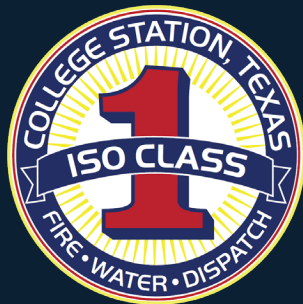




*College Station Fire Department*

# STRATEGIC PLAN

**Community Focused, Community Driven**



# Services Provided

## FIRE PROTECTION

The College Station Fire Department provides primary fire protection for College Station, including Texas A&M University. The department provides automatic aid fire protection for the City of Bryan and mutual aid fire protection for Brazos County.

## MEDICAL SERVICES

CSFD provides primary EMS for the City of College Station, mutual aid EMS for the City of Bryan and Texas A&M University, and contract EMS for Brazos County.

## RISK REDUCTION

CSFD provides fire prevention inspections, plan reviews, code enforcement, and cause/arson investigations through the fire marshal’s office. Fire safety and injury prevention education is provided through the CRR director’s office.

## EMERGENCY MANAGEMENT

CSFD emergency management provides preparation, response, mitigation, and recovery when a disaster strikes.

## SPECIAL OPERATIONS

CSFD provides hazardous material response to the Brazos Valley region. Airport rescue firefighting services are provided to Easterwood Airport. Technical rescue and swift-water rescue are provided to the city and our automatic/mutual aid partners.

*“As a staff member at Texas A&M, I have routine interactions with CSFD—my perception is that the individuals are professional, competent, and caring. This impression applies to all levels of the organization and throughout all services provided.”*  
- Community Stakeholder

*“I volunteered at FD for several years. Our FD is first class”* - Former Mayor

*“ENGAGED. HELPFUL. INTELLIGENT. FORWARD THINKING.”* - Community Stakeholder

*“I have requested life safety inspections, fire prevention programs on the non-emergency side. Perception—Excellent! On the emergency side—multiple EMS requests for service. Response and actions—Excellent!”* - St. Thomas Aquinas Church Director of Facilities and Planning

# Inside This Strategic Plan

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# ***Admin Leaders***



***Although leaders and followers are closely linked, it is the leader who often initiates the relationship, creates the communication linkages, and carries the burden for maintaining the relationship.***  
- Peter Northouse

