



HUTTO FIRE RESCUE

WILLIAMSON COUNTY EMERGENCY  
SERVICES DISTRICT #3



**COMPLETED**

2020 - 2023  
**COMMUNITY-DRIVEN  
STRATEGIC PLAN**

SCOTT D. KERWOOD, FIRE CHIEF





# WILLIAMSON COUNTY EMERGENCY SERVICES DISTRICT #3

## Hutto Fire Rescue

210 E. Highway 79, Suite #203

P.O. Box 175

Hutto, TX 78634

Phone (512) 759-2616 FAX (512) 846-1946

[www.huttofirerescue.org](http://www.huttofirerescue.org)

**"YOUR HOMETOWN FIRE DEPARTMENT"**

### BOARD OF COMMISSIONERS

#### **President**

Bill Brown

#### **Vice President**

MarieClare Gaidstick

#### **Secretary**

Dan Hejl

#### **Treasurer**

Todd Robison

#### **Vice Treasurer**

Butch Miller

### ADMINISTRATION

#### **Fire Chief**

Scott D. Kerwood

#### **Assistant Fire Chief**

Rob Bocanegra

#### **Fire Marshal**

Eric Woods

#### **Administrator**

MaryAnn Buchanan

### Fire Chief's Message

Each day, our priority is to operate in a manner that ensures the public's trust and confidence in our service delivery. While it is our "Organizational Structure" that identifies who we are, it is our "Operational Structure" that illustrates what we do. Through the efforts and support of the Hutto Community, the Williamson County Emergency Services District #3 Board of Commissioners, the dedicated personnel of Hutto Fire Rescue delivering the emergency services protection, and the International Association of Fire Fighters Local 4707, we strive to better our fire and emergency service delivery by improving the quality of the "who we are" and "what we do."

The *Hutto Fire Rescue/Williamson County Emergency Services District #3 Community-Driven Strategic Plan 2020-2023* is one of the pieces necessary to continuously move this organization forward with the ISO Class 1 exceptional delivery of our services to the public. Strategic planning is defined as a disciplined effort to produce functional decisions and actions that shape and guide what an organization is, what it does, and why it does it. Strategic planning is intended to enhance an organization's ability to increase effectiveness, increase efficiency, improve decision making, improve organizational capabilities, improve communications and public relations, improve political support, and improve the organizations' ability to understand and learn. The *2020-2023 Strategic Plan* is also critical as we begin our journey through the Center for Public Safety Excellence (CPSE) Accreditation Process. Accreditation is a comprehensive self-assessment and evaluation model that enables organizations to examine past, current, and future service levels and internal performance and compare them to industry best practices. This process leads to improved service delivery. The CPSE Accreditation Process recognizes fire departments that are community-focused, data-driven, outcome focused, strategic minded, well organized, properly equipped, properly staffed, and properly trained; all of which describes Hutto Fire Rescue.

I am therefore pleased to submit to you the **completed** *Goals and Objectives* outlined in the *Hutto Fire Rescue/Williamson County Emergency Services District #3 Community-Driven Strategic Plan 2020-2023*. As with previous plans, the *2020-2023 Strategic Plan* identified positive efforts and programs that are critical to improving long-term performance of this organization. The *Hutto Fire Rescue/Williamson County Emergency Services District #3 Community-Driven*

**Fire is Everyone's Fight™**

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***Strategic Plan 2020-2023*** is the third strategic plan that has been completed by our organization. That is a major accomplishment for any fire department, let alone an organization that did not have any long-range plan just a few years ago. At the conclusion of 2023 everything noted in the ***2020-2023 Strategic Plan***, the ***2016-2018 Strategic Plan***, and the original ***2011-2015 Strategic Plan*** have been accomplished by Hutto Fire Rescue to better the organization and the service provided to the Hutto Community. But we are not done; we cannot “close the book” on ***2020-2023 Strategic Plan***. We must continue to implement those items that were identified during the work on the ***Hutto Fire Rescue/Williamson County Emergency Services District #3 Community-Driven Strategic Plan 2020-2023***. In turn, this will lead us to the development and implementation of our next plan, CPSE Accreditation, and improved customer service.

Three organizational demands helped with the completion of this ***Hutto Fire Rescue/Williamson County Emergency Services District #3 Community-Driven Strategic Plan 2020-2023***. First, the need for organizational accountability. This internal and external accountability comes at all levels within Hutto Fire Rescue. Second, to be more effective and efficient in delivering our services to the community. Each year our requests for emergency service delivery increase. Therefore, we must continue to improve our delivery services to meet the Hutto Community’s expectations. Third, and perhaps the hardest, finding ways to successfully implement these improvements while remaining fiscally responsible. This will continue to be a challenge in everything we do as an organization due to our legislative financial constraints. However, we must never lose sight that it is the “taxpayers’ money” which must be managed daily in a very guarded manner. It therefore requires Williamson County Emergency Services District #3 to be frugal with every penny of tax dollars. And Williamson County Emergency Services District #3 does just this. Williamson County Emergency Services District #3 is recognized across the State of Texas as a hawkish financial steward. In The Perryman Group 2022 Report ***“The Economic Benefits of Cost Savings Associated with Emergency Services Districts: An Analysis Including Specific Regions Across Texas”***, Williamson County Emergency Services District #3 was identified as the most cost-effective emergency services organization in Williamson County. This is because Williamson County Emergency Services District #3 always maintains a conservative approach to fiscal management: revenues and expenditures are balanced.

Completion of this ***Hutto Fire Rescue/Williamson County Emergency Services District #3 Community-Driven Strategic Plan 2020-2023*** is just one way to ensure quality improvement for our organization. In turn, this continuous push by Hutto Fire Rescue brings a higher quality of life to the Hutto Community. While the cost of conducting our business increases, we continue to deliver our services using minimal tax dollars. We can meet these increased demands for emergency service delivery effectively and efficiently through proper management, proper planning, and responsible fiscal decisions. This is what the completion of the ***Hutto Fire Rescue/Williamson County Emergency Services District #3 Community-Driven Strategic Plan 2020-2023*** helps us do.

Respectfully Submitted,



Scott D. Kerwood, PhD, CFO, EFO, CEMSO, FM, CFPS, FIFireE, CEM®, TEM©  
Fire Chief

# Hutto Fire Rescue/Williamson County Emergency Services District #3

## “PHILOSOPHY STATEMENT”

Hutto Fire Rescue/Williamson County Emergency Services District #3 (Hutto Fire Rescue) recognizes the value of human life and dignity. Our philosophy, which embodies our organizational values and beliefs, provides a guide for members in the performance of daily activities.

### UNIFYING GOAL

**The unifying goal of Hutto Fire Rescue is to help people by working together.**

Helping people by:

- Providing aid and assistance to all citizens of the Hutto community.
- Cooperating with other agencies and organizations.
- Providing encouragement and opportunity for personal growth and development.

Working together by:

- Commitment, mutual support, participation, and involvement.
- Hutto Fire Rescue and its members working together as a team within the organization.
- Hutto Fire Rescue and its members working together with the Hutto community.

This unifying goal is founded on our **VALUES** and **BELIEFS**. The success of Hutto Fire Rescue depends on the combined efforts of its members, along with the support of other organizations and the Hutto community.

### GOVERNANCE

Hutto Fire Rescue is proud to operate as a **SMART** (simple, moral, accountable, responsive, transparent) government that accomplishes all our services by using minimal tax dollars, and is committed to provide a well trained and equipped group of firefighters to aid in the protection and well-being of the citizens of the City of Hutto and the Hutto community.

### MISSION

**Hutto Fire Rescue will evolve and adapt to the demands of providing efficient and effective services to the best of our ability, for an ever-changing and growing community; while maintaining a healthy and professional work environment - Every Shift, Every Day.**

### CORE VALUES

- |                         |                         |
|-------------------------|-------------------------|
| • <i>FAMILY</i>         | • <i>INTEGRITY</i>      |
| • <i>PRIDE</i>          | • <i>COMPASSION</i>     |
| • <i>TRADITION</i>      | • <i>RESPECT</i>        |
| • <i>DUTY</i>           | • <i>LOVE</i>           |
| • <i>DISCIPLINE</i>     | • <i>COURAGE</i>        |
| • <i>HONOR</i>          | • <i>RESPONSIBILITY</i> |
| • <i>LOYALTY</i>        | • <i>HONESTY</i>        |
| • <i>ACCOUNTABILITY</i> | • <i>ADAPTABILITY</i>   |

### BELIEFS

*People are our most important asset:*

- Individual self respect must be valued and protected.
- We must respect and support each other as individual human beings with differing values and needs.
- We must be loyal to Hutto Fire Rescue, the City of Hutto, and the Hutto community.
- We are responsible for the operations and success of Hutto Fire Rescue.
- We are accountable for our individual actions and performance.
- Individual performance and team performance must be recognized.
- We must encourage and support others in their growth and development.
- Each of us should strive to grow and develop to our potential.

*Teamwork:*

- Involvement, participation, and teamwork result in the best solutions, methods, and goal achievement.
- Decision making should be shared in Hutto Fire Rescue, recognizing that not everyone will share in every decision.
- Communication must be open throughout all levels of Hutto Fire Rescue.
- Innovation leads to improvement and development; therefore, it is encouraged and supported.
- All of us must work toward the improvements and betterment of Hutto Fire Rescue.

*Standard of Excellence:*

- Each of us should set and pursue high performance standards and perform to the best of our abilities.
- We, as Hutto Fire Rescue, must maintain high standards and strive to perform to the best of our abilities.
- We must provide our services efficiently and effectively.

*Progressiveness:*

- Constant change is not only inevitable, it is necessary. Productive change should be supported and directed toward achieving individual and Hutto Fire Rescue goals.
- We, as individuals and as Hutto Fire Rescue, must have the flexibility to change in order to progress and meet future challenges.

# **ONE TEAM – ONE MISSION**

**In the spirit of our tradition, we strive for excellence – respectfully serving all with pride, honor, and compassion.**

## **BOARD OF COMMISSIONERS**

**Bill Brown, President**

**MarieClare Gaidick, Vice President**

**Dan Hejl, Secretary**

**Todd Robison, Treasurer**

**Butch Miller, Vice Treasurer**

### **The Role of the Board**

**The Board of Commissioners is the appointed policy-making body for the Williamson County Emergency Services District #3. The Commissioners provide financial oversight and strategic policy direction to maximize the public value of District services.**

## **FIRE CHIEF**

**Scott D. Kerwood**

**PhD, CFO, EFO, CEMSO, FM, CFPS, FIFireE, CEM<sup>®</sup>, TEM<sup>®</sup>**

### **The Role of the Chief**

**The Fire Chief is the Chief Executive Officer of the District. In collaboration with the Board of Commissioners, and in partnership with all members of the organization, the Chief provides direction, protection, and leadership to the District.**



# HUTTO FIRE RESCUE

WILLIAMSON COUNTY EMERGENCY SERVICES DISTRICT #3

2020 - 2023

## COMMUNITY-DRIVEN STRATEGIC PLAN

### Hutto Fire Rescue's 2023 Vision

To continue to be widely known as a community-oriented fire and rescue service agency that provides the highest level of effective services to the residents, businesses, and visitors of our district.

Having realized the highest professional standards we value, we will further meet our mission through enhanced organizational growth management processes that will increase our readiness, now and in the future. We will also bolster our investment in our greatest asset, our members, focusing on succession planning which will produce a sustainable plan for their professional development that creates a long-term return for those we serve.

For us to illustrate our commitment to adapt and evolve to ever-changing environments, we will capitalize on improved recruitment and retention programs. We will also invest in our department and partners with a greater focus on communication that is anchored in transparency. Both will establish a future-facing focus on preparation to deliver our finest effort every shift, every day.

Remembering our dedication to the pursuance of excellence in all that we do, we will always personify our traditions and our futurity by holding each other accountable for fulfilling our mission, living by our values, accomplishing our goals, and making this vision a reality.

### Goals

- Continuously improve communications processes to keep timely, relevant, and fact-based information clear and concise.
- Embrace and acknowledge organizational growth needs through the creation of a proactive process to meet the needs of a rapidly growing community in a timely and responsive manner.
- Recruit and retain highly qualified and skilled individuals to better our organization and provide efficient and effective services, to the best of our ability, to our customers.
- Create a succession plan that mentors and develops employees to have the knowledge, skills, and abilities that ensure efficient and effective services are delivered.

### Mission

*Hutto Fire Rescue will evolve and adapt to the demands of providing efficient and effective services to the best of our ability for an ever-changing and growing community; while maintaining a healthy and professional work environment – Every Shift, Every Day.*

### Values

- FAMILY
- DUTY
- LOYALTY
- RESPECT
- RESPONSIBILITY
- ACCOUNTABILITY
- PRIDE
- DISCIPLINE
- INTEGRITY
- LOVE
- ADAPTABILITY
- TRADITION
- HONOR
- COMPASSION
- COURAGE
- HONESTY

### Philosophy

*Hutto Fire Rescue/Williamson County Emergency Services District #3 (Hutto Fire Rescue) recognizes the value of human life and dignity. Our philosophy, which embodies our organizational values and beliefs, provides a guide for members in the performance of daily activities.*

SCOTT D. KERWOOD, FIRE CHIEF



INTERNAL STAKEHOLDER INPUT

EXTERNAL STAKEHOLDER FEEDBACK



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**Hutto Fire Rescue / Williamson County Emergency Services District #3  
Community-Driven Strategic Plan 2020 – 2023**

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**GOAL 1**

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# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

**Goal 1**     **Continuously improve communications processes to keep timely, relevant, and fact-based information clear and concise.**

**Objective 1A**

*Identify and evaluate the current communication process within the organization.*

**Objective 1B**

*Create a plan to streamline and improve processes used to communicate information to internal and external customers.*

**Objective 1C**

*Build and deliver a training program that informs and educates the users of the newly developed process.*

**Objective 1D**

*Implement newly developed organizational communications processes to internal and external customers.*

**Objective 1E**

*Create an evaluation process to determine the effectiveness and relevancy of information gathered and disseminated to identify needed improvements.*



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**Hutto Fire Rescue / Williamson County Emergency Services District #3  
Community-Driven Strategic Plan 2020 – 2023**

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**GOAL 1A**

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# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

**Goal 1      Continuously improve communications processes to keep timely, relevant, and fact-based information clear and concise.**

### **Objective 1A**

*Identify and evaluate the current communication process within the organization.*

#### **TIMEFRAME**

- **DONE**

#### **ASSIGNED**

- **Fire Chief**

#### **CRITICAL TASKS**

- Build a list of current communications processes and technology used by the department to disseminate information. **[DONE]**
  - Email
  - Text
  - Website
  - Facebook
  - Twitter
  - Instagram
  - WhatsApp
  - Biennial Organizational Profile
  - Power Breakfast
  - Citizens Fire Academy
  - Hutto Citizens University
  - LEAD Hutto
  - Community Meetings
  - Master Plan / Capital Improvement Plan
  - Community Risk Assessment - Standards of Cover
  - Strategic Plan
  - Quarterly Shift Meeting
  - Monthly Officers Meeting
  - Monthly BC Meeting
  - Monthly labor / management meeting
  - Daily fire station shift meetings
  - Daily fire station visits by Chiefs
  - Daily Executive Staff Meeting

# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

- Gather input of likes and dislikes from the current internal and external users to include, but not limited to Dispatch, Williamson County agencies, department personnel, Auto and mutual aid partners, and the City of Hutto. **[DONE]**
  - HUTTO FIRE RESCUE - *Communication and Information Processes with the Hutto Community* (survey done via SurveyMonkey)
    - Sent – 20 Hutto Community
    - Returned – 4 Hutto Community [20%]
  - HUTTO FIRE RESCUE - *Communication and Information Processes with Partner Agencies* (survey done via SurveyMonkey)
    - Sent – 24 Partner Agencies
    - Returned – 8 Partner Agencies [33%]
  - HUTTO FIRE RESCUE - *Communication and Information Processes with Staff* (survey done via SurveyMonkey)
    - Sent – 62 Hutto Fire Rescue Members
    - Returned – 31 Hutto Fire Rescue Members [50%]
  
- Compile the information gathered to create a report of the findings. **[DONE]**
  - HUTTO FIRE RESCUE - *Communication and Information Processes with the Hutto Community* (survey done via SurveyMonkey) [attached]
  - HUTTO FIRE RESCUE - *Communication and Information Processes with Partner Agencies* (survey done via SurveyMonkey) [attached]
  - HUTTO FIRE RESCUE - *Communication and Information Processes with Staff* (survey done via SurveyMonkey) [attached]
  
- Evaluate the information for any **gaps and effectiveness** on the communication process. **[DONE]**
  - HUTTO FIRE RESCUE - *Communication and Information Processes with the Hutto Community* (survey done via SurveyMonkey)
    - School and Business visits
    - Phone Alert App
  - HUTTO FIRE RESCUE - *Communication and Information Processes with Partner Agencies* (survey done via SurveyMonkey)
    - Virtual Meeting frequency
    - In-Person Meeting frequency
  - HUTTO FIRE RESCUE - *Communication and Information Processes with Staff* (survey done via SurveyMonkey)
    - Form of Communication (i.e., emails, texts, apps, etc.)
    - Shift/Station meetings frequency and effectiveness
    - Information flow
    - Mode of information delivery
    - Listening vs. hearing
    - Chain-of Command
    - Morning Pass-on System
    - Micro-Managing

# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

- Create a list of identified **deficiencies**. **[DONE]**
  - HUTTO FIRE RESCUE - *Communication and Information Processes with the Hutto Community* (survey done via SurveyMonkey)
    - Frequency of public education program deliveries.
    - Public education/alerting via smart phone apps.
  - HUTTO FIRE RESCUE - *Communication and Information Processes with Partner Agencies* (survey done via SurveyMonkey)
    - Virtual meetings need to be conducted regularly.
    - In-Person meetings need to be conducted regularly.
  - HUTTO FIRE RESCUE - *Communication and Information Processes with Staff* (survey done via SurveyMonkey)
    - Restart weekly Chiefs end of the week email.
    - Conduct bimonthly Shift meetings (Fire Chief / Assistant Fire Chief).
    - Conduct daily Station meetings (Company Officers / BCs).
    - Assure information flows from the top of the organization to the bottom of the organization and then back to the top.
    - Eliminate distractions when meeting with individuals (i.e., phone, television, radio, etc.)
    - Assure the continued use of Chain-of Command by all Hutto Fire Rescue members both up and down.
    - Conduct a more efficient method to deliver morning pass-on by all Hutto Fire Rescue members.
    - Accountability at all levels within Hutto Fire Rescue.

### FUNDING ESTIMATE

- |              |            |                      |               |
|--------------|------------|----------------------|---------------|
| • Capital:   | <b>\$0</b> | • Consumables:       | <b>\$1000</b> |
| • Personnel: | <b>\$0</b> | • Contract Services: | <b>\$5000</b> |

# #1

**COMPLETE**

Collector:  
Started:  
Last Modified:  
Time Spent:  
Email:  
IP Address:

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Page 1

**Q1** **NO**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with the Hutto Community?

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**Q2** **Respondent skipped this question**

If you answered "YES", then what should we continue doing?

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**Q3**  
If you answered "NO", then what should we be doing better?

Push notifications; coordination with other outlets (city and school for example)

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**Q4**  
Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to my organization) the preferred technology methods that Hutto Fire Rescue uses to communicate with your organization.

Email	<b>3</b>
Text	<b>1</b>
Website	<b>4</b>
Facebook	<b>5</b>
Twitter	<b>N/A</b>
Instagram	<b>N/A</b>
WhatsApp	<b>2</b>

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**Q5**

Please rank order (1 - Most Preferred, 5 - Least Preferred, N/A - Not Applicable to my organization) the following community programs that Hutto Fire Rescue uses to communicate with your organization.

Power Breakfast	1
Citizens Fire Academy	3
Hutto Citizens University	4
LEAD Hutto	5
Community Meetings	2

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**Q6**

Please rank order (1 - Most Preferred, 4 - Least Preferred, N/A - Not Applicable to my organization) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	N/A
Master Plan / Capital Improvement Plan	N/A
Community Risk Assessment - Standards of Cover	N/A
Strategic Plan	N/A

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**Q7**

Respondent skipped this question

Are there other communications processes or methods that your organization uses to communicate with your contacts / customers that Hutto Fire Rescue has not identified or uses?

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**Q8**

Respondent skipped this question

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with your agency and the Hutto Community.

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**Q9**

Respondent skipped this question

(Optional) Demographics

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## #2

COMPLETE

Collector:  
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Page 1

**Q1**

YES

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with the Hutto Community?

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**Q2**

If you answered "YES", then what should we continue doing?

Power Breakfasts, Engaging with the community at events! We appreciate all that you do to support us in staying safe!

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**Q3**

Respondent skipped this question

If you answered "NO", then what should we be doing better?

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**Q4**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to my organization) the preferred technology methods that Hutto Fire Rescue uses to communicate with your organization.

Email	1
Text	N/A
Website	N/A
Facebook	N/A
Twitter	N/A
Instagram	N/A
WhatsApp	N/A

---

**Q5**

Please rank order (1 - Most Preferred, 5 - Least Preferred, N/A - Not Applicable to my organization) the following community programs that Hutto Fire Rescue uses to communicate with your organization.

Power Breakfast	1
Citizens Fire Academy	5
Hutto Citizens University	4
LEAD Hutto	3
Community Meetings	2

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**Q6**

Respondent skipped this question

Please rank order (1 - Most Preferred, 4 - Least Preferred, N/A - Not Applicable to my organization) the following documents that you have viewed to learn more about Hutto Fire Rescue.

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**Q7**

Respondent skipped this question

Are there other communications processes or methods that your organization uses to communicate with your contacts / customers that Hutto Fire Rescue has not identified or uses?

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**Q8**

Respondent skipped this question

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with your agency and the Hutto Community.

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**Q9**

(Optional) Demographics

Name	Nelson Adams
Position	Associate Provost
Agency	Texas State Technical College

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# #3

**COMPLETE**

Collector:  
Started:  
Last Modified:  
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Page 1

**Q1** **NO**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with the Hutto Community?

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**Q2** **Respondent skipped this question**

If you answered "YES", then what should we continue doing?

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**Q3**  
If you answered "NO", then what should we be doing better?

how do you communicate?

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**Q4**  
Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to my organization) the preferred technology methods that Hutto Fire Rescue uses to communicate with your organization.

Email	1
Text	2
Website	5
Facebook	4
Twitter	7
Instagram	6
WhatsApp	3

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**Q5**

Please rank order (1 - Most Preferred, 5 - Least Preferred, N/A - Not Applicable to my organization) the following community programs that Hutto Fire Rescue uses to communicate with your organization.

Power Breakfast	1
Citizens Fire Academy	5
Hutto Citizens University	3
LEAD Hutto	4
Community Meetings	2

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**Q6**

Please rank order (1 - Most Preferred, 4 - Least Preferred, N/A - Not Applicable to my organization) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	N/A
Master Plan / Capital Improvement Plan	N/A
Community Risk Assessment - Standards of Cover	N/A
Strategic Plan	N/A

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**Q7**

Are there other communications processes or methods that your organization uses to communicate with your contacts / customers that Hutto Fire Rescue has not identified or uses?

visits to schools and businesses

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**Q8**

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with your agency and the Hutto Community.

what does the public really need to know?

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**Q9**

Respondent skipped this question

(Optional) Demographics

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## #4

COMPLETE

Collector:  
Started:  
Last Modified:  
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Email:  
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Page 1

**Q1** YES

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with the Hutto Community?

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**Q2**

If you answered "YES", then what should we continue doing?

Social media posts; being present in the community at events

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**Q3** Respondent skipped this question

If you answered "NO", then what should we be doing better?

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**Q4**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to my organization) the preferred technology methods that Hutto Fire Rescue uses to communicate with your organization.

Email	4
Text	3
Website	5
Facebook	1
Twitter	2
Instagram	6
WhatsApp	N/A

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**Q5**

Please rank order (1 - Most Preferred, 5 - Least Preferred, N/A - Not Applicable to my organization) the following community programs that Hutto Fire Rescue uses to communicate with your organization.

Power Breakfast	2
Citizens Fire Academy	3
Hutto Citizens University	4
LEAD Hutto	5
Community Meetings	1

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**Q6**

Please rank order (1 - Most Preferred, 4 - Least Preferred, N/A - Not Applicable to my organization) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	2
Master Plan / Capital Improvement Plan	1
Community Risk Assessment - Standards of Cover	N/A
Strategic Plan	N/A

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**Q7**

Are there other communications processes or methods that your organization uses to communicate with your contacts / customers that Hutto Fire Rescue has not identified or uses?

Phone alerts;  
App

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**Q8**

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with your agency and the Hutto Community.

I think you all do a great job of being present in the community and building trust with citizens. I'm thankful for all you do!

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**Q9**

(Optional) Demographics

Name	<b>Todd Robison</b>
Position	<b>Purchasing Director (former Communications Director)</b>
Agency	<b>Hutto ISD</b>

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# #1

**COMPLETE**

Collector:  
Started:  
Last Modified:  
Time Spent:  
Email:  
IP Address:

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Page 1

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with your organization?

---

**Q2**

If you answered "YES", then what should we continue doing?

regular meetings

---

**Q3** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q4**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to my organization) the preferred technology methods that Hutto Fire Rescue uses to communicate with your organization.

Email	1
Text	2
Website	3
Facebook	6
Twitter	7
Instagram	5
WhatsApp	4

---

**Q5**

Please rank order (1 - Most Preferred, 4 - Least Preferred, N/A - Not Applicable to my organization) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	1
Master Plan / Capital Improvement Plan	4
Community Risk Assessment - Standards of Cover	3
Strategic Plan	2

---

**Q6**

Respondent skipped this question

Are there other communications processes or methods that your organization uses to communicate with your contacts / customers that Hutto Fire Rescue has not identified or uses?

---

**Q7**

Respondent skipped this question

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with your agency.

---

**Q8**

Respondent skipped this question

(Optional) Demographics

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## #2

**COMPLETE**

Collector:  
Started:  
Last Modified:  
Time Spent:  
Email:  
IP Address:

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Page 1

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with your organization?

---

**Q2**

If you answered "YES", then what should we continue doing?

I feel as though things that are important to me are communicated.

---

**Q3** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q4**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to my organization) the preferred technology methods that Hutto Fire Rescue uses to communicate with your organization.

Email	1
Text	2
Website	3
Facebook	4
Twitter	N/A
Instagram	N/A
WhatsApp	N/A

---

**Q5**

Please rank order (1 - Most Preferred, 4 - Least Preferred, N/A - Not Applicable to my organization) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	N/A
Master Plan / Capital Improvement Plan	N/A
Community Risk Assessment - Standards of Cover	N/A
Strategic Plan	N/A

---

**Q6**

Are there other communications processes or methods that your organization uses to communicate with your contacts / customers that Hutto Fire Rescue has not identified or uses?

meetings (in person or virtual)

---

**Q7**

**Respondent skipped this question**

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with your agency.

---

**Q8**

**Respondent skipped this question**

(Optional) Demographics

---



# #3

**COMPLETE**

Collector:  
Started:  
Last Modified:  
Time Spent:  
Email:  
IP Address:

---

Page 1

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with your organization?

---

**Q2**

If you answered "YES", then what should we continue doing?

Keeping the line of communication open, someone is always available when needed

---

**Q3** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q4**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to my organization) the preferred technology methods that Hutto Fire Rescue uses to communicate with your organization.

Email	2
Text	1
Website	N/A
Facebook	N/A
Twitter	N/A
Instagram	N/A
WhatsApp	3

---

**Q5**

Please rank order (1 - Most Preferred, 4 - Least Preferred, N/A - Not Applicable to my organization) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	N/A
Master Plan / Capital Improvement Plan	N/A
Community Risk Assessment - Standards of Cover	N/A
Strategic Plan	N/A

---

**Q6**

Are there other communications processes or methods that your organization uses to communicate with your contacts / customers that Hutto Fire Rescue has not identified or uses?

N/A

---

**Q7**

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with your agency.

N/A

---

**Q8**

(Optional) Demographics

Name	Chris Contreras
Position	District Safety & Emergency Operations Supervisor
Agency	Hutto ISD

---

# #4

**COMPLETE**

Collector:

Started:

Last Modified:

Time Spent:

Email:

IP Address:

Page 1

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with your organization?

**Q2**

If you answered "YES", then what should we continue doing?

Regular interactions at meetings and incidents showing positive support and cooperation to partner agencies.

**Q3** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

**Q4**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to my organization) the preferred technology methods that Hutto Fire Rescue uses to communicate with your organization.

Email	2
Text	1
Website	5
Facebook	4
Twitter	7
Instagram	6
WhatsApp	3

**Q5**

Please rank order (1 - Most Preferred, 4 - Least Preferred, N/A - Not Applicable to my organization) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	<b>3</b>
Master Plan / Capital Improvement Plan	<b>1</b>
Community Risk Assessment - Standards of Cover	<b>4</b>
Strategic Plan	<b>2</b>

---

**Q6**

**Respondent skipped this question**

Are there other communications processes or methods that your organization uses to communicate with your contacts / customers that Hutto Fire Rescue has not identified or uses?

---

**Q7**

**Respondent skipped this question**

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with your agency.

---

**Q8**

(Optional) Demographics

Name	<b>Mark Moellenberg</b>
Position	<b>Chief/Asst Chief</b>
Agency	<b>WCESD 10/TCESD 2</b>

---

# #5

**COMPLETE**

Collector:  
Started:  
Last Modified:  
Time Spent:  
Email:  
IP Address:

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Page 1

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with your organization?

---

**Q2**

If you answered "YES", then what should we continue doing?

We appreciate your continued support of Hutto ISD after action reviews, large gatherings, and the district safety committee.

---

**Q3** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q4**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to my organization) the preferred technology methods that Hutto Fire Rescue uses to communicate with your organization.

Email	1
Text	3
Website	N/A
Facebook	N/A
Twitter	N/A
Instagram	N/A
WhatsApp	2

---

**Q5**

Please rank order (1 - Most Preferred, 4 - Least Preferred, N/A - Not Applicable to my organization) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	N/A
Master Plan / Capital Improvement Plan	N/A
Community Risk Assessment - Standards of Cover	N/A
Strategic Plan	N/A

---

**Q6**

Respondent skipped this question

Are there other communications processes or methods that your organization uses to communicate with your contacts / customers that Hutto Fire Rescue has not identified or uses?

---

**Q7**

Respondent skipped this question

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with your agency.

---

**Q8**

(Optional) Demographics

Name	Kendra Estes
Position	Director of Health Services and Risk Management
Agency	Hutto ISD

---

# #6

**COMPLETE**

Collector:

Started:

Last Modified:

Time Spent:

Email:

IP Address:

Page 1

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with your organization?

**Q2**

If you answered "YES", then what should we continue doing?

Sending Emails providing information.

**Q3** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

**Q4**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to my organization) the preferred technology methods that Hutto Fire Rescue uses to communicate with your organization.

Email	1
Text	2
Website	3
Facebook	N/A
Twitter	N/A
Instagram	N/A
WhatsApp	N/A

**Q5**

Please rank order (1 - Most Preferred, 4 - Least Preferred, N/A - Not Applicable to my organization) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	4
Master Plan / Capital Improvement Plan	2
Community Risk Assessment - Standards of Cover	3
Strategic Plan	1

---

**Q6**

Are there other communications processes or methods that your organization uses to communicate with your contacts / customers that Hutto Fire Rescue has not identified or uses?

NA

---

**Q7**

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with your agency.

NA

---

**Q8**

Respondent skipped this question

(Optional) Demographics

---



# #7

**COMPLETE**

Collector:  
Started:  
Last Modified:  
Time Spent:  
Email:  
IP Address:

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Page 1

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with your organization?

---

**Q2**

If you answered "YES", then what should we continue doing?

We have re-established a monthly EM Coalition meeting beginning in April. EMC-Fire Chief/Asst Chief 1:1s should continue for collaboration purposes.

---

**Q3** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q4**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to my organization) the preferred technology methods that Hutto Fire Rescue uses to communicate with your organization.

Email	2
Text	1
Website	5
Facebook	6
Twitter	7
Instagram	4
WhatsApp	3

---

**Q5**

Please rank order (1 - Most Preferred, 4 - Least Preferred, N/A - Not Applicable to my organization) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	<b>3</b>
Master Plan / Capital Improvement Plan	<b>4</b>
Community Risk Assessment - Standards of Cover	<b>2</b>
Strategic Plan	<b>1</b>

---

**Q6**

Are there other communications processes or methods that your organization uses to communicate with your contacts / customers that Hutto Fire Rescue has not identified or uses?

Microsoft Teams

---

**Q7**

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with your agency.

None

---

**Q8**

(Optional) Demographics

Name	<b>Bill Zito</b>
Position	<b>Emergency Management Coordinator</b>
Agency	<b>City of Hutto</b>

---

# #8

**COMPLETE**

**Collector:**

**Started:**

**Last Modified:**

**Time Spent:**

**Email:**

**IP Address:**

Page 1

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with your organization?

**Q2**

If you answered "YES", then what should we continue doing?

Continue with emails and phone calls.

**Q3** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

**Q4**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to my organization) the preferred technology methods that Hutto Fire Rescue uses to communicate with your organization.

Email	<b>1</b>
Text	<b>2</b>
Website	<b>3</b>
Facebook	<b>4</b>
Twitter	<b>5</b>
Instagram	<b>6</b>
WhatsApp	<b>7</b>

**Q5**

Please rank order (1 - Most Preferred, 4 - Least Preferred, N/A - Not Applicable to my organization) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	4
Master Plan / Capital Improvement Plan	3
Community Risk Assessment - Standards of Cover	2
Strategic Plan	1

---

**Q6**

Are there other communications processes or methods that your organization uses to communicate with your contacts / customers that Hutto Fire Rescue has not identified or uses?

In-person is most appropriate at times based on the issue.

---

**Q7**

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with your agency.

None

---

**Q8**

(Optional) Demographics

Name	<b>Chris Connealy</b>
Position	<b>Senior Director</b>
Agency	<b>Williamson County Emergency Services</b>

---

# #1

**COMPLETE**

Collector:  
Started:  
Last Modified:  
Time Spent:  
IP Address:

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Page 1

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with you?

---

**Q2**

If you answered "YES", then what should we continue doing?

Just continue with the process as it is

---

**Q3** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q4**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the preferred technology methods that Hutto Fire Rescue uses to communicate with you.

Facebook	N/A
Twitter	N/A
Instagram	N/A
WhatsApp	N/A

---

**Q5**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the meetings that Hutto Fire Rescue uses to communicate with you.

Monthly Officer Meetings	1
Monthly BC Meetings	N/A
Daily fire station shift meetings	N/A
Daily fire station visits by Chiefs	N/A
Daily Executive Staff Meetings	3

---

**Q6**

Please rank order (1 - Most Preferred, 5 - Least Preferred, N/A - Not Applicable to me) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	4
Master Plan / Capital Improvement Plan	2
Community Risk Assessment - Standards of Cover	3
Strategic Plan	1
Annual Budget	5

---

**Q7**

Respondent skipped this question

Are there other communications processes or methods that Hutto Fire Rescue has not identified or uses but should be using?

---

**Q8**

Respondent skipped this question

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with you.

---

## #2

**COMPLETE**

**Collector:**

**Started:**

**Last Modified:**

**Time Spent:**

**IP Address:**

---

Page 1

**Q1**

**NO**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with you?

---

**Q2**

**Respondent skipped this question**

If you answered "YES", then what should we continue doing?

---

**Q3**

If you answered "NO", then what should we be doing better?

Quit making everything a secret. If there's something to tell us then TELL US.

---

**Q4**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the preferred technology methods that Hutto Fire Rescue uses to communicate with you.

Email	<b>3</b>
Text	<b>1</b>
Website	<b>N/A</b>
Facebook	<b>N/A</b>
Twitter	<b>N/A</b>
Instagram	<b>N/A</b>
WhatsApp	<b>2</b>

---

**Q5**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the meetings that Hutto Fire Rescue uses to communicate with you.

