



SAFE-D

Texas State Association of Fire and Emergency Districts

**BACK
TO
THE FUTURE**

of ESDs

Today's emergency service reality

- **These are challenging times for ESDs**
 - Social and economic issues
 - Many challenges; many opportunities
- **ESDs have a crucial role**
 - Municipal FDs and traditional VFDs alone are struggling to meet service demands
 - Rural areas aren't so rural any more ... or are they?
- **ESDs must be transformational**
 - More responsive to constant change
 - More proactive, more service-oriented
 - More efficient, more accountable

Today's emergency service reality

As an ESD, you need ...

- **Transformational thinking**
- **Strategic priorities**
- **A compelling story**

As an ESD ...

You need

“transformational thinking”

Changing role of emergency services

REACTIVE



- Respond to failures
- Discuss past actions
- Plan from history

PROACTIVE



- Respond to needs
- Discuss trends
- Plan from today

PREDICTIVE

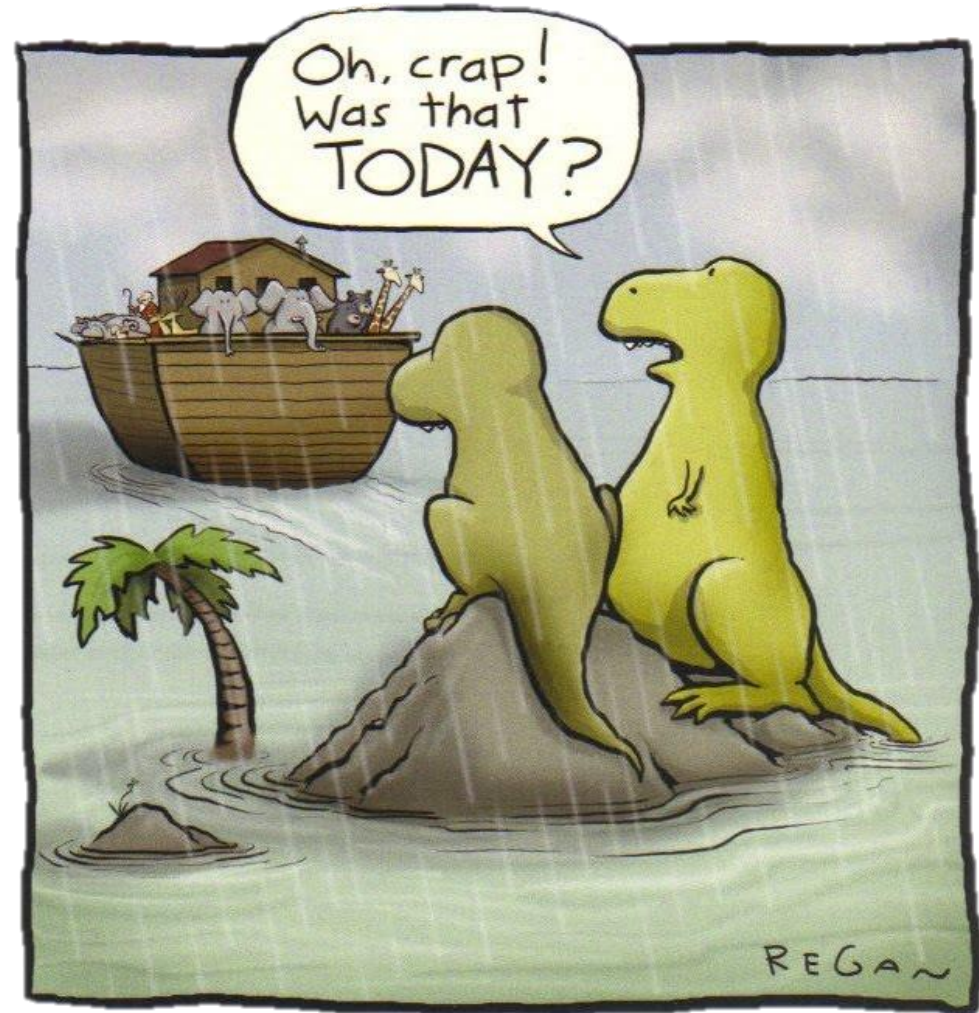


- Anticipate opportunities
- Discuss future needs
- Plan for expectations

Source: adapted from "Event Management: Reactive, Proactive or Predictive?". Larry Dragich, 2012

Catalysts for change

- **Crisis management**
- **Significant change**
- **External requirement**
- **Planned process**



As an ESD ...

**You need to identify
“strategic priorities”**

Four Basic Questions

Where are we today?

Where do we need to be?

How will we get there?

How will we sustain it?

Assess

- Purpose
- Environment
- NEC
- SWOT

Define

- Vision
- Mission
- Values
- Themes

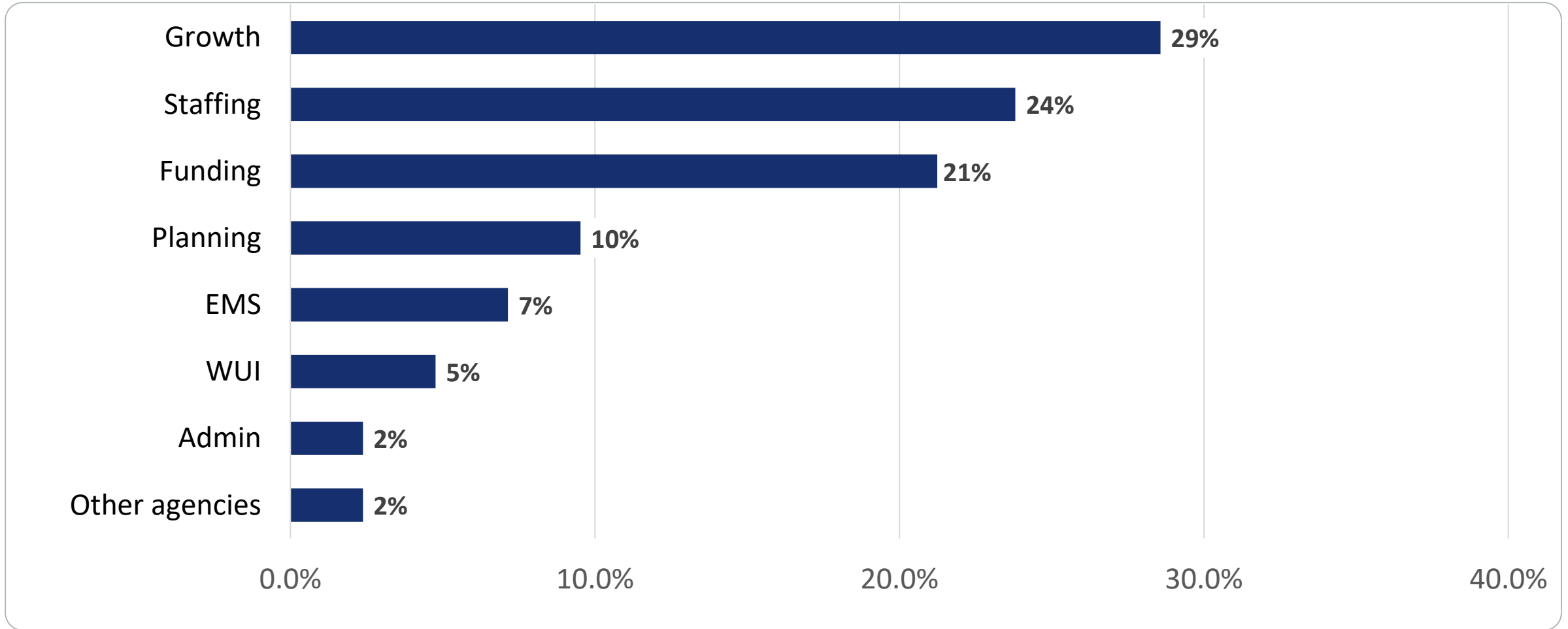
Plan

- Initiatives
- Goals
- Objectives
- Action Plans

Execute

- Capacity
- Finances
- Leadership
- Results

Most critical issues



SWOT-C Assessment Tool

- **S**trengths
- **W**eaknesses
- **O**pportunities
- **T**hreats
- **C**hallenges