# ***Shift Leaders***

Battalion Chief A Shift Mike Clements

Battalion Chief B Shift Tim Hamff

Battalion Chief C Shift Kevin Simmons

Captain Charles Almanza

Captain Clint Anderson

Captain Brad Ballard

Captain Chet Barker

Captain Matt Brunson

Captain Lewis Clinkscales

Captain Tom Ferguson

Captain Andrea Ferrell

Captain Joe Gibson

Captain Scott Giffen

Captain Josh Harrington

Captain John Kimbrough

Captain Jeff Kuykendall

Captain Stuart Marrs

Captain Patrick Mattina

Captain Benjamin Miller

Captain J.P. Moore

Captain Leon Moore

Captain Jason Neuendorff

Captain Lauren Nolen

Captain Chad Phillips

Captain Tony Ray

Captain William Shelton

Captain Tim Sullivan

Captain Tommy Tharp

Captain Marvin Wagener

Captain Lance Williams

Captain Jimmy Yow

Community Outreach Specialist

Deputy Fire Marshal Derek Bishop

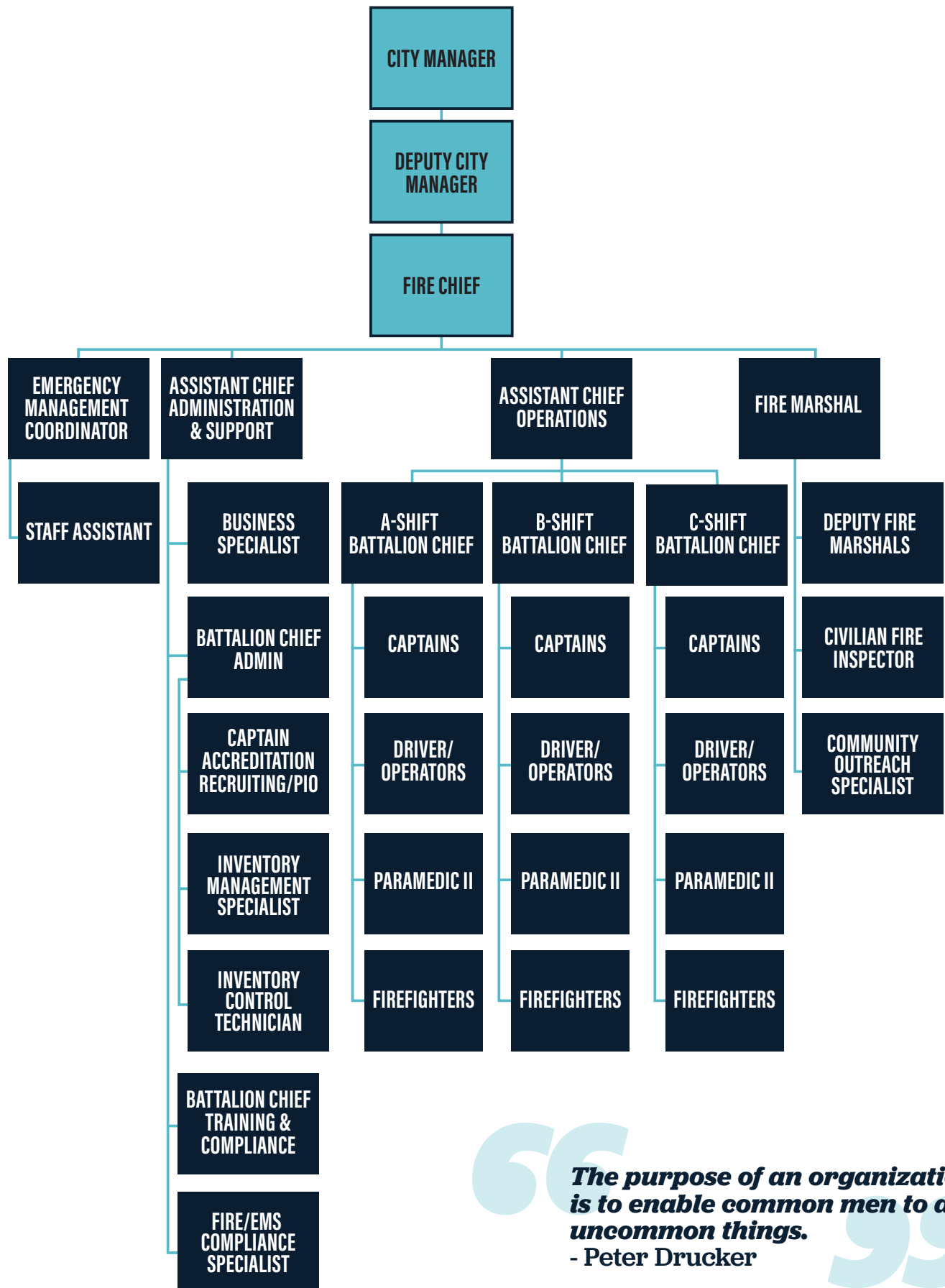
Deputy Fire Marshal Derek Gallion

Deputy Fire Marshal Cameron Giordano

Deputy Fire Marshal Nathan Noynaert

Fire Inspector Desha Turner

# Department Overview



*The purpose of an organization is to enable common men to do uncommon things.*  
- Peter Drucker



# ***Fire Chief's Executive Summary***



It is with pride and enthusiasm that I share with you the FY 2023 College Station Fire Department Strategic Plan. This plan is intended to address short and long term challenges and opportunities for our agency.

My strategic initiatives are improving firefighter safety, improving customer service delivery, and maintaining fiscal responsibility. My emphasis is on critical decision making, progressive leadership, and labor-management relations. These initiatives will guide the departments goals and objectives for budgetary planning, emergency field operations, emergency medical services, training and education, emergency management in disaster response, fire prevention, and public education.

Strategic Initiatives should have the following features:

- Simple and concise
- Scalable and doable throughout our organization
- Driven by transparent communication with internal and external stakeholders
- Imbedded in the culture and decision-making matrix
- Aligned with budgetary allocation of resources

As we see tremendous growth throughout the College Station and Brazos County area, the demands for service and strain on critical infrastructure becomes apparent. A community-driven approach to strategic planning gives stakeholders the ability to help draw the map for the fire department's future. This provides a roadmap to guide us as we continue to evolve and change to match the dynamic environment of fire and emergency services with innovative solutions to provide exceptional service to the community.

The College Station Fire Department has been serving the community for over 50 years with a tremendous team of first responders and professional support staff. As an organization, we are committed to our core values of Compassion, Service, Focus, and Dedication. I am grateful to our city council, city management team, other city departments, our community and university partners, as well as our CART, Rehab, and Citizens Fire Academy Alumni Association for their enduring support of our mission. Most importantly, I am grateful to the citizens of this community for your continued support of our department and the women and men who serve you every day.

***BE SAFE, BE NICE, & BE ENGAGED,***

Richard Mann, Fire Chief

# ***Statement of Purpose of the College Station Professional Fire Fighters Association IAFF Local 4511***



The objective of the local shall be: To organize all firefighters; to secure just compensation for their services and equitable settlement of their grievances; to promote as safe and healthy working environment for firefighters as possible through modern technology; to promote the establishment of just and reasonable working conditions; to place the members of the local on a higher plane of skill and efficiency; to promote harmonious relations between firefighters and their employers; to promote the research, treatment, and to assist victims of burns and other related problems common to the fire service; to encourage the establishment of schools of instruction for imparting knowledge of modern and improved firefighting and prevention; to promote charitable organizations, to assist the citizens we serve to prevent service requests, to cultivate friendship and fellowship among its members, to honor and memorialize the fallen members of fire service with our pipes and drums team.