Quarterly Shift Meetings	<b>1</b>
Monthly Officer Meetings	<b>N/A</b>
Monthly BC Meetings	<b>N/A</b>
Monthly Labor / Management Meetings	<b>N/A</b>
Daily fire station shift meetings	<b>2</b>
Daily fire station visits by Chiefs	<b>N/A</b>
Daily Executive Staff Meetings	<b>N/A</b>

---

**Q6**

Please rank order (1 - Most Preferred, 5 - Least Preferred, N/A - Not Applicable to me) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	<b>N/A</b>
Master Plan / Capital Improvement Plan	<b>N/A</b>
Community Risk Assessment - Standards of Cover	<b>N/A</b>
Strategic Plan	<b>N/A</b>
Annual Budget	<b>N/A</b>

---

**Q7**

Are there other communications processes or methods that Hutto Fire Rescue has not identified or uses but should be using?

N/a

---

**Q8**

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with you.

N/a

---



# #3

**COMPLETE**

Collector:  
Started:  
Last Modified:  
Time Spent:  
IP Address:

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Page 1

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with you?

---

**Q2**

If you answered "YES", then what should we continue doing?

Emails are a great way of communicating but can be overwhelming depending on the information.

---

**Q3** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q4**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the preferred technology methods that Hutto Fire Rescue uses to communicate with you.

Email	2
Text	1
Facebook	N/A
Twitter	N/A
Instagram	4
WhatsApp	5

---

**Q5**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the meetings that Hutto Fire Rescue uses to communicate with you.

Quarterly Shift Meetings	1
Monthly Officer Meetings	3
Monthly BC Meetings	5
Monthly Labor / Management Meetings	6
Daily fire station shift meetings	4
Daily fire station visits by Chiefs	7
Daily Executive Staff Meetings	2

---

**Q6**

Please rank order (1 - Most Preferred, 5 - Least Preferred, N/A - Not Applicable to me) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	4
Master Plan / Capital Improvement Plan	1
Community Risk Assessment - Standards of Cover	3
Strategic Plan	2
Annual Budget	5

---

**Q7**

Are there other communications processes or methods that Hutto Fire Rescue has not identified or uses but should be using?

Daily station meetings at the beginning of the shift and whole shift meetings monthly

---

**Q8**

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with you.

I think being on the inside on what the future looks like would help make everyone's nerves out at ease. What the thoughts are of admin about our future Dept, personnel, pay, expanding ect.

---

# #4

**COMPLETE**

Collector:  
 Started:  
 Last Modified:  
 Time Spent:  
 IP Address:

Page 1

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with you?

**Q2** **Respondent skipped this question**

If you answered "YES", then what should we continue doing?

**Q3** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

**Q4**  
 Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the preferred technology methods that Hutto Fire Rescue uses to communicate with you.

Email	7
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**Q5**  
 Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the meetings that Hutto Fire Rescue uses to communicate with you.

Quarterly Shift Meetings	N/A
Monthly Officer Meetings	N/A
Monthly BC Meetings	N/A
Monthly Labor / Management Meetings	N/A
Daily fire station shift meetings	N/A
Daily fire station visits by Chiefs	N/A
Daily Executive Staff Meetings	N/A

**Q6**

Please rank order (1 - Most Preferred, 5 - Least Preferred, N/A - Not Applicable to me) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	N/A
Master Plan / Capital Improvement Plan	N/A
Community Risk Assessment - Standards of Cover	N/A
Strategic Plan	N/A
Annual Budget	N/A

---

**Q7**

Are there other communications processes or methods that Hutto Fire Rescue has not identified or uses but should be using?

Mission Moments- We all want to be connected with something greater than ourselves. Dedicating time to sharing stories about how Hutto Fire is making a difference helps inspire and motivate employees to give their best. Whether it's a dedicated meeting or part of another meeting, this simple practice is important because it creates a human connection between the contributions employees make and Hutto Fire's Mission-Cristina

---

**Q8**

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with you.

Refer to # 7

---

# #5

**COMPLETE**

Collector:

Started:

Last Modified:

Time Spent:

IP Address:

Page 1

## Q1

NO

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with you?

## Q2

Respondent skipped this question

If you answered "YES", then what should we continue doing?

## Q3

If you answered "NO", then what should we be doing better?

Everything is a secret from or he forgets to relay info so it's done last min.

## Q4

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the preferred technology methods that Hutto Fire Rescue uses to communicate with you.

Website	N/A
Facebook	N/A
Twitter	N/A
Instagram	N/A
WhatsApp	N/A

**Q5**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the meetings that Hutto Fire Rescue uses to communicate with you.

Quarterly Shift Meetings	N/A
Monthly BC Meetings	N/A
Daily fire station shift meetings	N/A
Daily fire station visits by Chiefs	N/A
Daily Executive Staff Meetings	N/A

---

**Q6**

Please rank order (1 - Most Preferred, 5 - Least Preferred, N/A - Not Applicable to me) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	N/A
Master Plan / Capital Improvement Plan	N/A
Community Risk Assessment - Standards of Cover	N/A
Strategic Plan	N/A
Annual Budget	N/A

---

**Q7**

Respondent skipped this question

Are there other communications processes or methods that Hutto Fire Rescue has not identified or uses but should be using?

---

**Q8**

Respondent skipped this question

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with you.

---

# #6

**COMPLETE**

Collector:  
 Started:  
 Last Modified:  
 Time Spent:  
 IP Address:

Page 1

**Q1** **NO**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with you?

**Q2** **Respondent skipped this question**

If you answered "YES", then what should we continue doing?

**Q3**  
 If you answered "NO", then what should we be doing better?

Better communication overall. I understand there are things that we do not need to be involved in, but EVERYTHING seems to be a secret.

**Q4**  
 Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the preferred technology methods that Hutto Fire Rescue uses to communicate with you.

Email	<b>1</b>
Text	<b>2</b>
Website	<b>N/A</b>
Facebook	<b>N/A</b>
Twitter	<b>N/A</b>
Instagram	<b>N/A</b>
WhatsApp	<b>N/A</b>

**Q5**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the meetings that Hutto Fire Rescue uses to communicate with you.

Quarterly Shift Meetings	1
Monthly Officer Meetings	2
Monthly BC Meetings	N/A
Monthly Labor / Management Meetings	3
Daily fire station shift meetings	N/A
Daily fire station visits by Chiefs	N/A
Daily Executive Staff Meetings	N/A

---

**Q6**

Please rank order (1 - Most Preferred, 5 - Least Preferred, N/A - Not Applicable to me) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	N/A
Master Plan / Capital Improvement Plan	2
Community Risk Assessment - Standards of Cover	N/A
Strategic Plan	1
Annual Budget	3

---

**Q7**

Are there other communications processes or methods that Hutto Fire Rescue has not identified or uses but should be using?

I think the daily visits need to come to a halt. I understand that you like to be in the mix, but it seems like you are not letting the BC's do their jobs. As the Fire Chief you have every right to be anywhere at anytime, but it is getting out of control in my opinion. You entrusted to Battalion Chiefs to run their shifts, so they should be allowed to do just that.

---

**Q8**

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with you.

Overall communication efforts. Information should not be held as a secret. Promotions, shift transfers, employees leaving, etc should be given proper notice.

---



# #7

**COMPLETE**

Collector:  
Started:  
Last Modified:  
Time Spent:  
IP Address:

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Page 1

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with you?

---

**Q2**  
If you answered "YES", then what should we continue doing?

Quarterly meetings,

---

**Q3** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q4**  
Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the preferred technology methods that Hutto Fire Rescue uses to communicate with you.

Email	1
Text	2
Website	3
Facebook	4
Twitter	6
Instagram	5
WhatsApp	N/A

---

**Q5**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the meetings that Hutto Fire Rescue uses to communicate with you.

Quarterly Shift Meetings	2
Monthly Officer Meetings	1
Monthly BC Meetings	3
Monthly Labor / Management Meetings	4
Daily fire station shift meetings	5
Daily fire station visits by Chiefs	7
Daily Executive Staff Meetings	6

---

**Q6**

Please rank order (1 - Most Preferred, 5 - Least Preferred, N/A - Not Applicable to me) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	N/A
Master Plan / Capital Improvement Plan	N/A
Community Risk Assessment - Standards of Cover	N/A
Strategic Plan	N/A
Annual Budget	N/A

---

**Q7**

Respondent skipped this question

Are there other communications processes or methods that Hutto Fire Rescue has not identified or uses but should be using?

---

**Q8**

Respondent skipped this question

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with you.

---

# #8

**COMPLETE**

Collector:  
Started:  
Last Modified:  
Time Spent:  
IP Address:

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Page 1

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with you?

---

**Q2**  
If you answered "YES", then what should we continue doing?

Keep firefighters informed on the state of the department

---

**Q3** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q4**  
Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the preferred technology methods that Hutto Fire Rescue uses to communicate with you.

Email	1
Text	2
Website	3
Facebook	5
Twitter	N/A
Instagram	4
WhatsApp	N/A

---

**Q5**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the meetings that Hutto Fire Rescue uses to communicate with you.

Quarterly Shift Meetings	1
Monthly Officer Meetings	N/A
Monthly BC Meetings	N/A
Monthly Labor / Management Meetings	2
Daily fire station shift meetings	3
Daily fire station visits by Chiefs	4
Daily Executive Staff Meetings	N/A

---

**Q6**

Please rank order (1 - Most Preferred, 5 - Least Preferred, N/A - Not Applicable to me) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	5
Master Plan / Capital Improvement Plan	1
Community Risk Assessment - Standards of Cover	3
Strategic Plan	2
Annual Budget	4

---

**Q7**

Are there other communications processes or methods that Hutto Fire Rescue has not identified or uses but should be using?

No

---

**Q8**

Respondent skipped this question

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with you.

---

# #9

**COMPLETE**

Collector:  
Started:  
Last Modified:  
Time Spent:  
IP Address:

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Page 1

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with you?

---

**Q2**  
If you answered "YES", then what should we continue doing?

I receive email and text.

---

**Q3** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q4**  
Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the preferred technology methods that Hutto Fire Rescue uses to communicate with you.

Email	1
Text	2
Website	6
Facebook	3
Twitter	5
Instagram	4
WhatsApp	N/A

---

**Q5**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the meetings that Hutto Fire Rescue uses to communicate with you.

Quarterly Shift Meetings	2
Monthly Officer Meetings	4
Monthly BC Meetings	5
Monthly Labor / Management Meetings	3
Daily fire station shift meetings	1
Daily fire station visits by Chiefs	6
Daily Executive Staff Meetings	7

---

**Q6**

Please rank order (1 - Most Preferred, 5 - Least Preferred, N/A - Not Applicable to me) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	5
Master Plan / Capital Improvement Plan	4
Community Risk Assessment - Standards of Cover	2
Strategic Plan	1
Annual Budget	3

---

**Q7**

Are there other communications processes or methods that Hutto Fire Rescue has not identified or uses but should be using?

No

---

**Q8**

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with you.

N/A

---

# #10

**COMPLETE**

Collector:  
Started:  
Last Modified:  
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Page 1

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with you?

---

**Q2**

If you answered "YES", then what should we continue doing?

to send emails and ensure a pass-on is encouraged

---

**Q3** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q4**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the preferred technology methods that Hutto Fire Rescue uses to communicate with you.

Email	<b>1</b>
Text	<b>2</b>
Website	<b>N/A</b>
Facebook	<b>N/A</b>
Twitter	<b>N/A</b>
Instagram	<b>N/A</b>
WhatsApp	<b>N/A</b>

---

**Q5**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the meetings that Hutto Fire Rescue uses to communicate with you.

Quarterly Shift Meetings	4
Monthly Officer Meetings	2
Monthly BC Meetings	1
Monthly Labor / Management Meetings	6
Daily fire station shift meetings	3
Daily fire station visits by Chiefs	7
Daily Executive Staff Meetings	5

---

**Q6**

Please rank order (1 - Most Preferred, 5 - Least Preferred, N/A - Not Applicable to me) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	5
Master Plan / Capital Improvement Plan	4
Community Risk Assessment - Standards of Cover	3
Strategic Plan	2
Annual Budget	1

---

**Q7**

Respondent skipped this question

Are there other communications processes or methods that Hutto Fire Rescue has not identified or uses but should be using?

---

**Q8**

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with you.

when theres a housekeeping or lifestyle thing chief k doesn't like at any station, he shouldn't come yell, make it uncomfortable for the shift and talk to us like children. - this declines morale, bc we start to think that chief doesn't respect us as the adult professionals he believes were hired. A better way of communicating this concern should be for him to communicate it the BC and let the BC handle it his way. He knows his men the best and they believe he has their best interest. We live together for 48 hrs.

---



# #11

**COMPLETE**

Collector:  
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IP Address:

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Page 1

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with you?

---

**Q2**

If you answered "YES", then what should we continue doing?

Chief quarterly shift meetings. possibly more often

---

**Q3** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q4**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the preferred technology methods that Hutto Fire Rescue uses to communicate with you.

Email	4
Text	1
Website	3
Facebook	6
Twitter	7
Instagram	5
WhatsApp	2

---

**Q5**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the meetings that Hutto Fire Rescue uses to communicate with you.

Quarterly Shift Meetings	2
Monthly Officer Meetings	5
Monthly BC Meetings	3
Monthly Labor / Management Meetings	4
Daily fire station shift meetings	1
Daily fire station visits by Chiefs	7
Daily Executive Staff Meetings	6

---

**Q6**

Please rank order (1 - Most Preferred, 5 - Least Preferred, N/A - Not Applicable to me) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	2
Master Plan / Capital Improvement Plan	5
Community Risk Assessment - Standards of Cover	4
Strategic Plan	3
Annual Budget	1

---

**Q7**

Respondent skipped this question

Are there other communications processes or methods that Hutto Fire Rescue has not identified or uses but should be using?

---

**Q8**

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with you. truly listen and be open to new ideas

---

# #12

**COMPLETE**

Collector:  
 Started:  
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Page 1

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with you?

**Q2**  
 If you answered "YES", then what should we continue doing?

In my current position, I feel as though I receive any and all information that's pertinent to me and the role I'm in. Things get filtered through the chain of command.

**Q3** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

**Q4**  
 Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the preferred technology methods that Hutto Fire Rescue uses to communicate with you.

Email	<b>1</b>
Text	<b>2</b>
Website	<b>5</b>
Facebook	<b>3</b>
Twitter	<b>N/A</b>
Instagram	<b>4</b>
WhatsApp	<b>N/A</b>

**Q5**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the meetings that Hutto Fire Rescue uses to communicate with you.

Quarterly Shift Meetings	1
Monthly Officer Meetings	3
Monthly BC Meetings	4
Monthly Labor / Management Meetings	5
Daily fire station shift meetings	2
Daily fire station visits by Chiefs	6
Daily Executive Staff Meetings	N/A

---

**Q6**

Please rank order (1 - Most Preferred, 5 - Least Preferred, N/A - Not Applicable to me) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	5
Master Plan / Capital Improvement Plan	2
Community Risk Assessment - Standards of Cover	4
Strategic Plan	1
Annual Budget	3

---

**Q7**

Are there other communications processes or methods that Hutto Fire Rescue has not identified or uses but should be using?

Unsure

---

**Q8**

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with you.

I think it's important to be an open and honest department, and we should be open with information and happenings going on. Whatever keeps everyone on the same page.

---

# #13

**COMPLETE**

Collector:  
Started:  
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Page 1

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with you?

---

**Q2**

If you answered "YES", then what should we continue doing?

I feel that I have great communication with with my officers, I feel they do their best to pass information they received

---

**Q3** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q4**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the preferred technology methods that Hutto Fire Rescue uses to communicate with you.

Email	1
Text	2
Website	4
Facebook	3
Twitter	5
Instagram	6
WhatsApp	7

---

**Q5**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the meetings that Hutto Fire Rescue uses to communicate with you.

Quarterly Shift Meetings	2
Monthly Officer Meetings	1
Monthly BC Meetings	3
Monthly Labor / Management Meetings	N/A
Daily fire station shift meetings	4
Daily fire station visits by Chiefs	5
Daily Executive Staff Meetings	6

---

**Q6**

Please rank order (1 - Most Preferred, 5 - Least Preferred, N/A - Not Applicable to me) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	N/A
Master Plan / Capital Improvement Plan	1
Community Risk Assessment - Standards of Cover	N/A
Strategic Plan	2
Annual Budget	3

---

**Q7**

Are there other communications processes or methods that Hutto Fire Rescue has not identified or uses but should be using?

Not that I am familiar with.

---

**Q8**

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with you.

I feel that there are a few officers that like to keep secrets or with hold information to the crews, this in my opinion starts rumors and distrust.

---

# #14

COMPLETE

Collector:

Started:

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Time Spent:

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Page 1

**Q1**

**NO**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with you?

**Q2**

Respondent skipped this question

If you answered "YES", then what should we continue doing?

**Q3**

If you answered "NO", then what should we be doing better?

Never know what's going on. Never know when people are leaving or getting hired. Never know job openings. Never know what's happening through the department, you always have to find the answer from people on the floor. To focus on smaller issues when we have bigger issues that need to be address and nothing is done about it and we will have people to continue to leave. A message board/tv in each station. ( OOS, Weather, Pub ed, etc....). A message board that Chiefs and Battalion chief can update remotely to pass information on and do not have to send so many emails out when employees are off duty. We need to get up to speed on modern day technology and not old school communication. We never get the same message, it's like the telephone game and see how much information can be twisted. We don't need daily visits from the chiefs to make sure we are doing our job.

We micro manage more than we let employees do the job and worry about if everyone in the department like a certain method of doing something on the truck. If a truck is different it's up to the company officer to training the person on overtime how there station runs/truck is set up. We are no longer a small one station department. We have battalions in place to make sure the jobs are getting done.

**Q4**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the preferred technology methods that Hutto Fire Rescue uses to communicate with you.

Email	N/A
Text	N/A
Website	N/A
Facebook	N/A
Twitter	N/A
Instagram	N/A
WhatsApp	N/A

---

**Q5**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the meetings that Hutto Fire Rescue uses to communicate with you.

Quarterly Shift Meetings	N/A
Monthly Officer Meetings	N/A
Monthly BC Meetings	N/A
Monthly Labor / Management Meetings	N/A
Daily fire station shift meetings	N/A
Daily fire station visits by Chiefs	N/A
Daily Executive Staff Meetings	N/A

---

**Q6**

Please rank order (1 - Most Preferred, 5 - Least Preferred, N/A - Not Applicable to me) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	N/A
Master Plan / Capital Improvement Plan	N/A
Community Risk Assessment - Standards of Cover	N/A
Strategic Plan	N/A
Annual Budget	N/A

---

**Q7**

Respondent skipped this question

Are there other communications processes or methods that Hutto Fire Rescue has not identified or uses but should be using?

---



**Q8**

**Respondent skipped this question**

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with you.

---

# #15

COMPLETE

Collector:

Started:

Last Modified:

Time Spent:

IP Address:

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Page 1

**Q1**

**NO**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with you?

---

**Q2**

If you answered "YES", then what should we continue doing?

N/A

---

**Q3**

If you answered "NO", then what should we be doing better?

Our ways of communication seem slightly outdated. We send out a lot of emails which can be difficult to keep up with. Sometimes we don't even get to email. Instead it is sent to one person who then passes it on by word of mouth. We also shouldn't use Instagram/Facebook/Website as a form of communication to our staff. That should specifically be reserved for the public (the 4th question seems to be asking this). By the time information gets passed down by word of mouth, it is incorrect and leads to rumors instead. The same happens when our department is not forthcoming with information. Instead we wait until the last minute. This creates anxiety for staff and ends up to people spreading rumors or coming up with their own narrative. We are all aware this department is growing and each position is filled with more than enough tasks to take on in a day. However, this shouldn't be an excuse for a lack of communication. I think the department should look for a 3rd party platform for communication (slack, etc). At the end of the day, the fire service still operates as an organization, so even considering large platforms companies use would be helpful. This is going to be vital as this department grows and set the foundation moving forward. We should consider looking at what other large scaled departments do or better yet, pave the way.

---

**Q4**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the preferred technology methods that Hutto Fire Rescue uses to communicate with you.

Email	N/A
Text	N/A
Website	N/A
Facebook	N/A
Twitter	N/A
Instagram	N/A
WhatsApp	N/A

---

**Q5**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the meetings that Hutto Fire Rescue uses to communicate with you.

Quarterly Shift Meetings	N/A
Monthly Officer Meetings	N/A
Monthly BC Meetings	N/A
Monthly Labor / Management Meetings	N/A
Daily fire station shift meetings	N/A
Daily fire station visits by Chiefs	N/A
Daily Executive Staff Meetings	N/A

---

**Q6**

Please rank order (1 - Most Preferred, 5 - Least Preferred, N/A - Not Applicable to me) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	N/A
Master Plan / Capital Improvement Plan	N/A
Community Risk Assessment - Standards of Cover	N/A
Strategic Plan	N/A
Annual Budget	N/A

---

**Q7**

Respondent skipped this question

Are there other communications processes or methods that Hutto Fire Rescue has not identified or uses but should be using?

---

**Q8**

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with you.

Yes, I think we need to find a better platform that does it all, so everything can be in one place. This department is really great at having meetings. However, they seem to be extremely repetitive and a lot of the questions we do have aren't actually answered. When we do ask it gets sent back to the top and nothing comes back. Many of us don't pay attention to the nitty gritty things in policies or the budget. We are more interested in our day to day tasks and how changes above will affect those. For example, it's helpful to know when a hiring process is going on (we have one going on & posted on tcfp yet no one knows). We like to know when prevention is hiring versus finding out after the fact that someone has already been hired. We like to know when things are coming or some sort of warning. Keeping things secret or waiting until the last minute creates a sense of insecurity. Even if chiefs don't know something or they are working on it, it's okay to inform us of that. I don't want this to sound like anyone is doing a horrible job. We are all doing the best we can, but many of us are somewhat dissatisfied. I think streamlining information can help a lot of our problems. We don't need another thing to keep up with.

As a side note, I think it's great when chiefs stop by. However, stopping by in the morning is hard because we are all trying to do things and get our day started. When chiefs stop by, I think it should be more personable or even in the middle of the day. Everyone seems to "run" when a chief walks in but we should all want to talk to each other and build relationships with one another to create a sense of trust. I think many fear they may be judged or they'll get in trouble for something silly. It's important to have open dialogue with one another. This will take time to build, but I think it's an important step.

I hope none of this is taken the wrong way but instead used to build a better organization. These are just my points of view, but obviously each person is going to have a difference experience from my own.

---

# #16

**COMPLETE**

Collector:  
 Started:  
 Last Modified:  
 Time Spent:  
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Page 1

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with you?

**Q2** **Respondent skipped this question**

If you answered "YES", then what should we continue doing?

**Q3** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

**Q4**  
 Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the preferred technology methods that Hutto Fire Rescue uses to communicate with you.

Email	<b>2</b>
Text	<b>1</b>
Website	<b>3</b>
Facebook	<b>N/A</b>
Twitter	<b>N/A</b>
Instagram	<b>N/A</b>
WhatsApp	<b>4</b>

**Q5**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the meetings that Hutto Fire Rescue uses to communicate with you.

Quarterly Shift Meetings	1
Monthly Officer Meetings	2
Monthly BC Meetings	5
Monthly Labor / Management Meetings	3
Daily fire station shift meetings	6
Daily fire station visits by Chiefs	7
Daily Executive Staff Meetings	4

---

**Q6**

Please rank order (1 - Most Preferred, 5 - Least Preferred, N/A - Not Applicable to me) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	2
Master Plan / Capital Improvement Plan	5
Community Risk Assessment - Standards of Cover	4
Strategic Plan	3
Annual Budget	1

---

**Q7**

Respondent skipped this question

Are there other communications processes or methods that Hutto Fire Rescue has not identified or uses but should be using?

---

**Q8**

Respondent skipped this question

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with you.

---

# #17

**COMPLETE**

Collector:  
 Started:  
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Page 1

**Q1** **NO**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with you?

**Q2** **Respondent skipped this question**

If you answered "YES", then what should we continue doing?

**Q3**  
 If you answered "NO", then what should we be doing better?

I feel like there are multiply occasions where there is something gong on in the department and people don't know about it. We have recently had a guy put his notice in but the other BS's didn't even know for one example. We had another employee use the department for insurance reasons and then quit but people didn't know they quit until they stopped showing up.

**Q4**  
 Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the preferred technology methods that Hutto Fire Rescue uses to communicate with you.

Email	<b>1</b>
Text	<b>2</b>
Website	<b>N/A</b>
Facebook	<b>N/A</b>
Twitter	<b>N/A</b>
Instagram	<b>N/A</b>
WhatsApp	<b>3</b>

**Q5**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the meetings that Hutto Fire Rescue uses to communicate with you.

Quarterly Shift Meetings	<b>1</b>
Monthly Officer Meetings	<b>N/A</b>
Monthly BC Meetings	<b>N/A</b>
Monthly Labor / Management Meetings	<b>N/A</b>
Daily fire station shift meetings	<b>N/A</b>
Daily fire station visits by Chiefs	<b>N/A</b>
Daily Executive Staff Meetings	<b>N/A</b>

---

**Q6**

Please rank order (1 - Most Preferred, 5 - Least Preferred, N/A - Not Applicable to me) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	<b>N/A</b>
Master Plan / Capital Improvement Plan	<b>1</b>
Community Risk Assessment - Standards of Cover	<b>N/A</b>
Strategic Plan	<b>2</b>
Annual Budget	<b>3</b>

---

**Q7**

Are there other communications processes or methods that Hutto Fire Rescue has not identified or uses but should be using?

Be more open with us, people fill like you guys have a plan but we don't get told what it is until the week before, then we are supposed to make our schedule work for what's about to happen.

Promotions, shift shake up's, hiring, firing, people resigning, people just quieting. As a family we should all be in the loop for major decisions.

---



**Q8**

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with you.

Be open and trust the individuals that have been put in the place to lead, if you don't trust them then don't put them there due to growing pains.

We have committees that don't get to make the final decision, it goes back to a higher ranking officer and they say yes or know.

What's the point if the whole committee agrees its the best for the department.

Do more surveys like this about how to make this department a place people want to stay at or start at.

I personally don't care if the chiefs come by they station to drink coffee with the guys and visit, or just talk and see how there family's are doing but make that the reason for the visit. If higher ranking chiefs show up and the crews are drinking coffee join in and don't ask why they are sitting and not doing anything. Have you ever noticed that people get up and leave the table, they are worried that the chief think well they must need more busy work if they have time to sit and drink coffee so they go make them selves look busy. We should enjoy them coming over.

---

# #18

**COMPLETE**

Collector:  
 Started:  
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Page 1

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with you?

**Q2**  
 If you answered "YES", then what should we continue doing?

Continue the trickle effect of following chain of command up and down.

**Q3** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

**Q4**  
 Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the preferred technology methods that Hutto Fire Rescue uses to communicate with you.

Email	<b>1</b>
Text	<b>2</b>
Website	<b>4</b>
Facebook	<b>3</b>
Twitter	<b>N/A</b>
Instagram	<b>N/A</b>
WhatsApp	<b>N/A</b>

**Q5**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the meetings that Hutto Fire Rescue uses to communicate with you.

Quarterly Shift Meetings	2
Monthly Officer Meetings	N/A
Monthly BC Meetings	N/A
Monthly Labor / Management Meetings	N/A
Daily fire station shift meetings	1
Daily fire station visits by Chiefs	3
Daily Executive Staff Meetings	N/A

---

**Q6**

Please rank order (1 - Most Preferred, 5 - Least Preferred, N/A - Not Applicable to me) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	5
Master Plan / Capital Improvement Plan	1
Community Risk Assessment - Standards of Cover	4
Strategic Plan	2
Annual Budget	3

---

**Q7**

Are there other communications processes or methods that Hutto Fire Rescue has not identified or uses but should be using?

Phone calls work better for me if needed to be contacted off duty.

---

**Q8**

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with you.

N/A

---

# #19

**COMPLETE**

Collector:  
 Started:  
 Last Modified:  
 Time Spent:  
 IP Address:

Page 1

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with you?

**Q2** **Respondent skipped this question**

If you answered "YES", then what should we continue doing?

**Q3** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

**Q4**  
 Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the preferred technology methods that Hutto Fire Rescue uses to communicate with you.

Email	<b>1</b>
Text	<b>2</b>
Website	<b>6</b>
Facebook	<b>4</b>
Twitter	<b>5</b>
Instagram	<b>3</b>
WhatsApp	<b>7</b>

**Q5**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the meetings that Hutto Fire Rescue uses to communicate with you.

Quarterly Shift Meetings	<b>3</b>
Monthly Officer Meetings	<b>4</b>
Monthly BC Meetings	<b>2</b>
Monthly Labor / Management Meetings	<b>5</b>
Daily fire station shift meetings	<b>1</b>
Daily fire station visits by Chiefs	<b>6</b>
Daily Executive Staff Meetings	<b>N/A</b>

---

**Q6**

Please rank order (1 - Most Preferred, 5 - Least Preferred, N/A - Not Applicable to me) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	<b>4</b>
Master Plan / Capital Improvement Plan	<b>3</b>
Community Risk Assessment - Standards of Cover	<b>5</b>
Strategic Plan	<b>2</b>
Annual Budget	<b>1</b>

---

**Q7**

**Respondent skipped this question**

Are there other communications processes or methods that Hutto Fire Rescue has not identified or uses but should be using?

---

**Q8**

**Respondent skipped this question**

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with you.

---

# #20

**COMPLETE**

Collector:  
 Started:  
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 IP Address:

Page 1

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with you?

**Q2**  
 If you answered "YES", then what should we continue doing?

Continue with emails

**Q3** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

**Q4** **Respondent skipped this question**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the preferred technology methods that Hutto Fire Rescue uses to communicate with you.

**Q5**  
 Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the meetings that Hutto Fire Rescue uses to communicate with you.

- |                                     |          |
|-------------------------------------|----------|
| Quarterly Shift Meetings            | <b>2</b> |
| Monthly Officer Meetings            | <b>1</b> |
| Monthly BC Meetings                 | <b>3</b> |
| Monthly Labor / Management Meetings | <b>5</b> |
| Daily fire station shift meetings   | <b>4</b> |
| Daily fire station visits by Chiefs | <b>6</b> |
| Daily Executive Staff Meetings      | <b>7</b> |

**Q6**

**Respondent skipped this question**

Please rank order (1 - Most Preferred, 5 - Least Preferred, N/A - Not Applicable to me) the following documents that you have viewed to learn more about Hutto Fire Rescue.

---

**Q7**

Are there other communications processes or methods that Hutto Fire Rescue has not identified or uses but should be using?

No

---

**Q8**

**Respondent skipped this question**

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with you.

---

# #21

**COMPLETE**

Collector:  
Started:  
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Page 1

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with you?

---

**Q2**

If you answered "YES", then what should we continue doing?

E2 A shift Lt is very good at communicating important things to his crew. I feel like communication within company is great.

---

**Q3** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q4**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the preferred technology methods that Hutto Fire Rescue uses to communicate with you.

Email	1
Text	2
Website	3
Twitter	N/A
Instagram	N/A
WhatsApp	N/A

---



**Q5**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the meetings that Hutto Fire Rescue uses to communicate with you.

Quarterly Shift Meetings	<b>3</b>
Monthly Officer Meetings	<b>N/A</b>
Monthly BC Meetings	<b>N/A</b>
Monthly Labor / Management Meetings	<b>N/A</b>
Daily fire station shift meetings	<b>1</b>
Daily fire station visits by Chiefs	<b>2</b>
Daily Executive Staff Meetings	<b>N/A</b>

---

**Q6**

Please rank order (1 - Most Preferred, 5 - Least Preferred, N/A - Not Applicable to me) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	<b>1</b>
Master Plan / Capital Improvement Plan	<b>2</b>
Community Risk Assessment - Standards of Cover	<b>4</b>
Strategic Plan	<b>3</b>
Annual Budget	<b>5</b>

---

**Q7**

Are there other communications processes or methods that Hutto Fire Rescue has not identified or uses but should be using?

There is a very good application used in military called ARCUS. The idea behind it can be applied without using technology but is very useful in assigning tasks to people and tracking progress on it.

---

**Q8**

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with you.

I am as well informed as my Officer is (as per chain of command he is the one informing me directly about things happening within organization)

I would like to mention that HFR Facebook page is worth recognition. FB admin is doing very good job managing this page.

---

# #22

**COMPLETE**

Collector:  
 Started:  
 Last Modified:  
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Page 1

**Q1** **NO**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with you?

**Q2** **Respondent skipped this question**

If you answered "YES", then what should we continue doing?

**Q3**  
 If you answered "NO", then what should we be doing better?

A lot of information does not get passed down through the chain of command and often times many people are omitted from the information chain simply because people are relying on others to tell someone else what is going on in the department. We need to have a better pass on system rather than someone coming in and being told "truck's good". Even if we have a good pass on about the calls we had there is still pertinent information that is not passed on.

**Q4**  
 Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the preferred technology methods that Hutto Fire Rescue uses to communicate with you.

Email	<b>1</b>
Text	<b>3</b>
Website	<b>N/A</b>
Facebook	<b>N/A</b>
Twitter	<b>N/A</b>
Instagram	<b>N/A</b>
WhatsApp	<b>2</b>

**Q5**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the meetings that Hutto Fire Rescue uses to communicate with you.

Quarterly Shift Meetings	<b>2</b>
Monthly Officer Meetings	<b>N/A</b>
Monthly BC Meetings	<b>N/A</b>
Monthly Labor / Management Meetings	<b>3</b>
Daily fire station shift meetings	<b>1</b>
Daily fire station visits by Chiefs	<b>N/A</b>
Daily Executive Staff Meetings	<b>N/A</b>

---

**Q6**

Please rank order (1 - Most Preferred, 5 - Least Preferred, N/A - Not Applicable to me) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	<b>N/A</b>
Master Plan / Capital Improvement Plan	<b>2</b>
Community Risk Assessment - Standards of Cover	<b>N/A</b>
Strategic Plan	<b>1</b>
Annual Budget	<b>N/A</b>

---

**Q7**

**Respondent skipped this question**

Are there other communications processes or methods that Hutto Fire Rescue has not identified or uses but should be using?

---

**Q8**

**Respondent skipped this question**

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with you.

---

# #23

**COMPLETE**

Collector:

Started:

Last Modified:

Time Spent:

IP Address:

Page 1

**Q1**

**NO**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with you?

**Q2**

**Respondent skipped this question**

If you answered "YES", then what should we continue doing?

**Q3**

If you answered "NO", then what should we be doing better?

We should be trying to communicate effectively to all levels we should try to lead, inspire others, and create a positive and inclusive workplace culture, Unfortunately, this is not happening. Communication is almost non existent. Knowledge and information is POWER here and is used as such. It starts and stops at the Chief/BC levels. Only those in the "group" know things below that.

If you need something taken up the chain of command it never gets where it needs to and or ever followed up by superiors. All we hear is silence.. (maybe if we ignore it ..it will go away) The same with information that come down....Never makes it . We usually find our information from rumors circulating in the department.

There are BC meetings after the officer meetings and secret meeting after that. Makes no sense. Everyone is out to get another based on their feelings. We aren't building each other up we tear em down.

We literally did an old school dodge ball game line up for personnel.

We've been told... Nothing pertains to you and it's a need to know basis and you don't need to know from a BC. (Don't question my authority! I have more bars )

Chief has come in and laid the "law" down on crews that everyone is on eggshells when they are around.

**Q4**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the preferred technology methods that Hutto Fire Rescue uses to communicate with you.

Email	2
Text	1
Website	7
Facebook	3
Twitter	4
Instagram	5
WhatsApp	6

---

**Q5**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the meetings that Hutto Fire Rescue uses to communicate with you.

Quarterly Shift Meetings	3
Monthly Officer Meetings	2
Monthly BC Meetings	4
Monthly Labor / Management Meetings	5
Daily fire station shift meetings	1
Daily fire station visits by Chiefs	7
Daily Executive Staff Meetings	6

---

**Q6**

Please rank order (1 - Most Preferred, 5 - Least Preferred, N/A - Not Applicable to me) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	4
Master Plan / Capital Improvement Plan	1
Community Risk Assessment - Standards of Cover	2
Strategic Plan	3
Annual Budget	5

---

**Q7**

Respondent skipped this question

Are there other communications processes or methods that Hutto Fire Rescue has not identified or uses but should be using?

