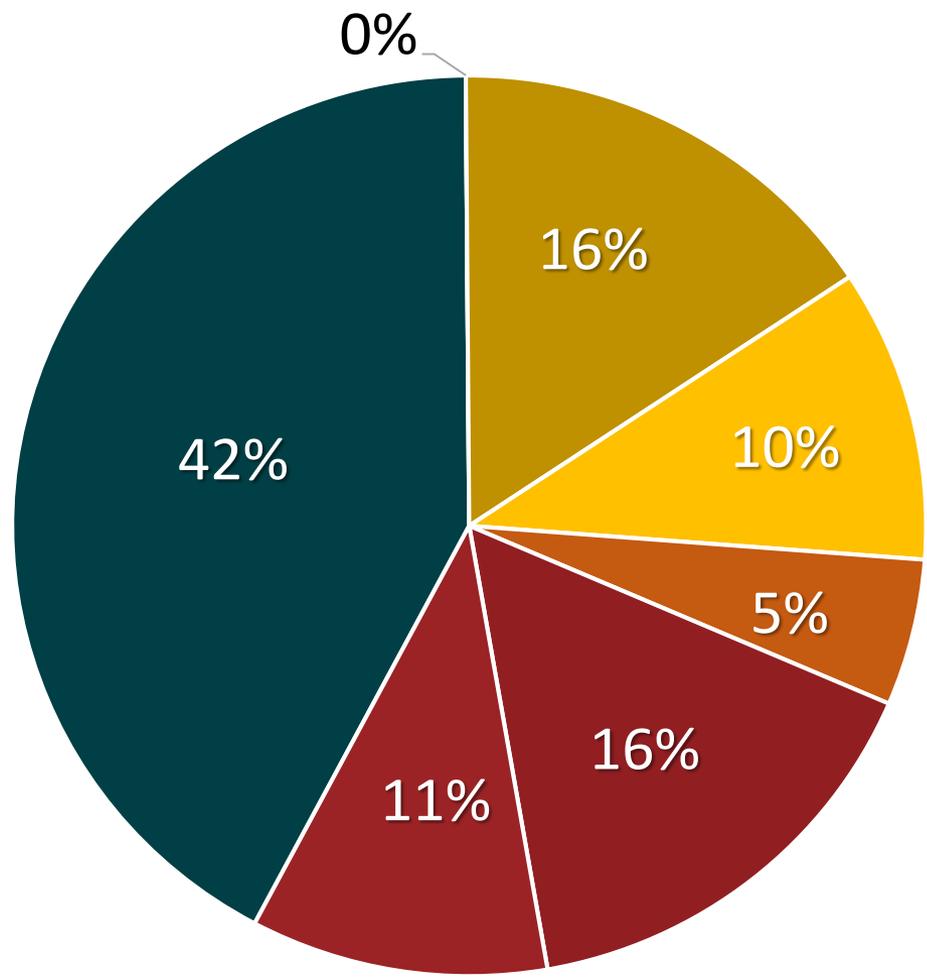
Photo Source:
3 Generations of Fire Engines
at Burkburnett VFD in Burkburnett, TX, Pinterest

The Fire Dept Advantage



Photo Source: The Gainesville Times, Scott Rogers, © 2015

Most Important Issue



- Staffing
- OOD Cost allocation
- Skill training
- Leadership Training
- Response Time
- Facilities
- Volunteer concerns

SWOT-C Assessment Tool



- Strengths
- Weaknesses
- Opportunities
- Threats
- Challenges



Initiatives



1

\$ Staffing

2

👥 Funding

3

📺 Training

4

🗄️ Infrastructure

Objectives



Specific

Measurable

Action-Oriented

Realistic

Time-sensitive



Timelines



- **Critical Task** **within 90 days**
- **Short-Term** **within 6 months**
- **Mid-Term** **within one year**
- **Long-Term** **longer than one year**
- **Ongoing** **until no longer needed**