We shall not strike or take active part in sympathetic strikes as our position is peculiar to most organizations, as we are formed to protect the lives and property of the community in case of fire or other serious hazard.

It shall be the intent of the local to discourage friction and ill will among its members. It shall be further the ideal of the Local to create a feeling of goodwill and cooperation among itself, city, county, and state governments.

## **MESSAGE FROM LOCAL 4511 PRESIDENT PATRICK DUGAN**

“The College Station Professional Firefighters Association works hard to maintain an open dialogue with the administration, the City of College Station, and members of the city council. This helps to ensure the College Station Fire Department remains among the most professional, well trained and equipped in the state. We strive for competitive pay and firefighter well-being to ensure that College Station and the Fire Department remain a desirable place to live and work. We continue to look forward to working together to bring the best service to our citizens.”



*Local 4511 President Patrick Dugan visits with Emergency Communication Director Cindy Synwolt at Dispatch headquarters.*



*College Station Professional Firefighters Association President Patrick Dugan delivers lunch and break room goodies to emergency room nurses to celebrate National Nurses Week.*



## OUR VISION:

CSFD will create a community free of preventable harm; we will create order *anywhere* there is chaos.

## OUR MISSION:

CSFD continually reduces risk in our community through fire and health safety education, fire prevention and investigation, emergency management, and special event operations. We increase operational readiness through training, quality improvement, and data-driven decision making. We respond to and effectively mitigate calls for medical service, fire suppression, and specialized rescue. We collaborate with our community partners to achieve this mission. We demonstrate **Excellence Through Service**.

## OUR VALUES:

### **Compassion:**

We respond with compassion for humanity, property, and our environment.

### **Service:**

We fearlessly serve with excellence. Every mission – large or small.

### **Focus:**

We focus on safety, training, and sound tactics.

### **Dedication:**

We are dedicated to preventing harm through education, prevention, and fast decisive action.

## **Vision**

This statement expresses the ideal vision for the College Station Fire Department. It is written in the future tense to show that it is a guide for every decision that comes our way. Since implementing this vision the department has reduced preventable harm by focusing on and strengthening our Community Risk Reduction program. We have created order anywhere by sending our responders to natural and man-made disasters on the East Coast, West Coast, and Gulf Coast.

## **Mission**

This statement explains what we do on a day to day basis to realize our vision. It also expresses our motto, **Excellence Through Service**, which ties our values to our vision.

## **Values**

This acronym of value words defines our approach to executing our mission.