---

**Q8**

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with you.

I think if we are asking Erin or anyone else do the Facebook Twitter etc they need to be paid as it's their time off and she's working hard to keep up.

I see it from a far. Just need to support one another.

---

# #24

**COMPLETE**

Collector:  
Started:  
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Page 1

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with you?

---

**Q2**  
If you answered "YES", then what should we continue doing?

Continue relaying information across the department via emails shift meetings

---

**Q3** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q4**  
Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the preferred technology methods that Hutto Fire Rescue uses to communicate with you.

Email	1
Text	2
Website	3
Facebook	4
Twitter	N/A
Instagram	N/A
WhatsApp	N/A

---

**Q5**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the meetings that Hutto Fire Rescue uses to communicate with you.

Quarterly Shift Meetings	<b>3</b>
Monthly Officer Meetings	<b>N/A</b>
Monthly BC Meetings	<b>N/A</b>
Monthly Labor / Management Meetings	<b>N/A</b>
Daily fire station shift meetings	<b>1</b>
Daily fire station visits by Chiefs	<b>2</b>
Daily Executive Staff Meetings	<b>N/A</b>

---

**Q6**

Please rank order (1 - Most Preferred, 5 - Least Preferred, N/A - Not Applicable to me) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	<b>N/A</b>
Master Plan / Capital Improvement Plan	<b>3</b>
Community Risk Assessment - Standards of Cover	<b>2</b>
Strategic Plan	<b>1</b>

---

**Q7**

**Respondent skipped this question**

Are there other communications processes or methods that Hutto Fire Rescue has not identified or uses but should be using?

---

**Q8**

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with you.

Have more shift messages

---



# #25

**COMPLETE**

Collector:  
Started:  
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Page 1

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with you?

---

**Q2**  
If you answered "YES", then what should we continue doing?

Continue giving updates when changes are made.

---

**Q3**  
If you answered "NO", then what should we be doing better?

N/A

---

**Q4**  
Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the preferred technology methods that Hutto Fire Rescue uses to communicate with you.

Email	1
Text	2
Website	7
Facebook	3
Twitter	4
Instagram	5
WhatsApp	6

---

**Q5**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the meetings that Hutto Fire Rescue uses to communicate with you.

Quarterly Shift Meetings	2
Monthly Officer Meetings	1
Monthly BC Meetings	3
Monthly Labor / Management Meetings	6
Daily fire station shift meetings	4
Daily fire station visits by Chiefs	5
Daily Executive Staff Meetings	7

---

**Q6**

Please rank order (1 - Most Preferred, 5 - Least Preferred, N/A - Not Applicable to me) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	1
Master Plan / Capital Improvement Plan	4
Community Risk Assessment - Standards of Cover	5
Strategic Plan	3
Annual Budget	2

---

**Q7**

Are there other communications processes or methods that Hutto Fire Rescue has not identified or uses but should be using?

No

---

**Q8**

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with you.

N/A

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# #26

**COMPLETE**

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**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with you?

---

**Q2**  
If you answered "YES", then what should we continue doing?

Continue to give feedback when things change

---

**Q3** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q4**  
Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the preferred technology methods that Hutto Fire Rescue uses to communicate with you.

Email	1
Text	2
Website	3
Facebook	N/A
Twitter	N/A
Instagram	N/A
WhatsApp	N/A

---

**Q5**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the meetings that Hutto Fire Rescue uses to communicate with you.

Quarterly Shift Meetings	1
Monthly Officer Meetings	2
Monthly BC Meetings	3
Monthly Labor / Management Meetings	4
Daily fire station shift meetings	7
Daily fire station visits by Chiefs	5
Daily Executive Staff Meetings	6

---

**Q6**

Please rank order (1 - Most Preferred, 5 - Least Preferred, N/A - Not Applicable to me) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	N/A
Master Plan / Capital Improvement Plan	N/A
Community Risk Assessment - Standards of Cover	N/A
Strategic Plan	N/A
Annual Budget	N/A

---

**Q7**

Respondent skipped this question

Are there other communications processes or methods that Hutto Fire Rescue has not identified or uses but should be using?

---

**Q8**

Respondent skipped this question

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with you.

---

# #27

**COMPLETE**

Collector:  
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Page 1

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with you?

---

**Q2**  
If you answered "YES", then what should we continue doing?

Email notifications are the best way to get a message out to me.

---

**Q3** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q4**  
Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the preferred technology methods that Hutto Fire Rescue uses to communicate with you.

Email	1
Text	2
Website	4
Facebook	3
Twitter	N/A
Instagram	N/A
WhatsApp	N/A

---

**Q5**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the meetings that Hutto Fire Rescue uses to communicate with you.

Quarterly Shift Meetings	1
Monthly Officer Meetings	2
Monthly BC Meetings	3
Monthly Labor / Management Meetings	4
Daily fire station shift meetings	5
Daily fire station visits by Chiefs	6
Daily Executive Staff Meetings	7

---

**Q6**

Please rank order (1 - Most Preferred, 5 - Least Preferred, N/A - Not Applicable to me) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	1
Master Plan / Capital Improvement Plan	2
Community Risk Assessment - Standards of Cover	3
Strategic Plan	4
Annual Budget	5

---

**Q7**

Respondent skipped this question

Are there other communications processes or methods that Hutto Fire Rescue has not identified or uses but should be using?

---

**Q8**

Respondent skipped this question

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with you.

---

# #28

**COMPLETE**

**Collector:**

**Started:**

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Page 1

## Q1

**NO**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with you?

## Q2

If you answered "YES", then what should we continue doing?

I think that the email communication we receive from the department is working well. My officers and BC on my shift do a good job of communicating with the people on shift. Sometimes it seems like there is a lot of information that we find out about last minute, but I also understand that it might be something that cannot be helped.

## Q3

If you answered "NO", then what should we be doing better?

I would like to see the chain of command become a universal concept. I think that in this organization a FF or a driver is expected to run any issue they may have up the rank structure, but the same expectation is not put on the people of higher rank. For example, when a chief that does not work shift work with us comes into the firehouse and undermines the BC in front of the line staff, it sets a bad example. When there is a critical call we expect that the BC or the officers will be there to take charge of the call and keep us safe. If the department is expecting me to trust these officers with my life, I in turn expect the Chief to trust my officers with running the shift. If the Chief has an issue with how the shift is being ran by the officers, it is an issue that should be resolved behind closed doors away from the line staff.

## Q4

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the preferred technology methods that Hutto Fire Rescue uses to communicate with you.

Website	N/A
Facebook	N/A
Twitter	N/A
Instagram	N/A
WhatsApp	N/A

**Q5**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the meetings that Hutto Fire Rescue uses to communicate with you.

Quarterly Shift Meetings	2
Monthly Officer Meetings	N/A
Monthly BC Meetings	N/A
Monthly Labor / Management Meetings	N/A
Daily fire station shift meetings	1
Daily fire station visits by Chiefs	N/A
Daily Executive Staff Meetings	N/A

---

**Q6**

Please rank order (1 - Most Preferred, 5 - Least Preferred, N/A - Not Applicable to me) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	N/A
Master Plan / Capital Improvement Plan	N/A
Community Risk Assessment - Standards of Cover	N/A
Strategic Plan	1
Annual Budget	2

---

**Q7**

Are there other communications processes or methods that Hutto Fire Rescue has not identified or uses but should be using?

Dispatch is still not toning out the appropriate apparatus for certain calls. Engine one typically gets toned out for every call at station 1. Every once in a while the ladder will get toned for a medical call. It is as if the criteria for each call is swithed around completely backwards at dispatch. This is not that big of a deal because we have all learned to work around it, but it is something that could have been fixed long ago with the correcting the call criteria in their software. Again this is not something critical for us to do our job, but if we are just talking about "nit picky" stuff that is something in the communication chain that could be corrected.

---

**Q8**

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with you.

Allow the BCs to run their shifts and the shifts to come together as a unit. Just like without federal government, if we have too much federal regulation it stifles the growth of our economy and nation. If we have too much micro-managing from the top it will stifle the growth of our shifts, and we will only end up with officers that are not prepared for their next role because they have not been allowed to properly fulfill the duties of their current role. Allow the leaders on our shifts to lead.

---



# #29

**COMPLETE**

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Page 1

**Q1** **NO**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with you?

**Q2** **Respondent skipped this question**

If you answered "YES", then what should we continue doing?

**Q3**  
 If you answered "NO", then what should we be doing better?

information is all over the place. chiefs at the stations in the mornings end up giving info to firefighters that the officers havent even heard. information is held a secret and treated like a powerchip. Things that could have and should have been communicated for example are the new inspector being hired and the training It being taken away, Lt. Chuey leaving, Hannah leaving. All of which was found out through the grapevine. rumors and gossip dont start in the fire station, they start when higher ups withhold information. Chiefs should not have direct lines to the firefighters, we should be communicated with by our officers only what is pertinent to us. Emails are so frequent that people have stopped paying attention to them. If there is a thunderstorm there are at least a dozen emails. Sometimes too much communication is not a good thing. Emails are definitely our best way to communicate, if there just were not so many of them.

**Q4**  
 Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the preferred technology methods that Hutto Fire Rescue uses to communicate with you.

Email	<b>1</b>
Text	<b>3</b>
Website	<b>2</b>
Facebook	<b>4</b>
Twitter	<b>N/A</b>
Instagram	<b>N/A</b>
WhatsApp	<b>N/A</b>

**Q5**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the meetings that Hutto Fire Rescue uses to communicate with you.

Quarterly Shift Meetings	3
Monthly Officer Meetings	2
Monthly BC Meetings	1
Monthly Labor / Management Meetings	4
Daily fire station shift meetings	5
Daily fire station visits by Chiefs	7
Daily Executive Staff Meetings	6

---

**Q6**

Please rank order (1 - Most Preferred, 5 - Least Preferred, N/A - Not Applicable to me) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	4
Master Plan / Capital Improvement Plan	2
Community Risk Assessment - Standards of Cover	5
Strategic Plan	3
Annual Budget	1

---

**Q7**

Are there other communications processes or methods that Hutto Fire Rescue has not identified or uses but should be using?

Our department is spread so thin we can't handle to add anything else. who would manage it? we are already affecting the work/life balance of our people so much that we can not expect them to do more. we have a lot of different social medias and stuff but none of them are being used well. someone not in operations to manage those would be way more beneficial. right now we just post here and there. it is like we are behind the times with so many things that we do. Even if advice or ideas are given they are not used. so many things are told to one chief and they just never go any farther.

---

**Q8**

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with you.

officers need to be allowed to lead. That goes for all ranks. Lt, Captains and BC's should be allowed to run their crews and shifts but are often stifled (in front of their people) by the two chiefs. The two chiefs at the stations every morning just pushes the crews out to the bay because they are afraid they will get in trouble for something if they stay inside. The best camaraderie is built around the kitchen table over coffee in the morning, until we are told that we need to get out and start working. we feel very micromanaged. most information goes to chief bocanegra and then we dont hear anything else or we have to bring it up a million times. like the sprinkler at station 2 being out of service since last summer. also, we have committees for stations trucks and other things but they have brought items to the table and been shot down. why have committees? no one wants to communicate because it seems to fall on deaf ears, or we are afraid of retaliation, or just that nothing at all will happen. if we focused more on operations and our officers could lead uninterrupted, and less of the busy admin work, a lot of people would not be looking at leaving. like if we count who all washes their own vehicles and takes care of their own vehicles, who would be left. it is insulting for them to come to our station and sit at our table drinking coffee while we are out washing and detailing their vehicles and going to get them gas.

---

# #30

**COMPLETE**

Collector:  
 Started:  
 Last Modified:  
 Time Spent:  
 IP Address:

Page 1

**Q1** **NO**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with you?

**Q2** **Respondent skipped this question**

If you answered "YES", then what should we continue doing?

**Q3**  
 If you answered "NO", then what should we be doing better?

Just want clarity. Feel like we are in the dark until last minute.

**Q4**  
 Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the preferred technology methods that Hutto Fire Rescue uses to communicate with you.

Email	<b>2</b>
Text	<b>1</b>
Website	<b>N/A</b>
Facebook	<b>N/A</b>
Twitter	<b>N/A</b>
Instagram	<b>N/A</b>
WhatsApp	<b>N/A</b>

**Q5**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the meetings that Hutto Fire Rescue uses to communicate with you.

Quarterly Shift Meetings	<b>1</b>
Monthly Officer Meetings	<b>N/A</b>
Monthly BC Meetings	<b>N/A</b>
Monthly Labor / Management Meetings	<b>N/A</b>
Daily fire station shift meetings	<b>2</b>
Daily fire station visits by Chiefs	<b>3</b>
Daily Executive Staff Meetings	<b>N/A</b>

---

**Q6**

Please rank order (1 - Most Preferred, 5 - Least Preferred, N/A - Not Applicable to me) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	<b>N/A</b>
Master Plan / Capital Improvement Plan	<b>N/A</b>
Community Risk Assessment - Standards of Cover	<b>N/A</b>
Strategic Plan	<b>N/A</b>
Annual Budget	<b>N/A</b>

---

**Q7**

**Respondent skipped this question**

Are there other communications processes or methods that Hutto Fire Rescue has not identified or uses but should be using?

---

**Q8**

**Respondent skipped this question**

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with you.

---

# #31

**COMPLETE**

Collector:  
Started:  
Last Modified:  
Time Spent:  
IP Address:

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Page 1

**Q1** **NO**

Do you feel that Hutto Fire Rescue is doing a good job of regularly communicating with you?

---

**Q2** **Respondent skipped this question**

If you answered "YES", then what should we continue doing?

---

**Q3**  
If you answered "NO", then what should we be doing better?

I feel like we are left in the dark on a lot of things . Be more transparent

---

**Q4**  
Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the preferred technology methods that Hutto Fire Rescue uses to communicate with you.

- |           |          |
|-----------|----------|
| Email     | <b>1</b> |
| Text      | <b>2</b> |
| Website   | <b>4</b> |
| Facebook  | <b>3</b> |
| Twitter   | <b>5</b> |
| Instagram | <b>6</b> |
| WhatsApp  | <b>7</b> |
-

**Q5**

Please rank order (1 - Most Preferred, 7 - Least Preferred, N/A - Not Applicable to me) the meetings that Hutto Fire Rescue uses to communicate with you.

Monthly Officer Meetings	1
Monthly BC Meetings	3
Monthly Labor / Management Meetings	4
Daily fire station shift meetings	5
Daily fire station visits by Chiefs	6
Daily Executive Staff Meetings	N/A

---

**Q6**

Please rank order (1 - Most Preferred, 5 - Least Preferred, N/A - Not Applicable to me) the following documents that you have viewed to learn more about Hutto Fire Rescue.

Biennial Organizational Profile	5
Master Plan / Capital Improvement Plan	1
Community Risk Assessment - Standards of Cover	2
Strategic Plan	4
Annual Budget	3

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**Q7**

Respondent skipped this question

Are there other communications processes or methods that Hutto Fire Rescue has not identified or uses but should be using?

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**Q8**

Please provide us with any additional information that you think will better help Hutto Fire Rescue communicate with you.

We want to know who's promoting where. Who's moving where in sooner. A few days before doesn't provide adequate time to adjust their schedules

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**Hutto Fire Rescue / Williamson County Emergency Services District #3  
Community-Driven Strategic Plan 2020 – 2023**

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**GOAL 1B**

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# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

**Goal 1      Continuously improve communications processes to keep timely, relevant, and fact-based information clear and concise.**

### **Objective 1B**

*Create a plan to streamline and improve processes used to communicate information to internal and external customers.*

#### TIMEFRAME

- **DONE**

#### ASSIGNED

- **Fire Chief**

#### CRITICAL TASKS

- Research other agencies' communications processes. **[DONE]**
  - School and Business visits
  - Phone Alert App
  - Virtual Meeting frequency
  - In-Person Meeting frequency
- Perform a comparative analysis of completed research with the current department communications process. **[DONE]**
  - School and Business visits
    - Citizens Fire Academy <https://huttofirerescue.org/citizens-fire-academy/>
    - Home Smoke Detector Placement Program
    - Fire Extinguisher Education Program
    - Community CPR Program
    - Blood Pressure Screenings
    - Home Fire Safety Inspections
    - Fire and Severe Weather Drills and Programs
    - Civic and Community Fire Safety Programs
    - Hutto Chamber of Commerce "Old Tyme Days Festival"
    - Hutto Chamber of Commerce "Crawfish Festival"
    - City of Hutto "KOKEFEST"
    - City of Hutto "Home and Garden Show"
    - City of Hutto "Christmas Tree Lighting"
    - City of Hutto "Downtown Christmas Fair"
    - City of Hutto "Hutto Citizens University"
    - Hutto ISD Activities and Events
    - Vida Fest
    - National Night Out

# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

- Boy Scouts Eagle projects
  - Explorer Scouts Post 3473
  - Phone Alert App
    - WhatsApp: Emergency Management, East-Side Mutual Aid
  - Virtual Meeting frequency
    - Teams (as needed)
    - Zoom (as needed)
    - WebEx (as needed)
    - GoToMeeting (as needed)
    - Attendify (as needed)
  - In-Person Meeting frequency
    - As needed
- Compile a list of research obtained that will best improve both internal and external communications processes. **[DONE]**
  - Internal Communications (completed in Goal 1A)
    - Clearly define organizational goals.
    - Outline current strategy using an internal communication audit.
      1. Establish what is being measured.
        - a. Effectiveness of different mediums (i.e., emails, texts, apps, etc.).
        - b. Employee awareness of key messages.
        - c. Effectiveness of leadership communications.
      2. Conduct a mini-internal communication medium audit.
      3. Examine existing communications strategy, mediums, and processes.
      4. Gather and analyze the needed data.
      5. Analyze findings and create a final report.
    - Map messages for every audience and link each to a goal.
    - Craft messages.
    - Create a distribution strategy that will help achieve goals.
    - Continuously measure
  - External Communications (Completed in Goal 1A)
    - Honesty.
    - Use straightforward language.
    - Create a dialogue.
    - Know the audience.
    - Offer multiple communications mediums.

# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

- Beta test a small-scale and short-term period of the new platform to evaluate if the plan to streamline and improve the communication process is effective. [DONE]
  - Internal Communications (Ongoing)
    - Clearly define organizational goals.
    - Outline current strategy using an internal communication audit.
      1. Establish what is being measured.
        - a. Effectiveness of different mediums (i.e., emails, texts, apps, etc.).
        - b. Employee awareness of key messages.
        - c. Effectiveness of leadership communications.
      2. Conduct a mini-internal communication medium audit.
      3. Examine existing communications strategy, mediums, and processes.
      4. Gather and analyze the needed data.
      5. Analyze findings and create a final report.
    - Map messages for every audience and link each to a goal.
    - Craft messages.
    - Create a distribution strategy that will help achieve goals.
    - Continuously measure
  - External Communications (Ongoing)
    - Honesty.
    - Use straightforward language.
    - Create a dialogue.
    - Know the audience.
    - Offer multiple communications mediums (i.e., emails, texts, apps, etc.).
- Identify and correct and deficiencies found in the beta test. [DONE]
  - Ongoing

### FUNDING ESTIMATE

- |              |     |                      |     |
|--------------|-----|----------------------|-----|
| • Capital:   | \$0 | • Consumables:       | \$0 |
| • Personnel: | \$0 | • Contract Services: | \$0 |

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**Hutto Fire Rescue / Williamson County Emergency Services District #3  
Community-Driven Strategic Plan 2020 – 2023**

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**GOAL 1C**

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# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

**Goal 1      Continuously improve communications processes to keep timely, relevant, and fact-based information clear and concise.**

### Objective 1C

*Build and deliver a training program that informs and educates the users of the newly developed process.*

#### TIMEFRAME

- **DONE**

#### ASSIGNED

- **Training Officer**

#### CRITICAL TASKS

- Create curriculum based on the beta testing for delivery to all users. **[DONE]**
  - Create class schedule: communicate organizational goals, communicate findings of communication audit, communicate findings of final report.
  - Leadership course for all members (Officers- Feb 7<sup>th</sup>, All members- July 26<sup>th</sup>)
- Identify the appropriate methods of delivery for the newly developed training program. **[DONE]**
  - Monthly Officers Meetings
  - Quarterly Shift Meetings
  - Monthly Training Committee Meetings
  - Schedule Monthly Training
- Use the identified methods of delivery to inform and educate all users. **[DONE]**
  - Annual Schedule (attached)

#### FUNDING ESTIMATE

- |              |            |                      |                |
|--------------|------------|----------------------|----------------|
| • Capital:   | <b>\$0</b> | • Consumables:       | <b>\$0</b>     |
| • Personnel: | <b>\$0</b> | • Contract Services: | <b>\$3,000</b> |



# HUTTO FIRE RESCUE 2023 TRAINING PLAN (JAN – OCT)

## MISSION

Hutto Fire Rescue will evolve and adapt to the demands of providing efficient and effective services to the best of our ability, for an ever-changing and growing community; while maintaining a healthy and professional work environment - Every Shift, Every Day.

## Training Division

Caleb Saunders, Training Captain

## Introduction

The purpose of this document is to outline a comprehensive Annual Training Plan for Hutto Fire Rescue, WCESD #3, which builds upon the momentum and foundation of training previously provided to the organization. The structure and content of this plan has been methodically developed to meet the dynamic needs of the organization and its personnel, while simultaneously improving time management and coordination efforts. While every effort will be made to adhere to the program provided in the following pages, it should be noted that a reasonable amount of flexibility and subsequent revision should be anticipated as additional events and training opportunities develop throughout the course of the year.

The over-arching goal of this plan and its associated efforts is to provide personnel with the best possible preparatory knowledge, skills, and abilities while subsequently establishing Hutto Fire Rescue as a recognized authority on the safe, efficient, and effective delivery of all-hazards emergency response training. Doing so will ensure fulfillment of our organizational mission as we strive to ensure the citizens and visitors of Hutto experience better quality of life through the provision of excellent risk-reduction and response services. Furthermore, the safety and effectiveness of our personnel and emergency scene operations will be enhanced through the provision of these diverse training opportunities developed in accordance with established federal, state, and local requirements.

## Training Types

Training delivery modalities include **Regulated, Required, Mandated, and Additional training (Voluntary)**. Each modality has independent requirements and procedures, which are outlined below.

**Regulated:** There are several components in the Texas Administrative Code related to fire service training. Title 37(Public Safety and Corrections), Part 13(Texas Commission on Fire Protection), Chapter 441(Continuing Education), outlines the following requirements:

- TCFP certificate holders who are employed must earn a minimum of 18 CE per year. Of the 18 hours, two hours shall be a review of the most recent TCFP injury report, with a focus on the top three leading cause of injuries during the reporting period.
- Two additional hours of CE above the 18 hours are required annually for each discipline to which a person is appointed.
- Anyone holding a Wildland Fire Protection certification must earn four hours of wildland fire protection CE each year; annual training must include a hands-on refresher in the deployment of a fire shelter. These four hours can be used to help satisfy the 18-hour requirement.
- Anyone holding the Hazardous Materials Technician certification must obtain eight hours of technician-level CE each year in addition to the requirements above.

- CE can be completed in Level 1 (training intended to maintain previously learned skills) or Level 2 (training or education intended to develop new skills)

**Required:** Required training is generally associated with advanced certifications or specialty training. Required training examples include, County Hazmat Team Training, County Technical Rescue Team training, EMT-B, Wildland, Hazardous Materials Technician, and others. Required training will be offered on-duty in the form of weekly, quarterly, and/or yearly training as required, and Careercert(EMT-B).

**Mandated:** Department mandated training will include certification courses required for promotional requirements.

**Additional Training (voluntary):** This includes training that is above and beyond what is mandated by the department. See “additional training” below in the plan for more information.

**Monthly Training Topics**

Utilizing the “crawl, walk, run” model, training topics will be organized by month and will require personnel to refresh their knowledge through the review of material relevant to the topic. This may be in the form of videos, SOPs, or presentations followed by hands-on-training designed to provide foundation level knowledge of the topic to personnel. Crews will have the option to complete these activities as a company if they wish. “Make-ups” can easily be completed by individuals who are unable to complete them (vacation, holiday, sick, etc.). The review of this preparatory material allows for more effective use of time during subsequent company-level and multi company-level drills pertaining to the same topic. This represents the “crawl” phase of the training progression.

Hazmat Training.....Typically the 1<sup>st</sup> week of each month

Fire Training.....Typically the 2<sup>nd</sup> week of each month

Rescue Training.....Typically the 3<sup>rd</sup> week of each month

EMS Training.....Typically the 4<sup>th</sup> week of each month

Other Training.....Varies each month

Before the 1<sup>st</sup> of each month a training schedule and list of upcoming training will sent out via email by the Training Division. All monthly training will also be posted on the training calendar.



## **Company Drills**

Quarterly company drill topic(s) and specific objectives will be provided for subsequent delivery at the company level by their respective officers. These topics will be identified and scheduled to build upon the monthly training topics (completed that quarter) while reinforcing the knowledge, skills, and abilities associated with the topic and the corresponding quarterly drill. These represent the “walk” phase of the training progression.

## **Multi Company-Drills**

Two multi company training drills will be held for all HFR personnel to allow for more labor-intensive hands-on training to be conducted. This will include live fire training and will be scheduled for early summer and late fall (TBD). Whenever possible, these drills should be coordinated and conducted with other agencies and organizations to promote increased levels of interoperability while also increasing equipment resources, subsequently, ensuring adequate district coverage for emergency response needs. Both drills will focus on structural firefighting skills, incorporating live fire training conducted in accordance with NFPA 1403 *Standard on Live Fire Training Evolutions* for all personnel following the performance of select single and multi-company evolutions under non-fire conditions. The cumulative outcome of these activities will result in personnel at the firefighter, FADO, and officer level receiving diverse and applicable performance-based training meeting standards set forth in NFPA 1001 *Standard for Firefighter Professional Qualifications*, NFPA 1002 *Standard for Fire Apparatus Driver/Operator Professional Qualifications*, and NFPA 1021 *Standard for Fire Officer Professional Qualifications*. These drills represent the “run” phase of the training progression.

## **Officer Development**

HFR utilizes the use of the Blue Card Command System for company-level and command officers. All officers will continue to maintain the required hours for their Blue Card certification. Certified instructors are also required to maintain their required hours for certification. Officers who do not possess the certification will be enrolled and the completion of the certification will be done by our in-house instructors.

HFR encourages all officers to attend courses at the National Fire Academy. The training division will begin scheduling members to attend the NFA in 2023.

Officer training has been scheduled for February 7, 2023, that will be taught by Chief Kerwood. Attendance from all officers is required.

## **Fire Apparatus Driver/Operator Training**

Training opportunities for FADO’s will be incorporated into monthly training and company-level drills under this plan. This training will allow FADO’s to demonstrate proficiency in fire ground apparatus driving/pumping and aerial apparatus operations.

## **Monday Mayday Training**

Mayday training is designated for every Monday. Crews will choose the topic and type of mayday training to be conducted. Some examples of are policy review, down firefighter CPR, RIC activation drills, Radios procedures for calling a Mayday, and firefighter self-rescue drills. It is encouraged that crews utilize SOP 4-1.2 *MAYDAY Worksheet*, SOP 3-5.4.1 *MAYDAY (WCFCA)*, SOP 3-5.4 *Firefighter Self-Survival-R2022*, and SOP 3-5.3.1 *Rapid Intervention Crew [RIC]* to review during these training evolutions.

## **Special Operations Training**

Wildland has become a demanding mission for HFR not only in our district but also with our auto-aid and mutual-aid partners. To meet the requirements for TIFMAS and TFS members will be enrolled in S130/190 based off seniority when courses are scheduled. Once completed members will begin working on their respective TIFMAS packet, coordinated through BC Wofford. All personnel will conduct wildland refresher training annually to include an annual shelter deployment practical.

HFR houses a county hazmat response trailer at Fire Station 2. Personnel will be trained to the Hazmat Technician level to meet the needs of the county hazmat mission. Members will be enrolled into this course based on seniority when courses are scheduled.

County Hazmat Training will be conducted monthly. Station 2, Engine 2, personnel will be required to attend. The schedule for each month will posted on the training calendar.

County Technical Rescue monthly training will begin in 2023. Station 1, Ladder 1, personnel will be required to attend (TBD). The schedule for each month will be posted in the training calendar. The training division will be scheduling annual General Rescuer courses (date TBD) and members will enrolled based on seniority.

## **Step-Up Task Books**

All Hutto Fire Rescue members will be required to complete a Step-up Task Book to be considered for promotion to the next rank. A completed Step-up Task Book will also be required to “step-up” on shift in the next rank.

SOP 2-1.5.1, *Step Up*, should be referenced to understand the process and minimum requirements needed to request and complete a Step-Up Task Book for the next rank.

## **Additional Training**

Additional training opportunities including Recruit Academies will be scheduled and conducted by the Training Division. Training programs like these provide ample opportunities for members to assist in instructional and support capacities. Personnel are encouraged to take advantage of these instructor development opportunities as they are available.

Upon request by the employee, the Department may approve additional training time that is above and beyond what is mandated by the Department. A written request must be submitted to the Training Division and receive approval from the Fire Chief and/or his designee. The Department will only consider additional training requests from employees who have completed their probationary year. Review SOP 6-9 *External Training and Education* for additional information.

### **Grooming, Uniforms, and Participation**

HFR personnel who are attending, instructing, or assisting in a paid status shall ensure they are abiding with the grooming standards as outlined in the SOP 2-1.6 *Uniforms and Personal Appearance*.

Uniform of the day for formal, external training, or Recruit academies will be Class B except for high intensity hands-on-training. When participating, instructing, or assisting in a paid status with high intensity hands-on training, personnel can wear department approved t-shirts, job shirts, pants, or shorts when donning bunker gear.

Personnel who are working trades, or overtime and are assigned to units designated to conduct training, shall participate with their unit even if they have already attended a previous session. This is to ensure continuity of crews. Exceptions will only be considered by the Battalion Chief.

### **ESO Training Reports**

Training Reports will continue to be logged in ESO by the officers. At the beginning of each month the Training Officer will send the previous months training report to the Fire Chief for review and input into the WCESD #3 Board meeting agenda.

### **Recurring Scheduled Items**

- Local 4707 Meetings.....2<sup>nd</sup> Tuesday of each month @ 0830
- WCESD #3 Board Meeting.....4<sup>th</sup> Thursday of each month @ 1200
- Officer Meeting/Training (C2).....1<sup>st</sup> Friday of each month @ 0830
- Officer Meeting (C1).....As deemed necessary by Fire Chief
- Shift Meetings.....Beginning of each quarter
- Executive Staff Meetings.....Beginning of each quarter
- Monday Mayday.....Every Monday

## Other Training Events

This list shows the known upcoming training events for 2023. More will be added to this list and the appropriate parties will be notified.

Texas Forestry Service S130/190: TBD

Members: TBD

Hazmat Technician: Fall (TBD)

Members: TBD

Texas Fire Chief Academy: TBD

Members: TBD

FD International Drivers Training: January 4-5

Members: All Drivers/Step-up Drivers

Officers Training: February 7<sup>th</sup>

Members: All Officers

Round Rock FD Annual Truck School: January 2-6

Members: Ladder Captains (TBD)

## Definitions

The following terms are defined to assist in explaining the necessity of each item.

**Hazmat Training:** Set for the 1st week of each month, should allow for members to obtain the knowledge, as well as the required hours to satisfy the requirements of TCFP. This training shall serve as the means to stay up to date with equipment, data, and response plans in accordance with the Williamson County Haz Mat Team.

**Fire Training:** Set for the 2nd week of each month, this training should allow the knowledge and information to be available to all HFR members, both practical and theoretical, to stay up to date with the fundamentals of firefighting and service delivery to the HFR WCESD #3 community.

**Rescue Training:** Set for the 3rd week of each month, this training should allow personnel to maintain skills and knowledge for all aspects of Rescue. Focusing on General Rescuer level skills, this training will help maintain training levels according to NFPA 1006 (2022 ed.).

**EMS Training:** Set for the 4th week of each month, EMS Training shall serve as an opportunity for all members to stay up to date on the SOC's set forth by the Medical Director, and

Williamson County EMS. While this training may allow for individuals to obtain continuing education hours, CE hours can be obtained in Career Cert. It is ultimately up to individual members to monitor and keep track of their own expiration dates and hours needed to satisfy the requirements of TXDSHS.

**Other Training:** May be added in at random times when other good training opportunities or needs arise.

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**Hutto Fire Rescue / Williamson County Emergency Services District #3  
Community-Driven Strategic Plan 2020 – 2023**

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**GOAL 1D**

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# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

**Goal 1      Continuously improve communications processes to keep timely, relevant, and fact-based information clear and concise.**

### Objective 1D

*Implement newly developed organizational communications processes to internal and external customers.*

#### TIMEFRAME

- **DONE.**

#### ASSIGNED

- **Assistant Fire Chief**

#### CRITICAL TASKS

- Determine a timeframe for implementing the process. [DONE]
  - Based on survey and results of feedback, the timeframe of implementation is immediate to begin improvement methods.
- Schedule the plan roll-out for the department partners. [DONE]
  - Ongoing with continuous improvements.
- Deliver the completed process to the users. [DONE]
  - Communication following Chain of Command
  - Informational emails to parties of interest
  - Shift Meetings
  - Officer Meetings
  - Battalion Meetings
- Make any needed adjustments based on feedback from all users. [DONE]
  - Ongoing with continuous improvements.