Key Performance Indicators

Key Performance Indicators

- **Resources per 1000 population**
 - Firefighters, pumpers, aerials, other vehicles, stations
- **Level of EMS provided**
 - First Responder, BLS, ALS, MICU
- **Response summary**
 - Number and type of responses -- NFIRS and / or NEMSIS
 - Response time
 - Response mapping

Key Performance Indicators

- **Losses**

- Number of fires per 1 million population
- Number of civilian fire injuries per 1 MM population
- Number of civilian fire deaths per 1 MM population
- Number of fire service fire injuries per 1 MM population
- Number of fire service fire deaths per 1 MM population
- Average \$ Loss per capita
- Arson rate per 1000 population

Key Performance Indicators

■ Fires

■ EMS

■ MVC

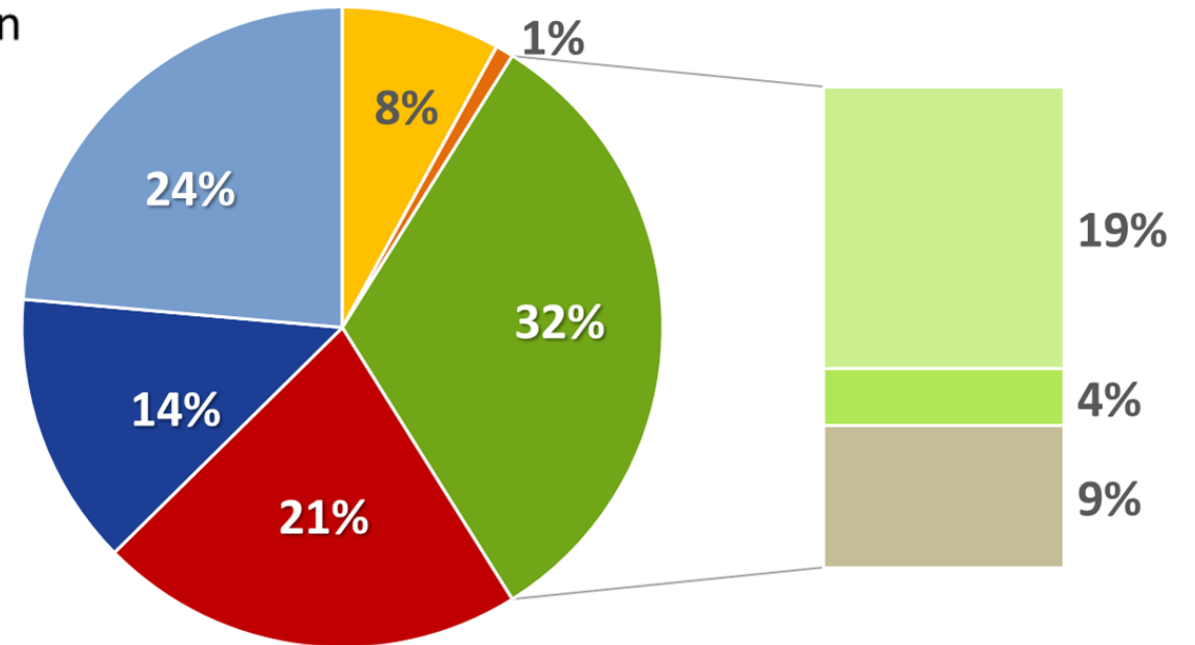
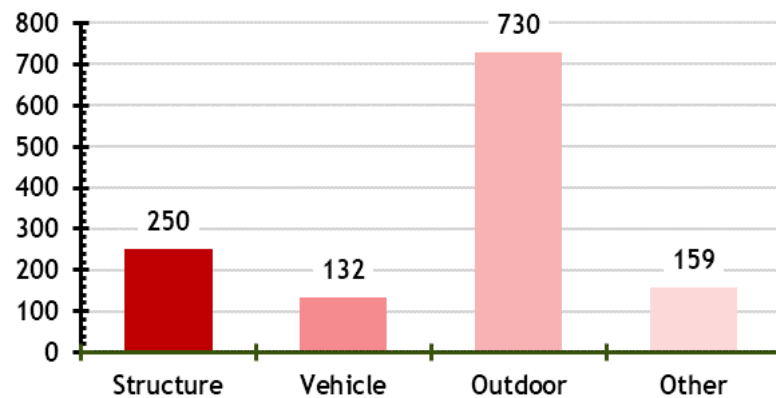
■ Hazardous Condition