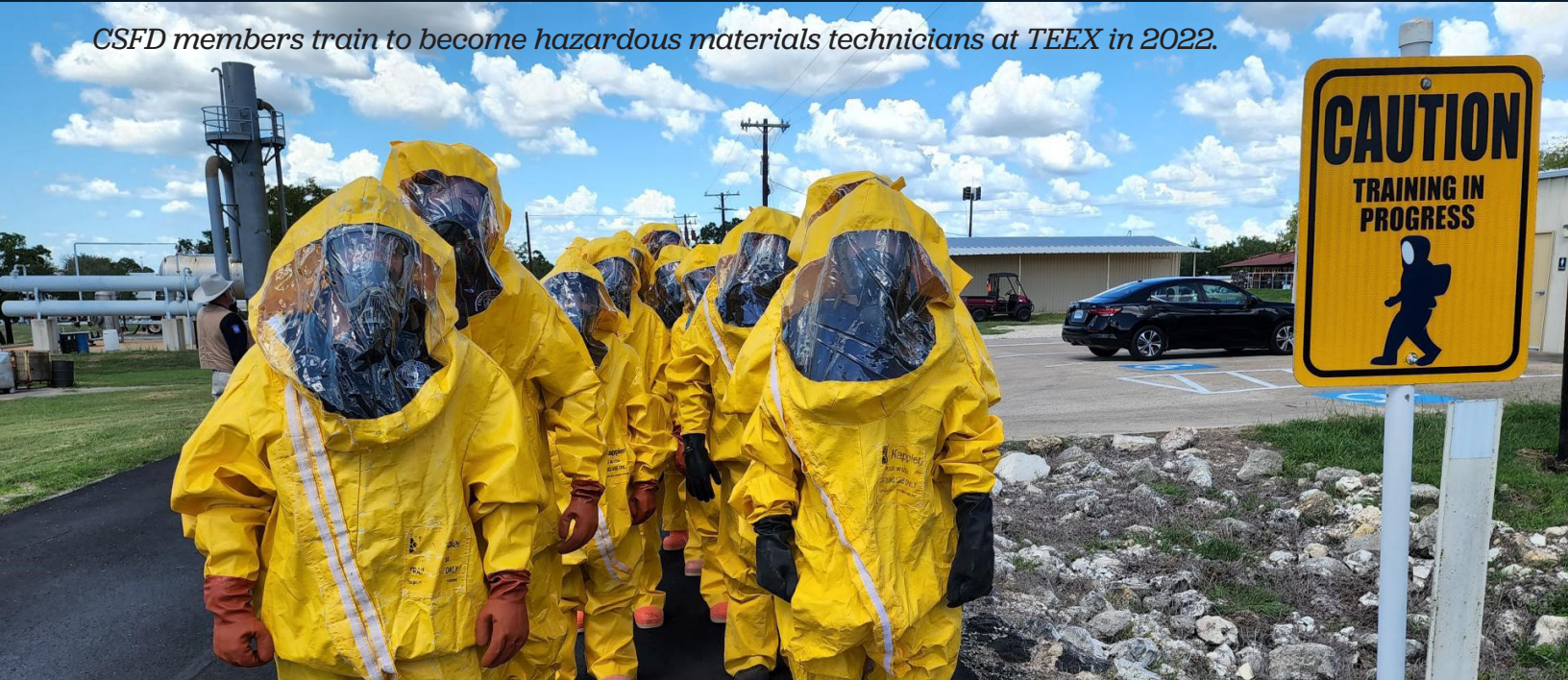


*Firefighter Lillian Rambo and the girls of Junior Fire Camp battle the boys at “blast-o-war.” Both teams use wildland fire streams to push a ball towards the other team.*



# Goal Accomplishments and Recent Developments

*CSFD members train to become hazardous materials technicians at TEEX in 2022.*



## 2022

Upgraded two ambulances at Stations 3 and 6.

Installed diesel exhaust removal systems at remaining Stations 3, 5, and 6.

Upgraded body cameras and body armor for deputy fire marshals.

Trained additional paramedics.

Awarded SAFER grant for seven additional firefighter/paramedics.

Increased EMS and fire prevention presence in Northgate Entertainment District.

## 2021

Peak ambulance placed in service, Tuesday-Saturday, 8 A.M.-8 P.M.

50<sup>th</sup> anniversary celebrated.

Awarded Assistance to Firefighters grant for paramedic training and exercise equipment.



# Goal Accomplishments and Recent Developments

*Station 6 on University Drive opened in 2012. This deployment of equipment and firefighters was instrumental in the City of College Station earning an ISO Class 1 rating. Communities with Class 1 ratings pay lower insurance premiums.*



*Firefighter Wiley Adair waits on-deck with the engine crew from Station 2. When a crew is on-deck, they are standing by to assist or replace an interior firefighting crew.*

## 2020

Awarded FEMA's SAFER Grant for six additional firefighters.

Awarded FEMA's Assistance to Firefighters grant to retrofit three stations with diesel exhaust systems.

## 2019

Recognized as an ISO Class 1 Community for fire, water, and dispatch.

Placed a 107' quint in service at Station 3.

# Acknowledgements

## Advice, Mentorship, and Methodology

This plan is the first community-driven strategic plan completed by CSFD. Advice and mentorship throughout the entire process has been provided by Division Chief Gary West and Trina Motto, Manager of Community Affairs from Northwest Fire District, Tucson, Ariz.

Community driven strategic planning is a process required by the Center for Public Service Excellence to be recognized as an internationally accredited fire and emergency service.

The first step was to host a forum with external stakeholders and members of the community to identify expectations and needs of our customers.

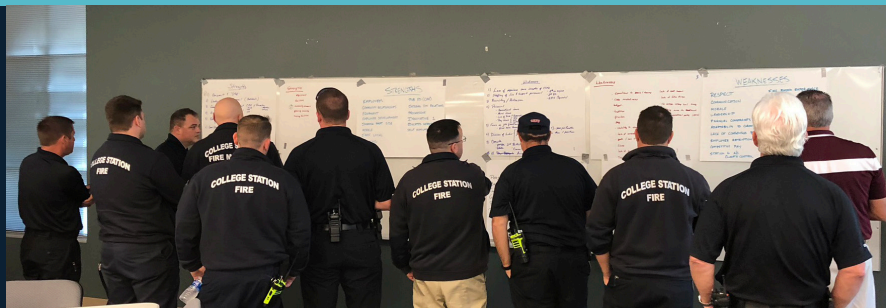
A workshop with internal stakeholders and members of the department was held to determine **strengths, weaknesses, opportunities, and threats**.

The Planning Committee met to identify issues based on external and internal stakeholder feedback.

Chief officers then got to work addressing the issues identified through this process. The results of this methodology are on the pages that follow.