#### FUNDING ESTIMATE

- |              |     |                      |     |
|--------------|-----|----------------------|-----|
| • Capital:   | \$0 | • Consumables:       | \$0 |
| • Personnel: | \$0 | • Contract Services: | \$0 |

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**Hutto Fire Rescue / Williamson County Emergency Services District #3  
Community-Driven Strategic Plan 2020 – 2023**

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**GOAL 1E**

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# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

**Goal 1    Continuously improve communications processes to keep timely, relevant, and fact-based information clear and concise.**

### Objective 1E

*Create an evaluation process to determine the effectiveness and relevancy of information gathered and disseminated to identify needed improvements.*

#### TIMEFRAME

- **DONE**

#### ASSIGNED

- **Assistant Fire Chief**

#### CRITICAL TASKS

- Determine the data needed to evaluate the program for effectiveness and relevancy. **[DONE]**
  - Internal survey disseminated resulting in a 50% return rate.
- Obtain feedback that is reflective of the established data points. **[DONE]**
  - Data collected from respondents.
  - Face to face discussion with Battalion Chiefs for clarity of results.
  - Agreement to the facts found of the data and discussion.
- Evaluate the feedback using the goal parameters. **[DONE]**
  - Working
- Based on those findings, make any needed adjustments to the process. **[DONE]**
  - Conduct bimonthly Shift meetings (Fire Chief / Assistant Fire Chief).
  - Conduct daily Station meetings (Company Officers / BCs).
  - Assure information flows from the top of the organization to the bottom of the organization and then back to the top.
  - Eliminate distractions when meeting with individuals (i.e., phone, television, radio, etc.)
  - Assure the continued use of Chain-of Command by all Hutto Fire Rescue members both up and down.
  - Conduct a more efficient method to deliver morning pass-on by all Hutto Fire Rescue members.
  - Accountability at all levels within Hutto Fire Rescue.
- Use the established roll-out program process to implement the process. **[DONE]**
  - Ongoing

# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

### FUNDING ESTIMATE

- Capital: **\$0**
- Personnel: **\$0**
- Consumables: **\$0**
- Contract Services: **\$0**

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**Hutto Fire Rescue / Williamson County Emergency Services District #3  
Community-Driven Strategic Plan 2020 – 2023**

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**GOAL 2**

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# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

**Goal 2 Embrace and acknowledge organizational growth needs through the creation of a proactive process to meet the needs of a rapidly growing community in a timely and responsive manner.**

### Objective 2A

*Identify station locations, staffing, equipment, performance, and support services to determine our current operating environment.*

### Objective 2B

*Forecast future operational needs to meet the demands of a growing community.*

### Objective 2C

*Validate future organizational needs utilizing statistical data collected.*

### Objective 2D

*Conduct a cost analysis to develop and prioritize the organizational plan.*

### Objective 2E

*Seek organizational and community support for the developed and prioritized plan.*

### Objective 2F

*Implement organizational findings to achieve all previously developed objectives.*

### Objective 2G

*Create an evaluation process to measure the effectiveness of the implemented plan.*

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**Hutto Fire Rescue / Williamson County Emergency Services District #3  
Community-Driven Strategic Plan 2020 – 2023**

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**GOAL 2A**

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# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

**Goal 2 Embrace and acknowledge organizational growth needs through the creation of a proactive process to meet the needs of a rapidly growing community in a timely and responsive manner.**

### Objective 2A

*Identify station locations, staffing, equipment, performance, and support services to determine our current operating environment.*

#### TIMEFRAME

- **DONE**

#### ASSIGNED

- **Fire Chief**

#### CRITICAL TASKS

- Conduct a fiscal survey of physical resource assets. **[DONE]**
  - Master Plan / Capital Improvement Plan
  - Fiscal Year Budget
- Evaluate current organizational staffing and conduct a needs assessment for future staffing positions. **[DONE]**
  - Master Plan / Capital Improvement Plan
  - Community Risk Assessment - Standards of Cover
- Review current performance data and conduct a fiscal assessment of the needs required to meet established performance benchmarks. **[DONE]**
  - Master Plan / Capital Improvement Plan
  - Community Risk Assessment - Standards of Cover
- Conduct a needs assessment for future fire station locations needed to meet the demands of benchmark goals. **[DONE]**
  - Master Plan / Capital Improvement Plan
  - Community Risk Assessment - Standards of Cover
- Complete and disseminate a report of assessment findings. **[DONE]**
  - Website posting.
  - Copies in each fire station

#### FUNDING ESTIMATE (FUTURE GROWTH)

- |              |                     |                      |                    |
|--------------|---------------------|----------------------|--------------------|
| • Capital:   | <b>\$30,000,000</b> | • Consumables:       | <b>\$1,000,000</b> |
| • Personnel: | <b>\$5,000,000</b>  | • Contract Services: | <b>\$1,000,000</b> |

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**Hutto Fire Rescue / Williamson County Emergency Services District #3  
Community-Driven Strategic Plan 2020 – 2023**

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**GOAL 2B**

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# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

**Goal 2 Embrace and acknowledge organizational growth needs through the creation of a proactive process to meet the needs of a rapidly growing community in a timely and responsive manner.**

### Objective 2B

*Forecast future operational needs to meet the demands of a growing community.*

#### TIMEFRAME

- **DONE**

#### ASSIGNED

- **Fire Chief**

#### CRITICAL TASKS

- Review previously developed data to determine the current and projected population of the community. **[DONE]**
  1. HFR demographic report (Zonda)
  2. HISD demographic report (Zonda)
- Request and review relevant response heat maps from Williamson County to determine geographical response data. **[DONE]**
  1. WILCO data (attached)
- Assess previously determined needs to meet national standards to provide the appropriate responses to the community. **[DONE]**
  1. Community Risk Assessment - Standards of Cover
  2. ISO-PPC data
  3. NFPA 1710 requirements
  4. NFPA 1500 requirements
- Develop a trending matrix for population growth and deployment needs. **[DONE]**
  1. HFR demographic report (Zonda)
  2. HISD demographic report (Zonda)
  3. Community Risk Assessment - Standards of Cover
  4. ISO-PPC data
  5. NFPA 1710 requirements
  6. NFPA 1500 requirements
  7. WILCO data
  8. Trend Matrix (attached)



# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

- Prioritize future needs from the trending information gathered. **[DONE]**
  1. Fire Station #5 (North FM 1660)
  2. Fire Station #6 (FM 3349)

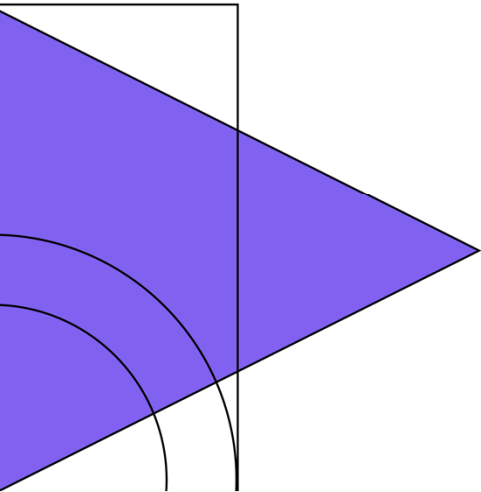
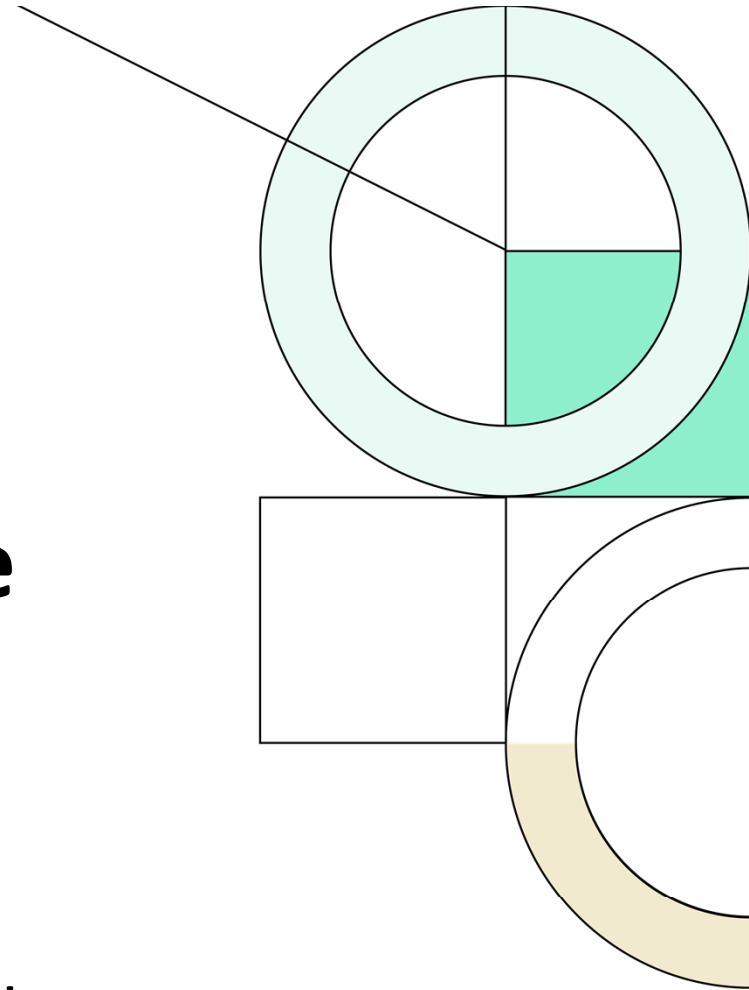
### FUNDING ESTIMATE (FUTURE GROWTH)

- |              |                     |                      |                    |
|--------------|---------------------|----------------------|--------------------|
| • Capital:   | <b>\$30,000,000</b> | • Consumables:       | <b>\$1,000,000</b> |
| • Personnel: | <b>\$5,000,000</b>  | • Contract Services: | <b>\$1,000,000</b> |



# Hutto Fire Rescue

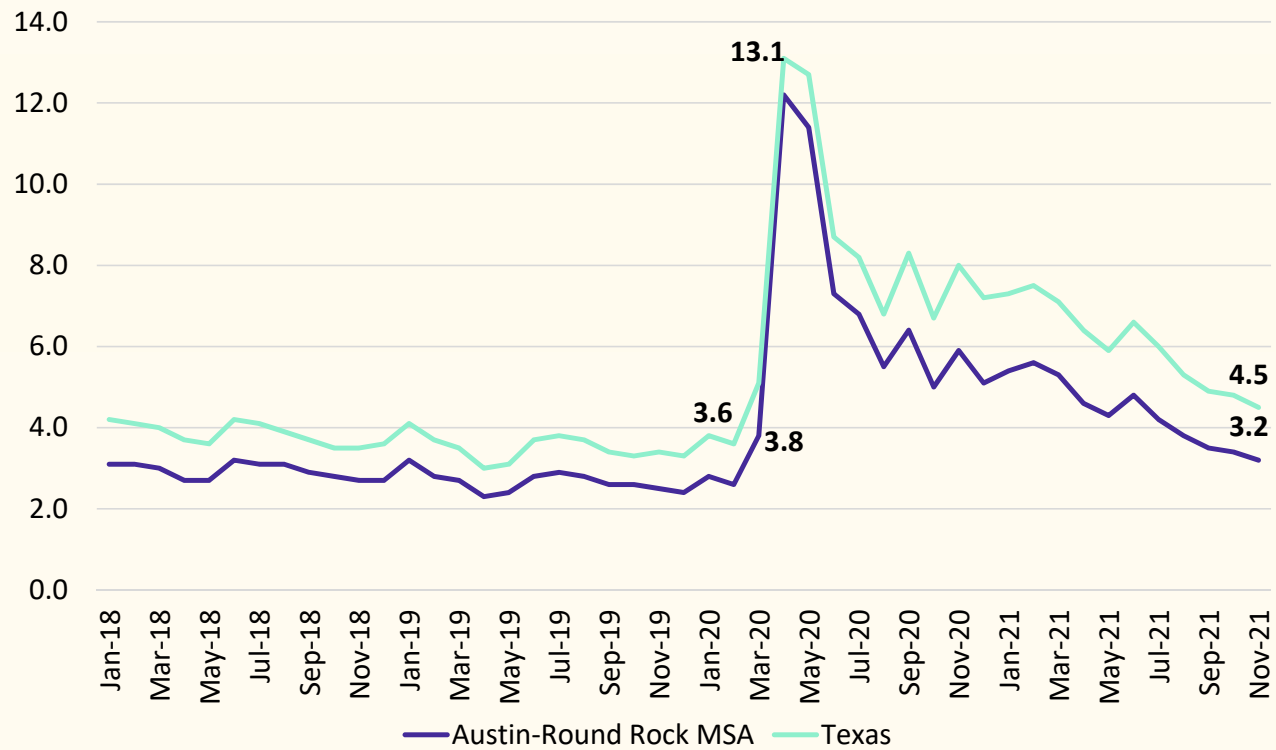
## Winter 2022 Demographic Report



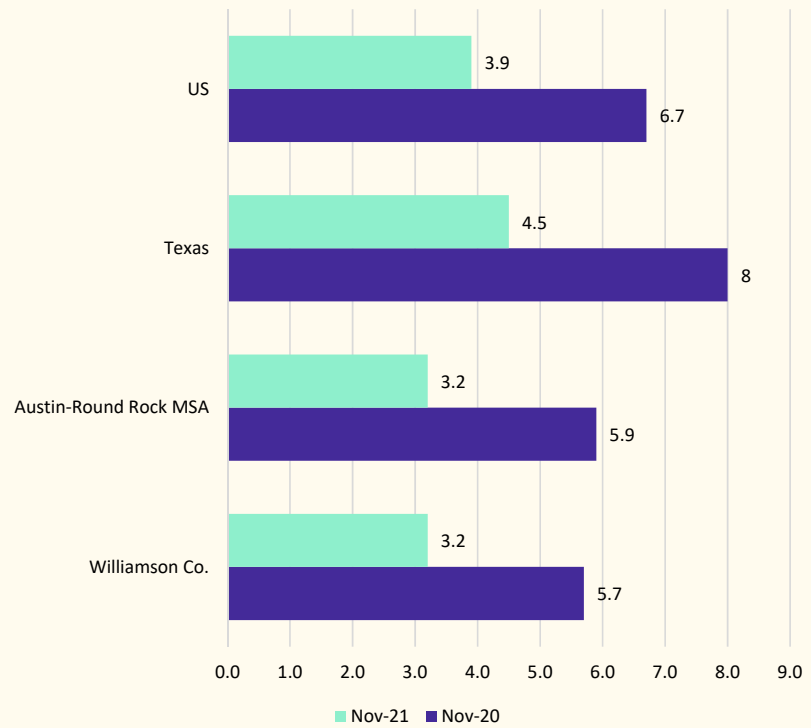


# Local Economic Conditions

### Unemployment Rates, Jan. 2018 - Nov. 2021

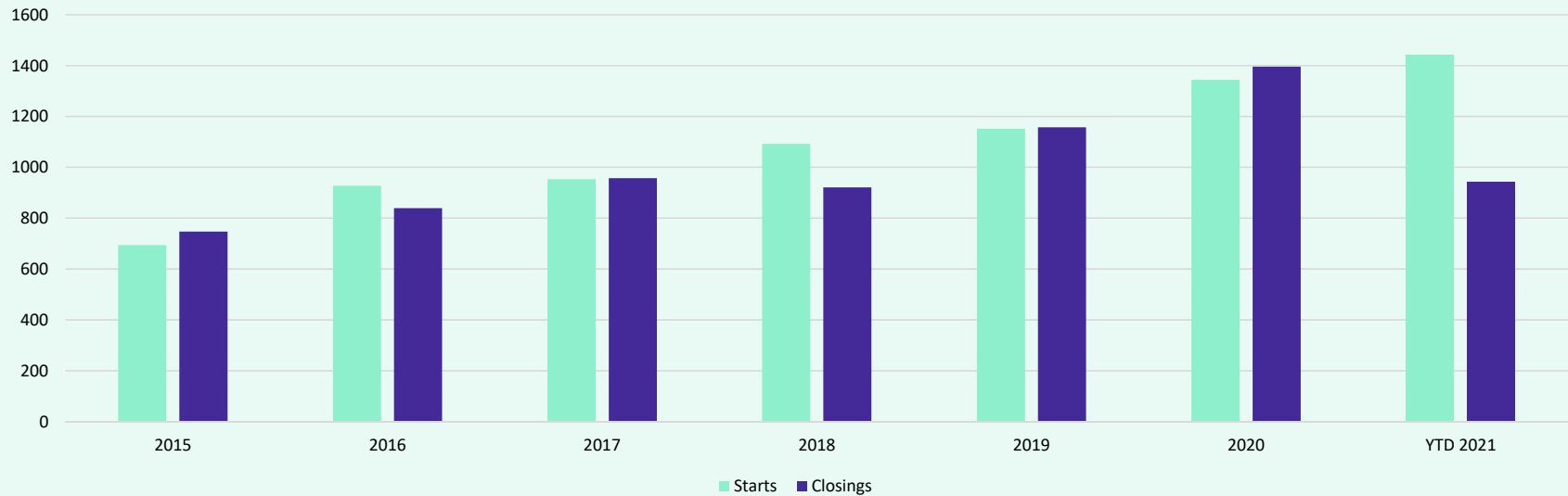


### Unemployment Rates, Year Over Year





# HFR New Home Starts and Closings



Starts	2015	2016	2017	2018	2019	2020	2021
1Q	146	195	271	247	209	267	381
2Q	198	181	227	250	233	416	506
3Q	191	337	250	282	430	365	556
4Q	159	214	205	313	282	295	-
Total	694	927	953	1,092	1,154	1,343	1,443

Closings	2015	2016	2017	2018	2019	2020	2021
1Q	172	162	271	225	218	308	340
2Q	176	172	203	254	348	287	253
3Q	209	249	271	192	271	399	351
4Q	190	256	212	250	319	402	-
Total	747	839	957	921	1,156	1,396	944

- 1,443 new homes have been started in the HFR area through the first three quarters of 2021, which means the area is on track to potentially start over 2,000 homes this year
- The district closed 351 new homes in 3Q21 and 944 for 2021 YTD
- New Home closings are down roughly 12% from 3Q20

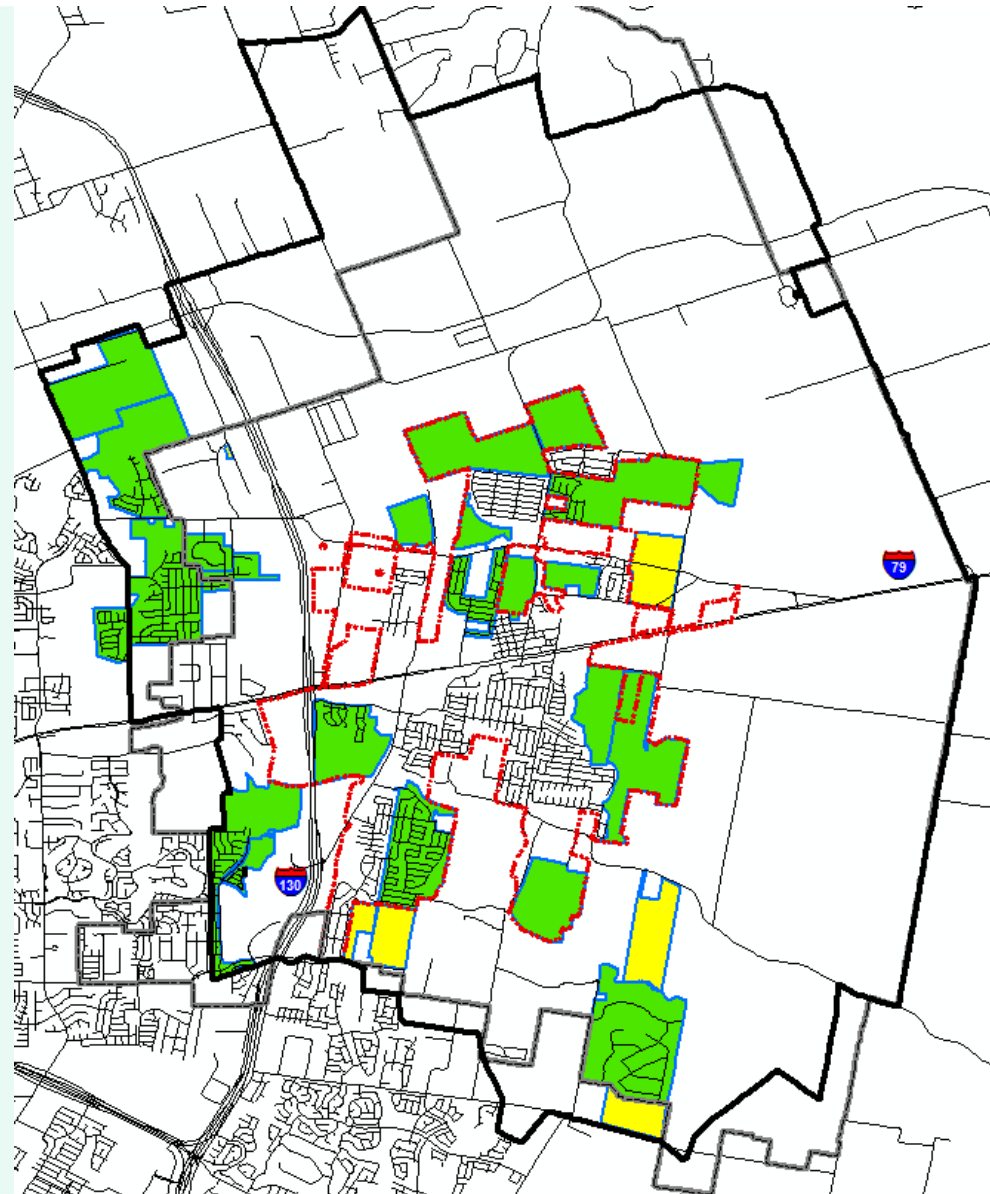


## District Housing Overview

- Hutto Fire Rescue area has just over 1,360 lots available to build on
- The area has more than 7,400 future lots planned
- This area has started more than 1,700 new homes in the last 12 months and closed more than 1,300
- 850 homes are currently under construction
- In addition, groundwork is underway on approx. 1,135 lots within 7 subdivisions

### Subdivisions

- ACTIVE
- FUTURE
- Hutto Fire Rescue Service Area
- Hutto ETJ
- Hutto City Limits





# HFR Population Update



HUTTO FIRE & RESCUE SERVICE AREA			
POPULATION	2010 Census	2020 Census	Change
Total	21,241	42,400	21,159
Anglo	11,658	19,356	7,698
Hispanic	6,311	14,103	7,792
Black	2,458	5,228	2,770
Asian	265	1,252	987
Other	549	2,461	1,912
HOUSING	2010 Census	2020 Census	Change
Housing Units	7,412	14,460	7,048
Housholds	6,806	13,981	7,175
Occupancy Rate	91.8%	96.7%	4.9%
Household Size	3.12	3.03	-0.088

Hutto Fire & Rescue Forecasted Population		
YEAR	Housing Forecast	Est Population
<b>2020</b>	<b>Census</b>	<b>42,400</b>
2021	1,428	46,731
2022	1,700	51,886
2023	1,500	56,435
2024	1,300	60,378
2025	1,300	64,320
2026	1,500	68,869

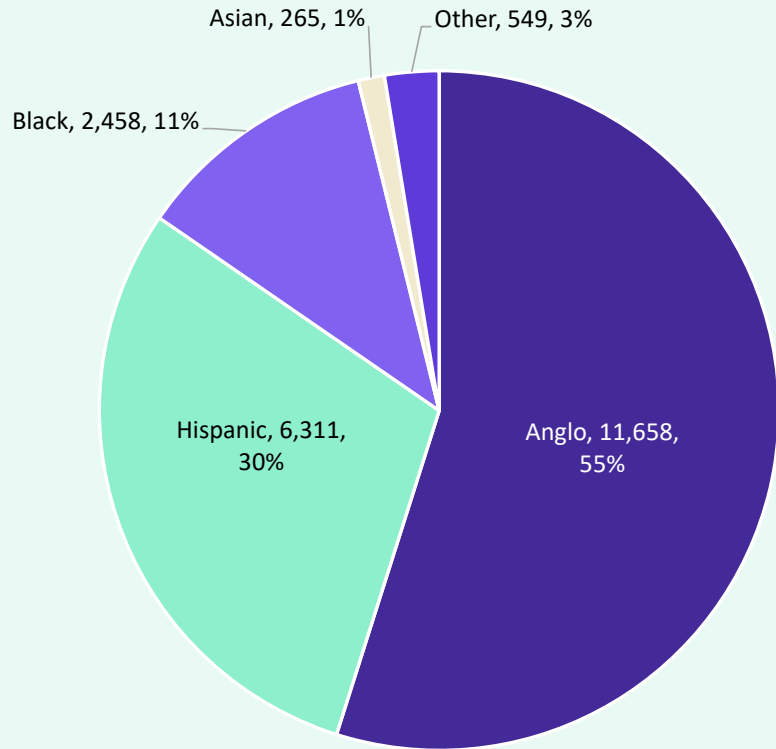
- If the Hutto Fire Rescue Area continues to build between 1,500 to 1,700 homes annually the area could add over 4,000 people per year.
- Between 2010 and 2020, the Hutto Fire Rescue Area Population doubled



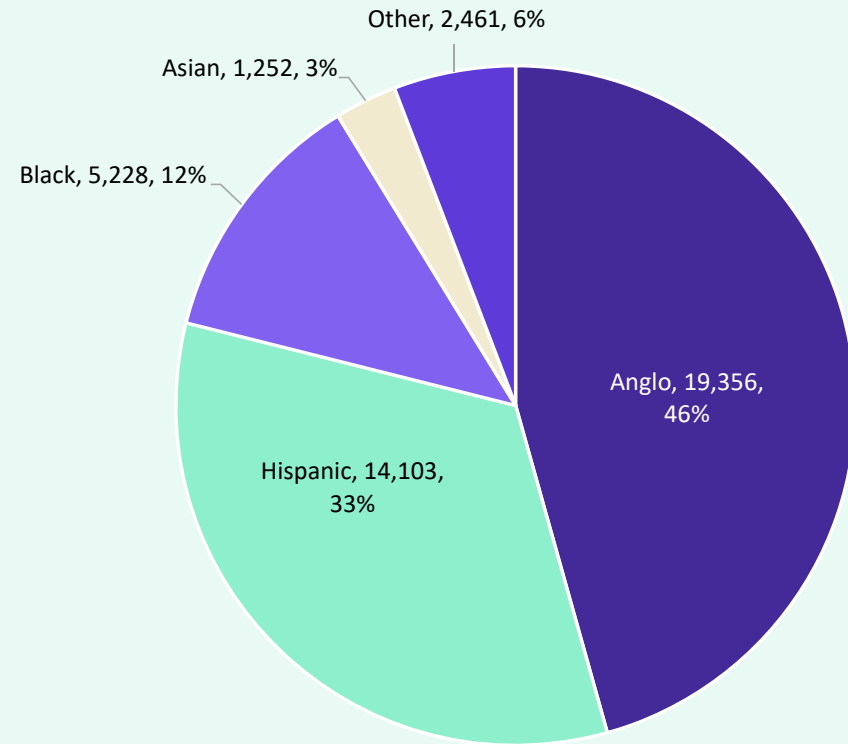
# HFR Population Update



### 2010 Census Hutto Fire & Rescue Area



### 2020 Census Hutto Fire & Rescue Area

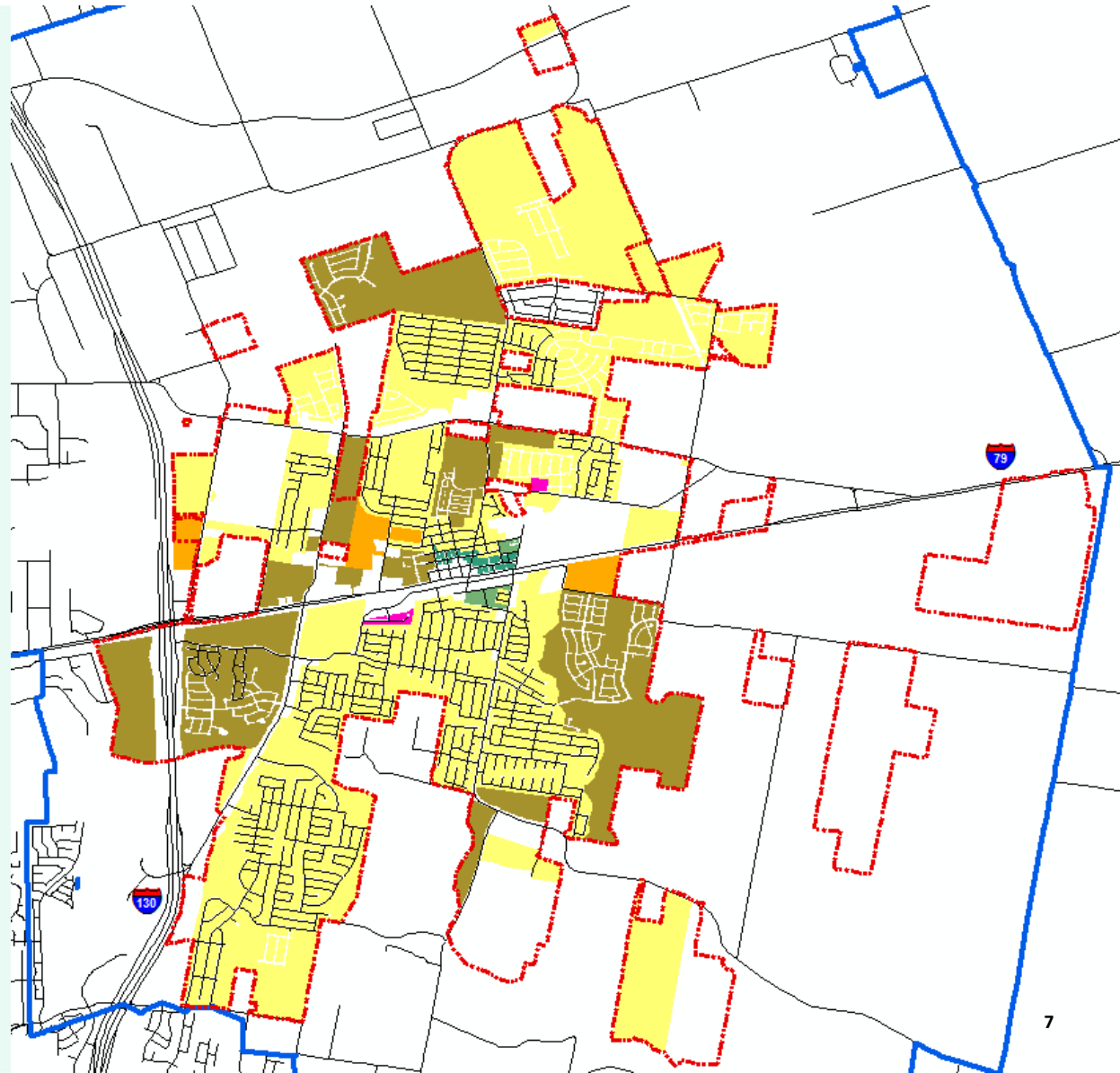






# City of Hutto Population Update

CITY OF HUTTO			
POPULATION	2010 Census	2020 Census	Change
Total	16,287	27,351	11,064
Anglo	8,366	11,927	3,561
Hispanic	5,085	9,803	4,718
Black	2,175	3,385	1,210
Asian	205	550	345
Other	456	1,686	1,230
HOUSING	2010 Census	2020 Census	Change
Housing Units	5,445	8,857	3,412
Housholds	5,065	8,646	3,581
Occupancy Rate	93.0%	97.6%	4.6%
Household Size	3.22	3.16	-0.052

- Between 2010 and 2020, the City of Hutto Population increased by 68%



 Hutto City Limits  
 Hutto Fire Rescue Service Area

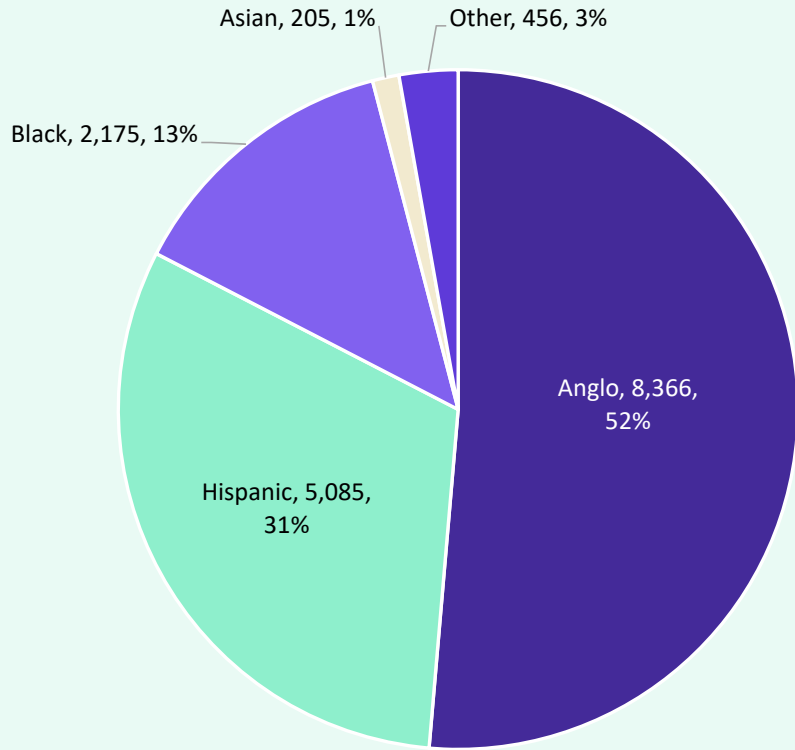




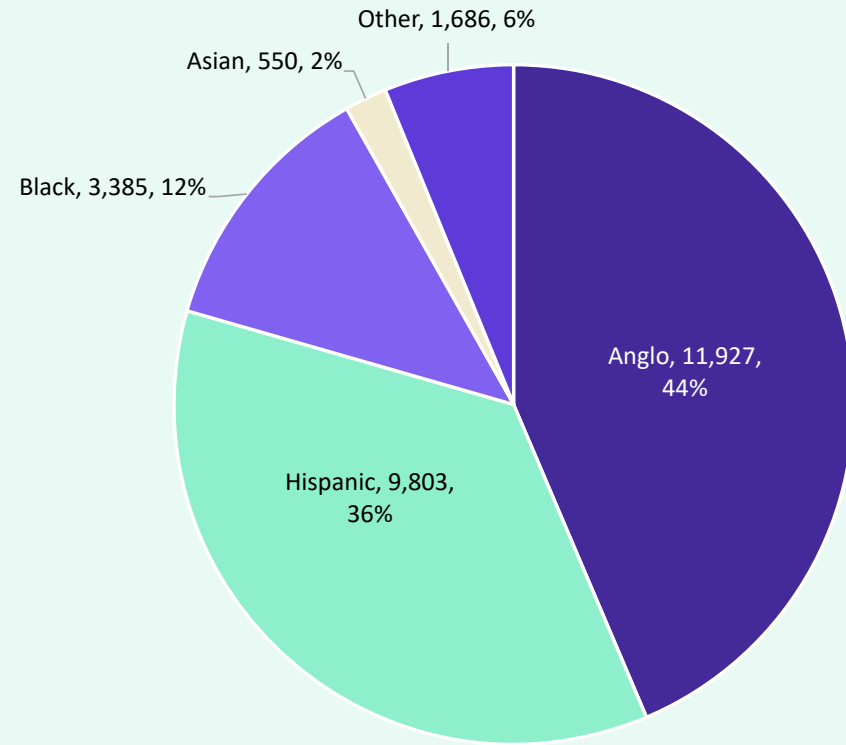
# City of Hutto Population Update



### 2010 Census City of Hutto



### 2020 Census City of Hutto

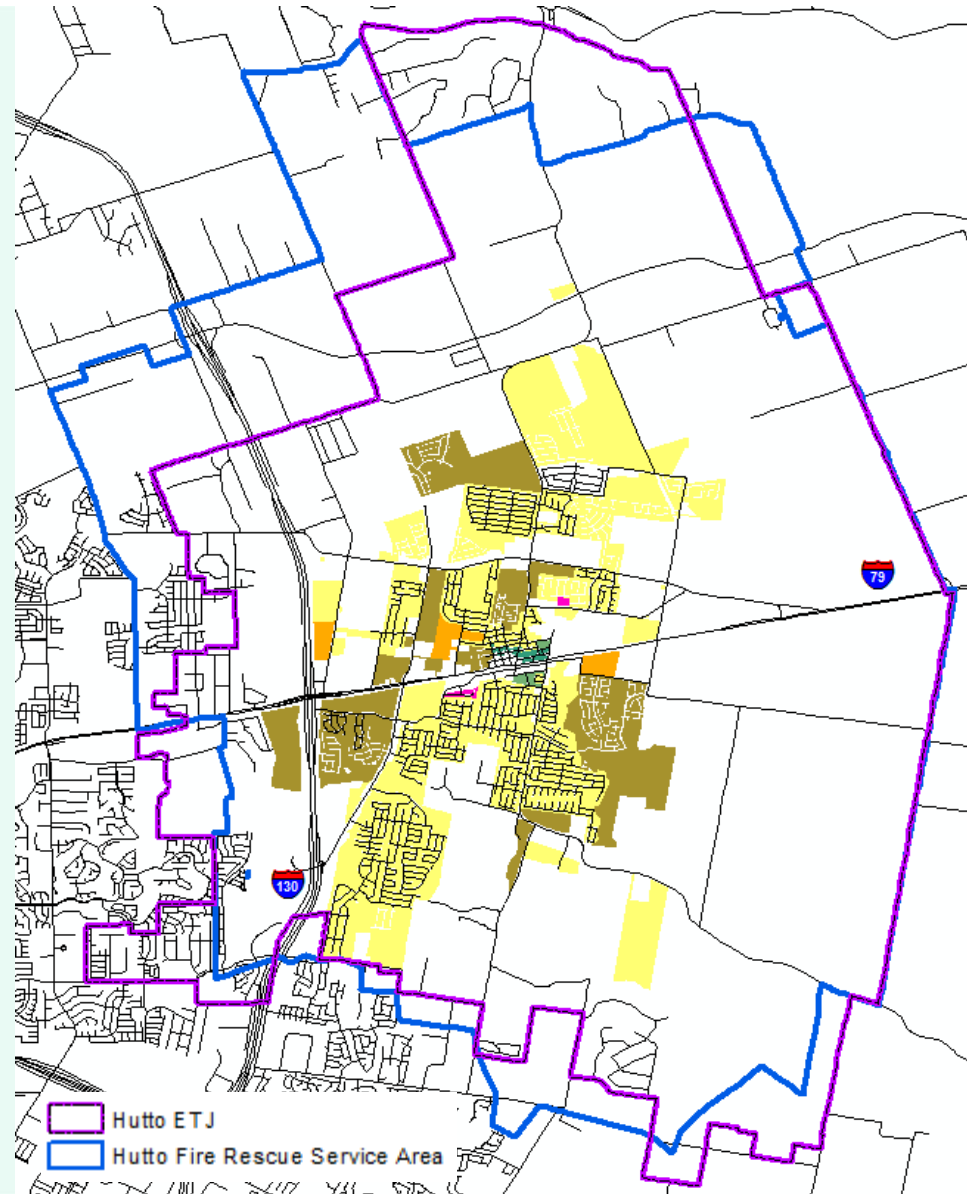




# Hutto ETJ Population Update

HUTTO ETJ BOUNDARY			
POPULATION	2010 Census	2020 Census	Change
Total	20,441	35,344	14,903
Anglo	10,993	16,118	5,125
Hispanic	6,195	12,117	5,922
Black	2,448	4,220	1,772
Asian	263	792	529
Other	542	2,097	1,555
HOUSING	2010 Census	2020 Census	Change
Housing Units	7,106	11,964	4,858
Housholds	6,515	11,620	5,105
Occupancy Rate	91.7%	97.1%	5.4%
Houshold Size	3.14	3.04	-0.096