■ All Other

■ Good Intent

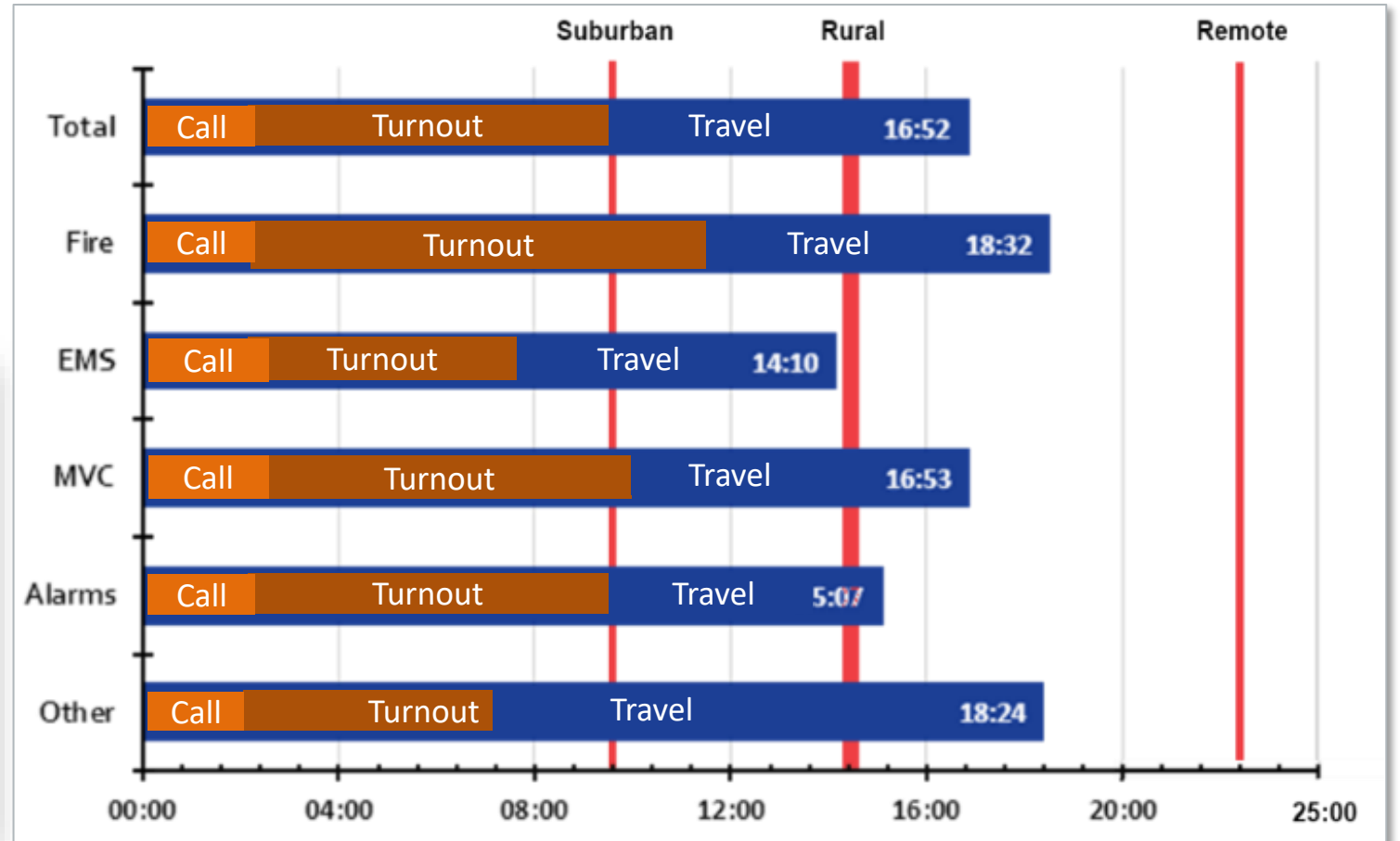
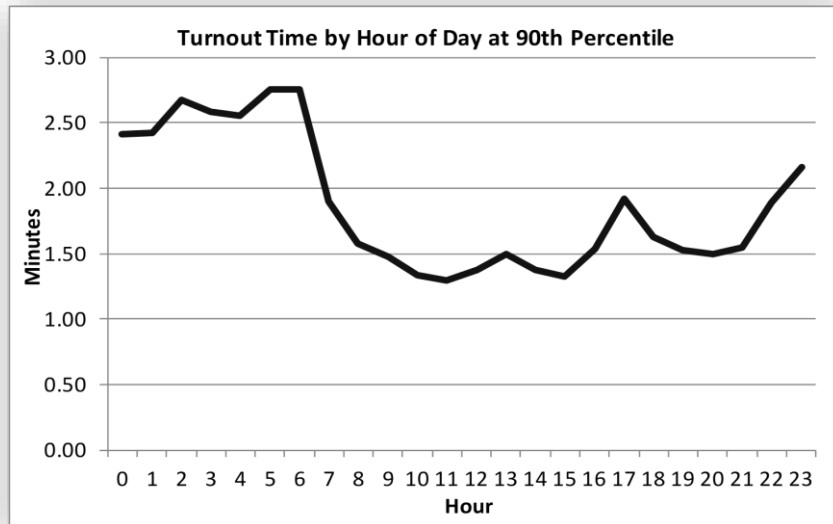
■ Public Service

