



VICTORIA FIRE DEPARTMENT STRATEGIC PLAN 2010

TO PRESERVE LIFE AND PROPERTY WITH DEDICATED AND CARING SERVICE.

Victoria Fire Department
606 E. Goodwin
Victoria, TX 77901



Table of Contents

- Strategic Planning Process
- Strategic Objectives
- Philosophy of Operations
- Strategic Issues
- Objectives and Action Plans

Committee Members

Captain Tim Hunter
Captain Celeste Hunter
Paramedic Engineer Ray Gregory

Lieutenant Greg Najvar
Insp./Investigator Mark Flathouse
Battalion Chief Tracy Fox

Summary

The Victoria Fire Department Strategic Planning Committee completed its second revision and update of the VFD Strategic Plan in 2010. The VFD Strategic Plan is revised and updated approximately every three (3) years. The strategic planning process is comprised of internal and external surveys and assessments to determine our strengths and challenges, as well as, identify the current and future needs of our internal and external customers. The VFD Strategic Plan provides a road map for effective and efficient operational and fiscal decision-making.



Strategic Planning Process

The strategic planning process is a cyclic process that is never truly complete. Once the steps in the process are completed they are reviewed annually along with the budget to make the necessary adjustments.

Step 1: Internal Assessment

Department Member Assessment
Department Strengths and Challenges Identification

Step 2: External Assessment

Customer Survey
Key Stakeholder Survey (City/County Directors and Citizen's Group)

Step 3: Data Interpretation

The data from the internal and external surveys are compiled and coded to establish an information bank that is used throughout the completion of the plan.

Step 4: Establish/Review/Revise Philosophy of Operations

Mission & Vision

Step 5: Establish Strategic Issues

Broad topics that drive the strategies, objectives, and action plans

Step 6: Develop strategies and action plans to accomplish Strategic Issues

A list of objectives and action plans that help achieve outlined Strategies

Step 7: Assign to VFD Work Plan

Action Plans are placed in the VFD Work Plan and assigned to a Chief Officer or Captain.



Strategic Objectives

The Strategic Planning process identified several Strategic Objectives for the Victoria Fire Department. The Strategic Objectives guide the development of the Department's Mission, Vision, Strategic Issues, and Action Plans. All efforts are made to ensure the Strategic Objectives are being achieved.

- *Maintain a Positive Work Environment*
- *Ensure Effective Leadership*
- *Provide Safety Education & Risk Reduction Programs for the Community*
- *Ensure Timely Response to all Emergencies*
- *Develop a Highly Trained Staff*
- *Provide Caring Service to all Customers*
- *Ensure Fiscal Responsibility & Efficiency*

Philosophy of Operations

Mission

TO PRESERVE LIFE AND PROPERTY WITH DEDICATED AND CARING SERVICE.

*The members of the Victoria Fire Department will achieve the **Mission** by maintaining a positive and productive work environment filled with a professional and highly trained staff.*

Vision

THE LEADER IN EMERGENCY SERVICE EXCELLENCE.

Core Values

***Professionalism
Leadership
Accountability
Teamwork
Employee Well-being***

Strategic Issues

The Strategic Planning Committee identified a set of Strategic Issues for this planning cycle after reviewing the internal and external surveys. The strategic issues focus the objectives and action plans for the planning cycle. The Strategic Issues for the current planning cycle are as follows:

- *Community Outreach and Education*
- *Training*
- *Policy and Procedure*



Strategic Issue: Community Outreach and Education

Strategy:

The VFD shall maintain an active and visible presence in the Community to maintain a positive public image.

The VFD shall provide effective and innovative fire prevention and public safety education program to the community.

Objectives:

- Ensure effective leadership in the Fire Prevention/Education Program.
- Establish a Public Safety Education Team
- Create programs for Adults, seniors, Juveniles, and adolescents.
- Increase "Clown Events."
- Create larger presence during EMS week.
- Improve/Update fire prevention material/handouts.
- Increase promotion and notification of Safety Education events
- Increase overtime budget for fire prevention/safety education activities
- Create further opportunities for Community Involvement (FD demos, Open House)
- Establish FD national night out.
- Support smoke detector drive, car seat, helmet, etc.
- Participate in community volunteer services (habitat for humanity, adopt a hi-way, blue santa)
- Perform Public Service Announcements

Action Plans:

The VFD shall establish and Public Safety Team committee by January 1, 2011.

Ensure Public Safety Education has an increased focus and awareness during the 08/09 budget development and VFD Mission.

Identify and select community involvement opportunities for the VFD by April 1, 2011.

Identify and implement Public Safety Education programs for adults, seniors, and juveniles by October 1, 2011.

Victoria Fire Department Strategic Plan 2010



Strategic Issue: Training

Strategy:

The Victoria Fire Department shall provide effective and innovative training to ensure all members can effectively mitigate various hazards and emergency situations.

Objectives:

The Victoria Fire Department shall create an innovative and non-traditional training schedule(s) to ensure members are able to participate fully and completely in training events.

The Victoria Fire Department shall develop a program to ensure the EMS training provided is being applied in the "field" and effective with field observation program.

The Victoria Fire Department shall ensure all members have access to sufficient number of EMS CE hours to maintain certification.

The Victoria Fire Department shall provide education opportunities for the Community partners and Volunteer FD's.

The Victoria Fire Department shall provide Specialized Training for technical rescue teams (rescue, haz-mat, confined space, etc.)

The Victoria Fire Department shall provide leadership training to existing and future leaders.

The VFD Training Office shall provide regularly scheduled "hands-on" training events to maintain basic fire fighter skills (i.e. ladders, extrication, hose, vent simulator, etc.).

Action Plans:

- The VFD will establish partnership with Detar Hospital for online CE by 10/1/2010.
- The VFD will establish Company Level EMS CE program by 10/1/2010.
- The VFD Training Office will provide EMS/Fire CE to County Volunteer FD's on monthly basis by 10/1/2010.
- The VFD Training Office will provide CPR (Heart-Saver/AED) training and other Safety classes to other City Departments by 10/1/2010.
- The VFD Training Office shall establish a Field Observation Program by 1/1/2011. *(Evaluate training needs and protocol adherence, etc.)*
- The VFD will Begin construction of Station 4 Classroom by 10/1/2011.
- The VFD will provide CE for Technical Rescue Team members by 5/1/2011.
- The VFD will conduct an annual Tech. Rescue drill/exercise beginning 2011.
- The VFD will conduct an annual haz-mat drill/exercise beginning 2011.
- The VFD will establish alternative training schedules and practices to allow companies to participate fully in training exercises by 1/1/2011.
- The VFD Training Office will develop Fire Fighter Basic Skills training program/calendar by 1/1/2011.
- The VFD will conduct a Basic Leadership Class for future leaders in the 2011/2012 FY.
- The VFD will conduct an Advanced Leadership Class for existing VFD leaders in the 2012/13 FY.



Strategic Issue: Policy and Procedure

Strategy:

The VFD shall maintain appropriate and effective Manual Pages for VFD Operations.

Objectives:

Establish MP review/revision committee.

Review Manual Pages on cyclical basis.

Establish Manual Page training program.

Action Plans:

The VFD will establish MP review/revision committee by 1/1/2011.

MP R/R committee will establish MP review/revision procedure by 5/1/2011.

The VFD will establish MP training program by 5/1/2011.