Four Basic Questions



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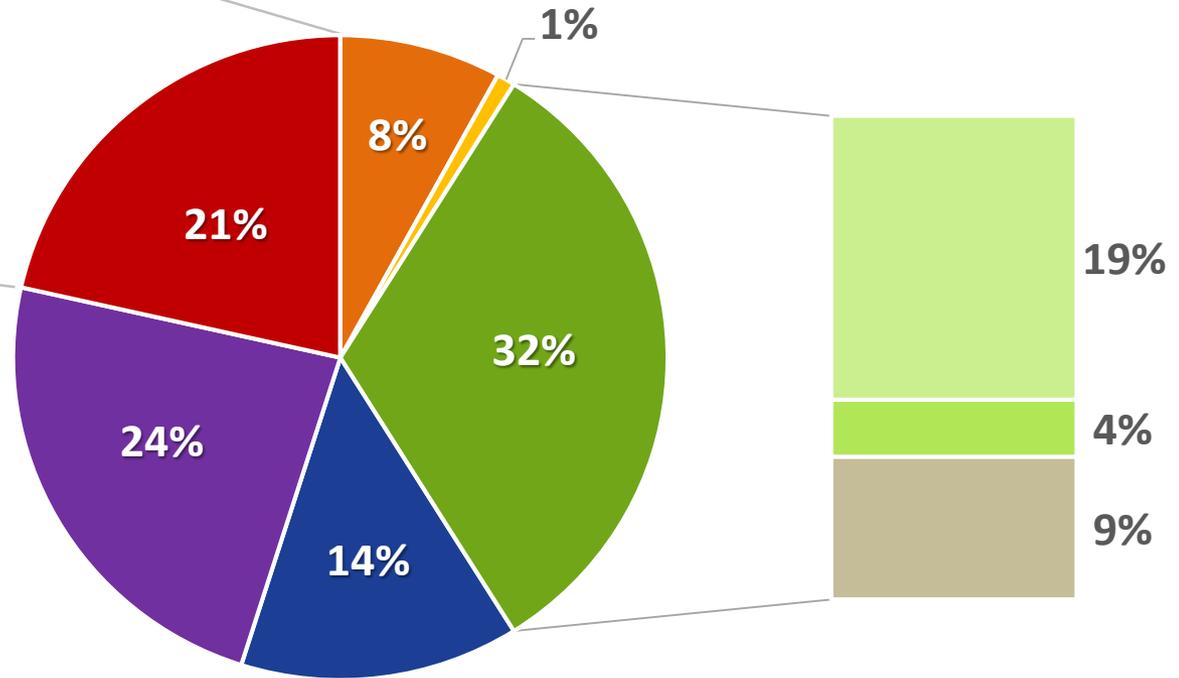
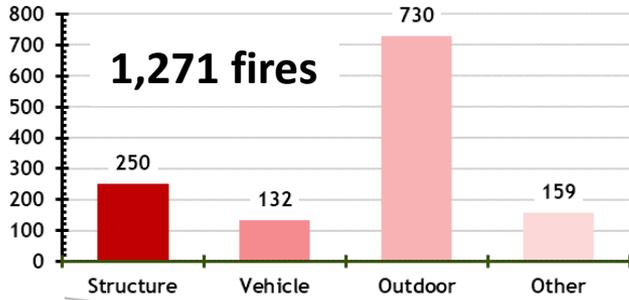
Establish

- Initiatives
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Achieve

- Capacity
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- Leadership
- Results

Where we are today

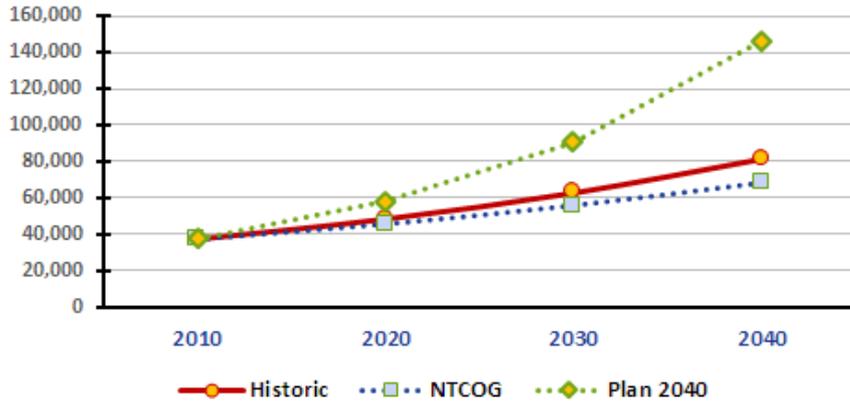


- EMS
- MVA
- Fires
- Hazardous Condition
- All Other
- Good Intent
- Public Service
- Alarms