■ Alarms



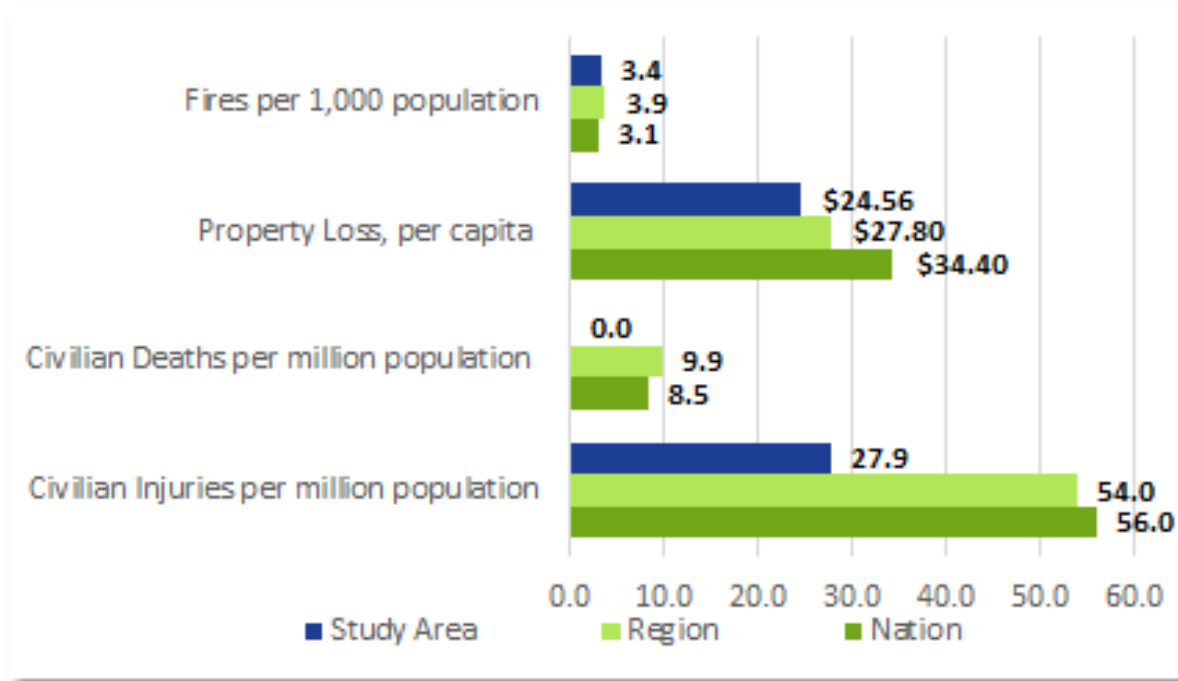
Key Performance Indicators

Response Time Performance	
Average	80 th Percentile
10:05	15:00

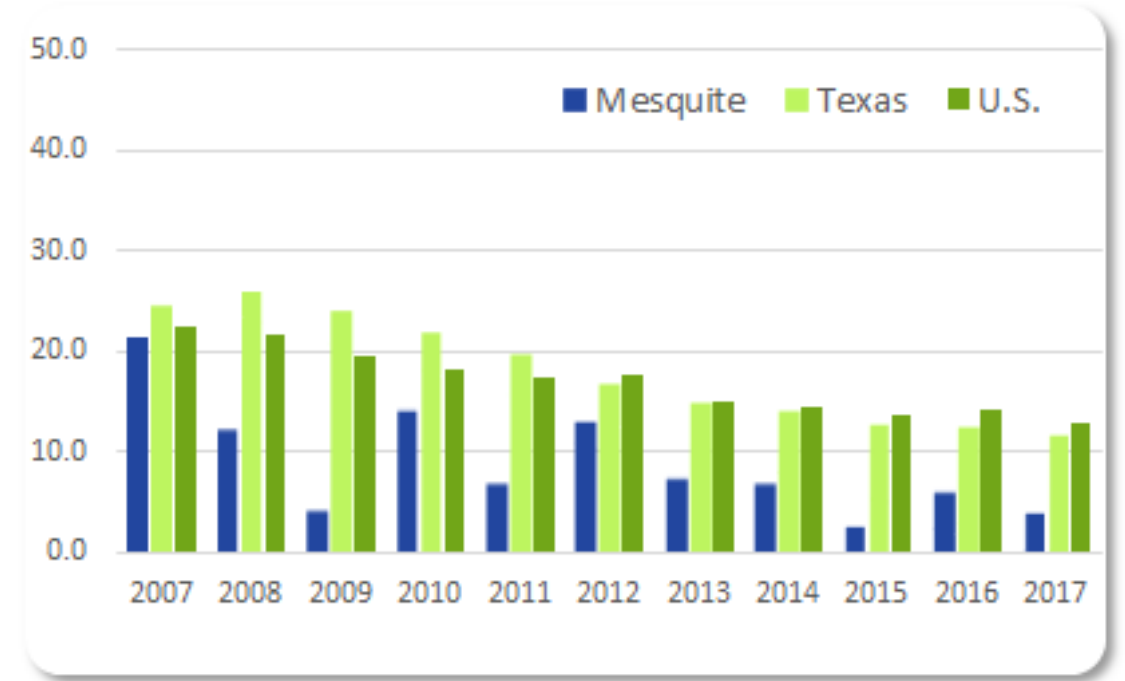


Key Performance Indicators

Fire Loss



Arson Rate



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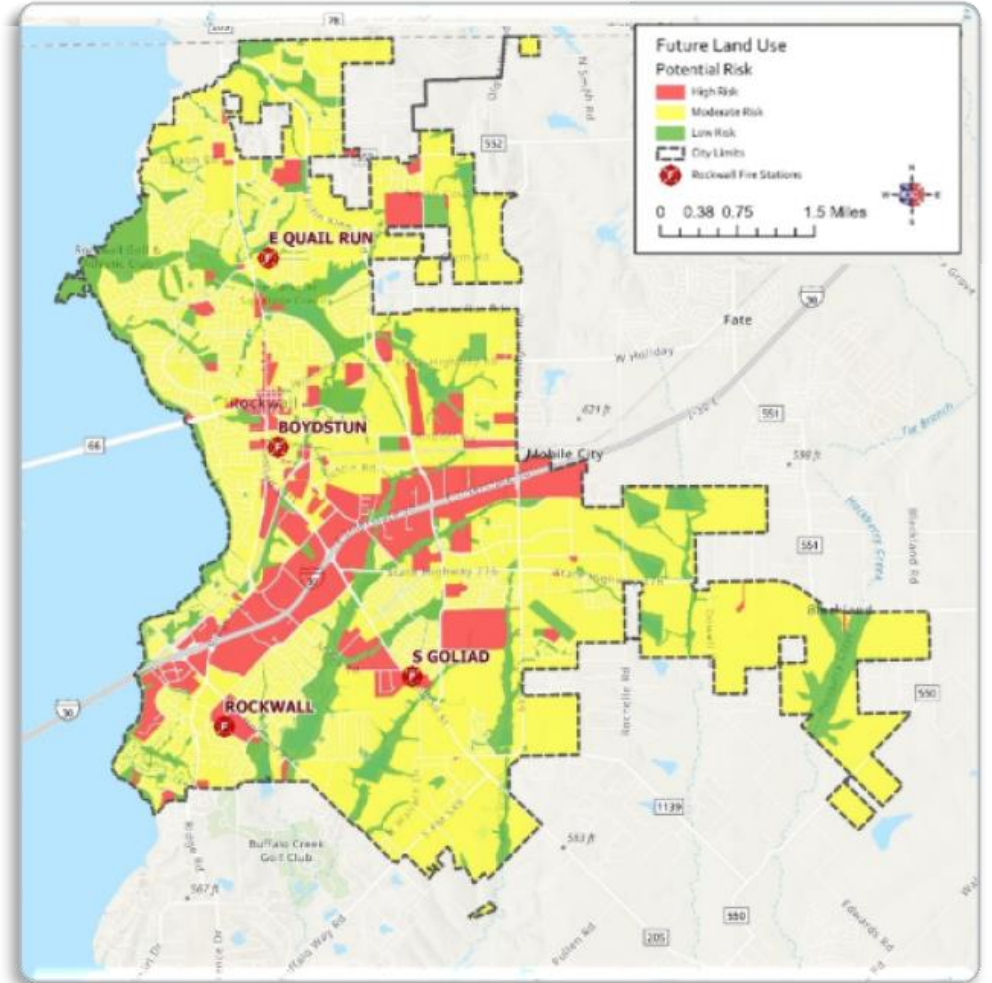
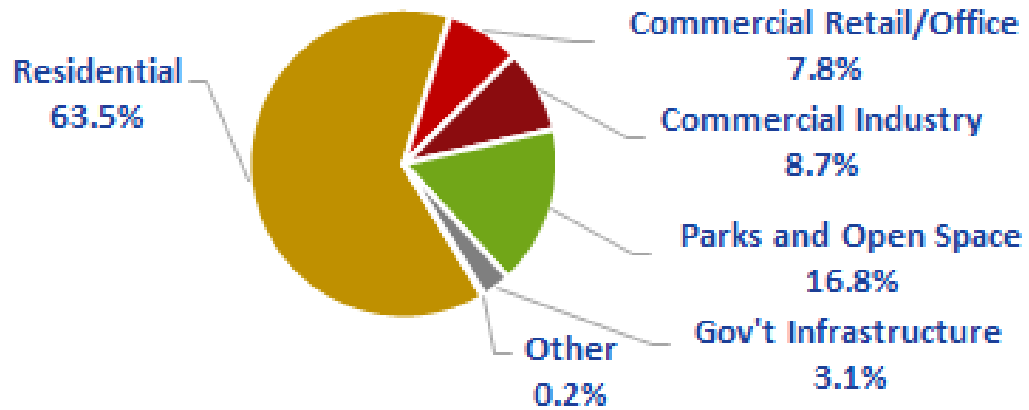
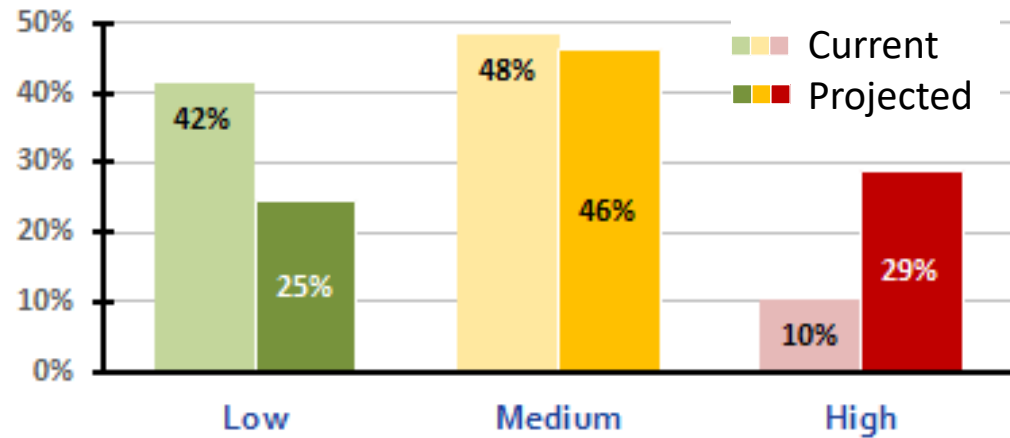
You need to define who you are

- **Vision** What you aspire to be
- **Purpose** Why you exist
- **Mission** What you do
- **Values** What you believe in
- **Expectations** What your standards are