*Driver/Engineer Jed Dreher at the scene of a structure fire on Robcon Way, 2022.*



*Fire administration presents department information and facilitates discussion during an external stakeholder forum in November 2017.*

## External Stakeholders

The College Station Fire Department expresses its gratitude to these 52 community stakeholders who met with CSFD administration on Nov. 28, 2017 to discuss the future needs of the department. Their input has been instrumental in identifying issues facing the department and forming the department's strategies.

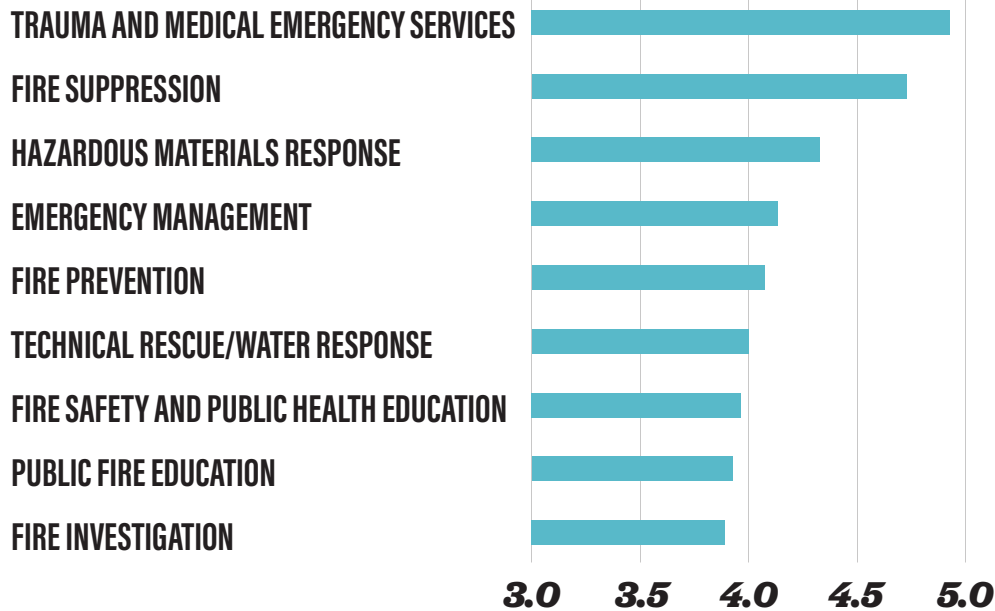
Steve Aldrich	David Hailey	Heath Phillips
Greg Anderson	Craig Hall	Wallace Phillips
James Benham	Jon Hall	Rene Ramirez
Donald Boggs	Marc Hamlin	Kenneth Reddick
Johnny Burns	Linda Harvell	Suzan Reed
Eric Buske	Ashley Johse	Jerome Rektorik
Julie Caler	Courtney Kennedy	Christina Robertson
Jeff Capps	Nate Kidwell	Troy Rother
Irma Cauley	Bill Lartigue	David Ruesink
Diana Clendenin	Tai Lee	Brittany Sheeler
Brad Corrier	Justin Lopez	Steve Smith
Anna Dickey	Mike Martindale	James Stewart
Debbie Eller	Monica Martinez	Eliana Vessali
Adam Falco	Bill Mather	Ben White
Chelsea Frashure	Scott McCollum	Erica Wozniak
Cindy Giedraitis	John Nichols	Heather Woolwine
Justin Golbabai	Brandy Norris	
Jeff Gore	Joe Dan Ondrasek	



*These women and men represent all ranks, shifts, and divisions of CSFD. Five civilian employees met with 27 sworn personnel and the planning committee at a workshop in November 2017 to discuss the future of the department and determine our strengths, weaknesses, opportunities, and threats.*

# External Stakeholder Feedback

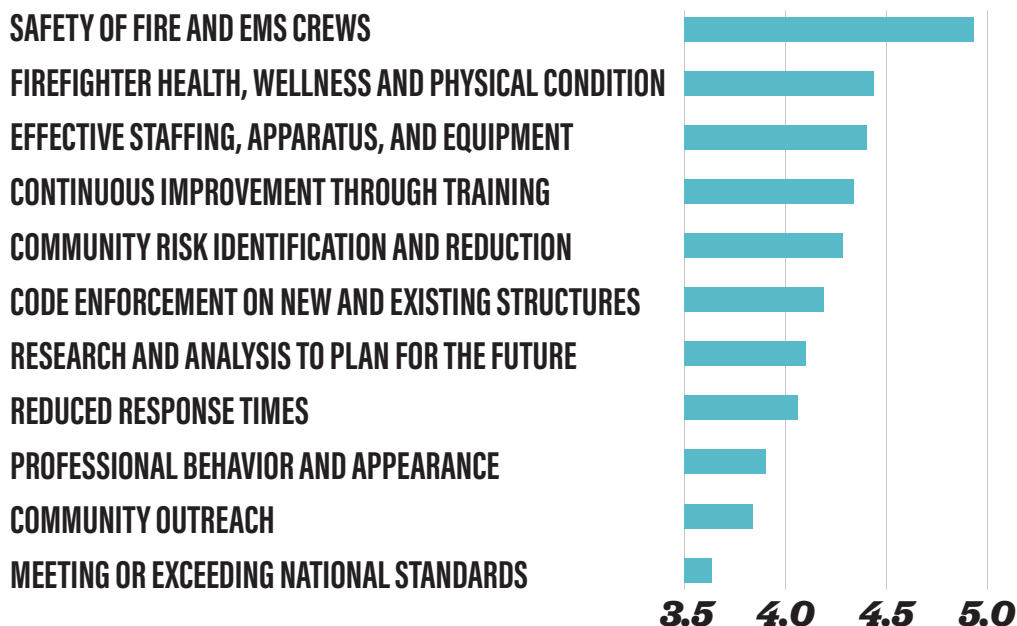
## Importance of program to the community, Rated 1-5