- Between 2010 and 2020, the Hutto ETJ Population increased by 73%

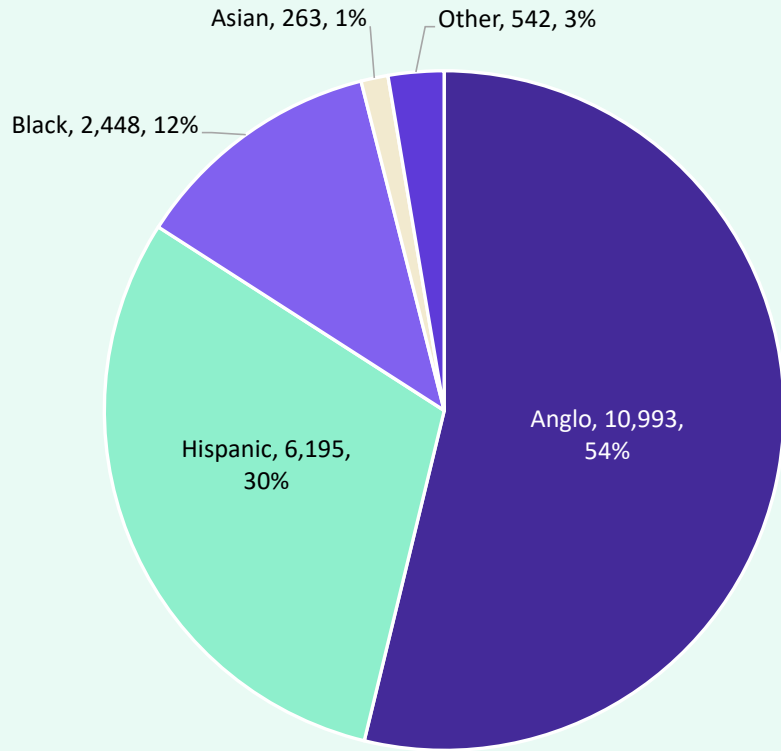




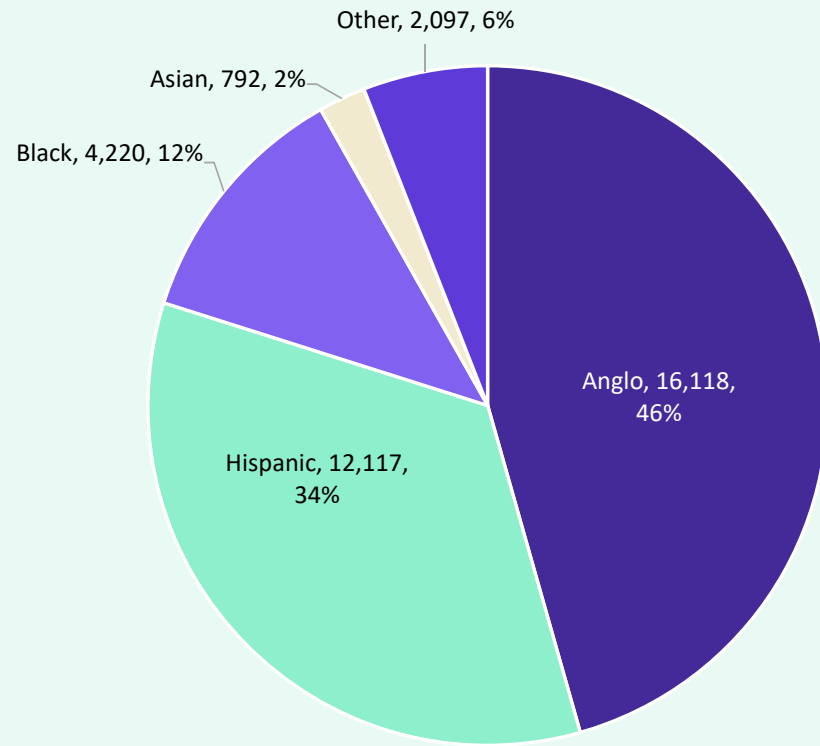
# Hutto ETJ Population Update



**2010 Census Hutto ETJ**



**2020 Census Hutto ETJ**





## Key Takeaways

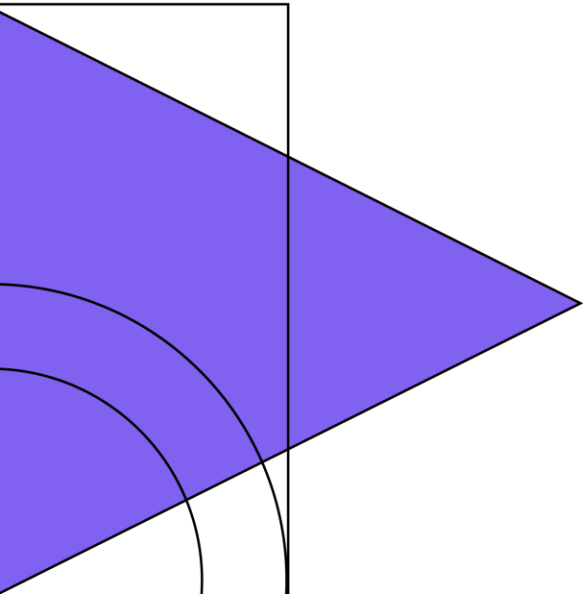
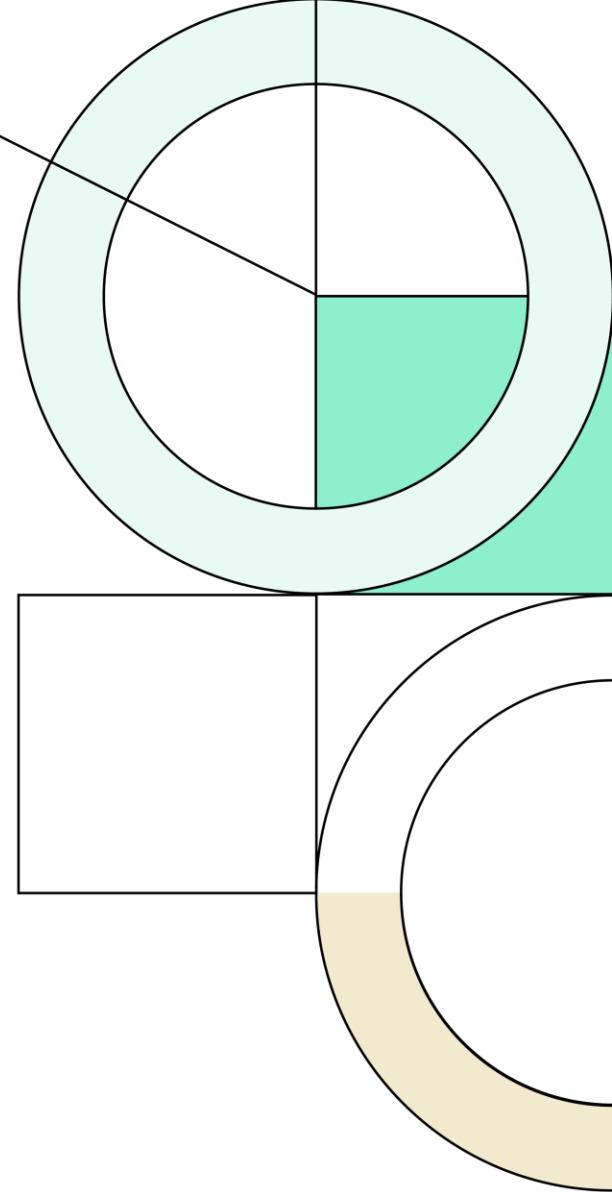
- The Hutto Fire Rescue Area Population doubled from 2010 to 2020 with unprecedented housing growth.
- US Census data revealed a population of 42,400 persons as of April 2020.
- The area is currently adding almost 1,500 homes each year.
- If this current trend continues the area may have almost 70,000 persons by 2026



**Hutto**  
Independent  
School  
District

4Q22

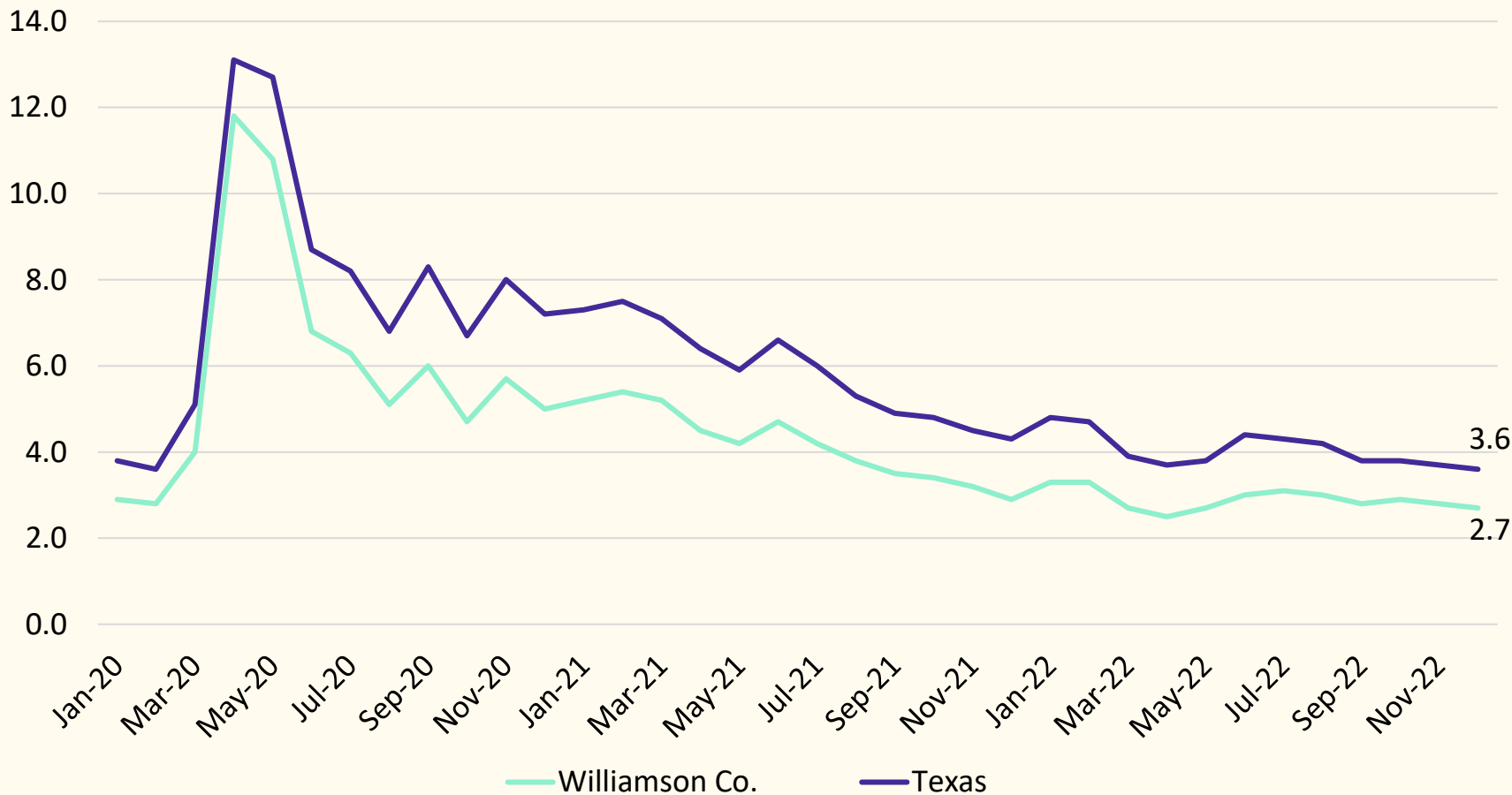
Demographic Report



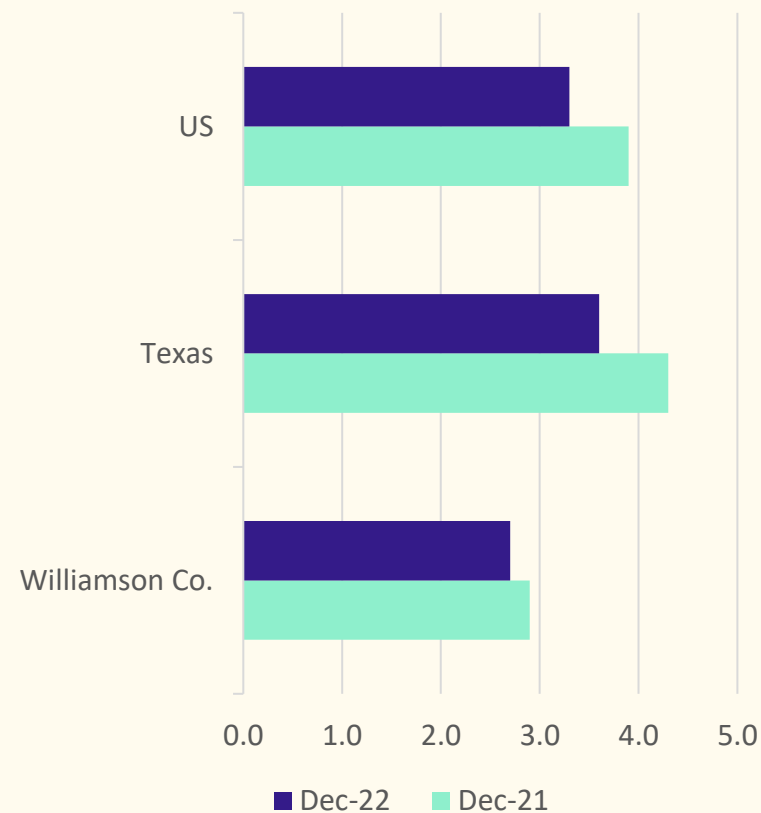


# Local Economic Conditions

## Unemployment Rates, Jan. 2020 - Dec. 2022



## Unemployment Rate, Year-Over-Year

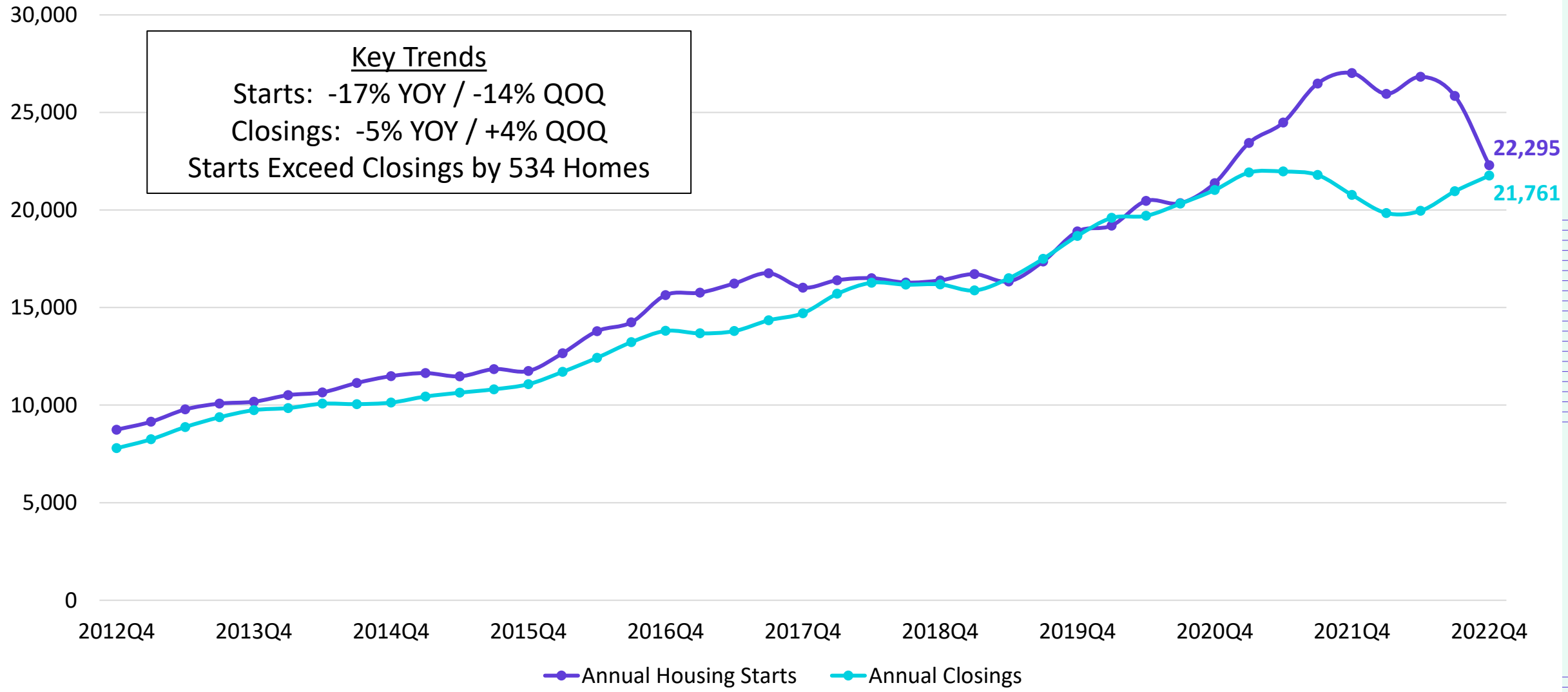




# Austin New Home Starts & Closings

### Annual Housing Starts vs. Annual Closings

Key Trends  
 Starts: -17% YOY / -14% QOQ  
 Closings: -5% YOY / +4% QOQ  
 Starts Exceed Closings by 534 Homes



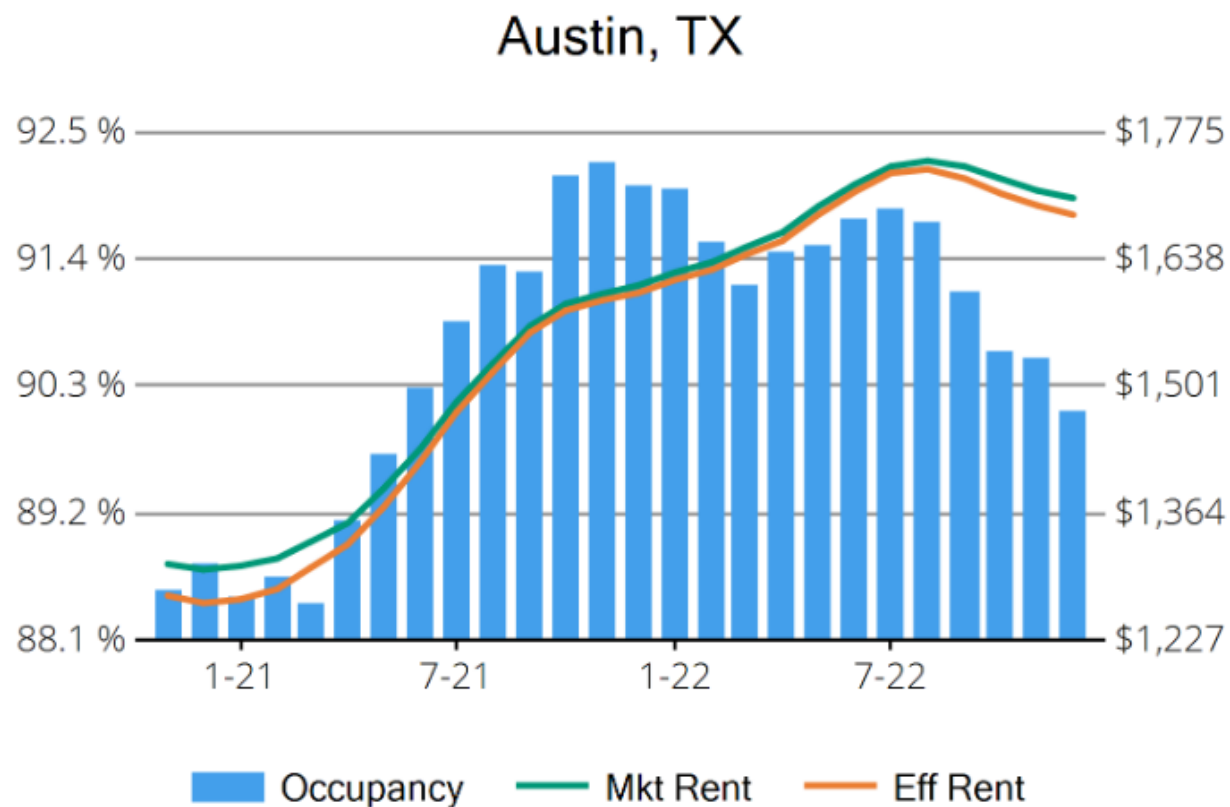
Source: Zonda



# Housing Market Trends: Multi-family Market- December 2022

## Stabilized and Lease-up Properties\*

Conventional Properties	Dec 2022	Annual Change
Occupancy	90.1	-2.7%
Unit Change	9,127	
Units Absorbed (Annual)	2,442	
Average Size (SF)	865	+0.5%
Asking Rent	\$1,703	+5.7%
Asking Rent per SF	\$1.97	+5.2%
Effective Rent	\$1,685	+5.2%
Effective Rent per SF	\$1.95	+4.6%
% Offering Concessions	15%	+92.7%
Avg. Concession Package	5.7%	+5.2%

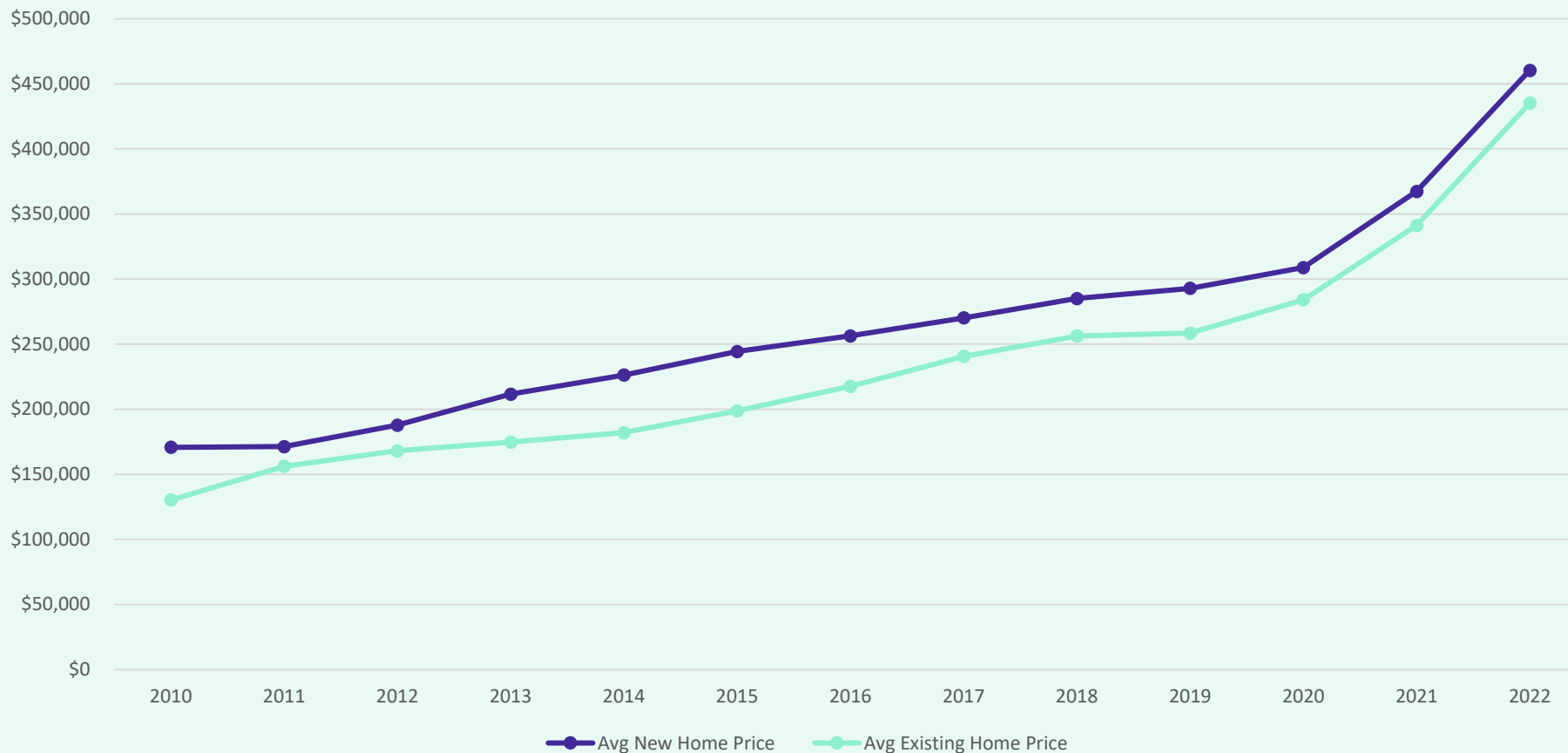






# Hutto ISD Housing Market Analysis

## Average New vs. Existing Home Sale Price, 2010 - 2021



- Since 2010, the average new home price in HISD has increased roughly 170%, a rise of roughly \$289,650
- The average existing home price within the district has increased by 234%, or nearly \$305,00 since 2010

	Avg New Home Price	Avg Existing Home Price
2010	\$170,725	\$130,185
2011	\$171,325	\$156,150
2012	\$187,802	\$168,095
2013	\$211,538	\$174,669
2014	\$226,236	\$182,009
2015	\$244,321	\$198,667
2016	\$256,355	\$217,566
2017	\$270,152	\$240,600
2018	\$285,052	\$256,225
2019	\$292,849	\$258,454
2020	\$308,908	\$284,079
2021	\$367,409	\$341,176
2022	\$460,367	\$435,199



# Austin New Home Ranking Report

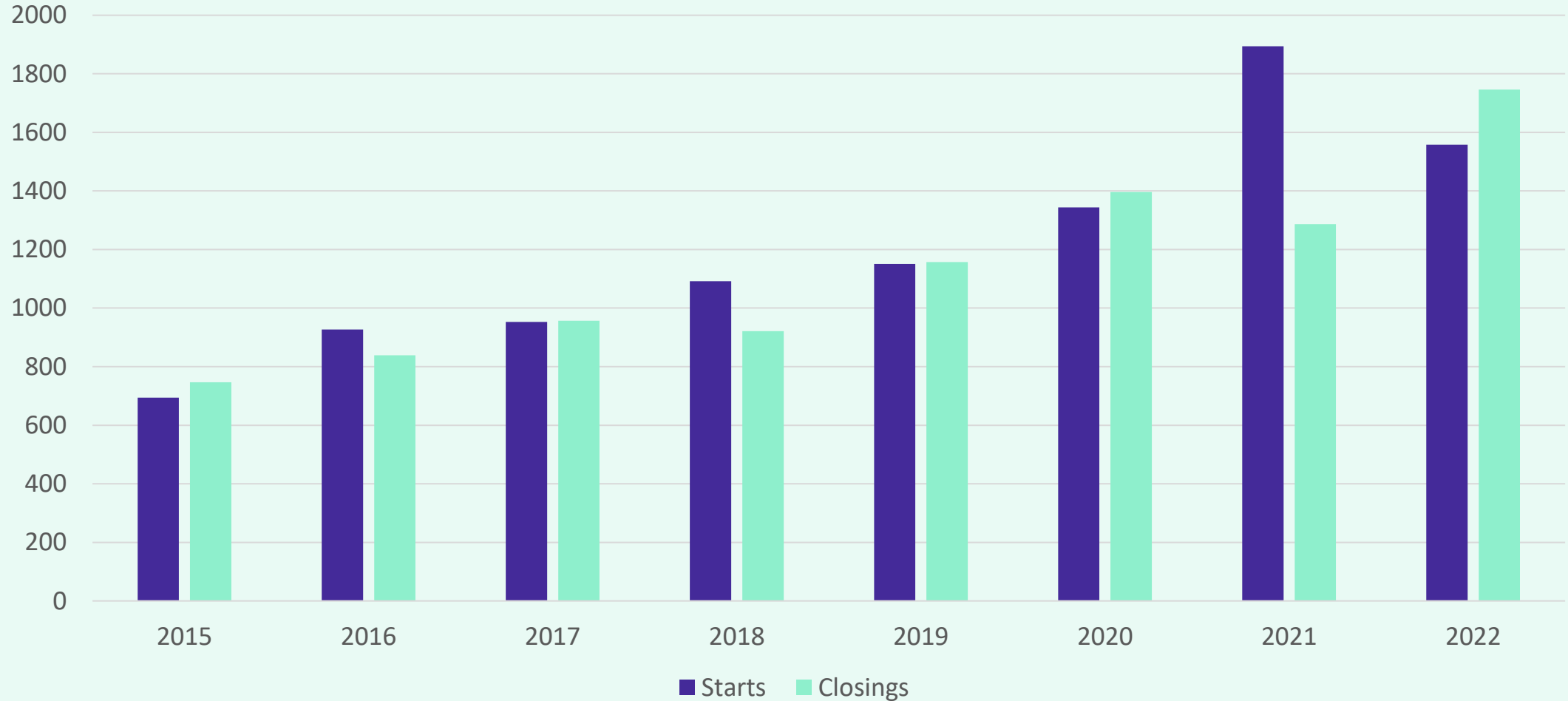
## ISD Ranked by Annual Closings – 4Q22

Rank	District Name	Annual Starts	Annual Closings	Finished Vacant	Inventory	VDL	Future
1	HAYS CISD	2,873	2,834	256	2,304	5,480	41,567
2	LEANDER ISD	2,038	2,502	409	1,483	2,444	5,962
3	GEORGETOWN ISD	2,589	2,481	552	1,829	3,902	15,893
4	LIBERTY HILL ISD	2,058	1,734	336	1,667	2,572	9,123
5	HUTTO ISD	1,559	1,707	393	990	1,411	11,014
6	AUSTIN ISD	2,270	1,383	233	3,035	1,245	9,552
7	PFLUGERVILLE ISD	754	1,359	48	576	911	9,473
8	JARRELL ISD	1,172	1,162	302	674	1,979	8,638
9	MANOR ISD	1,368	1,059	276	1,087	1,660	16,044
10	DRIPPING SPRINGS ISD	687	932	65	513	959	7,591
11	DEL VALLE ISD	969	825	41	772	1,521	22,182
12	BASTROP ISD	790	819	69	636	2,561	16,296
13	SAN MARCOS CISD	801	771	77	740	954	6,272
14	LAKE TRAVIS ISD	418	622	42	566	1,245	4,102
15	ROUND ROCK ISD	599	589	214	653	727	5,404
16	ELGIN ISD	672	375	132	395	248	9,321
17	TAYLOR ISD	231	235	19	117	260	1,067
18	LAGO VISTA ISD	222	209	57	196	336	3,897
19	LOCKHART ISD	117	69	0	74	536	20,901
20	SMITHVILLE ISD	7	45	0	6	49	471

\* Based on additional Zonda Education housing research



# District New Home Starts and Closings



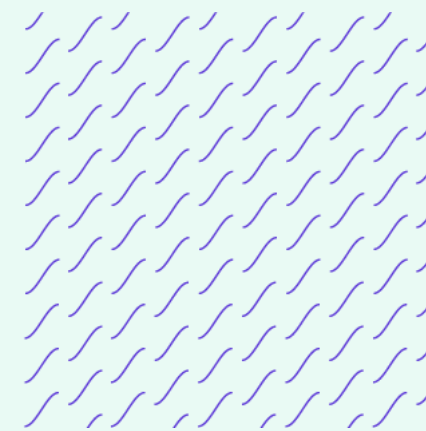
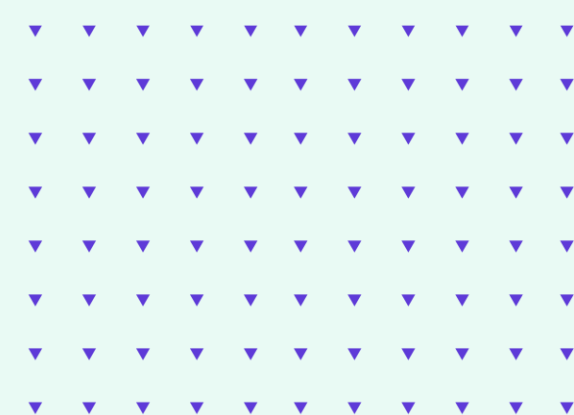
Starts	2015	2016	2017	2018	2019	2020	2021	2022
1Q	146	195	271	247	209	267	381	418
2Q	198	181	227	250	233	416	506	434
3Q	191	337	250	282	430	365	556	485
4Q	159	214	205	313	282	295	451	221
<b>Total</b>	<b>694</b>	<b>927</b>	<b>953</b>	<b>1,092</b>	<b>1,154</b>	<b>1,343</b>	<b>1,894</b>	<b>1,558</b>

Closings	2015	2016	2017	2018	2019	2020	2021	2022
1Q	172	162	271	225	218	308	340	431
2Q	176	172	203	254	348	287	253	430
3Q	209	249	271	192	271	399	351	521
4Q	190	256	212	250	319	402	342	364
<b>Total</b>	<b>747</b>	<b>839</b>	<b>957</b>	<b>921</b>	<b>1,156</b>	<b>1,396</b>	<b>1,286</b>	<b>1,746</b>



# 1 Year Change in District Housing


	4Q21	4Q22	Difference
Annual Starts	1840	1559	-281
Quarterly Starts	448	221	-227
Annual Closings	1130	1687	+557
Quarterly Closings	316	364	+48
Under Construction	881	564	-317
Inventory	1118	990	-128
VDL	1281	1411	+130
Futures	8120	11004	+2,884






# District Housing Overview by Elementary Zone

Elementary	Annual Starts	Quarter Starts	Annual Closings	Quarter Closings	Under Construction	Vaccant Dev. Lots	Futures
COTTONWOOD CREEK	404	68	402	91	142	457	1,622
HUTTO	430	32	594	112	79	223	2,470
JOHNSON	28	0	109	15	1	0	118
KERLEY	78	35	84	12	54	64	237
NORMAN	1	0	5	1	0	232	0
RAY	342	25	373	76	111	248	4,784
VETERANS HILL	276	61	140	57	177	187	1,773
<b>Grand Total</b>	<b>1,559</b>	<b>221</b>	<b>1,707</b>	<b>364</b>	<b>564</b>	<b>1,411</b>	<b>11,004</b>