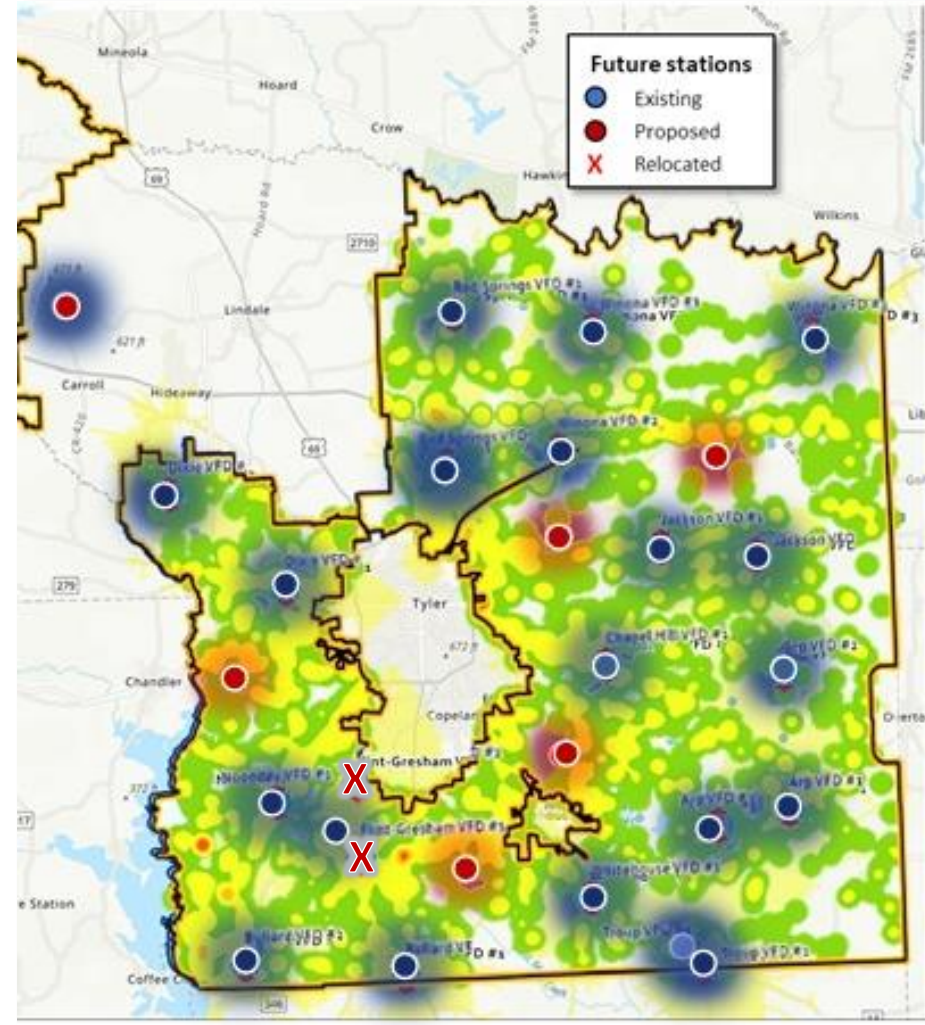
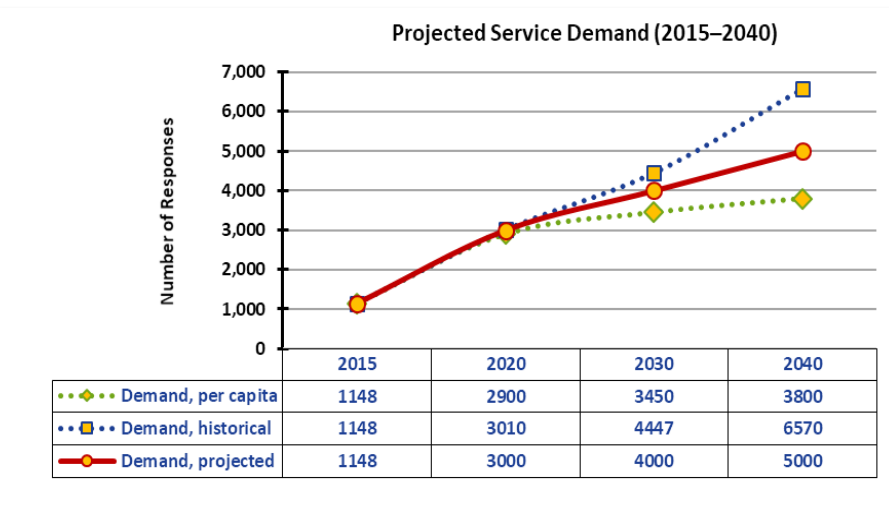
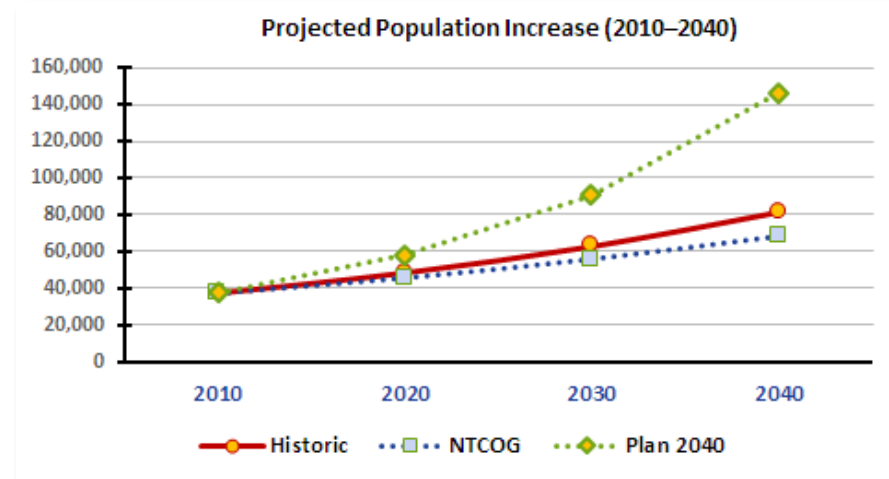
Building a Community Profile

- **Geographic overview**
- **Demographics**
- **Hazards and vulnerabilities**
- **Response experience**
- **Community needs, expectations, and concerns**