*External stakeholders were asked to rate how important it is for CSFD personnel to focus on these aspects of their job. This feedback gives the department insight into the community's expectations.*

**1 = Not very    2 = Somewhat    3 = Important    4 = Very important    5 = Vital**

## External stakeholder priorities What firefighters should focus on



*External stakeholders were asked to rate how important these CSFD programs are to the community. This feedback gives the department insight into the community's priorities.*





## S.W.O.T. Analysis

*A SWOT analysis seeks to determine the strengths and weaknesses the department possesses internally, and threats or opportunities from external sources. These attributes form a matrix that can be analyzed to cross-match categories and address service gaps. Strengths and opportunities can be leveraged to offset weaknesses and threats.*

<b>Strengths</b>	<b>Weaknesses</b>
Modern, safe equipment and facilities	Need to recruit local candidates with experience, education
Well-trained personnel, all-hazards response plans	Competing markets for new hires with experience
Community support for a proactive fire department	Paramedic staffing
City, economic, and department growth potential	Experience level of a "young" department

<b>Opportunities</b>	<b>Threats</b>
New response models to improve efficiency and meet needs	Training mandates and compliance requirements with inadequate admin staff
Support of City Council and community partners	Increased demand for service—decreasing response reliability
Push for more alternative funding sources	Balancing priorities with other city departments - attention for retention
Internal job opportunities, professional development	

# Firefighter Safety

## Strategic Initiative: Firefighter Safety

Firefighter Safety is the first strategic initiative and priority number 1 for the College Station Fire Department.

Three forces drive this initiative:

- *CSFD chiefs, officers, and firefighters have a personal conviction and responsibility toward individual and team safety.*
- *The College Station community expects their fire department to focus on firefighter safety, health, and wellness.*
- *Ongoing industry research and analysis from NIST, NIOSH, and NFPA provides insight into emerging safety issues and modern best practices.*

**RESPONSIBILITY:** *Safety is the individual responsibility of all firefighters. The fire chief and chief officers are responsible and accountable for 1) seeking approval from city management and council for all strategic objectives and 2) implementing the objectives of this strategic initiative. Officers are responsible for implementing any specific actions assigned to them.*

## Strategic Objectives - FY 2023 Update

---

### 1.A. STAFFING FOR CRITICAL FIREGROUND TASKS.

- |   |          |
|---|----------|
| 1.A.i. Change response plan to include 2 <sup>nd</sup> ambulance on fires.  | FY 23-24 |
| 1.A.ii. Increase to 4-member minimum staffing on engines within six years to meet NFPA 1710* standards.           | FY 23-28 |
| 1.A.iii. Add a 2 <sup>nd</sup> battalion chief to maintain an appropriate span of control when opening Station 7. | FY 25    |
| 1.A.iv. Staff command response vehicles with Incident Safety Officer certified incident command technicians.      | FY 25    |

### 1.B. FIREFIGHTER HEALTH AND WELLNESS

- |  |         |
|--|---------|
| 1.B.i. Conduct annual medical, cancer, and behavioral screenings.  | Ongoing |
| 1.B.ii. Conduct, monitor, and analyze biannual physical fitness evaluations.                                 | Ongoing |
| 1.B.iii. Support mental, emotional, behavioral, and spiritual health through peer counseling and chaplaincy. | Ongoing |
| 1.B.iv. Support physical fitness with peer fitness trainers and maintenance of fitness equipment.            | Ongoing |

### 1.C. TRAINING AND DEVELOPMENT

- |  |          |
|--|----------|
| 1.C.i. Conduct initial Active Attack Integrated Response** training with local law enforcement agencies. | FY 23-24 |
| 1.C.ii. Conduct Fire Ground Survival*** Training.  | FY 24-25 |
| 1.C.iii. Continue implementing the Blue Card Incident Command**** System.                                | FY 23    |
| 1.C.iv. Maintain a cadre of in-house instructors in each discipline.                                     | Ongoing  |

