



Baytown Fire Department Strategic Plan 2024-2028





JUNE

JUNE

Life Flight

NASSAU



MESSAGE FROM THE CHIEF

I am pleased to share with you the Baytown Fire Department's strategic plan, a comprehensive roadmap that charts our course for the next five years. This plan is the culmination of extensive collaboration and dedication from our team, reflecting our shared aspirations and commitment to serving you; our community.

As your Fire Chief, I am deeply grateful for the input and contributions from all who participated in the development of this plan. The insights, ideas, and feedback have been invaluable in shaping our vision for the future.

Our strategic plan serves as a guiding compass, directing our efforts towards enhancing public safety, improving emergency response capabilities, and ensuring the well-being of every resident in Baytown. It outlines our priorities, goals, and strategies, which will drive our resource allocation decisions and budget planning processes.

I want to assure you that this plan is more than just words on paper. It represents our unwavering dedication to meeting the needs of our community and continuously striving for excellence in everything we do. Every action we take, every resource we allocate, will be in alignment with the priorities outlined in this plan.

As residents of Baytown, your safety and security are our top priorities. We are committed to working tirelessly to fulfill our obligations to you, and we will remain transparent and accountable every step of the way.

Thank you for your trust and continued partnership.

A handwritten signature in black ink that reads "Kent D. Dobson".

Kenneth D. Dobson
Fire Chief

WHO WE ARE

OUR MISSION

To serve our community and improve the quality of life of our residents through effective emergency response, hazard mitigation, risk reduction activities, and public engagement.

OUR VISION

Be internationally recognized as the premier fire service agency, known for our superior emergency response, innovative practices, and customer-centered organizational philosophy.

- Emergency Response – Best trained and equipped personnel, responding quickly and effectively to emergency incidents.
- Innovation – Utilizing the latest technology, most advanced techniques, and state-of-the-art equipment.
- Customer Service – Organizational philosophy where community engagement is the foundation for providing exceptional service; our customers, internal and external, are always treated with respect, kindness, and dignity.

CORE VALUES

Integrity

We build community relationships based on trust and respect by adhering to the highest moral and ethical principles.

Excellence

We focus on continuous improvement, both individually and organizationally, to ensure delivery of the highest quality service at all times.