Community Risk



Where we need to be



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How we plan to get there

1

 Funding

2

 Staffing

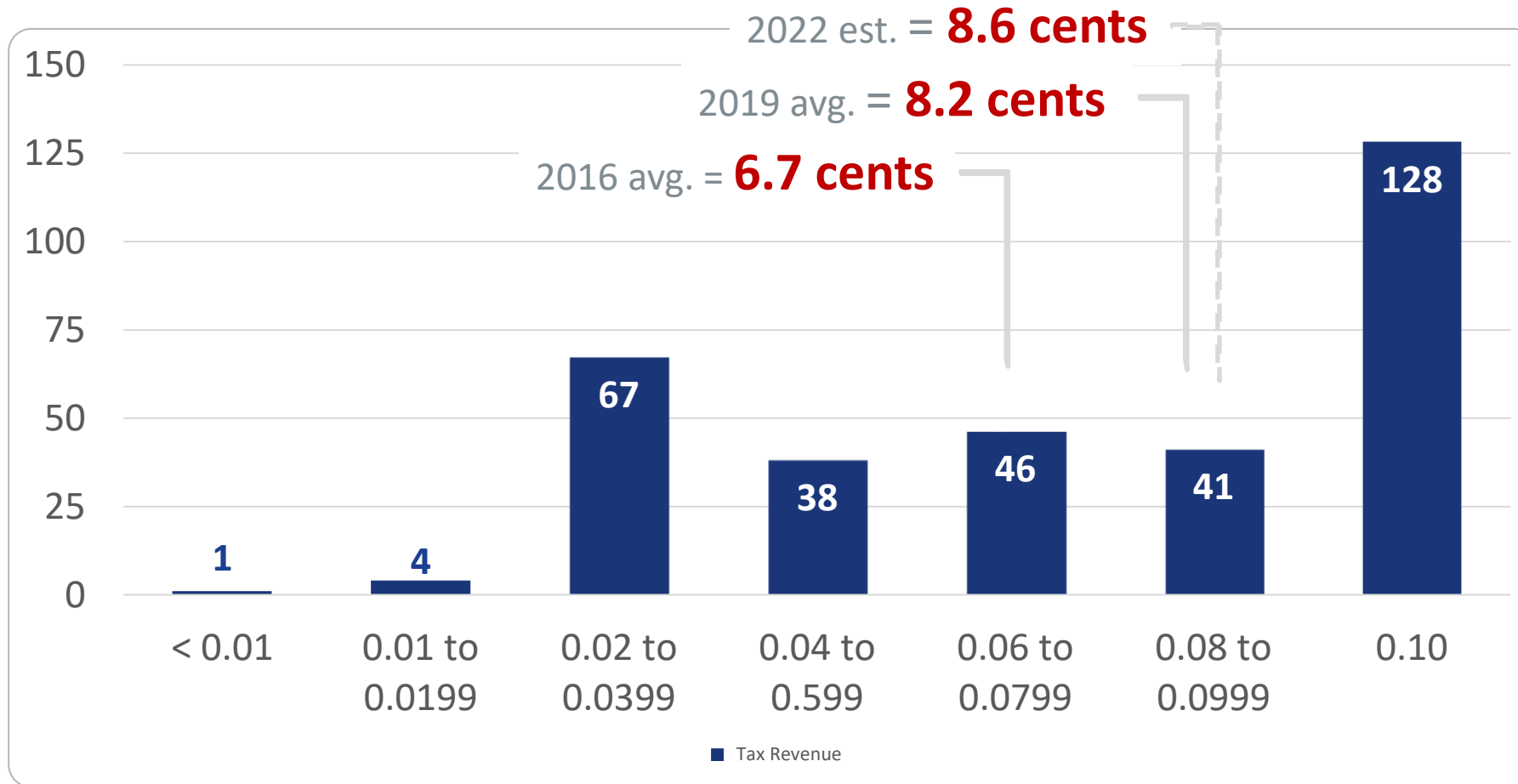
3

 Training

4

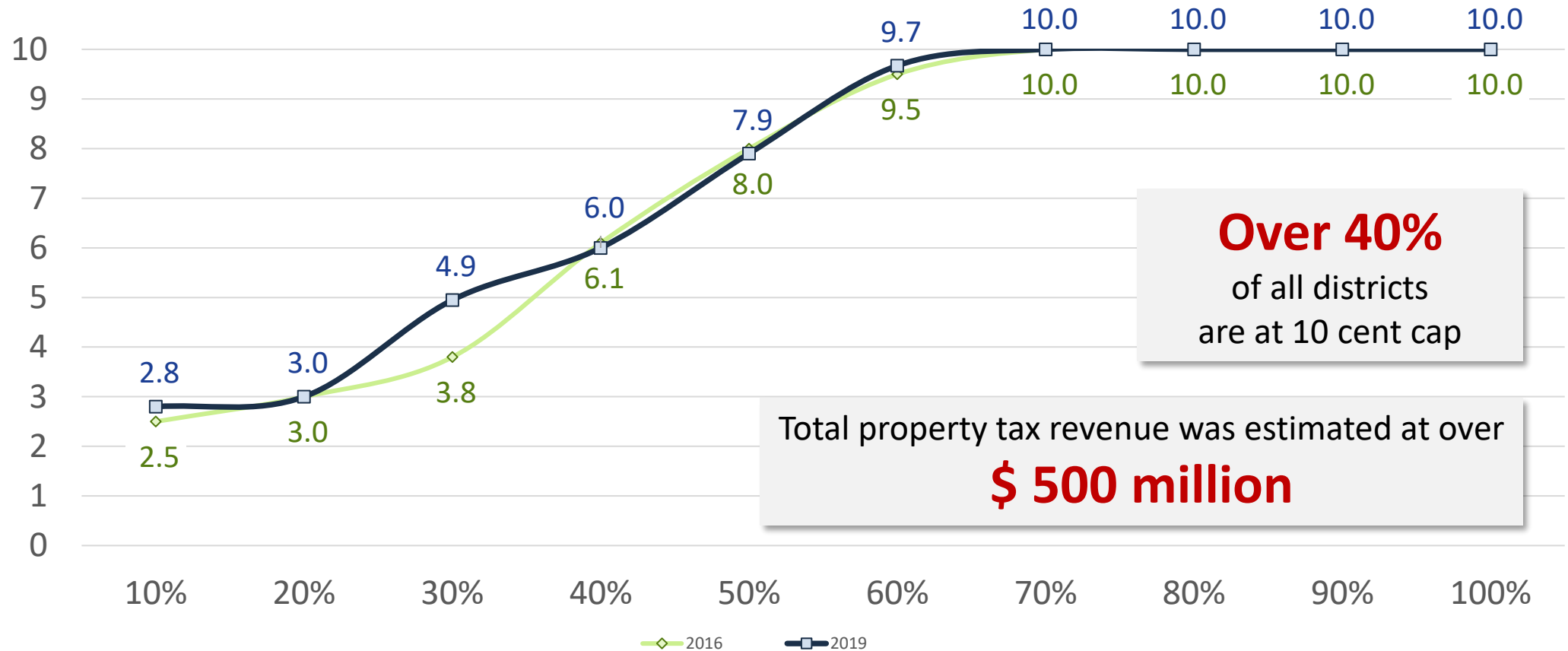
 Infrastructure

ESD Property Tax Rates, 2019



Source: Tax Rates and Levies, Texas Comptroller, 2019

ESD Property Tax Rate estimate, 2021



Source: Tax Rates and Levies, Texas Comptroller, 2019

ESD Sales Tax Revenue Facts

- 155 ESDs collect sales tax
- Over 70 percent started collection in 2010 or later
- **10 – 70 percent of annual revenue**
- Most use for capital purchases and staffing
- More volatile than property tax

A photograph of firefighters at a scene with a fire truck. The scene is hazy, likely from smoke. In the foreground, two firefighters in full gear are visible. One firefighter's helmet has the number '97' and 'CEVFD' on it. In the background, a fire truck with yellow and red stripes is parked. The truck has the number '137-8001' on its side. A traffic cone is visible near the truck. The text '24 / 7' is overlaid in large white font.

24 / 7

coverage

Value of the Volunteer

Per NFPA 1720

Minimum personnel needed to respond to a fire incident in a **rural** area is **6**

\$2,200

1 engine staffed by three personnel for 24-hour shift

\$4,400

Two minimally-staffed engines for 24-hour shift

\$1,606,000

Two minimally-staffed engines, 24-hour shifts, 365 days

All approximate values to nearest \$100.

Based on national combined average of \$30 per hour for paid firefighter & officer positions.