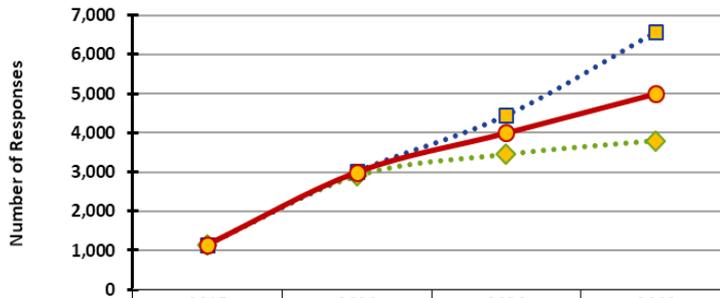
Where we need to be and how we get there



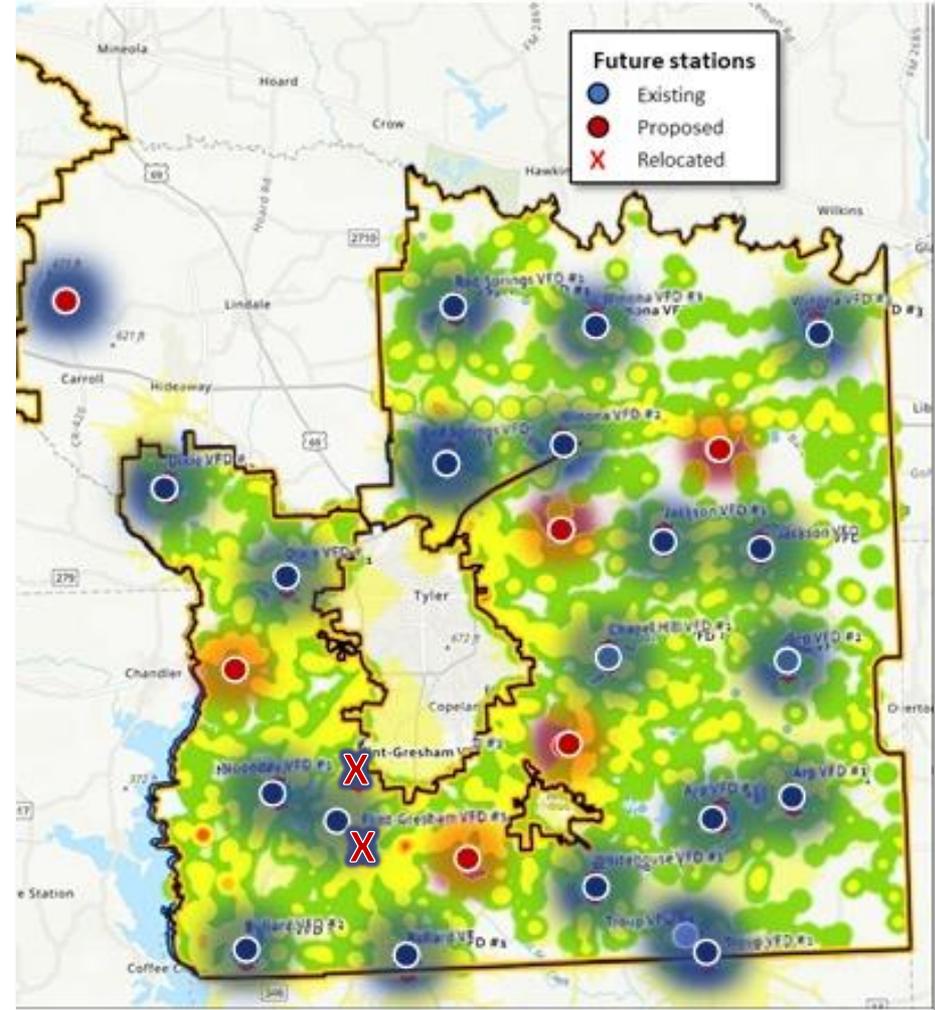
Projected Population Increase (2010–2040)