### 1.D. HIGH-SPEED ROADWAY SAFETY

- |  |       |
|--|-------|
| 1.D.i. Invest in a public notification/collision avoidance system for roadway incidents. | FY 24 |
| 1.D.ii. Acquire and cross-staff a crash attenuator response vehicle.                     | FY 24 |



# Firefighter Safety

## References

### CITY COUNCIL STRATEGIC PLAN 2022 UPDATE INITIATIVE: CORE SERVICES AND INFRASTRUCTURE

- "The city protects life and property in times of emergency."
- "The city will attract and retain professional staff and be an employer of choice."
- "The city will plan for, maintain and invest in the infrastructure, facilities, services, personnel and equipment needed to meet projected needs and opportunities."
- "The city will use technology to effectively and efficiently deliver services."

\*NFPA 1710 §5.2.3.1 "Engine Companies. Fire companies whose primary functions are to pump and deliver water and perform basic fire fighting at fires, including search and rescue, shall be known as engine companies." §5.2.3.1.1 "These companies shall be staffed with a minimum of four on-duty members." [nfpa.org](https://www.nfpa.org)

\*\*Active Attack Integrated Response. "The Active Attack Integrated Response Course is a performance level course designed to improve integration between law enforcement, fire, tele-communicator and emergency medical services in active attack / shooter events. The course... provides a model framework for law enforcement, fire, and EMS to integrate responses during an active attack / shooter event through the rescue task force concept. This course has been designed to improve the safety and survivability of victims of active attack / shooter events and increase the effectiveness, coordination, and resource integration between law enforcement, fire, tele-communications and EMS when responding to these events." [alertrt.org/course types/AAIR](https://alertrt.org/course-types/AAIR)

\*\*\*Fire Ground Survival. "The purpose of the IAFF Fire Ground Survival program is to ensure that training for Mayday prevention and Mayday operations are consistent between all fire fighters, company officers and chief officers. Fire fighters must be trained to perform potentially life-saving actions if they become lost, disoriented, injured, low on air or trapped." [iaff.org/fire-ground-survival](https://iaff.org/fire-ground-survival)

\*\*\*\*Blue Card Incident Command. "The 'Blue Card' training program provides Fire Departments with a training and certification system that defines the best Standard Command Practices for common, local, everyday Strategic and Tactical emergency operations conducted on NIMS Type 4 & Type 5 events. This training and certification program produces Incident Commanders that make better decisions that will potentially eliminate the lethal and/or costly mistakes that cause injury, death, and unnecessary fire losses in the local response area." [bshifter.com](https://bshifter.com)

***CSFD stands for compassion, service, focus, and dedication. We focus on safety, training and sound tactics. - CSFD Values Statement***

# Customer Service

## **Strategic Initiative: Customer Service**

Customer Service is the second strategic initiative of the College Station Fire Department. Our customers are the residents and visitors of our community — before, during, and after an emergency. Three forces drive this initiative:

- *CSFD chiefs, officers, and firefighters have an innate desire to serve others with compassion and professionalism.*
- *The College Station community rates CSFD services as highly important and expects excellent service from their fire department.\**
- *Municipal public safety professionals hold positions of inherent trust. This trust was built by the firefighters who came before us. We must maintain this trust through empathy, self-control, discipline, job knowledge, and fearless service.*

**RESPONSIBILITY:** *Exceeding our customers' expectations is the individual responsibility of all firefighters. The fire chief and chief officers are responsible and accountable for 1) seeking approval from city management and council for all strategic objectives and 2) implementing the objectives of this strategic initiative. Officers are responsible for implementing any specific actions assigned to them.*

## **Strategic Objectives - FY 2023 Update**

---

### **2.A. DEPLOYMENT — THE STRATEGIC ASSIGNMENT AND PLACEMENT OF FIRE AGENCY RESOURCES**

- |   |         |
|---|---------|
| 2.A.i. Staff and deploy a fifth full-time ambulance | FY 2023 |
| 2.A.ii. Add a third reserve ambulance.              | FY 2024 |

### **2.B. SERVICE DELIVERY TRAINING**

- |  |         |
|--|---------|
| 2.B.i. Train and maintain the number of Firefighter/Paramedics needed to meet daily staffing requirements. | Ongoing |
| 2.B.ii. Invest in hands-on EMS service delivery training.  | Ongoing |

### **2.C. PROFESSIONAL DEVELOPMENT**

- |  |         |
|--|---------|
| 2.C.i. Rotate battalion chiefs through operations and administration for professional development. | FY 2023 |
| 2.C.ii. Seek and maintain accreditation and professional credentialing.                            | Ongoing |