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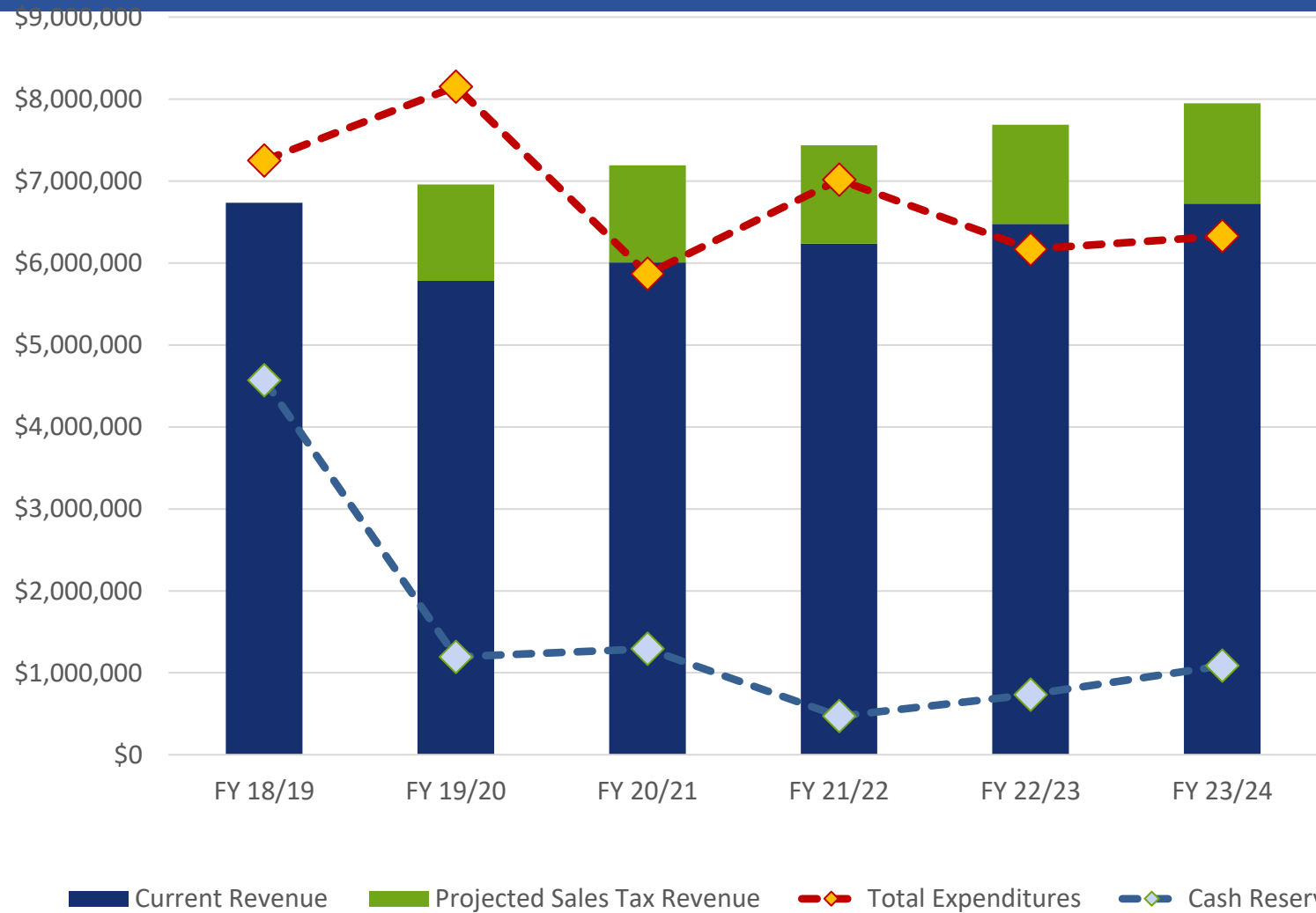
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How we are going to sustain it



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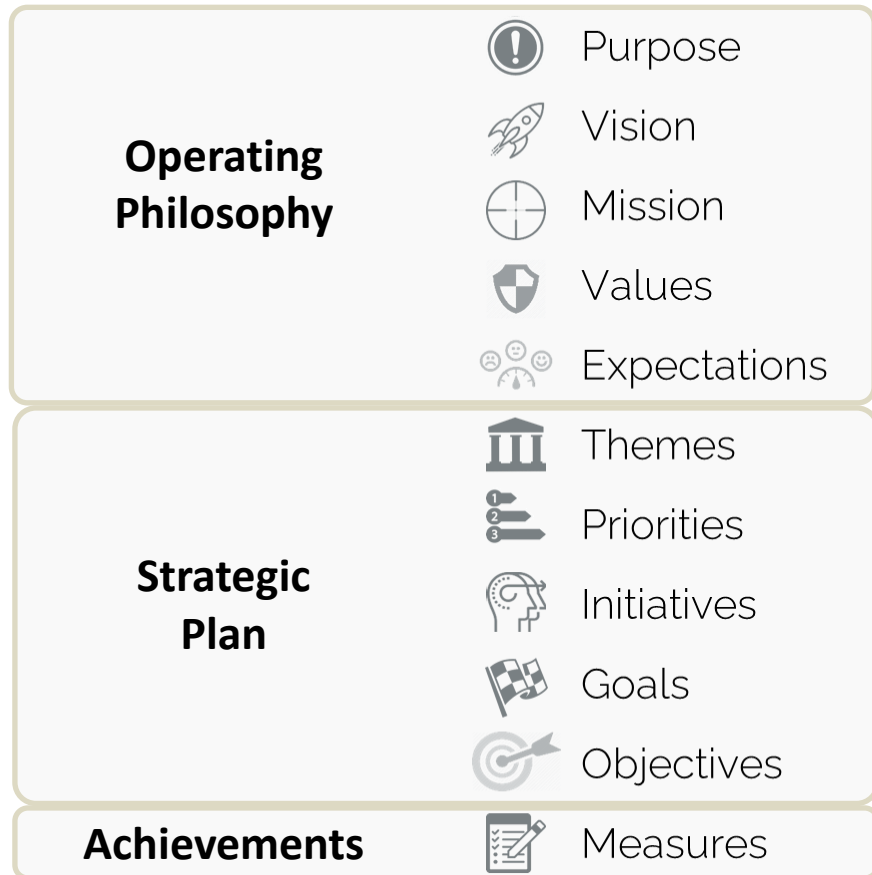
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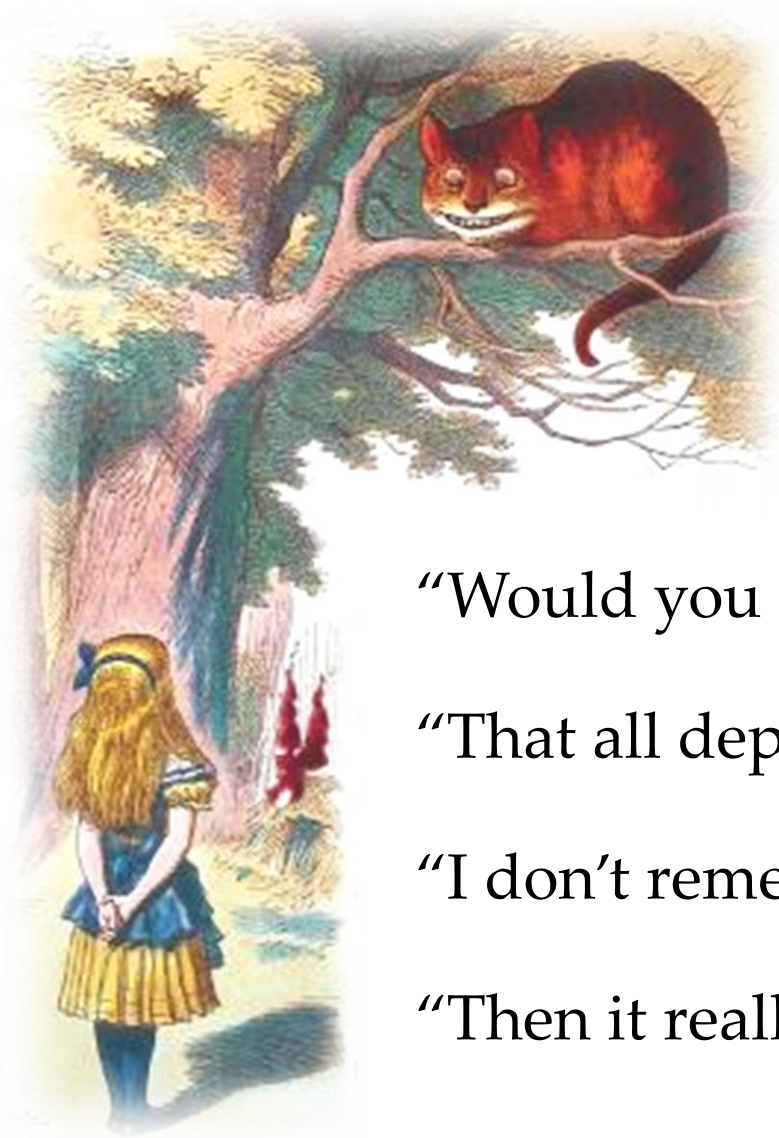
The Balanced Planning Process