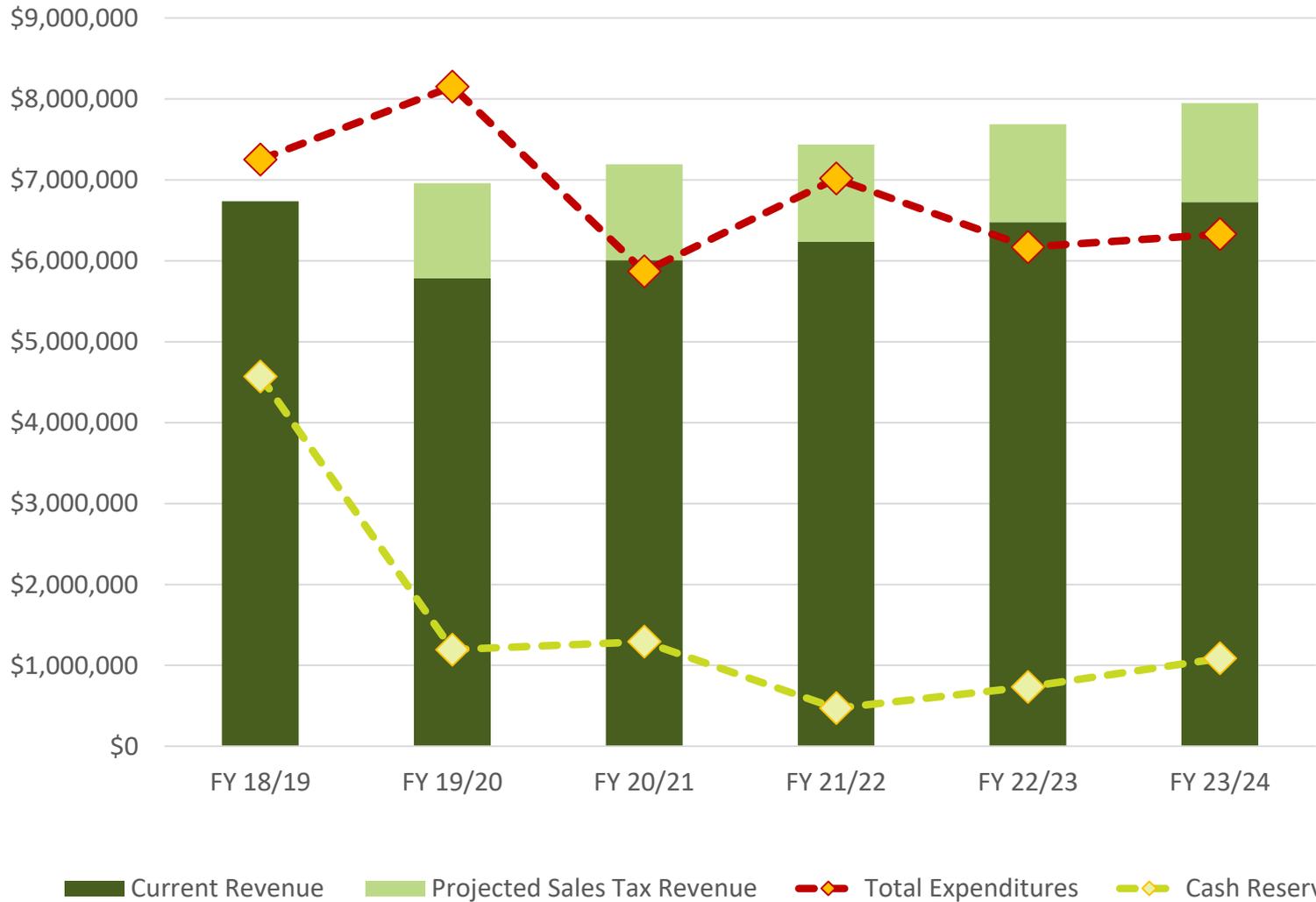
Projected Service Demand (2015–2040)



	2015	2020	2030	2040
Demand, per capita	1148	2900	3450	3800
Demand, historical	1148	3010	4447	6570
Demand, projected	1148	3000	4000	5000



How we are going to sustain it



Conclusion: Plan to Be Successful



- **Use the past as a foundation, not a boat anchor**
- **Identify important issues**
- **Define realistic expectations**
- **Establish initiatives, goals and objectives**
- **Build a compelling story**



SAFE-D

Texas State Association of Fire and Emergency Districts

2020

Thank You



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ESCI Emergency Services
Consulting International

Providing Expertise and Guidance that Enhances Community Safety

- Long Range Master Planning
- Strategic Planning
- Cooperative Efforts / Shared Services Feasibility
- Standards of Cover
- Agency Evaluations
- Executive Recruitment
- Promotional Testing
- ISO Benchmarking