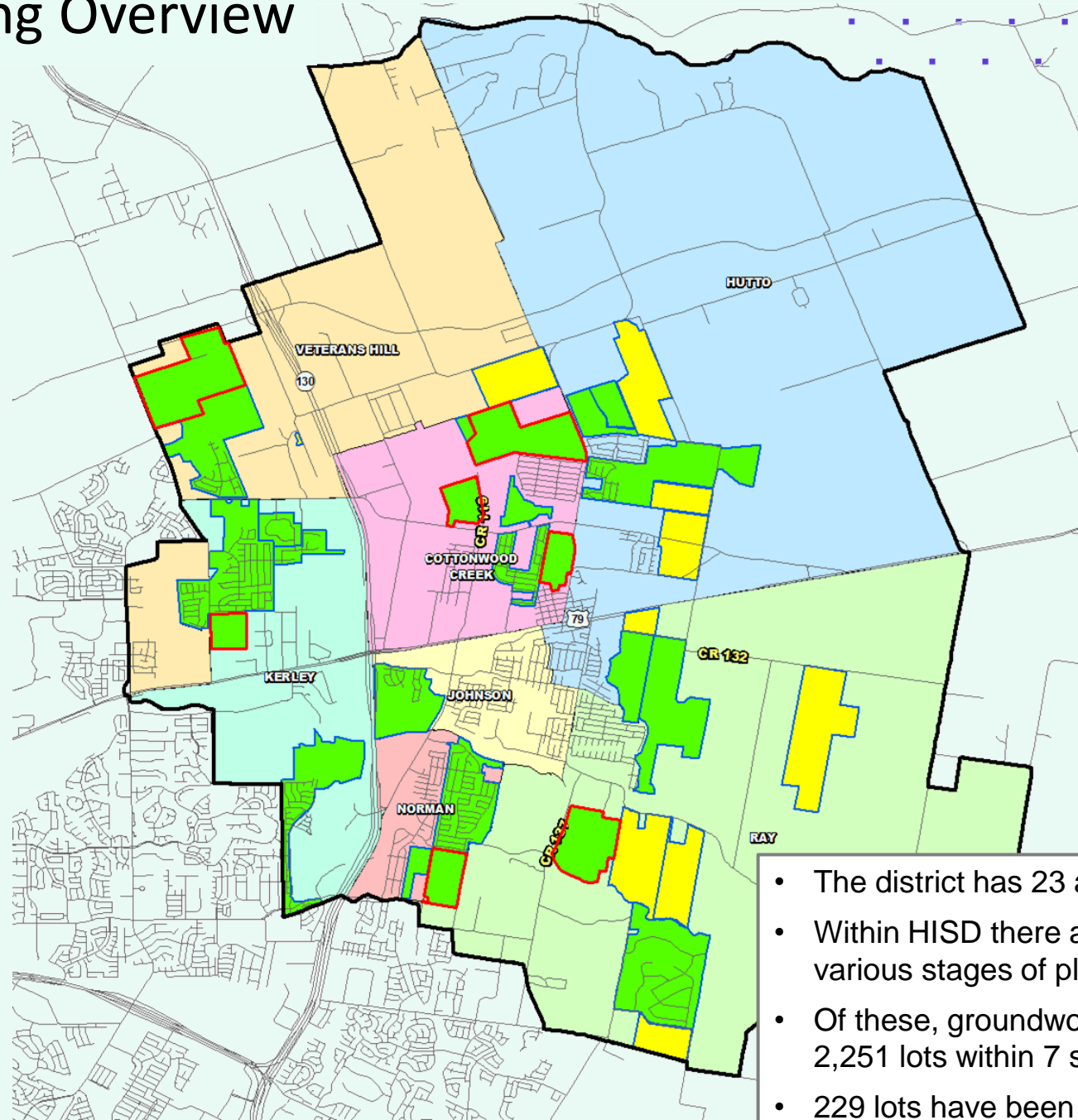
 Highest activity in the category

 Second highest activity in the category

 Third highest activity in the category



# District Housing Overview



## Subdivisions

- ACTIVE
- FUTURE
- Groundwork Underway

- The district has 23 actively building subdivisions
- Within HISD there are 10 future subdivisions in various stages of planning
- Of these, groundwork is underway on more than 2,251 lots within 7 subdivisions
- 229 lots have been delivered in the 4<sup>th</sup> quarter



# Residential Activity

## Highlands

- 1,347 total lots
- 58 future lots
- 221 vacant developed lots
- 31 homes under construction
- Started 77 homes in the last 12 months, annual starts decreased by 254 starts since 4Q21





# Residential Activity



## Meadows at Mustang Creek

- 209 total lots
- 153 finished vacant homes
- 55 homes occupied
- Started 209 homes in the last 12 months

## Mustang Creek



- 298 total lots
- 8 finished vacant homes
- 4 homes under construction
- 286 homes occupied
- Started 40 homes in the last 12 months, annual starts decreased by 218 starts since 4Q21



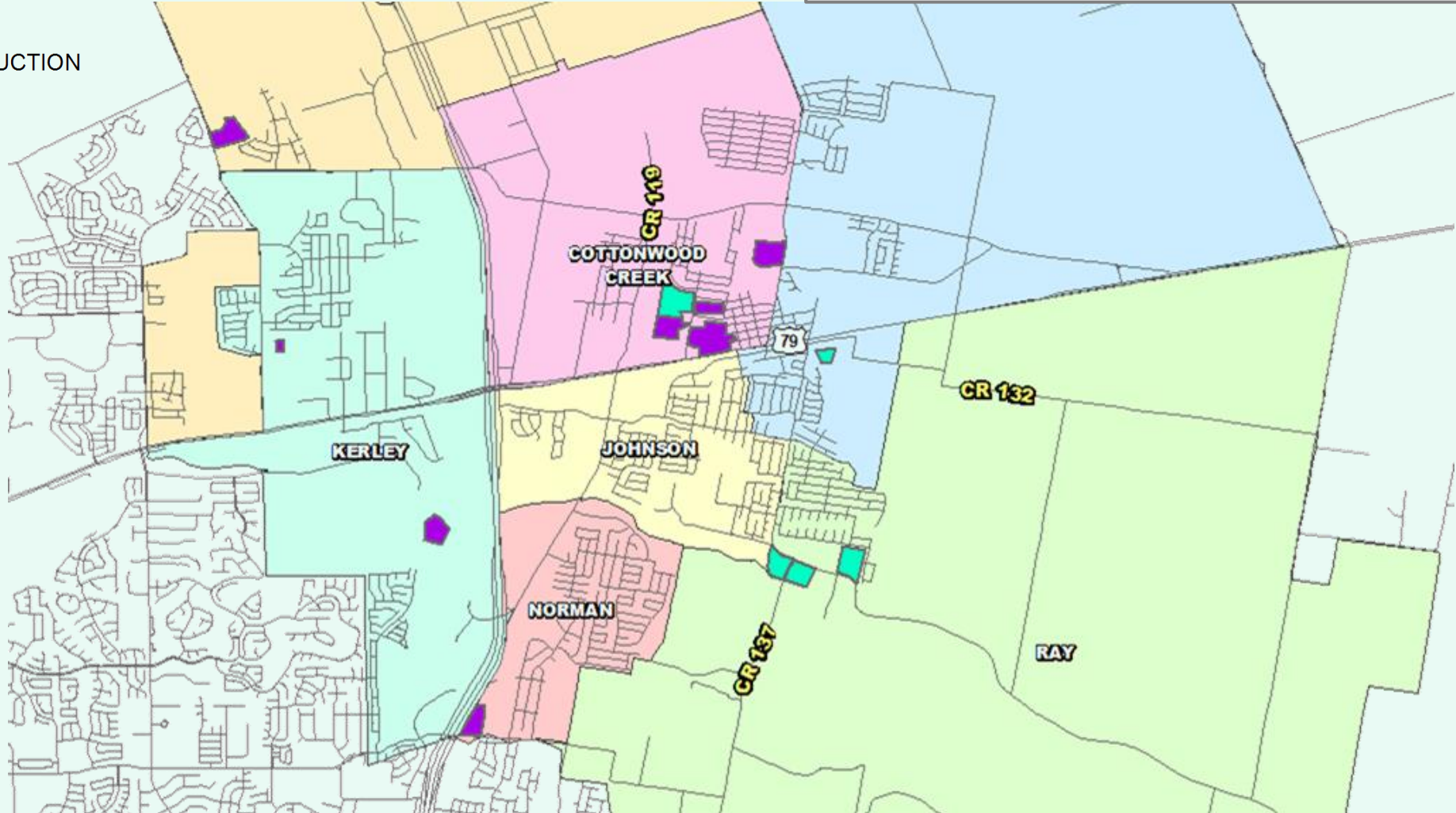


# District Multi-Family Overview

## Multi-Family Developments

-  FUTURE
-  UNDER CONSTRUCTION

- There are nearly 1,608 multi-family units under construction.
- There are nearly 690 future multi-family units in various stages of planning across the district





# Ten Year Forecast by Grade Level

Year (Oct.)	EE	PK	K	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	Total	Total Growth	% Growth
2018/19	61	236	543	523	560	562	594	650	563	590	616	638	518	472	466	7,592		
2019/20	87	253	635	599	556	594	610	625	716	610	598	742	564	509	432	8,130	538	7.09%
2020/21	69	212	587	651	598	585	621	642	659	746	644	665	677	569	496	8,421	291	3.58%
2021/22	93	258	682	628	698	633	621	663	698	682	757	751	627	634	535	8,960	539	6.40%
2022/23	83	314	686	751	681	765	729	696	696	737	744	872	676	614	644	9,688	728	8.13%
2023/24	83	314	735	757	798	735	834	782	764	761	804	958	802	667	584	10,378	690	7.12%
2024/25	83	314	797	810	800	865	797	904	856	808	808	1,005	882	793	659	11,181	803	7.74%
2025/26	83	314	870	894	865	871	938	868	991	886	869	1,009	925	871	767	12,021	840	7.51%
2026/27	83	314	933	969	964	939	948	1,023	942	1,025	945	1,079	929	918	835	12,846	825	6.86%
2027/28	83	314	1,010	1,038	1,046	1,053	1,025	1,032	1,108	976	1,081	1,167	993	919	880	13,725	879	6.84%
2028/29	83	314	1,069	1,114	1,095	1,126	1,126	1,103	1,116	1,148	1,032	1,323	1,056	982	881	14,568	843	6.14%
2029/30	83	314	1,138	1,180	1,182	1,178	1,194	1,201	1,187	1,147	1,210	1,267	1,197	1,045	942	15,465	897	6.16%
2030/31	83	314	1,184	1,258	1,252	1,275	1,262	1,271	1,292	1,222	1,209	1,472	1,147	1,184	1,002	16,427	962	6.22%
2031/32	83	314	1,249	1,292	1,332	1,348	1,342	1,339	1,367	1,329	1,287	1,470	1,332	1,134	1,136	17,354	927	5.64%
2032/33	83	314	1,304	1,357	1,361	1,426	1,427	1,427	1,440	1,406	1,400	1,560	1,330	1,317	1,088	18,240	886	5.11%

Yellow box = largest grade per year  
Green box = second largest grade per year

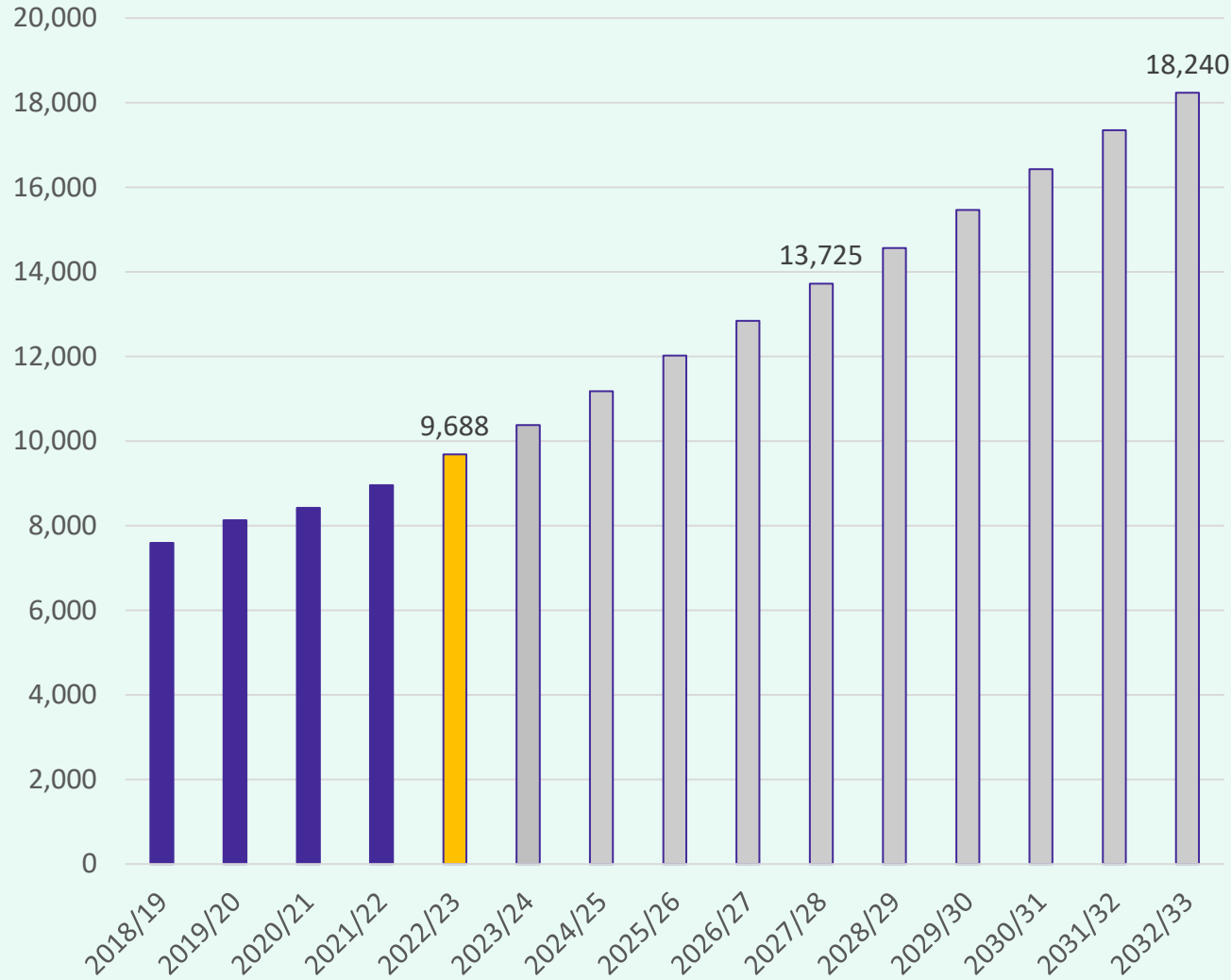


# Ten Year Forecast by Campus

Campus	Capacity	Fall	ENROLLMENT PROJECTIONS									
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
COTTONWOOD CREEK ELEM	800	688	769	847	927	1,029	1,104	1,180	1,263	1,337	1,397	1,465
HUTTO ELEMENTARY	800	748	840	914	969	1,100	1,220	1,342	1,466	1,617	1,765	1,897
NADINE JOHNSON ELEMENTARY	700	614	623	643	645	652	648	676	690	698	699	702
KERLEY ELEMENTARY	860	748	780	801	822	855	883	919	955	973	997	1,026
HOWARD NORMAN ELEMENTARY	800	596	605	619	639	664	700	718	724	723	716	714
RAY ELEMENTARY	800	679	733	802	892	1,002	1,122	1,237	1,357	1,480	1,601	1,723
VETERANS HILL ELEM	800	632	688	744	809	871	924	958	1,015	1,071	1,124	1,172
<b>ELEMENTARY SCHOOL TOTALS</b>	5,560	4,705	5,038	5,370	5,703	6,173	6,601	7,030	7,470	7,899	8,299	8,699
Elementary Absolute Change		429	333	332	333	470	428	429	440	429	400	400
Elementary Percent Change		10.03%	7.08%	6.59%	6.20%	8.24%	6.93%	6.50%	6.26%	5.74%	5.06%	4.82%
FARLEY MIDDLE SCHOOL	1,200	982	1,035	1,065	1,217	1,282	1,350	1,373	1,455	1,535	1,660	1,741
HUTTO MIDDLE SCHOOL	1,200	1,195	1,294	1,407	1,529	1,630	1,815	1,923	2,089	2,188	2,323	2,505
NEW MIDDLE SCHOOL	1,200			NEW MS OPENS ADDING 1,200 CAPACITY								
<b>MIDDLE SCHOOL TOTALS</b>	2,400/3,600	2,177	2,329	2,472	2,746	2,912	3,165	3,296	3,544	3,723	3,983	4,246
Middle School Absolute Change		40	152	143	274	166	253	131	248	179	260	263
Middle School Percent Change		1.87%	6.98%	6.14%	11.08%	6.05%	8.69%	4.14%	7.52%	5.05%	6.98%	6.60%
9TH GRADE CENTER	1,000	799	878	925	929	999	1,087	1,243	1,187	1,392	1,390	1,480
HUTTO HIGH SCHOOL	2,400	2,004	2,130	2,411	2,640	2,759	2,869	2,996	3,261	3,410	3,679	3,812
<b>HIGH SCHOOL TOTALS</b>	3,400	2,803	3,008	3,336	3,569	3,758	3,956	4,239	4,448	4,802	5,069	5,292
High School Absolute Change		256	205	328	233	189	198	283	209	354	267	223
High School Percent Change		10.05%	7.31%	10.90%	6.98%	5.30%	5.27%	7.15%	4.93%	7.96%	5.56%	4.40%
<b>DISTRICT TOTALS</b>	8,960	9,688	10,378	11,181	12,021	12,846	13,725	14,568	15,465	16,427	17,354	18,240
District Absolute Change		728	690	803	840	825	879	843	897	962	927	886
District Percent Change		8.1%	7.1%	7.7%	7.5%	6.9%	6.8%	6.1%	6.2%	6.2%	5.6%	5.1%



# Key Takeaways



- HISD saw a record number of home closes of more than 1,700 in 2022
- The district has 23 actively building subdivisions with over 1,400 lots available to build on
- HISD has 10 future subdivisions with over 11,000 lots in the planning stages
- Groundwork is underway on more than 2,250 lots within 7 subdivisions
- Hutto ISD is forecasted to enroll 13,725 students by 2026/27 and more than 18,200 by 2031/32

## 20 YEAR CAMPUS PROJECTIONS

Assumed Capacities: 860 Elementary Schools, 1200 Middle Schools, 2400 High Schools

ELEMENTARY SCHOOLS	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41	2041/42
Quantity of Schools	7	8	8	8	9	9	10	10	10	11	11	12	12	13	13	14	14	15	16	16
Total Capacity	5,560	6,420	6,420	6,420	7,280	7,280	8,140	8,140	8,140	9,000	9,000	9,860	9,860	10,720	10,720	11,580	11,580	12,440	13,300	13,300
Average Enrollment	674	651	702	751	715	765	719	757	790	752	785	750	780	747	775	746	771	744	720	743
Total Enrollment	4,721	5,205	5,618	6,010	6,436	6,883	7,193	7,569	7,903	8,269	8,636	8,996	9,357	9,714	10,077	10,438	10,799	11,159	11,520	11,881
Absolute Change	467	484	413	392	426	397	360	376	334	366	367	361	361	358	362	362	360	360	360	361
Percent Change	10.98%	10.25%	7.93%	6.98%	7.09%	6.17%	5.27%	5.23%	4.41%	4.63%	4.43%	4.17%	4.01%	3.82%	3.73%	3.59%	3.45%	3.34%	3.23%	3.13%
<i>Average absolute growth over past 5 years</i>																				
MIDDLE SCHOOLS	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41	2041/42
Quantity of Schools	2	2	3	3	3	3	3	4	4	4	4	5	5	5	5	5	6	6	6	6
Total Capacity	2,400	2,400	3,600	3,600	3,600	3,600	3,600	4,800	4,800	4,800	4,800	6,000	6,000	6,000	6,000	6,000	7,200	7,200	7,200	7,200
Average Enrollment	1,126	1,190	823	890	944	1,038	1,099	892	953	1,007	1,067	900	949	996	1,042	1,090	947	987	1,026	1,065
Total Enrollment	2,252	2,379	2,470	2,669	2,832	3,115	3,297	3,567	3,812	4,027	4,268	4,500	4,743	4,978	5,211	5,448	5,684	5,920	6,156	6,391
Absolute Change	116	127	91	199	163	283	182	279	245	215	241	232	242	235	233	237	236	237	236	236
Percent Change	5.43%	5.64%	3.83%	8.06%	6.11%	9.99%	5.84%	8.19%	6.87%	5.64%	5.98%	5.44%	5.39%	4.96%	4.68%	4.54%	4.33%	4.16%	3.98%	3.83%
<i>Average absolute growth over past 5 years</i>																				
HIGH SCHOOLS	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41	2041/42
Quantity of Schools	1	1	1	2	2	2	2	2	2	3	3	3	3	3	3	4	4	4	4	4
Total Capacity	3,400	3,400	3,400	5,800	5,800	5,800	5,800	5,800	5,800	8,200	8,200	8,200	8,200	8,200	8,200	10,600	10,600	10,600	10,600	10,600
Average Enrollment	2,840	3,021	3,311	1,761	1,796	1,866	1,994	2,081	2,266	1,634	1,722	1,817	1,915	2,020	2,122	1,665	1,740	1,815	1,891	1,966
Total Enrollment	2,840	3,021	3,311	3,521	3,592	3,732	3,987	4,162	4,531	4,903	5,165	5,452	5,745	6,061	6,367	6,660	6,959	7,261	7,564	7,865
Absolute Change	294	181	290	210	71	140	255	175	369	372	262	287	293	317	306	293	299	302	303	301
Percent Change	11.55%	6.37%	9.60%	6.34%	2.02%	3.90%	6.83%	4.39%	8.87%	8.21%	5.35%	5.55%	5.37%	5.51%	5.05%	4.60%	4.49%	4.33%	4.18%	3.97%
<i>Average absolute growth over past 5 years</i>																				



Elementary



Middle



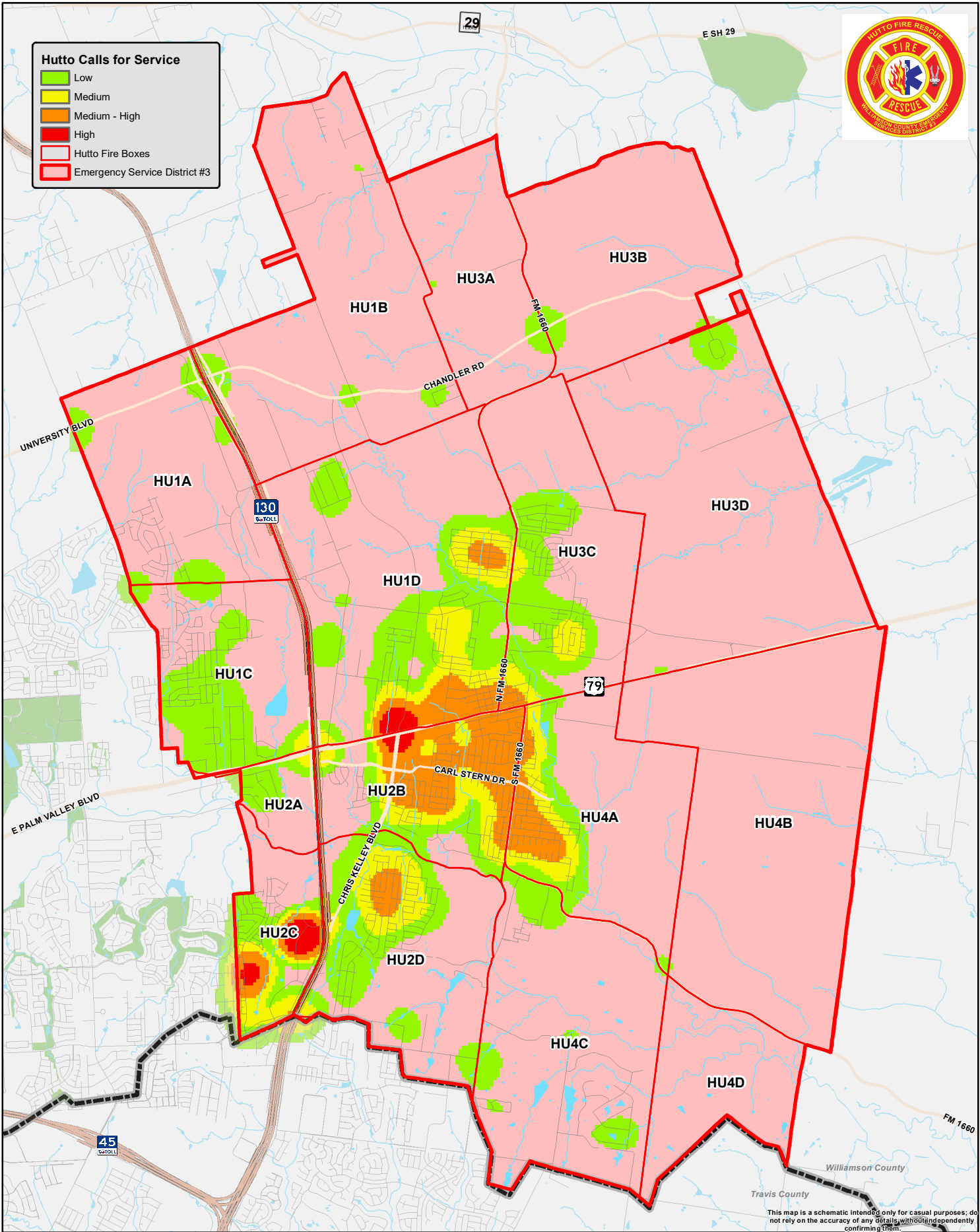
High

# HUTTO FIRE RESCUE / WCESD #3



**Hutto Calls for Service**

- Low
- Medium
- Medium - High
- High
- Hutto Fire Boxes
- Emergency Service District #3



This map is a schematic intended only for casual purposes; do not rely on the accuracy of any details without independently confirming them.

## Calls for Service 2016



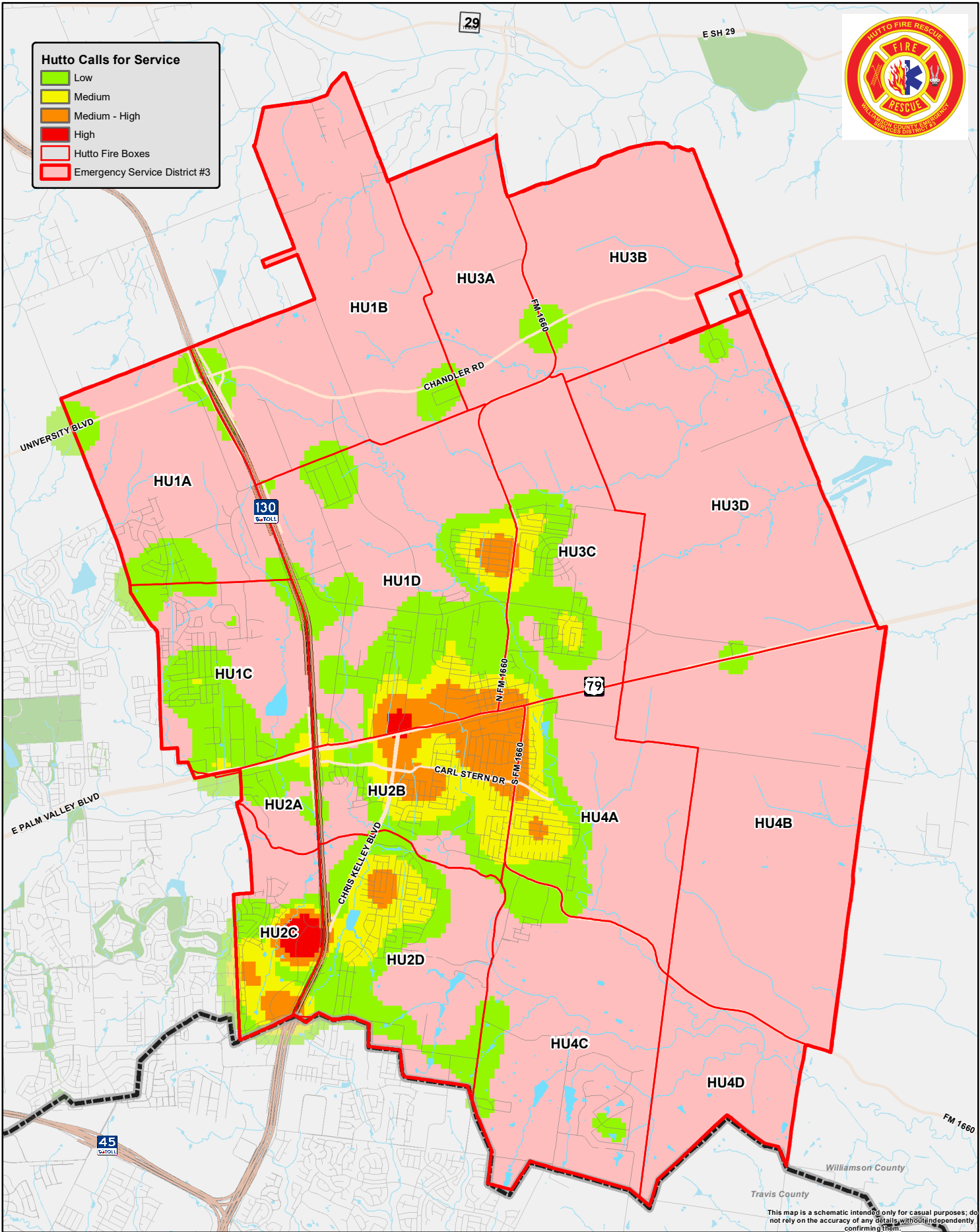
Data Source:  
Calls For Service - 911 Communications

# HUTTO FIRE RESCUE / WCESD #3



**Hutto Calls for Service**

- Low
- Medium
- Medium - High
- High
- Hutto Fire Boxes
- Emergency Service District #3



This map is a schematic intended only for casual purposes; do not rely on the accuracy of any details without independently confirming them.

## Calls for Service 2017



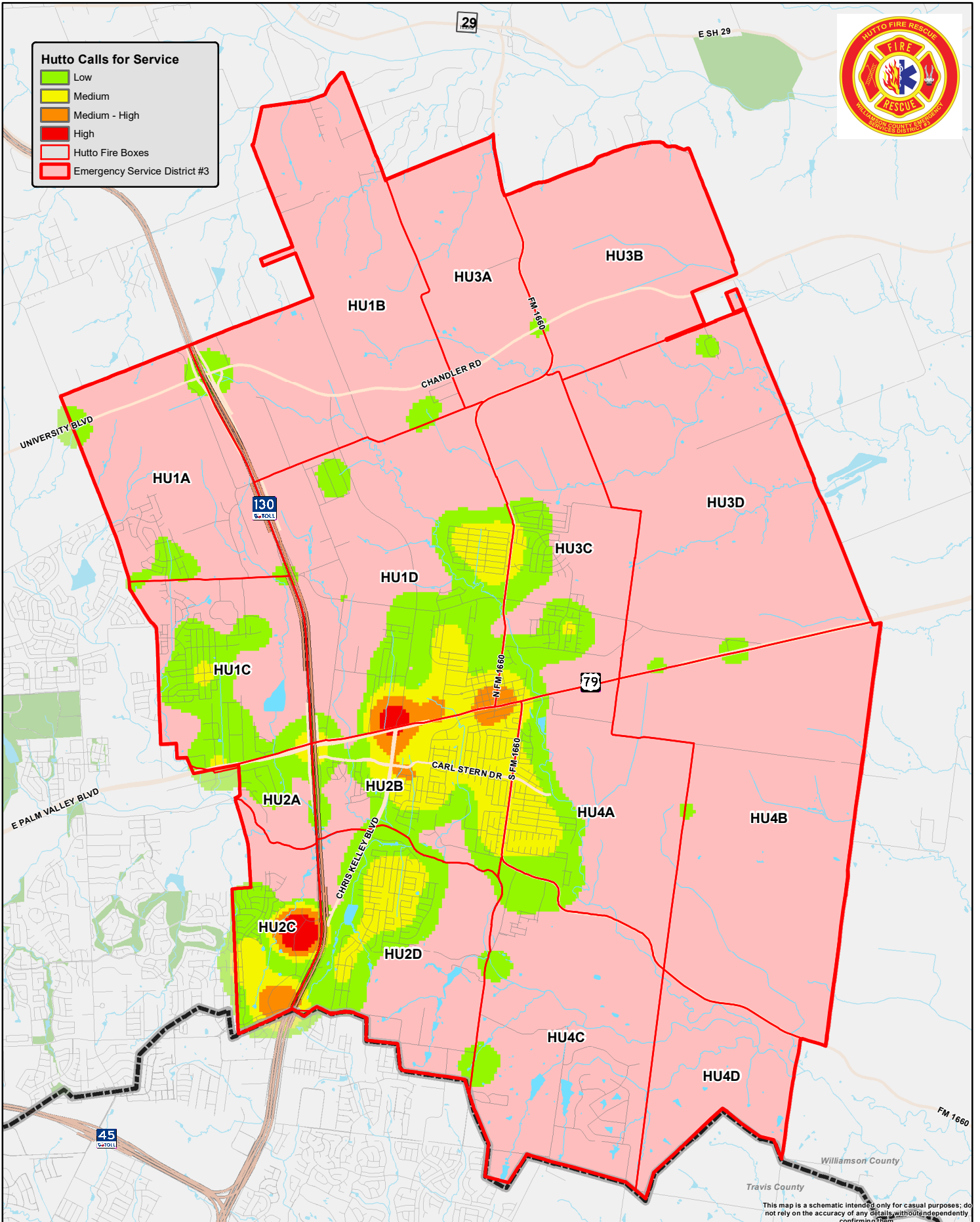
Data Source:  
Calls For Service - 911 Communications

# HUTTO FIRE RESCUE / WCESD #3



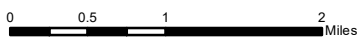
**Hutto Calls for Service**

- Low
- Medium
- Medium - High
- High
- Hutto Fire Boxes
- Emergency Service District #3



This map is a schematic intended only for casual purposes; do not rely on the accuracy of any details without independently confirming them.