Source: adapted from "Balanced Scorecard for Government and Nonprofit Agencies", Paul Niven, © 2003

As an ESD ...

You need to have a
“compelling story”



Begin with the end in mind

“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.

Source: “*Alice’s Adventures in Wonderland*”, Lewis Carroll. 1865.

The ESD Advantage



The ESD Advantage



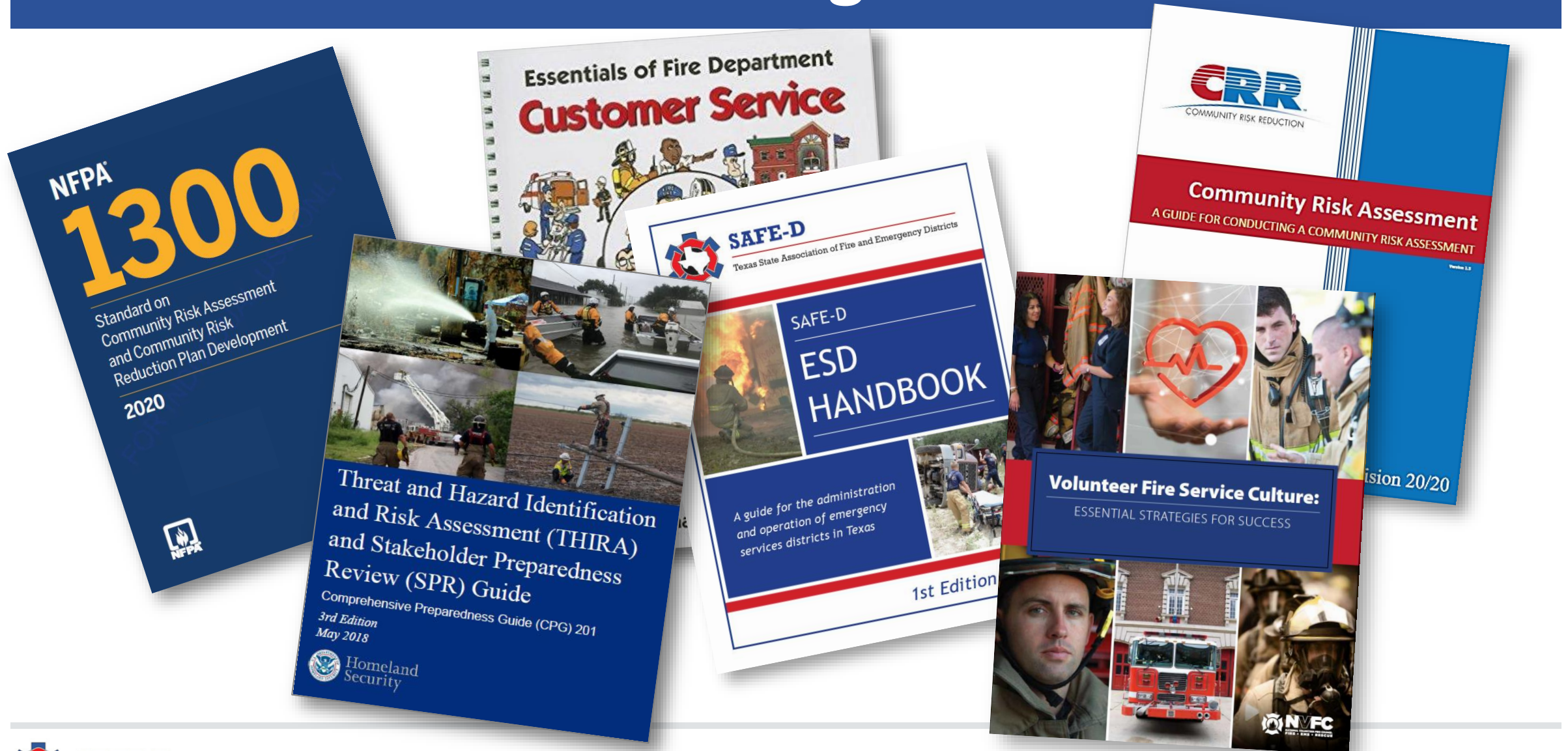
Photo Source: The Klamath Falls News, © 2018

Conclusions

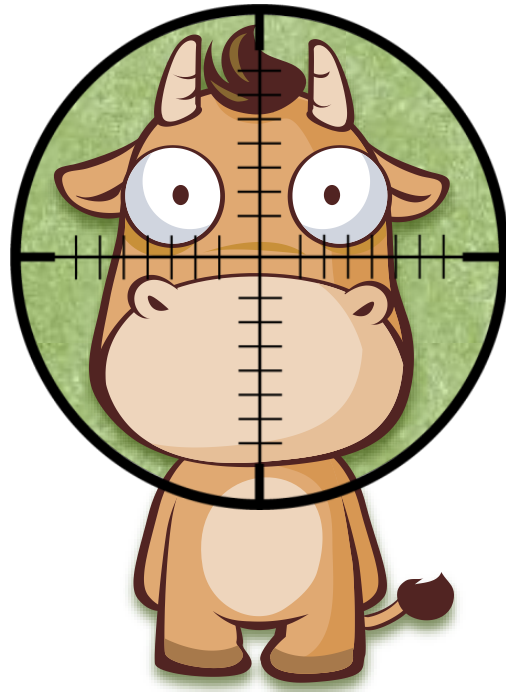
- The ESD future for ESDs is bright
- One size does not fit all
- Plan for balance and execution
- Create a compelling story
- Transform the future



Useful Planning Resources



QUESTIONS ?



For more information:



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