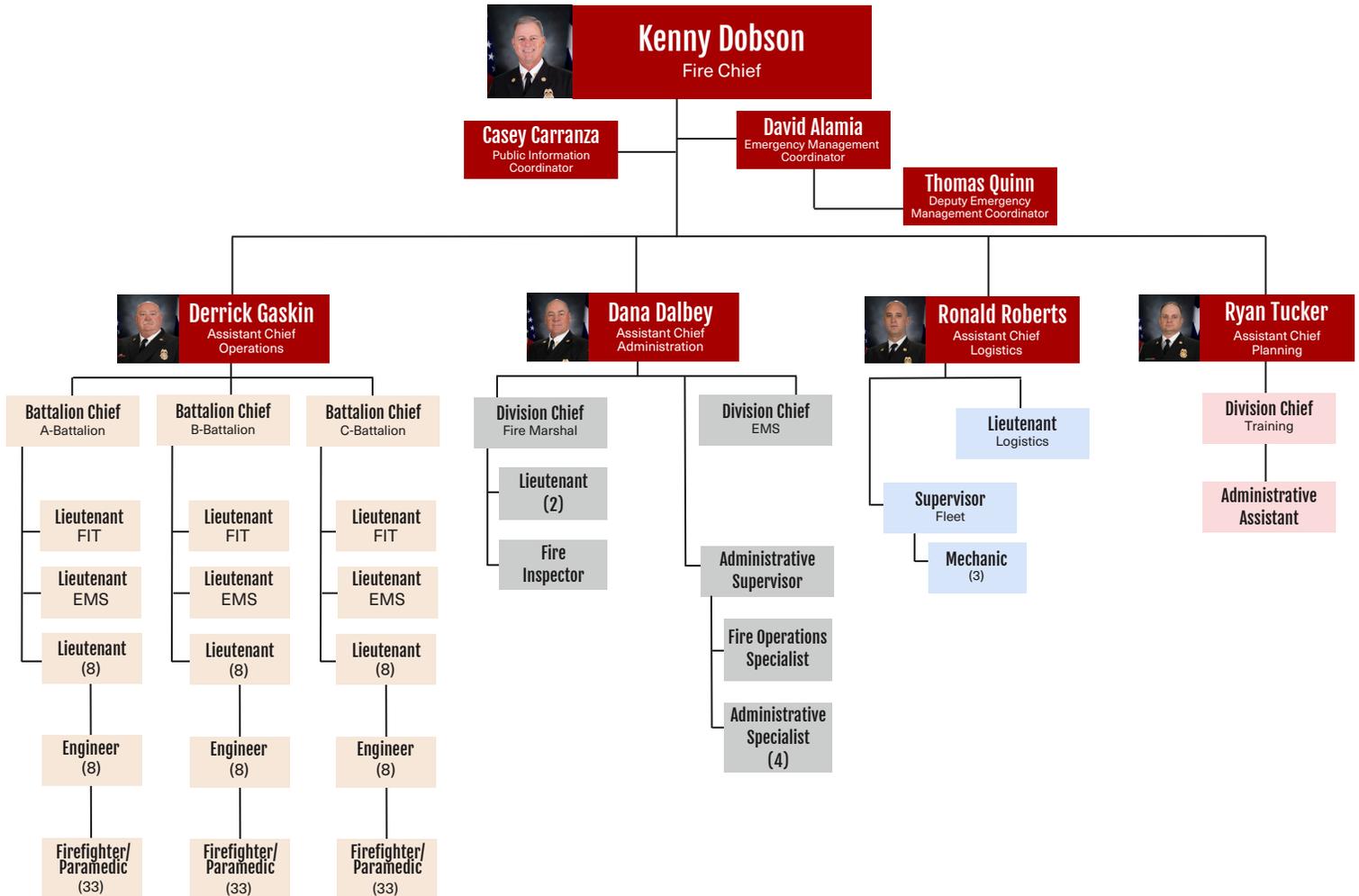
Compassion

We exceed expectations while providing caring service through kindness and empathy.

Professionalism

We provide exceptional service while maintaining the highest standards in our interactions, appearance, performance, and attitude.

BAYTOWN FIRE DEPARTMENT ORGANIZATIONAL STRUCTURE



Operations

- Emergency Response
- Grants
- Special Operations
 - Marine
 - HAZMAT
 - TIFMAS
 - USAR
 - SWAT Medic
 - Dive Team
 - High Angle Rescue

Administration

- Budget/Finance
- Community Risk Reduction
- EMS Administration
- Office Support
- Infectious Disease Exposure
- Workers' Compensation

Logistics

- Facilities
- Equipment
- Capital Projects
- Fleet
- FD Vehicle Accidents

Planning

- Accreditation
- Strategic Planning
- ISO
- Training Field Ops
- Hiring
- Department Training

KEY STRATEGIC PLAN ELEMENTS

Explanation and Definition of Key Strategic Plan Elements

In the process of examining this strategic plan, the reader will encounter various terms and phrases associated with key elements of the plan. It is important that we place an understanding of the strategic plan within the context of what these elements are intended to contribute.

STRATEGIC DIRECTIVES

This plan contains five (5) strategic directives determined by the Strategic Planning Committee from community feedback. In this context, a strategic directive is a high-level priority that describes a broad topic as a community priority. Directives themselves are not intended to prescribe solutions, specific initiatives, ideas, or programs. Instead, directives are the key themes the residents view as the most critical community objectives.

INITIATIVES

Each strategic directive captures several strategic initiatives. These initiatives assist in bringing the directive to the level of application. More specifically, they are focused activities, actions, programs, and ideas designed to realize the strategic directives. A directive is a destination, and the initiatives represent the directions that will enable us to arrive at the destination.

STRATEGIES

Strategies are the detailed activities, processes, programs, or practices the Baytown Fire Department implements as it navigates and determines the best means to carry out the strategic initiatives. Strategies are the actions that the fire department staff and Strategic Planning Committee develops, and are points of interest to arrive at the destination.