## Calls for Service 2018



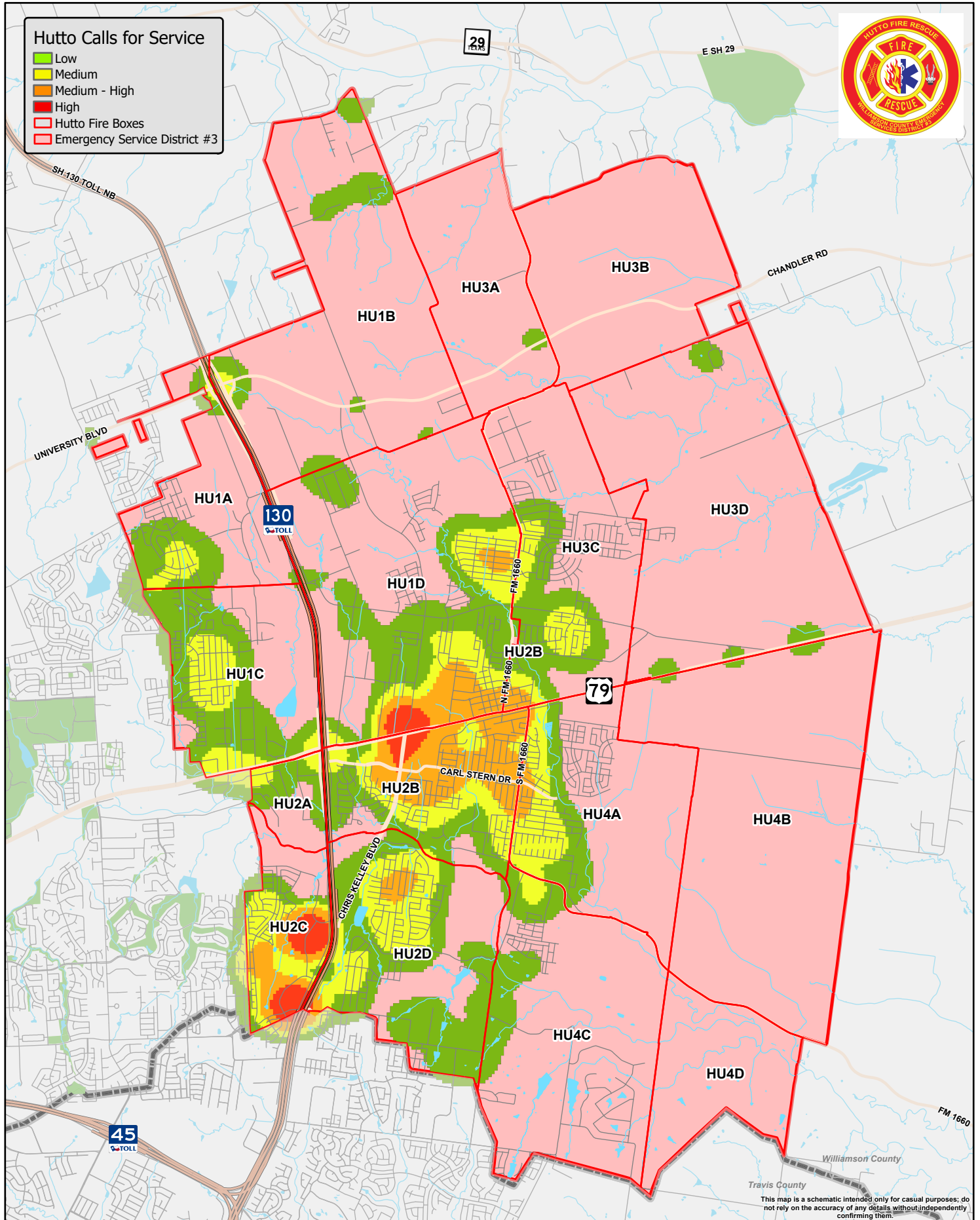
Data Source:  
Calls For Service - 911 Communications



# HUTTO FIRE RESCUE / WCESD #3

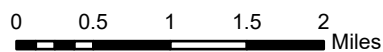


- Hutto Calls for Service**
- Low
  - Medium
  - Medium - High
  - High
  - Hutto Fire Boxes
  - Emergency Service District #3



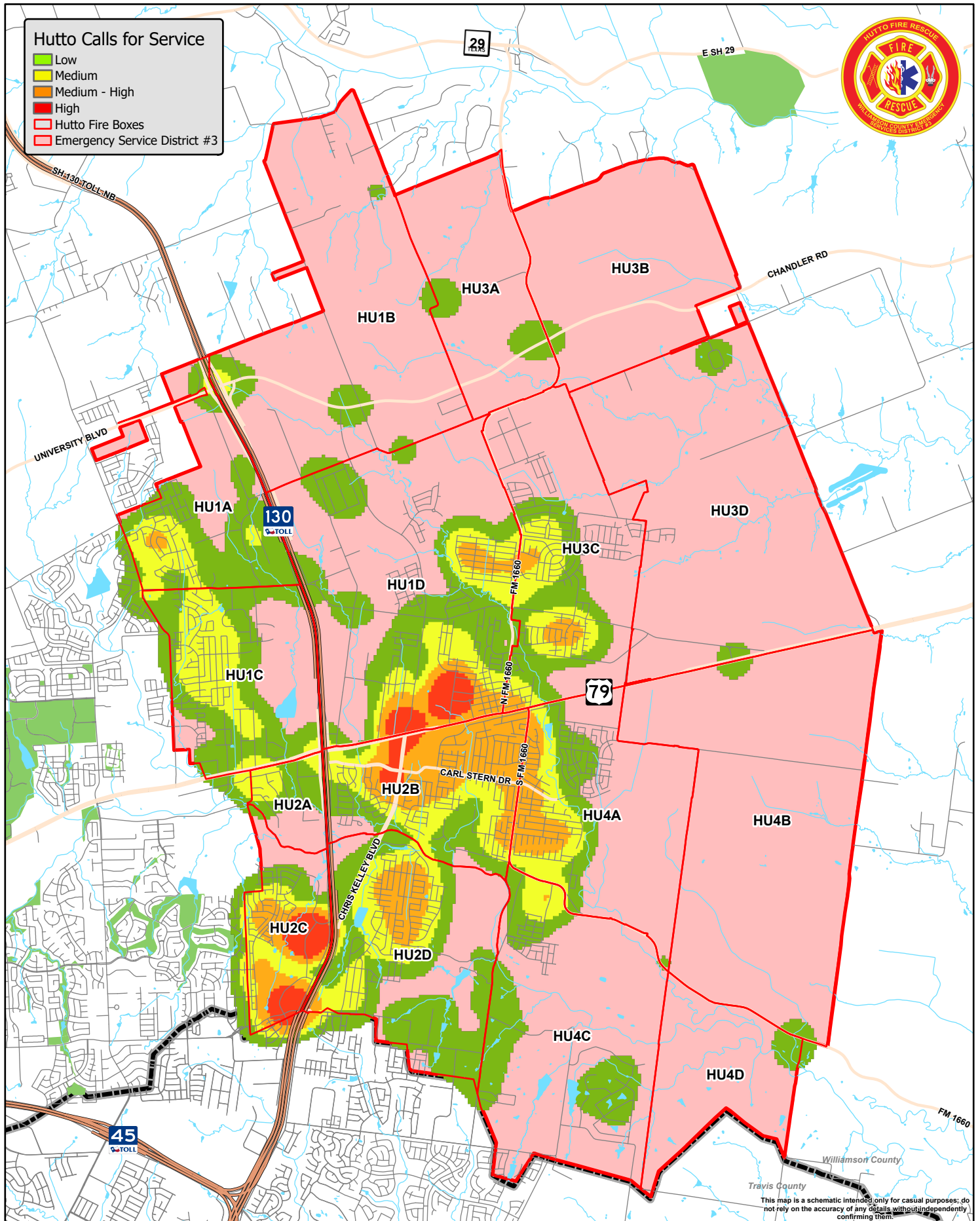
This map is a schematic intended only for casual purposes; do not rely on the accuracy of any details without independently confirming them.

**Calls for Service 2019**



Data Source:  
Calls For Service - 911 Communications

# HUTTO FIRE RESCUE / WCESD #3



**Calls for Service 2020**

0 0.5 1 1.5 2 Miles



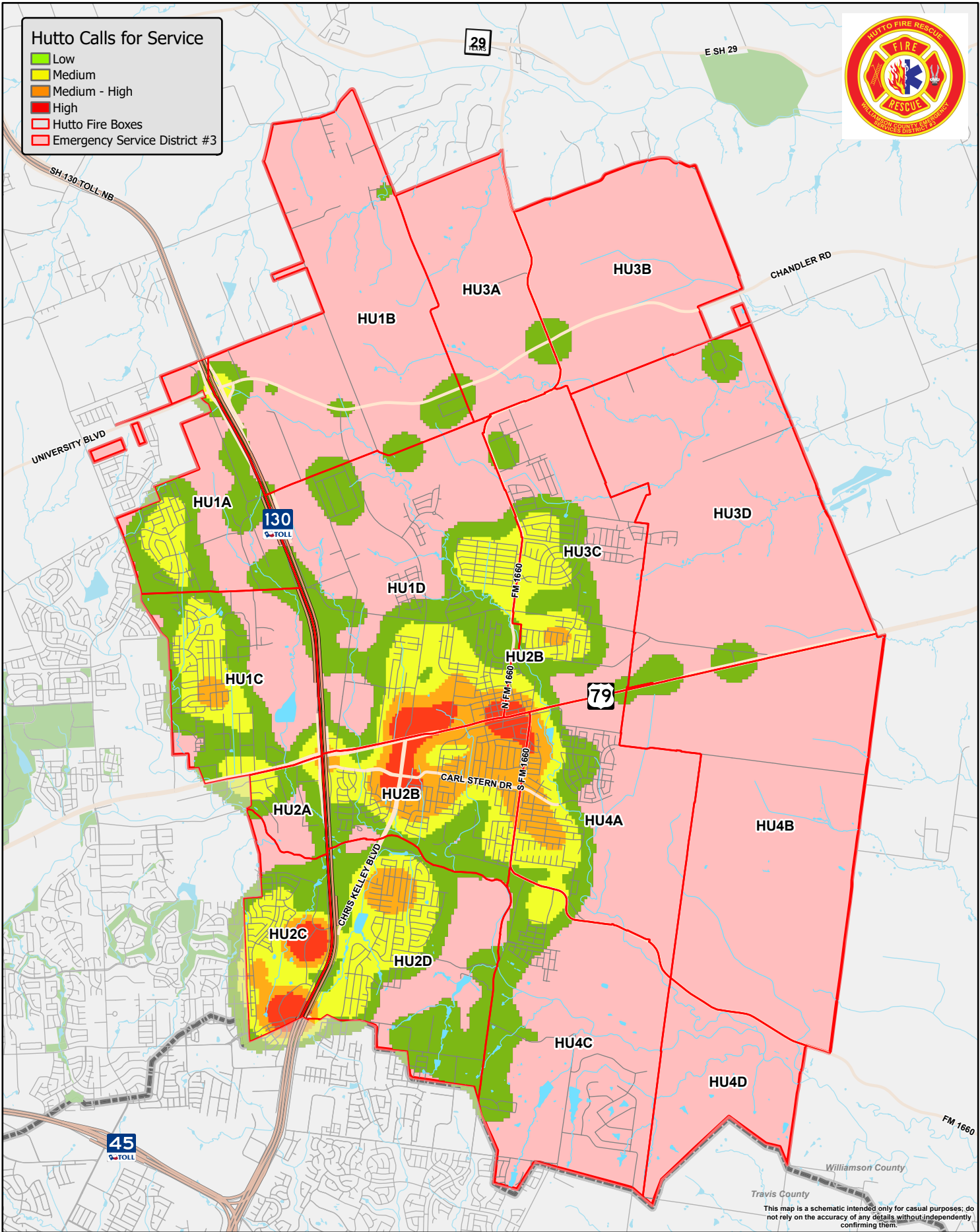
Data Source:  
Calls For Service - 911 Communications

# HUTTO FIRE RESCUE / WCESD #3



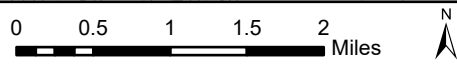
## Hutto Calls for Service

- Low
- Medium
- Medium - High
- High
- Hutto Fire Boxes
- Emergency Service District #3



This map is a schematic intended only for casual purposes; do not rely on the accuracy of any details without independently confirming them.

## Calls for Service 2021

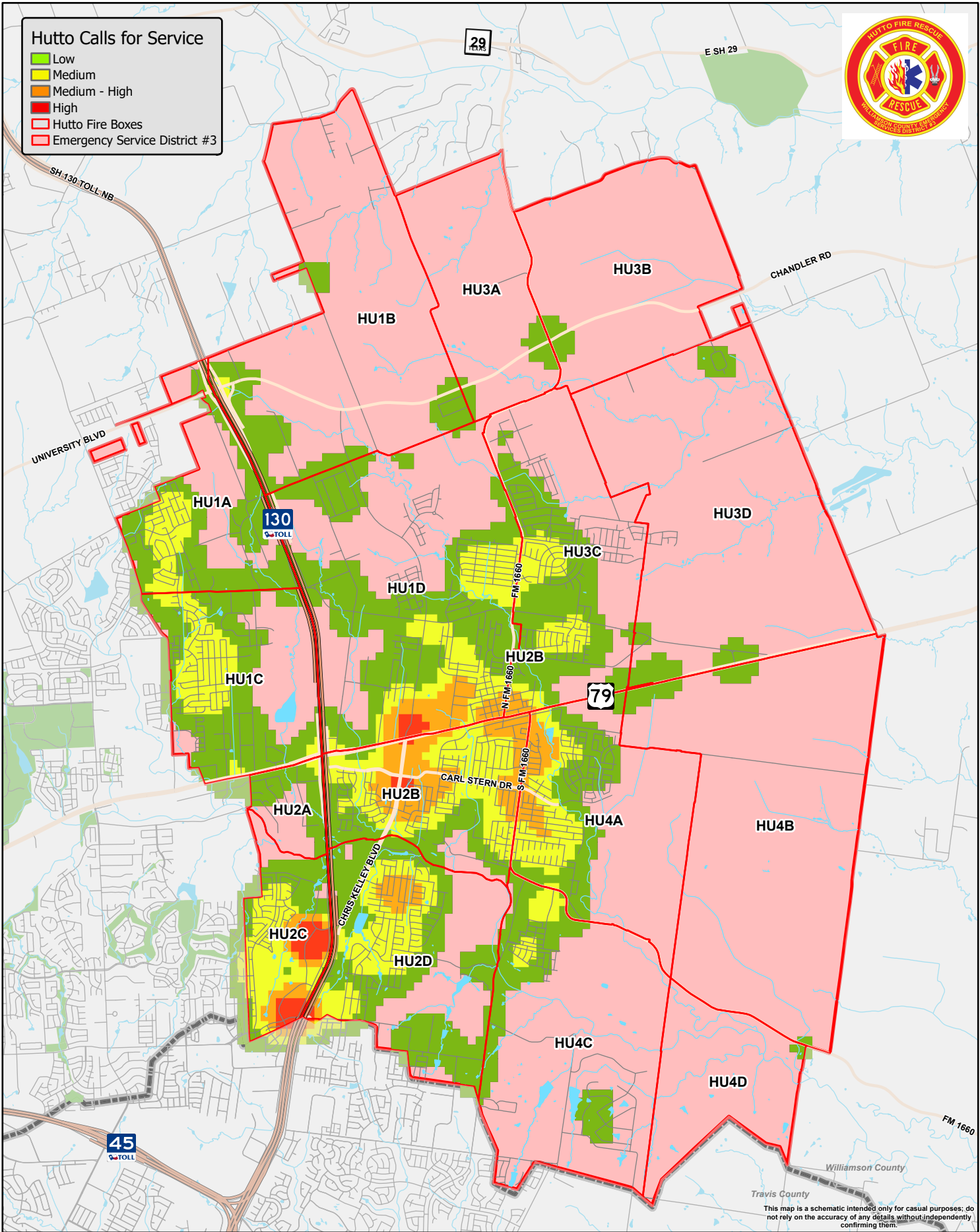


Data Source:  
Calls For Service - 911 Communications

# HUTTO FIRE RESCUE / WCESD #3

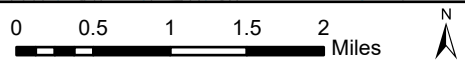


- Hutto Calls for Service**
- Low
  - Medium
  - Medium - High
  - High
  - Hutto Fire Boxes
  - Emergency Service District #3



This map is a schematic intended only for casual purposes; do not rely on the accuracy of any details without independently confirming them.

## Calls for Service 2022



Data Source:  
Calls For Service - 911 Communications

# HUTTO FIRE RESCUE

## Growth / Deployment Trend Analysis

		FIRE BOXES																TOTAL RUNS
		1				2				3				4				
		1A	1B	1C	1D	2A	2B	2C	2D	3A	3B	3C	3D	4A	4B	4C	4D	
YEAR	2022	240	152	376	846	40	812	639	523	21	30	328	97	398	15	190	16	4723
	2021	188	121	356	793	65	788	542	494	21	28	355	85	354	17	178	8	4393
	2020	201	76	269	618	58	560	480	390	25	16	235	44	273	25	150	21	3441
	2019	116	116	236	633	45	594	479	369	26	15	193	55	190	14	115	11	3207
	2018	55	56	166	547	39	472	379	275	20	4	144	35	186	23	71	1	2473
	2017	72	47	130	454	29	423	322	248	24	8	140	21	175	10	65	1	2169
	2016	30	37	87	395	25	397	218	194	10	8	107	32	176	8	48	6	1778
		902	605	1620	4286	301	4046	3059	2493	147	109	1502	369	1752	112	817	64	22184
		7413				9899				2127				2745				
RUNS PER FIRE BOX PER YEAR																		
FS1 / FS3					FS4					FS5					FS2 / FS6			
FIRE STATION LOCATIONS																		

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**Hutto Fire Rescue / Williamson County Emergency Services District #3  
Community-Driven Strategic Plan 2020 – 2023**

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**GOAL 2C**

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# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

**Goal 2 Embrace and acknowledge organizational growth needs through the creation of a proactive process to meet the needs of a rapidly growing community in a timely and responsive manner.**

### Objective 2C

*Validate future organizational needs utilizing statistical data collected.*

#### TIMEFRAME

- **DONE**

#### ASSIGNED

- **Fire Chief**

#### CRITICAL TASKS

- Compile all previously collected information. **[DONE]**
  - HFR demographic report (Zonda)
  - HISD demographic report (Zonda)
  - Master Plan / Capital Improvement Plan
  - Community Risk Assessment - Standards of Cover
  - Heat Maps
  - Trend Matrix (attached)
- Conduct a comparative analysis of current performance, staffing, points of delivery, and equipment. **[DONE]**
  - Community Risk Assessment - Standards of Cover
  - Heat Maps
  - Trend Matrix
  - *Comparisons* document (attached)
  - *National Average Recommended Human Resources Budget* document (attached)
  - Apparatus
- Create benchmarks for organizational management of the identified growth. **[DONE]**
  - Master Plan / Capital Improvement Plan
  - Community Risk Assessment - Standards of Cover
- Measure the results of the analysis against established benchmarks to validate the plan. **[DONE]**
  - HFR demographic report (Zonda)
  - HISD demographic report (Zonda)
  - Master Plan / Capital Improvement Plan
  - Community Risk Assessment - Standards of Cover
  - Heat Maps
  - Trend Matrix (attached)

# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

### FUNDING ESTIMATE (FUTURE GROWTH)

- Capital: **\$30,000,000**
- Personnel: **\$5,000,000**
- Consumables: **\$1,000,000**
- Contract Services: **\$1,000,000**



## Comparisons

A study conducted by the National Fire Protection Association (NFPA) entitled “*U.S. Fire Department Profile Through 2020*”, printed in 2022, measured service provisions in several key areas. The Hutto community and Hutto Fire Rescue was compared to fire services in similar sized communities around the United States. These are compared in the following chart<sup>1</sup>:

<i>Nationwide Area of Comparison</i>	<i>National Results*</i>	<i>Hutto (2021-2022)</i>
Number of career firefighters per 1,000 population	See below*	1.02
Number of stations per 1,000 population (% $\bar{x}$ )	0.08	0.05
Number of pumpers per 1,000 population (% $\bar{x}$ )	0.08	0.04
Number of aerial trucks per 1,000 population (% $\bar{x}$ )	0.02	0.02
Number of other suppression vehicles per 1000 population (% $\bar{x}$ )	0.04	0.05
% Departments in communities of “50,000 to 99,999” population with 3-4 pumpers	34%	3 pumpers
% Departments in communities of “50,000 to 99,999” population with 1 aerial	41%	1 aerial
% Departments in communities of “50,000 to 99,999” population with 3-4 other suppression vehicles.	18%	3 other vehicles
% Departments in communities of “50,000 to 99,999” population with 3-4 stations	18%	3 stations
% Departments in communities of “50,000 to 99,999” population where fire department provides EMS service	No EMS – 7% BLS – 37% ALS – 55%	HFR – BLS WCEMS - ALS

\*Notes:

Sums may not equal totals due to rounding errors.

In the “50,000 to 99,999” population category there are 559 fire departments.

- 74% of the departments are all career
- 15% of the departments are mostly career
- 9% of the departments are mostly volunteer
- 2% of the departments are all volunteer

Career firefighter rates in communities of “50,000 to 99,999” population:

High	2.86
Medium	1.29
Low	0.00

<sup>1</sup> Fahy, R., Evarts, B., & Stein, G.P. (2022). *U.S. Fire Department Profile Through 2020*. NFPA, Quincy, MA.

**HUTTO FIRE RESCUE**  
**National Average Recommended Human Resources Budget\***  
**(2022)**

<b>Recommended Fire Department Human Resources Budget by National Averages (Inside Hutto City Limits)</b>	
Current Population - 30,855 (2021)	
Recommended Firefighters per National Average [1.48 per 1000]	46
Recommended Budget by National Average Per Capita [\$143.40]	\$4,424,607
Recommended Budget by National Average Per Firefighter [\$65,074]	\$2,993,404
<b>Average Recommended Personnel Budget</b>	<b>\$3,709,005</b>

<b>Recommended Fire Department Human Resources Budget by National Averages (Outside Hutto City Limits)</b>	
Current Population – 25,145	
Recommended Firefighters per National Average [1.48 per 1000]	37
Recommended Budget by National Average Per Capita [\$143.40]	\$3,605,793
Recommended Budget by National Average Per Firefighter [\$65,074]	\$2,407,738
<b>Average Recommended Personnel Budget</b>	<b>\$3,006,765</b>

<b>Total Recommended Human Resources Budget by National Averages (Inside and Outside Hutto City Limits)</b>	
Current Population – 56,000	
Recommended Firefighters per National Average [1.48 per 1000]	83
Recommended Budget by National Average Per Capita [\$144.40]	\$8,086,400
Recommended Budget by National Average Per Firefighter [\$65,074]	\$5,401,142
<b>Average Recommended Personnel Budget</b>	<b>\$6,743,771</b>

Current Per Capita Budget

National Average: \$144.40

WCESD #3: \$96.45

\* International City/County Management Association "The Municipal Year Book - 2014"

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**Hutto Fire Rescue / Williamson County Emergency Services District #3  
Community-Driven Strategic Plan 2020 – 2023**

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**GOAL 2D**

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# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

**Goal 2 Embrace and acknowledge organizational growth needs through the creation of a proactive process to meet the needs of a rapidly growing community in a timely and responsive manner.**

### Objective 2D

*Conduct a cost analysis to develop and prioritize the organizational plan.*

#### TIMEFRAME

- **DONE**

#### ASSIGNED

- **Fire Chief**

#### CRITICAL TASKS

- Determine costs of the current organizational model. [DONE]
  - Master Plan / Capital Improvement Plan
  - Fiscal Year Budget
- Determine the future potential costs of the model. [DONE]
  - Master Plan / Capital Improvement Plan
  - Fiscal Year Budget
- Analyze the results to create a model prioritization list. [DONE]
  - Fire Station #4
  - Fire Headquarters (Administration, Training, & Fire Marshal)
  - Fire Station #5
  - Fire Station #6
- Use the prioritization list to insert priorities into the budget process. [DONE]
  - Fire Station #4 (FY22-23)
  - Fire Headquarters [Administration, Training, & Fire Marshal] (FY23-24) \*
  - Fire Station #5 (FY25-26) \*
  - Fire Station #6 (F27-28) \*

\* The Williamson County Emergency Services Board of Commissioners has the right to alter, change, or suspend the prioritization list based on the financial status of the organization.
- Seek approval of the proposed budget and review all items approved. [DONE]
  - Fire Station #4 (Under Construction)
  - Fire Headquarters [Administration, Training, & Fire Marshal] (FY23-24) \*
  - Fire Station #5 (FY25-26) \*
  - Fire Station #6 (F27-28) \*

# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN



- \* The Williamson County Emergency Services Board of Commissioners has the right to alter, change, or suspend the prioritization list based on the financial status of the organization.
- All items not approved will be maintained for future submittal. **[DONE]**
  - The Williamson County Emergency Services Board of Commissioners has the right to alter, change, or suspend the prioritization list based on the financial status of the organization.

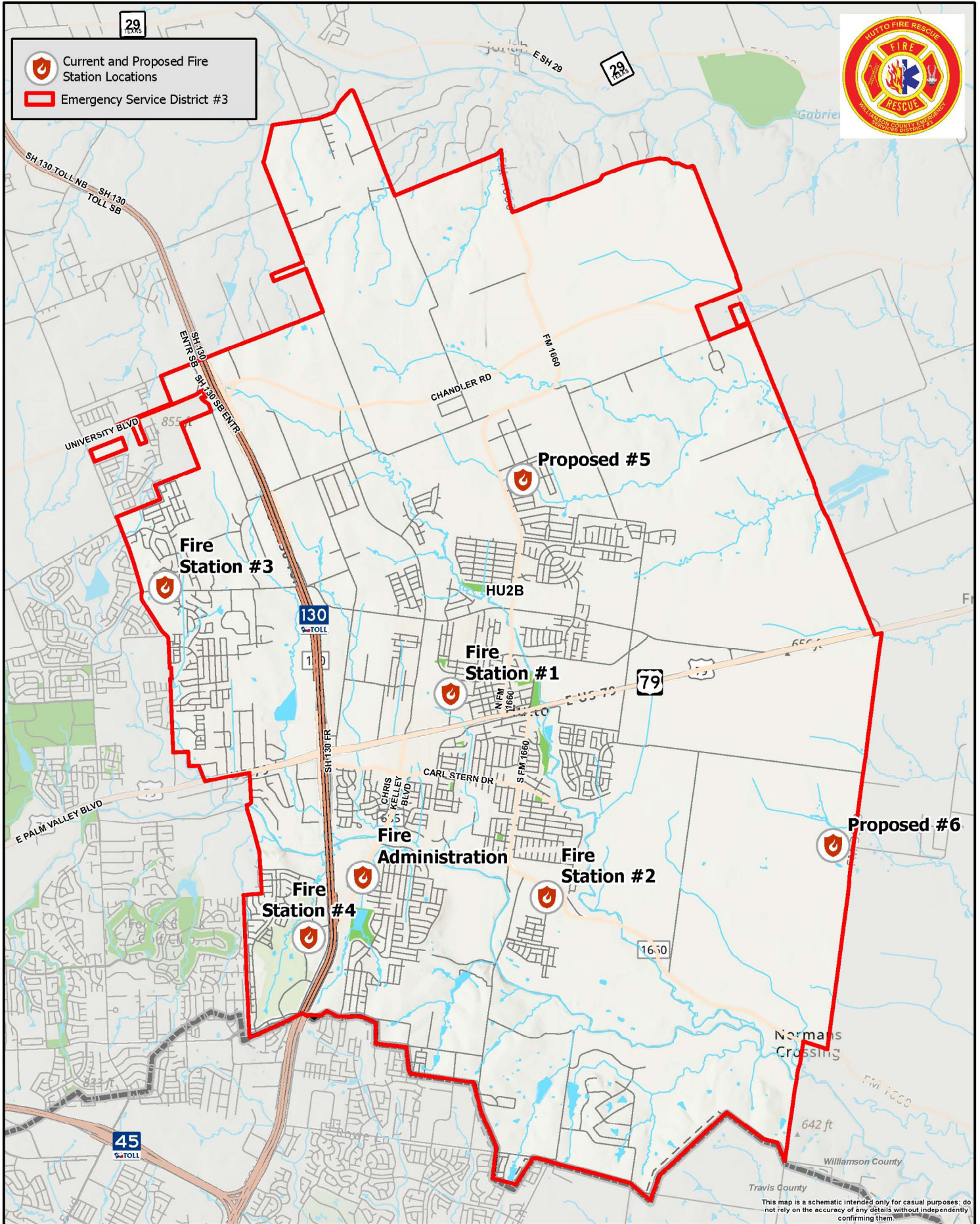
### FUNDING ESTIMATE (FUTURE GROWTH)

- |              |                     |                      |                    |
|--------------|---------------------|----------------------|--------------------|
| • Capital:   | <b>\$30,000,000</b> | • Consumables:       | <b>\$1,000,000</b> |
| • Personnel: | <b>\$5,000,000</b>  | • Contract Services: | <b>\$1,000,000</b> |

# HUTTO FIRE RESCUE / WCESD #3

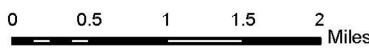


 Current and Proposed Fire Station Locations  
 Emergency Service District #3



This map is a schematic intended only for casual purposes; do not rely on the accuracy of any details without independently confirming them.

**Current and Proposed Hutto Fire Station Locations**



Data Source:  
Fire Stations - Hutto Fire and Rescue

**Williamson County Emergency Services District No.3  
Hutto, Texas**

**Capital Improvement Program**

***Fire Headquarters Building***

Responsible Division: **Administration**

CIP No. 2

Fiscal Year Financial Plan:

**FY22-23: \$6.0M - \$12.0M**    FY23-24: X    FY24-25: X    FY25-26: X    FY26-27: X    FY27-28: X    FY28-29: X

Description:

Hutto Fire Rescue Fire Headquarters Building is an approximately 11,500 sq. ft. master planned facility. This facility is located at 1545 Chris Kelley Boulevard. This facility is designed to house all the administrative offices and administrative staff, as well as the fire prevention division, and provide a permanent meeting location for the Williamson County Emergency Services District #3 Board of Commissioners. The facility will be able to accommodate record storage for all Hutto Fire Rescue in one location. Additionally, an 11,000 sq. ft. warehouse is located behind the Headquarters building.



New Administration/Fire Marshal Building  
**WCESD #3**



**Estimated Project Cost:**

Facility:        \$6,000,000 (HQ only)  
                     \$6,000,000 (Warehouse only)  
Apparatus:     \$ \_\_\_\_\_  
Total:            \$6,000,000 - \$12,000,000

**Funding**

Property Tax:  
Sales Tax:  
Other:

Total:            **\$6,000,000 - \$12,000,000**

**Phase**

Right-of-Way:  
  
Design:  
Bid:  
Construction:

**Schedule**

**%**

**Operational Impact:**

Personnel (total):  
Supplies & Materials:  
Repair & Maintenance:  
Capital & Other:

Total:

**Notes:**

**Williamson County Emergency Services District No.3  
Hutto, Texas**

**Capital Improvement Program**

***Fire Station #4***

Responsible Division: **Administration**

CIP No. 1

Fiscal Year Financial Plan:

**FY22-23: \$7.0M**    FY23-24: X    FY24-25: X    FY25-26: X    FY26-27: X    FY27-28: X    FY28-29: X

**Description:**

Hutto Fire Station #4 is an approximately 12,000 sq. ft. master planned facility. This facility is 3-bay satellite fire station located at 161 Klattenhoff Lane that provides first arriving fire, rescue, and emergency medical services to the southwest area of Williamson County Emergency Services District No. 3 (HU2A, HU2B, HU2C, HU2D). This facility is designed to house 1-engine company with a staffing of 4-firefighters per shift, a 1-ladder company with a staffing of 5-firefighters per shift, and 1-rescue squad company with a staffing of 2-firefighters per shift, 24-hours per day. The facility is not being designed to accommodate a Williamson County Emergency Medical Services ambulance and staff.



<b><u>Estimated Project Cost:</u></b>	<b><u>Phase</u></b>	<b><u>Schedule</u></b>	<b><u>%</u></b>
Facility: \$7,000,000	Right-of-Way:		
Apparatus: \$2,000,000	Design:		
	Bid:		
Total: \$9,000,000	Construction:		
<b><u>Funding</u></b>	<b><u>Operational Impact:</u></b>		
General Fund:	Personnel (total):	33	
Certificates of Obligation:	Supplies & Materials:		
Other:	Repair & Maintenance:		
	Capital & Other:		
Total: \$9,000,000	Total:		

**Notes:**

- This area was identified by the ISO-PPC Consultant and the Community Risk Assessment – Standards of Cover report to improve the response times and insurance rating for Williamson County Emergency Services District No. 3.



**Williamson County Emergency Services District No.3  
Hutto, Texas**

**Capital Improvement Program**

*Fire Station #5*

Responsible Division: *Administration*

CIP No. 3

Fiscal Year Financial Plan:

FY22-23: X    FY23-24: X    FY24-25: X    **FY25-26: \$7.0M**    FY26-27: X    FY27-28: X    FY28-29: X

Description:

Hutto Fire Station #5 is an approximately 12,000 sq. ft. master planned facility. This facility is 3-bay satellite fire station located in the vicinity of FM1660 North and CR133 on the campus of the Hutto Independent School District 9<sup>th</sup>-Grade Center that provides first arriving fire, rescue, and emergency medical services to the northeast area of Williamson County Emergency Services District No. 3 (HU3A, HU3B, HU3C, HU3D). This facility is designed to house 1-engine company with a staffing of 4-firefighters per shift, 24-hours per day. The facility will be able to accommodate a Williamson County Emergency Medical Services ambulance and staff. This facility will also house the training division and training staff.



New Fire Station #5  
WCESD #3



**Estimated Project Cost:**

Facility:	\$7,000,000
Apparatus:	<u>\$2,000,000</u>
<b>Total:</b>	<b>\$9,000,000</b>

**Phase**

Right-of-Way:	
Design:	
Bid:	
Construction:	

**Schedule**

**%**

**Funding**

General Fund:	
Certificates of Obligation:	
Other:	
<b>Total:</b>	<b>\$9,000,000</b>

**Operational Impact:**

Personnel (total):	12
Supplies & Materials:	
Repair & Maintenance:	
Capital & Other:	
<b>Total:</b>	

**Notes:**

- This area was identified by the ISO-PPC Consultant and the Community Risk Assessment – Standards of Cover report to improve the response times and insurance rating for Williamson County Emergency Services District No. 3 and the City of Hutto.

**Williamson County Emergency Services District No.3  
Hutto, Texas**

**Capital Improvement Program**

*Fire Station #6*

Responsible Division: *Administration*

CIP No. 4

Fiscal Year Financial Plan:

FY22-23: X    FY23-24: X    FY24-25: X    FY25-26: X    FY26-27: X    FY27-28: X    **FY28-29: \$9M**

Description:

Hutto Fire Station #6 is an approximately 12,000 sq. ft. master planned facility. This facility is 3-bay satellite fire station located in the vicinity of FM 3349 and US 79 that provides first arriving fire, rescue, and emergency medical services to the southeast area of Williamson County Emergency Services District No. 3 (HU4A, HU4B, HU4C, HU4D). This facility is designed to house 1-engine company with a staffing of 4-firefighters per shift, and 1-ladder company with a staffing of 4-firefighters per shift, 24-hours per day. The facility will be able to accommodate a Williamson County Emergency Medical Services ambulance and staff.



New Fire Station #6  
**WCESD #3**



**Estimated Project Cost:**

Facility:	\$9,000,000
Apparatus:	<u>\$2,000,000</u>
<b>Total:</b>	<b>\$11,000,000</b>

**Phase**

Right-of-Way:
Design:
Bid:
Construction:

**Schedule**

**%**

**Funding**

General Fund:	
Certificates of Obligation:	
Other:	
<b>Total:</b>	<b>\$11,000,000</b>

**Operational Impact:**

Personnel (total):	27
Supplies & Materials:	
Repair & Maintenance:	
Capital & Other:	
<b>Total:</b>	

**Notes:**

- This area was identified by the ISO-PPC Consultant and the Community Risk Assessment – Standards of Cover report to improve the response times and insurance rating for Williamson County Emergency Services District No. 3 and the City of Hutto.