### **2.D. COMMUNITY ENGAGEMENT**

- |  |         |
|--|---------|
| 2.D.i. Educate and inform the community through social and traditional media.**                  | Ongoing |
| 2.D.ii. Seek and analyze community stakeholder input.  | Ongoing |
| 2.D.iii. Conduct home safety surveys.  | Ongoing |
| 2.D.iv. Build partnerships through collaboration and mutually beneficial exchanges of resources. | Ongoing |
| 2.D.v. Participate in community events.  | Ongoing |



# Customer Service

## References

### CITY COUNCIL STRATEGIC PLAN 2022 UPDATE INITIATIVE: CORE SERVICES AND INFRASTRUCTURE

- "The city protects life and property in times of emergency."
- "The city will maintain program accreditations and certifications."
- "The city will attract and retain professional staff and be an employer of choice."
- "The city will plan for, maintain and invest in the infrastructure, facilities, services, personnel and equipment needed to meet projected needs and opportunities."
- "The city will use technology to effectively and efficiently deliver services."

\*2019 College Station Citizen Satisfaction Survey p. 9

\*\*Wingspread VI, Statement 5 "The United States fire and emergency services must place importance on marketing and branding. Our ability to survive and thrive is dependent upon having the ability to communicate our value to the community." Wingspread VI, Statements of National Significance to the United Stated Fire and Emergency Services.

***We demonstrate excellence  
through service.***  
**- CSFD Mission Statement**

# Fiscal Responsibility

## Strategic Initiative: Fiscal Responsibility

Fiscal Responsibility is the third strategic initiative for the College Station Fire Department. Three forces drive this initiative:

- *CSFD chiefs, officers, and firefighters have a professional responsibility to be good stewards of public funds.*
- *The local tax-payers expect their fire department to 1) be effective and 2) find efficiencies to increase effectiveness.*
- *The community's rapid growth will lower the baseline level of service the fire department is capable of providing if service level adjustments multi-phase objectives are not anticipated, initiated, and executed.*

**RESPONSIBILITY:** All firefighters must first be effective, then they must be efficient in their use of financial resources. The fire chief and chief officers are responsible and accountable for 1) seeking approval from city management and council for all strategic objectives and 2) implementing the objectives of this strategic initiative. Officers are responsible for implementing any specific actions assigned to them.

## Strategic Objectives - FY 2023 Update

---

### 3.A. OPERATE WITHIN THE ANNUAL APPROVED BUDGET.

- |  |         |
|--|---------|
| 3.A.i. Develop, monitor, and track spending plans.           | Ongoing |
| 3.A.ii. Ensure initial and ongoing funding for new programs. | Ongoing |
| 3.A.iii. Seek and comply with alternative funding sources.   | Ongoing |

### 3.B. EVALUATE CONTRACTS AND AGREEMENTS

- |  |         |
|--|---------|
| 3.B.i. Promote a financial partnership with TAMU for emergency services.                                   | FY 23   |
| 3.B.ii. Revise the automatic aid agreement for EMS calls with the City of Bryan to a mutual aid agreement. | FY 23   |
| 3.B.iii. Monitor the reimbursement processes for TIFMAS, TTF-1, EMTF-7, TAMU, and special event standbys.  | Ongoing |

### 3.C. STATION 7.

- |   |          |
|---|----------|
| 3.C.i. Decide Station 7's location            | FY 23    |
| 3.C.ii. Design Station 7 and order equipment. | FY 23-24 |
| 3.C.iii. Construction Station 7.              | FY 24-25 |
| 3.C.iv. Hire staffing in phases.              | FY 24-25 |

### 3.D. INCREASE RETENTION OF DEPARTMENT MEMBERS.

- |  |         |
|--|---------|
| 3.D.i. Recruit and hire employees with ties to the BCS community.                        | Ongoing |
| 3.D.ii. Invest in non-certified new hires.   | Ongoing |
| 3.D.iii. Promote salaries and benefits in all ranks based on the entire industry market. | Ongoing |
| 3.D.iv. Provide specialized teams and advanced learning opportunities.                   | Ongoing |
| 3.D.v. Engage employees and families.  | Ongoing |
| 3.D.vi. Celebrate individual success and milestones.                                     | Ongoing |



# ***Fiscal Responsibility***

## ***References***

### **CITY COUNCIL STRATEGIC PLAN 2022 UPDATE INITIATIVE: CORE SERVICES AND INFRASTRUCTURE**

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- "The city will attract and retain professional staff and be an employer of choice."
- "The city will plan for, maintain and invest in the infrastructure, facilities, services, personnel and equipment needed to meet projected needs and opportunities."
- "The city will use technology to effectively and efficiently deliver services."

### **CITY COUNCIL STRATEGIC PLAN 2022 UPDATE INITIATIVE: FINANCIAL SUSTAINABILITY**

- "The city will seek the efficient delivery of services and facilities."
- "The city will seek grants and other outside funding."

***The price of greatness  
is responsibility.***  
**- Winston Churchill**