STRATEGIC PLANNING PROCESS

The strategic planning process commenced as the members of the Strategic Planning Committee gained a deeper understanding of our department's focal points. Regular meetings, typically held quarterly, were scheduled by the committee to establish its timeline and discuss pertinent matters. These gatherings served to pinpoint critical issues and potential enhancements essential for the strategic planning endeavor.

To ensure comprehensive input, surveys were disseminated among stakeholders, residents, and fire department personnel, spanning a duration of approximately four months. Upon completion of this phase, the Strategic Planning Committee initiated the synthesis of gathered information into specific areas, commonly termed "strategic directives." Subsequently, five strategic directives were established, and corresponding strategic initiatives were developed in alignment with our priorities.

The finalized plan, endorsed by the Baytown Fire Department in 2024, represents a collaborative effort that integrates shared values derived from stakeholder feedback. To optimize the utility of this plan, departmental leadership is tasked with integrating its elements into operational frameworks, policies, and programs, thus ensuring its effectiveness in guiding future actions.

Strategic Planning Committee Members

Assistant Chief Derrick Gaskin	Lieutenant Joseph Hebert
Assistant Chief Ryan Tucker	Lieutenant Gus Torres
Division Chief James Miller	Lieutenant Noah Travis
Battalion Chief Patrick Mahoney	Firefighter Jamaica Hairston
Battalion Chief Chris Rios	Firefighter Clay June
Lieutenant Michael Dawson	Firefighter Rhonda Leach



Launch Phase



Data Gathering



Analyze



Composition



Final Report

OUR STRATEGIC DIRECTIVES



Human and Physical Resources



Safety and Health



Training and Professional Development



Operational Excellence



Community Engagement

STRATEGIC DIRECTIVE: HUMAN AND PHYSICAL RESOURCES

KEY INITIATIVES:

- Modify the hiring test process to streamline the steps and remove barriers for applicants
- Increase recruitment efforts through an effective social media presence and targeted outreach
- Implement a program for employee retention
- Continue to evaluate and address staffing needs to meet national standards and ensure effective operations
- Create and maintain a program to ensure operational readiness of front-line and reserve apparatus
- Improve current facilities to include remodeling, replacement, and maintenance
- Explore incentives and other benefits to attract more mechanics during the application process
- Evaluate responsibilities and workload in order to modify the administrative structure for better operational efficiency

WHAT DOES SUCCESS LOOK LIKE?

- An increase in the number of qualified applicants for all posted positions
- Daily social media posts that highlight our accomplishments, programs, and significant incidents
- Less downtime swapping out units
- Reduced downtime for front-line units during repair and preventative maintenance
- Improved response times

STRATEGIC DIRECTIVE: SAFETY AND HEALTH

KEY INITIATIVES:

- Implement and continually improve a comprehensive annual medical screening program
- Develop and implement a physical fitness program to include peer fitness evaluations, training, and mentorship
- Implement a permanent organizational position of Health and Safety Officer
- Explore funding options to add vehicle exhaust systems in each fire station
- Modify bunker gear storage at all FD facilities to comply with NFPA Standards
- Explore funding opportunities to upgrade and enhance SCBA capabilities
- Enhance and expand our mental health programs and resources

WHAT DOES SUCCESS LOOK LIKE?

- Increased firefighter participation in the comprehensive annual medical screening program
- Decrease in the number of firefighter injuries
- Vehicle exhaust systems and NFPA compliant gear storage in all fire stations
- Increase in locally accessible mental health resources

STRATEGIC DIRECTIVE: TRAINING AND PROFESSIONAL DEVELOPMENT

KEY INITIATIVES:

- Improve scene safety by ensuring key positions are certified as Incident Safety Officers
- Enhance professional development within the Community Risk Reduction Division through recognized training and certifications
- Enhance the professional development for officers through recognized training, certifications, and designations
- Develop a program to identify individual education and career advancement goals
- Continue working with HR to provide and expand the Fire Manager Program
- Develop succession planning for all divisions and administration to include temporary assignment opportunities, mentoring, and shadowing
- Explore options for increasing EMS training
- Develop a framework for selection and participation in specialty teams
- Develop a framework for selection and participation in the 40-hour week positions

WHAT DOES SUCCESS LOOK LIKE?

- All officers and acting officers certified as Incident Safety Officer
- Increased number of fire personnel designated as Fire Officer or Chief Fire Officer through the Center for Public Safety Excellence
- Increased hands-on, in-person, internal EMS training
- Established and transparent process for career advancement in divisions and specialty programs

STRATEGIC DIRECTIVE: OPERATIONAL EXCELLENCE

KEY INITIATIVES:

- Enhance the Special Operations teams through increased training, cross-training, and restructuring
- Explore opportunities to improve Advanced Life Support (ALS) care throughout the response area
- Explore opportunities to provide Fire & EMS services in areas of the counties adjacent to BFD response areas to improve public and fire personnel safety
- Continue to emphasize exceptional customer service in the Baytown Fire Department culture
- Evaluate the Insurance Services Office (ISO) summary report for opportunities to maximize credits
- Pursue international accreditation through the Center for Public Safety Excellence (CPSE) Commission on Fire Accreditation International (CFAI)
- Evaluate and modify revenue sources, fees, and collection processes for Fire Department services
- Continue to create, update, and review policies/procedures
- Continue to evaluate response times and distances to determine future resource needs
- Improve Fire garage workflow for maintenance requests, PM, and billing

WHAT DOES SUCCESS LOOK LIKE?

- Decreased response times for ALS care through ALS engines and additional ambulances
- Expanded Fire and EMS services to areas outside the City that are in close proximity to Baytown fire stations or within pockets of the BFD service areas
- Reduction in the number of customer complaints
- Maintain ISO 1 rating
- Achieve fire department accreditation through the Center for Public Safety Excellence
- Automated scheduling and completion of preventative maintenance and repairs to reduce downtime

STRATEGIC DIRECTIVE: COMMUNITY ENGAGEMENT

KEY INITIATIVES:

- Enhance the Baytown Fire Department's perception as an elite public safety agency
- Identify community engagement opportunities for providing fire and life safety training to the public
- Host community events and meetings at Fire Department facilities
- Continue, expand, and enhance the Baytown Education Action Team (BEAT Alley) program, including equipment upgrades
- Utilize Social Media/Website to further broadcast our messaging
- Restructure and enhance the Fire Explorers Program
- Increase attendance, participation, and interactions with civic groups and community associations

WHAT DOES SUCCESS LOOK LIKE?

- Increase in the number of community engagement activities
- Increased fire and life safety knowledge of children as measured through BEAT Alley school surveys
- Organized and structured Fire Explorer Program with clear objectives for participants and instructors
- Increased social media following and website analytics

PLAN IMPLEMENTATION

- ✓ Annually establish and review outcome measures associated with strategic plan directives. Make necessary adjustments as needed to ensure there's a correlation between outcome measures and plan directives.
- ✓ Utilize this plan as the basis for annual strategic planning and goal setting for the community. This is when the strategies for each year should be formulated for strategic plan implementation.
- ✓ The plan should serve as the basis for the Department's recommended programs for funding and as a focus for discussion of priorities from year to year.
- ✓ The plan should link directives and initiatives to the specific budgeted strategies the City and department implement or plan to implement during the annual budget process.
- ✓ Assign responsibility for implementing the action items and list other entities that should be involved in the process.
- ✓ The information provided should include data associated with identified outcome measures from the Strategic Planning Committee. It is critical that this information is kept current.
- ✓ It is recommended that the Strategic Planning Committee should conduct an annual meeting with Fire Administration on strategic plan implementation progress, key updates, and high-level findings.
- ✓ Report updates to the Baytown City Management on a quarterly basis and provide an annual report.

CLOSING STATEMENT

The Baytown Fire Department would like to recognize our community for their support in our strategic planning and performance management endeavors. Through collaborative efforts with community partners and stakeholders, each initiative outlined in this strategic plan receives individual attention to propel efforts forward and achieve goals. Our department ensures continuous monitoring and reporting of key performance indicators and outcome measures at every stage of implementation. The Baytown Fire Department's Strategic Plan mirrors the combined dedication of our residents, community leaders, and devoted civil servants, all working together to cultivate a shared vision for our Baytown community.





BAYTOWN FIRE DEPARTMENT
baytown.org/1147/Fire-EMS
281-422-2311