# Gap Analysis

**Project: Fire Station #4**

**Date Assessed: 05/18/2023**

**Person(s) Responsible: Fire Chief**

**Project Objective: Begin the construction of Fire Station #4 that was awarded on April 27, 2023.**

Current State	End Goal	Gaps	Implications or Others Impacted	Recommendations	Date Due
Award given to Pfluger Construction to begin building Fire Station #4.	Move into Fire Station #4 within 365 days of the signed contract.	Completing the VE process in order to sign the contract.	Delay the starting of the construction process and the completion date.	Complete the VE process and sign the contract.	Jun-23
Award given to Pfluger Construction to begin building Fire Station #4.	Begin construction.	Completing the VE process in order to sign the contract.	Delay the starting of the construction process and the completion date.	Complete the VE process and sign the contract.	Jun-23
Award given to Pfluger Construction to begin building Fire Station #4.	Complete construction within 365 days of the signed contract.	Completing the VE process in order to sign the contract.	Delay the starting of the construction process and the completion date.	Complete the VE process and sign the contract.	Jun-24
Award given to Pfluger Construction to begin building Fire Station #4.	Move into Fire Station #4.	Completing the VE process in order to sign the contract.	Delay the starting of the construction process and the completion date.	Complete the VE process and sign the contract.	Jul-24

# Gap Analysis

**Project: Fire Station #4**

**Date Assessed: 05/18/2023**

**Person(s) Responsible: Fire Chief**

**Project Objective: Purchase of Fire Station #4 apparatus. Hiring of Fire Station #4 personnel.**

Current State	End Goal	Gaps	Implications or Others Impacted	Recommendations	Date Due
No fire apparatus ordered for Fire Station #4.	Staffed new fire appaatus ordered for Fire Station #4.	Have not not presented request to the Williamson County Emergency Services District #3 Board of Commissioners.	Use of reserve apparatus until the new Fire Station #4 apparatus is received.	Determine through the budget process which apparatus can be ordered and when it can be ordered.	Oct-23
No hiring process is underway for Fire Station #4.	Staff all new fire appaatus identified for Fire Station #4 in the Master Plan / Capital Improvement Plan.	Have not not presented request to the Williamson County Emergency Services District #3 Board of Commissioners.	Move personnel from another fire station until the hiring of the first crew for Fire Station #4.	Determine through the budget process how many people can be hired and when this will occur.	Oct-23

# Gap Analysis

**Project: Fire Headquarters**

**Date Assessed: 05/18/2023**

**Person(s) Responsible: Fire Chief**

**Project Objective: Begin the construction of Fire Headquarters.**

Current State	End Goal	Gaps	Implications or Others Impacted	Recommendations	Date Due
Working on all of the required architectural drawings needed to go out for bid.	Complete all of the required architectural drawings needed to go out for bid.	Completed architectural drawings.	Cannot go out to bid.	Complete architectural drawings.	Jul-23
Working on all of the required architectural drawings needed to go out for bid.	Present a complete package to the Williamson County Emergency Services District #3 Board of Commissioners for bid authorization.	Completed architectural drawings.	Cannot go out to bid.	Complete architectural drawings.	Aug-23
Working on all of the required architectural drawings needed to go out for bid.	Go out for and receive construction bids.	Completed architectural drawings.	Cannot go out to bid.	Complete architectural drawings.	Aug-23
Working on all of the required architectural drawings needed to go out for bid.	Present construction bids to the Williamson County Emergency Services District #3 Board of Commissioners.	Completed architectural drawings.	Cannot go out to bid.	Complete architectural drawings.	Sep-23
Working on all of the required architectural drawings needed to go out for bid.	Award construction bids by the Williamson County Emergency Services District #3 Board of Commissioners.	Completed architectural drawings.	Cannot go out to bid.	Complete architectural drawings.	Sep-23
Working on all of the required architectural drawings needed to go out for bid.	Begin construction.	Completed architectural drawings.	Cannot go out to bid.	Complete architectural drawings.	Oct-23

Current State	End Goal	Gaps	Implications or Others Impacted	Recommendations	Date Due
Working on all of the required architectural drawings needed to go out for bid.	Complete construction.	Completed architectural drawings.	Cannot go out to bid.	Complete architectural drawings.	Oct-24
Working on all of the required architectural drawings needed to go out for bid.	Move into Fire Headquarters.	Completed architectural drawings.	Cannot go out to bid.	Complete architectural drawings.	Nov-24

# Gap Analysis

**Project: Fire Station #5**

**Date Assessed: 05/18/2023**

**Person(s) Responsible: Fire Chief**

**Project Objective: Construction and staffing of Fire Station #5 as identified in the Master Plan / Capital Improvement Plan.**

Current State	End Goal	Gaps	Implications or Others Impacted	Recommendations	Date Due
No agreement with Hutto ISD for land for Fire Station #5.	Move into Fire Station #5.	No agreement with Hutto ISD for land for Fire Station #5.	Relocate Fire Station #5.	Have the attorneys complete the agreement with Hutto ISD for land for Fire Station #5 and then present it to the HISD School Board and the Williamson County Emergency Services District #3 Board of Commissioners.	Jul-23
No agreement with Hutto ISD for land for Fire Station #5.	Complete all of the required architectural drawings needed to go out for bid.	Completed architectural drawings.	Cannot go out to bid.	Have the attorneys complete the agreement with Hutto ISD for land for Fire Station #5 and then present it to the HISD School Board and the Williamson County Emergency Services District #3 Board of Commissioners.	Jul-25
No agreement with Hutto ISD for land for Fire Station #5.	Present a complete package to the Williamson County Emergency Services District #3 Board of Commissioners for bid authorization.	Completed architectural drawings.	Cannot go out to bid.	Have the attorneys complete the agreement with Hutto ISD for land for Fire Station #5 and then present it to the HISD School Board and the Williamson County Emergency Services District #3 Board of Commissioners.	Aug-25
No agreement with Hutto ISD for land for Fire Station #5.	Go out for and receive construction bids.	Completed architectural drawings.	Cannot go out to bid.	Have the attorneys complete the agreement with Hutto ISD for land for Fire Station #5 and then present it to the HISD School Board and the Williamson County Emergency Services District #3 Board of Commissioners.	Aug-25
No agreement with Hutto ISD for land for Fire Station #5.	Present construction bids to the Williamson County Emergency Services District #3 Board of Commissioners.	Completed architectural drawings.	Cannot go out to bid.	Have the attorneys complete the agreement with Hutto ISD for land for Fire Station #5 and then present it to the HISD School Board and the Williamson County Emergency Services District #3 Board of Commissioners.	Sep-25
No agreement with Hutto ISD for land for Fire Station #5.	Award construction bids by the Williamson County Emergency Services District #3 Board of Commissioners.	Completed architectural drawings.	Cannot go out to bid.	Have the attorneys complete the agreement with Hutto ISD for land for Fire Station #5 and then present it to the HISD School Board and the Williamson County Emergency Services District #3 Board of Commissioners.	Sep-25

Current State	End Goal	Gaps	Implications or Others Impacted	Recommendations	Date Due
No agreement with Hutto ISD for land for Fire Station #5.	Begin construction.	Completed architectural drawings.	Cannot go out to bid.	Have the attorneys complete the agreement with Hutto ISD for land for Fire Station #5 and then present it to the HISD School Board and the Williamson County Emergency Services District #3 Board of Commissioners.	Oct-25
No agreement with Hutto ISD for land for Fire Station #5.	Complete construction.	Completed architectural drawings.	Cannot go out to bid.	Have the attorneys complete the agreement with Hutto ISD for land for Fire Station #5 and then present it to the HISD School Board and the Williamson County Emergency Services District #3 Board of Commissioners.	Oct-26
No agreement with Hutto ISD for land for Fire Station #5.	Move into Fire Station #5.	Completed architectural drawings.	Cannot go out to bid.	Have the attorneys complete the agreement with Hutto ISD for land for Fire Station #5 and then present it to the HISD School Board and the Williamson County Emergency Services District #3 Board of Commissioners.	Nov-26



# Gap Analysis

**Project: Fire Station #6**

**Date Assessed: 05/18/2023**

**Person(s) Responsible: Fire Chief**

**Project Objective: Construction and staffing of Fire Station #6 as identified in the *Community Risk Assessment - Standards of Cover* .**

Current State	End Goal	Gaps	Implications or Others Impacted	Recommendations	Date Due
No land identified for Fire Station #6.	Move into Fire Station #6.	No land identified for Fire Station #6.	Cannot build Fire Station #6.	Identify land for Fire Station #6.	Jul-25
No land identified for Fire Station #6.	Complete all of the required architectural drawings needed to go out for bid.	Completed architectural drawings.	Cannot build Fire Station #6.	Identify land for Fire Station #6.	Jul-27
No land identified for Fire Station #6.	Present a complete package to the Williamson County Emergency Services District #3 Board of Commissioners for bid authorization.	Completed architectural drawings.	Cannot build Fire Station #6.	Identify land for Fire Station #6.	Aug-27
No land identified for Fire Station #6.	Go out for and receive construction bids.	Completed architectural drawings.	Cannot build Fire Station #6.	Identify land for Fire Station #6.	Aug-27
No land identified for Fire Station #6.	Present construction bids to the Williamson County Emergency Services District #3 Board of Commissioners.	Completed architectural drawings.	Cannot build Fire Station #6.	Identify land for Fire Station #6.	Sep-27
No land identified for Fire Station #6.	Award construction bids by the Williamson County Emergency Services District #3 Board of Commissioners.	Completed architectural drawings.	Cannot build Fire Station #6.	Identify land for Fire Station #6.	Sep-27

Current State	End Goal	Gaps	Implications or Others Impacted	Recommendations	Date Due
No land identified for Fire Station #6.	Begin construction.	Completed architectural drawings.	Cannot build Fire Station #6.	Identify land for Fire Station #6.	Oct-27
No land identified for Fire Station #6.	Complete construction.	Completed architectural drawings.	Cannot build Fire Station #6.	Identify land for Fire Station #6.	Oct-28
No land identified for Fire Station #6.	Move into Fire Station #5.	Completed architectural drawings.	Cannot build Fire Station #6.	Identify land for Fire Station #6.	Nov-28

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**Hutto Fire Rescue / Williamson County Emergency Services District #3  
Community-Driven Strategic Plan 2020 – 2023**

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**GOAL 2E**

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# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

**Goal 2 Embrace and acknowledge organizational growth needs through the creation of a proactive process to meet the needs of a rapidly growing community in a timely and responsive manner.**

### Objective 2E

*Seek organizational and community support for the developed and prioritized plan.*

#### TIMEFRAME

- **DONE**

#### ASSIGNED

- **Fire Chief**

#### CRITICAL TASKS

- Develop a survey for all stakeholders. **[DONE]**
  - HUTTO FIRE RESCUE - *Developed and Prioritized Growth of Hutto Fire Rescue – Hutto Community* (survey done via SurveyMonkey)
    - Sent – 25 Hutto Community
  - HUTTO FIRE RESCUE - *Developed and Prioritized Growth of Hutto Fire Rescue – Partner Agencies* (survey done via SurveyMonkey)
    - Sent – 26 Partner Agencies
  - HUTTO FIRE RESCUE - *Developed and Prioritized Growth of Hutto Fire Rescue – Hutto Fire Rescue Staff* (survey done via SurveyMonkey)
    - Sent – 61 Hutto Fire Rescue Members
- Distribute the survey to all stakeholders to gather information on the plan.
  - HUTTO FIRE RESCUE - *Developed and Prioritized Growth of Hutto Fire Rescue – Hutto Community* (survey done via SurveyMonkey)
    - Returned – 3 Hutto Community [12%]
  - HUTTO FIRE RESCUE - *Developed and Prioritized Growth of Hutto Fire Rescue – Partner Agencies* (survey done via SurveyMonkey)
    - Returned – 5 Partner Agencies [19%]
  - HUTTO FIRE RESCUE - *Developed and Prioritized Growth of Hutto Fire Rescue – Hutto Fire Rescue Staff* (survey done via SurveyMonkey)
    - Returned – 24 Hutto Fire Rescue Members [39%]

# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

- Analyze stakeholder feedback to determine the needed level of support. [DONE]
  - See attached report for complete details.
  - HUTTO FIRE RESCUE - *Developed and Prioritized Growth of Hutto Fire Rescue – Hutto Community* (survey done via SurveyMonkey)
    - It seems to me that HFR is really paying attention to the growth and projected growth and planning future stations in such a way as to allow efficient coverage of all areas of the city.
    - Hutto ISD and HFR regularly interact and share information on growth, development, and demographic data. HISD and HFR are planning a collaboration project for proposed FS #5.
    - Even through uncertain growth and financial stresses the emphasis has been in continued service for our community.
  - HUTTO FIRE RESCUE - *Developed and Prioritized Growth of Hutto Fire Rescue – Partner Agencies* (survey done via SurveyMonkey)
    - Planning and researching.
    - Adding fire stations and firefighters.
    - Utilizing a formalized planning to validate the locations of future stations is appropriate. Also, adequate stations on both sides of railroad tracks for build-out.
    - With the addition of #4 & 5 the city will be covered in all areas.
    - HFR is actively building up resources for current and future growth.
  - HUTTO FIRE RESCUE - *Developed and Prioritized Growth of Hutto Fire Rescue – Hutto Fire Rescue Staff* (survey done via SurveyMonkey)
    - I believe that we are ahead of the curve in planning out our future with apparatus and buildings, however, it can also be frustrating sometimes to have inadequate staffing for shifts and an unclear picture on how trucks or squads will be staffed. I would really like to see a drive to hire more people, possibly more public events geared towards getting people interested in the fire service or maybe even an internship program or civilian academy with the goal of hiring out of those groups.
    - Yes. Planning is there, just being held up by unexpected delays in ordering new apparatus.
    - The stations being built are in anticipation not in reaction.
    - More stations “should” spread the calls more evenly between stations.
    - HFR has been progressive at continuing to build stations and staying online with all the houses coming in.
  - Deficiencies
    - *Partner Agencies*
      - ◆ Looks very close to the outer boundaries of the district. (FS #6)
      - ◆ It is not a best practice to build a fire station on the border of your jurisdiction as you are not realizing the benefit of 360-degree coverage, and it does not currently have a good way to move west. Consider shifting it west once the southeast loop is built. (FS #6)

# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

- *Hutto Fire Rescue Staff*
  - ◆ We are adding stations and equipment adequately. That said, we are doing a poor job preparing for department growth with regard to response, staffing and promotion. We have quite a few promoted personnel that were promoted before they were ready, and since being promoted are doing very little if anything to grow in their new position. We also are not changing the mindset on responses. We waste a large amount of personnel time and resources on calls when we are not needed, and remaining on scene when we should be clearing. There are numerous times when a single engine response would be completely appropriate and we are sending multiple apparatus, an example would be sending multiple apparatus and/or BCs on simple injury accidents. And, there are other times where we should be sending two apparatus and are only sending one, an example would be a commercial water flow alarm. True growth is about the ways we respond and how we do things, it's not only about the number of stations and the number of personnel.
  - ◆ For us to truly grow we need to start focusing on the Firefighters, officers, the quality of our staff, and our responses. When growth is talked about here, it is always focused on, and usually limited to the number of stations and number of staff. That is the small part of growth. Our officer development for current officers and prospective officers is poor. Growth is an entire organizational philosophy which focuses on the staff and the quality of the staff, not just having a person in a seat. It means evolving and changing how we do things, to include scaling personnel and resource utilization. We currently have no standards with regard to keeping apparatus in their first due areas whenever possible. If we have multiple stations, but most of the apparatus are out of their district for non- call related activities when not necessary, what is the point? The majority of personnel, to include officers, have a mentality that everyone needs to respond to everything, and it doesn't matter what the abilities are of the staff, as long as we have someone in the seat, the box is checked. With regard to staffing and promotions, we are very reactionary, instead of being proactive in preparing for department growth.
  - ◆ I believe that we are behind on fleet and need to start ordering trucks now. Due to the wait time and attempting to not have to run first due in a reserve Engine for years.
  - ◆ We take too long to receive new apparatus, our reserves are beat down

# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

- ◆ I believe slightly more northeast will be more beneficial in the long run. (FS #5)
  - ◆ Might be ok for whenever 6 is actually built, years down the road, but WAY too far out of the way. (FS #6)
  - ◆ Station 6 should be more central on 79 and then station 7 and 8 should hit the farthest borders on 3349 and 101. (FS #6)
  - ◆ Too close to the edge of the district. (FS #6)
  - ◆ I haven't been told where station six is going to be built. (FS #6)
- Strategic-level items identified should be included in strategic plan updates. [DONE]
    - Master Plan / Capital Improvement Plan
    - Community Risk Assessment - Standards of Cover
  - Complete a report of findings from the stakeholder survey. [DONE]
    - See attached report for complete details.

### FUNDING ESTIMATE (FUTURE GROWTH)

- |              |                     |                      |                    |
|--------------|---------------------|----------------------|--------------------|
| • Capital:   | <b>\$30,000,000</b> | • Consumables:       | <b>\$1,000,000</b> |
| • Personnel: | <b>\$5,000,000</b>  | • Contract Services: | <b>\$1,000,000</b> |

# #1

COMPLETE

Collector:

Started:

Last Modified:

Time Spent:

Email:

IP Address:

---

Page 1: Hutto Community

**Q1**

**YES**

Do you feel that Hutto Fire Rescue is doing a good job of planning for the growth of the Hutto Community?

**Q2**

If you answered "YES", please explain why.

Even through uncertain growth and financial stresses the emphasis has been in continued service for our community

**Q3**

**Respondent skipped this question**

If you answered "NO", please explain why.

**Q4**

**Yes**

Do you feel that Fire Station #5 is being built in the proper location?

**Q5**

If you answered "YES", please explain why.

City growth in that direction

**Q6**

**Respondent skipped this question**

If you answered "NO", please explain why.

**Q7**

**Yes**

Do you feel that Fire Station #6 is being built in the proper location?

---



**Q8**

If you answered "YES", please explain why.

Same as above

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**Q9**

Respondent skipped this question

If you answered "NO", please explain why.

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**Q10**

Respondent skipped this question

Are there other growth items that Hutto Fire Rescue needs to consider that are not listed here.

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**Q11**

(Optional) Demographics

Name

Connie G

---

# #2

**COMPLETE**

Collector:

Started:

Last Modified:

Time Spent:

Email:

IP Address:

Page 1: Hutto Community

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of planning for the growth of the Hutto Community?

**Q2**  
If you answered "YES", please explain why.

Hutto ISD and HFR regularly interact and share information on growth, development, and demographic data...HISD and HFR are planning a collaboration project for proposed FS #5

**Q3** **Respondent skipped this question**

If you answered "NO", please explain why.

**Q4** **Yes**

Do you feel that Fire Station #5 is being built in the proper location?

**Q5**  
If you answered "YES", please explain why.

HISD will benefit from a fire station co-located with our HS #2 and other future school sites. An important driver of this locale is the development of a possible fire academy and training/certification programs that may occur

**Q6** **Respondent skipped this question**

If you answered "NO", please explain why.

**Q7** **Yes**

Do you feel that Fire Station #6 is being built in the proper location?

**Q8**

If you answered "YES", please explain why.

the growth to the southeast with the new parkway and the industry interest will exponentially spur growth and therefore support HFR strategic placement of a FS

---

**Q9**

**Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q10**

Are there other growth items that Hutto Fire Rescue needs to consider that are not listed here.

none..

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**Q11**

(Optional) Demographics

Name	<b>Henry Gideon</b>
Position	<b>Assist. Superintendent of Operations</b>
Agency	<b>Hutto ISD</b>

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# #3

**COMPLETE**

Collector:

Started:

Last Modified:

Time Spent:

Email:

IP Address:

Page 1: Hutto Community

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of planning for the growth of the Hutto Community?

**Q2**  
If you answered "YES", please explain why.

It seems to me that HFR is really paying attention to the growth and projected growth and planning future stations in such a way as to allow efficient coverage of all areas of the city.

**Q3** **Respondent skipped this question**

If you answered "NO", please explain why.

**Q4** **Yes**

Do you feel that Fire Station #5 is being built in the proper location?

**Q5**  
If you answered "YES", please explain why.  
It provides coverage for the northeast corner of the city and will position it near the Ninth Grade Center, which will be the future second high school.

**Q6** **Respondent skipped this question**

If you answered "NO", please explain why.

**Q7** **Yes**

Do you feel that Fire Station #6 is being built in the proper location?

**Q8**

If you answered "YES", please explain why.

I trust those who have examined future growth projections!

---

**Q9**

**Respondent skipped this question**

If you answered "NO", please explain why.

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**Q10**

**Respondent skipped this question**

Are there other growth items that Hutto Fire Rescue needs to consider that are not listed here.

---

**Q11**

(Optional) Demographics

Name	<b>Todd Robison</b>
Position	<b>Purchasing Director</b>
Agency	<b>Hutto ISD</b>

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# #1

**COMPLETE**

Collector:  
Started:  
Last Modified:  
Time Spent:  
Email:  
IP Address:

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Page 1: Partner Agencies

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of planning for the growth of the Hutto Community?

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**Q2**

If you answered "YES", please explain why.

HFR is actively building up resources for current and future growth.

---

**Q3** **Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q4** **Yes**

Do you feel that Fire Station #5 is being built in the proper location?

---

**Q5**

If you answered "YES", please explain why.

Maybe. Should consider moving it slightly north for better access to Chandler Rd. and 130.

---

**Q6** **Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q7** **No**

Do you feel that Fire Station #6 is being built in the proper location?

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**Q8** **Respondent skipped this question**

If you answered "YES", please explain why.

---

**Q9** **Respondent skipped this question**

If you answered "NO", please explain why.

It is not a best practice to build a fire station on the border of your jurisdiction as you are not realizing the benefit of 360 degree coverage and it does not currently have a good way to move west. Consider shifting it west once the southeast loop is built.

---

**Q10** **Respondent skipped this question**

Are there other growth items that Hutto Fire Rescue needs to consider that are not listed here.

---

**Q11** **Respondent skipped this question**

(Optional) Demographics

---

# #2

**COMPLETE**

Collector:

Started:

Last Modified:

Time Spent:

Email:

IP Address:

Page 1: Partner Agencies

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of planning for the growth of the Hutto Community?

**Q2**  
If you answered "YES", please explain why.

With the addition of #4 & 5 the city will be covered in all areas.

**Q3** **Respondent skipped this question**

If you answered "NO", please explain why.

**Q4** **Yes**

Do you feel that Fire Station #5 is being built in the proper location?

**Q5**  
If you answered "YES", please explain why.

In an area that is needed

**Q6** **Respondent skipped this question**

If you answered "NO", please explain why.

**Q7** **Yes**

Do you feel that Fire Station #6 is being built in the proper location?



**Q8** Respondent skipped this question

If you answered "YES", please explain why.

---

**Q9** Respondent skipped this question

If you answered "NO", please explain why.

---

**Q10**  
Are there other growth items that Hutto Fire Rescue needs to consider that are not listed here.

No

---

**Q11**  
(Optional) Demographics

Name	<b>Chris Contreras</b>
Position	<b>District Safety &amp; Emergency Operations Supervisor</b>
Agency	<b>Hutto ISD</b>

---

# #3

**COMPLETE**

Collector:  
Started:  
Last Modified:  
Time Spent:  
Email:  
IP Address:

---

Page 1: Partner Agencies

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of planning for the growth of the Hutto Community?

---

**Q2**

If you answered "YES", please explain why.

Utilizing a formalized planning to validate the locations of future stations is appropriate. Also adequate stations on both sides of railroad tracks for build-out.

---

**Q3** **Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q4** **Yes**

Do you feel that Fire Station #5 is being built in the proper location?

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**Q5**

If you answered "YES", please explain why.

It appears so based on boundaries of the ESD.

---

**Q6** **Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q7** **Yes**

Do you feel that Fire Station #6 is being built in the proper location?

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**Q8**

If you answered "YES", please explain why.

SAA

---

**Q9**

**Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q10**

Are there other growth items that Hutto Fire Rescue needs to consider that are not listed here.

Will ESD 3 utilize neighboring training fields for live-fire training and for other training needs not available internally?

---

**Q11**

(Optional) Demographics

Name	<b>Chris Connealy</b>
Position	<b>Senior Director - Emergency Services</b>
Agency	<b>Williamson County</b>

---

# #4

**COMPLETE**

Collector:

Started:

Last Modified:

Time Spent:

Email:

IP Address:

Page 1: Partner Agencies

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of planning for the growth of the Hutto Community?

**Q2**  
If you answered "YES", please explain why.

Adding fire stations and fire fighters

**Q3** **Respondent skipped this question**

If you answered "NO", please explain why.

**Q4** **Yes**

Do you feel that Fire Station #5 is being built in the proper location?

**Q5**  
If you answered "YES", please explain why.

Need coverage in that area

**Q6** **Respondent skipped this question**

If you answered "NO", please explain why.

**Q7** **Yes**

Do you feel that Fire Station #6 is being built in the proper location?

**Q8**

If you answered "YES", please explain why.

Need coverage in that area

---

**Q9**

**Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q10**

Are there other growth items that Hutto Fire Rescue needs to consider that are not listed here.

Watch for developers and city council members looking to attack esd sales tax

---

**Q11**

**Respondent skipped this question**

(Optional) Demographics

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# #5

**COMPLETE**

Collector:  
Started:  
Last Modified:  
Time Spent:  
Email:  
IP Address:

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Page 1: Partner Agencies

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of planning for the growth of the Hutto Community?

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**Q2**  
If you answered "YES", please explain why.  
  
Planning and researching

---

**Q3** **Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q4** **Yes**

Do you feel that Fire Station #5 is being built in the proper location?

---

**Q5**  
If you answered "YES", please explain why.  
  
Only question is station five needing to be shifted east or west and add s second in this area to complete coverage area. Not sure how far apart these stations are.

---

**Q6** **Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q7** **No**

Do you feel that Fire Station #6 is being built in the proper location?

---

**Q8** **Respondent skipped this question**

If you answered "YES", please explain why.

---

**Q9**  
If you answered "NO", please explain why.

Looks very close to outer boundaries of district

---

**Q10**  
Are there other growth items that Hutto Fire Rescue needs to consider that are not listed here.  
density in those areas.

---

**Q11**  
(Optional) Demographics

Name	<b>Anthony Lincoln</b>
Position	<b>Fire Chief</b>
Agency	<b>WCESDNo.4</b>

---

# #1

**COMPLETE**

Collector:

Started:

Last Modified:

Time Spent:

Email:

IP Address:

---

Page 1: Hutto Fire Rescue Staff

**Q1**

**YES**

Do you feel that Hutto Fire Rescue is doing a good job of planning for the growth of the Hutto Community?

**Q2**

If you answered "YES", please explain why.

Great planing on buying property

**Q3**

**Respondent skipped this question**

If you answered "NO", please explain why.

**Q4**

**Yes**

Do you feel that Fire Station #5 is being built in the proper location?

**Q5**

**Respondent skipped this question**

If you answered "YES", please explain why.

**Q6**

**Respondent skipped this question**

If you answered "NO", please explain why.

**Q7**

**Yes**

Do you feel that Fire Station #6 is being built in the proper location?

**Q8**

**Respondent skipped this question**

If you answered "YES", please explain why.



**Q9** **Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q10**  
Are there other growth items that Hutto Fire Rescue needs to consider that are not listed here.

No

---

## #2

COMPLETE

Collector:

Started:

Last Modified:

Time Spent:

Email:

IP Address:

---

Page 1: Hutto Fire Rescue Staff

**Q1**

**YES**

Do you feel that Hutto Fire Rescue is doing a good job of planning for the growth of the Hutto Community?

---

**Q2**

If you answered "YES", please explain why.

Hutto and the surrounding areas do not seem to be slowing down in terms of development and growth.

---

**Q3**

**Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q4**

**Yes**

Do you feel that Fire Station #5 is being built in the proper location?

---

**Q5**

If you answered "YES", please explain why.

Yes better response to our northern area, Chandler and the 1660 north area.

---

**Q6**

**Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q7**

**Yes**

Do you feel that Fire Station #6 is being built in the proper location?

---

**Q8** Respondent skipped this question

If you answered "YES", please explain why.

---

**Q9** Respondent skipped this question

If you answered "NO", please explain why.

---

**Q10** Respondent skipped this question

Are there other growth items that Hutto Fire Rescue needs to consider that are not listed here.

---

### #3

**COMPLETE**

Collector:  
Started:  
Last Modified:  
Time Spent:  
Email:  
IP Address:

---

Page 1: Hutto Fire Rescue Staff

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of planning for the growth of the Hutto Community?

---

**Q2**

If you answered "YES", please explain why.

Planning and building stations in an appropriate amount of time.

---

**Q3** **Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q4** **Yes**

Do you feel that Fire Station #5 is being built in the proper location?

---

**Q5**

If you answered "YES", please explain why.

Lots of growth has been happening north.

---

**Q6** **Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q7** **Yes**

Do you feel that Fire Station #6 is being built in the proper location?

---

**Q8**

If you answered "YES", please explain why.

The growth by Samsung this station will benefit from.

---

**Q9**

**Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q10**

Are there other growth items that Hutto Fire Rescue needs to consider that are not listed here.

None.

---

# #4

**COMPLETE**

Collector:  
Started:  
Last Modified:  
Time Spent:  
Email:  
IP Address:

---

Page 1: Hutto Fire Rescue Staff

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of planning for the growth of the Hutto Community?

---

**Q2**

If you answered "YES", please explain why.

Wide spread stations, with the needed apparatus

---

**Q3** **Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q4** **Yes**

Do you feel that Fire Station #5 is being built in the proper location?

---

**Q5**

If you answered "YES", please explain why.

Seems to be in a good spot

---

**Q6** **Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q7** **Yes**

Do you feel that Fire Station #6 is being built in the proper location?

---

**Q8**

If you answered "YES", please explain why.

Seems like a good space for future growth

---

**Q9**

Respondent skipped this question

If you answered "NO", please explain why.

---

**Q10**

Are there other growth items that Hutto Fire Rescue needs to consider that are not listed here.

Need to pre order multiple brush trucks, and possibly engines. We are going to have more people than we will trucks. I don't feel as if our reserve trucks are going to last.

---

# #5

**COMPLETE**

Collector:

Started:

Last Modified:

Time Spent:

Email:

IP Address:

Page 1: Hutto Fire Rescue Staff

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of planning for the growth of the Hutto Community?

**Q2**  
If you answered "YES", please explain why.  
doing well getting stations built where needed

**Q3** **Respondent skipped this question**

If you answered "NO", please explain why.

**Q4** **Yes**

Do you feel that Fire Station #5 is being built in the proper location?

**Q5**  
If you answered "YES", please explain why.  
need one there for faster response to schools and neighborhoods

**Q6** **Respondent skipped this question**

If you answered "NO", please explain why.

**Q7** **Yes**

Do you feel that Fire Station #6 is being built in the proper location?



**Q8**

If you answered "YES", please explain why.

better response time for the businesses/growth coming

---

**Q9**

**Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q10**

**Respondent skipped this question**

Are there other growth items that Hutto Fire Rescue needs to consider that are not listed here.

---

# #6

**COMPLETE**

Collector:  
Started:  
Last Modified:  
Time Spent:  
Email:  
IP Address:

---

Page 1: Hutto Fire Rescue Staff

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of planning for the growth of the Hutto Community?

---

**Q2** **Respondent skipped this question**

If you answered "YES", please explain why.

---

**Q3** **Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q4** **Yes**

Do you feel that Fire Station #5 is being built in the proper location?

---

**Q5** **Respondent skipped this question**

If you answered "YES", please explain why.

---

**Q6** **Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q7** **Yes**

Do you feel that Fire Station #6 is being built in the proper location?

---

**Q8** **Respondent skipped this question**

If you answered "YES", please explain why.

---

**Q9** Respondent skipped this question

If you answered "NO", please explain why.

---

**Q10** Respondent skipped this question

Are there other growth items that Hutto Fire Rescue needs to consider that are not listed here.

---

#7

COMPLETE

Collector:

Started:

Last Modified:

Time Spent:

Email:

IP Address:

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Page 1: Hutto Fire Rescue Staff

**Q1**

**YES**

Do you feel that Hutto Fire Rescue is doing a good job of planning for the growth of the Hutto Community?

**Q2**

If you answered "YES", please explain why.

Hutto fire rescue is continuously looking to open new stations hire more employees although covid slowed it down , it's beginning to pick up speed again

**Q3**

**Respondent skipped this question**

If you answered "NO", please explain why.

**Q4**

**Yes**

Do you feel that Fire Station #5 is being built in the proper location?

**Q5**

If you answered "YES", please explain why.

Absolutely with the amount of growth moving towards that direction by the time station five opens it should be surrounded by a large number of neighborhoods, and it will be the closest to the major highway/one of the worst intersections we have. I just hope that the ISD will continue interest in wanting to partner up and build a training facility for future employees as well as students.

**Q6**

**Respondent skipped this question**

If you answered "NO", please explain why.

DEVELOPED AND PRIORITIZED GROWTH OF HUTTO FIRE RESCUE

**Q7**

**No**

Do you feel that Fire Station #6 is being built in the proper location?

---

**Q8**

**Respondent skipped this question**

If you answered "YES", please explain why.

---

**Q9**

If you answered "NO", please explain why.

I haven't been told where station six is going to be built?

---

**Q10**

Are there other growth items that Hutto Fire Rescue needs to consider that are not listed here.

Considerations that I hope Hutto Fire Rescue takes into account is acquiring additional reserves as in a reserve ladder truck a more reliable reserve, engine or two to help with the back order of building new apparatuses

---

#8

COMPLETE

Collector:

Started:

Last Modified:

Time Spent:

Email:

IP Address:

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Page 1: Hutto Fire Rescue Staff

**Q1**

**YES**

Do you feel that Hutto Fire Rescue is doing a good job of planning for the growth of the Hutto Community?

**Q2**

If you answered "YES", please explain why.

I feel we are staying ahead of the coming growth by adding trucks and personnel. I would like to see us also expand and add to our capabilities and services we offer to the community. (Swift water, rope rescue, trench rescue, structural collapse)

**Q3**

**Respondent skipped this question**

If you answered "NO", please explain why.

**Q4**

**Yes**

Do you feel that Fire Station #5 is being built in the proper location?

**Q5**

If you answered "YES", please explain why.

It's a good location for the future expansion of Chandler road and the new HS.

**Q6**

**Respondent skipped this question**

If you answered "NO", please explain why.

**Q7**

**Yes**

Do you feel that Fire Station #6 is being built in the proper location?

---

**Q8**

If you answered "YES", please explain why.

I thought it was going closer to 79 but it's still in a good location for the future growth Samsung will bring.

---

**Q9**

**Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q10**

Are there other growth items that Hutto Fire Rescue needs to consider that are not listed here.

Logistics staff in admin to help with uniforms, equipment, fleet, PPE, ex... Expand our capabilities. I'd like to see the Ariel trucks set up with heavy duty struts and more rescue equipment compared to the engines until a rescue truck is in service. With the amount of heavy trucks in and out of our area it's only a matter of time before we have a bad wreck our equipment won't handle. Also with the amount of construction in the area I think trench rescue is also a possibility. Maybe consider a boat. No one that I know of has one between RRFD and Temple FD down the hw95 corridor.

---

#9

**COMPLETE**

Collector:  
Started:  
Last Modified:  
Time Spent:  
Email:  
IP Address:

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Page 1: Hutto Fire Rescue Staff

**Q1** **NO**

Do you feel that Hutto Fire Rescue is doing a good job of planning for the growth of the Hutto Community?

---

**Q2** **Respondent skipped this question**

If you answered "YES", please explain why.

---

**Q3**  
If you answered "NO", please explain why.

We take too long to receive new apparatus, our reserves are beat down.

---

**Q4** **Yes**

Do you feel that Fire Station #5 is being built in the proper location?

---

**Q5**  
If you answered "YES", please explain why.

There is room to grow up there.

---

**Q6** **Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q7** **Yes**

Do you feel that Fire Station #6 is being built in the proper location?

---



**Q8**

If you answered "YES", please explain why.

Same reason.

---

**Q9**

Respondent skipped this question

If you answered "NO", please explain why.

---

**Q10**

Are there other growth items that Hutto Fire Rescue needs to consider that are not listed here.

Order front line apparatus maybe used apparatus so we have a good fleet.

---

# #10

COMPLETE

Collector:

Started:

Last Modified:

Time Spent:

Email:

IP Address:

---

Page 1: Hutto Fire Rescue Staff

**Q1**

**YES**

Do you feel that Hutto Fire Rescue is doing a good job of planning for the growth of the Hutto Community?

**Q2**

If you answered "YES", please explain why.

I believe HFR has taken a proactive approach to staying ahead of the growth to ensure that not only the citizens are taken care of, but that we are adequately staffed so operations personnel remain safe.

**Q3**

**Respondent skipped this question**

If you answered "NO", please explain why.

**Q4**

**Yes**

Do you feel that Fire Station #5 is being built in the proper location?

**Q5**

If you answered "YES", please explain why.

Future growth will most likely expand this direction and Response time to the area will be vastly improved for all.

**Q6**

**Respondent skipped this question**

If you answered "NO", please explain why.

**Q7**

**Yes**

Do you feel that Fire Station #6 is being built in the proper location?

---

**Q8**

If you answered "YES", please explain why.

Samsung and aid that can more adequately be provided within our district, but also to Taylor FD for Auto-Aid

---

**Q9**

**Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q10**

Are there other growth items that Hutto Fire Rescue needs to consider that are not listed here.

A training field/facility. I believe HFR could offer the highest quality training events within the county. In addition, I believe with an adequately established training facility, we could also train cadets through either a green academy or internship program. Furthermore, I believe we could open the fire academy to civilian candidates at a competitive rate that would further increase department revenue.

---

# #11

**COMPLETE**

Collector:

Started:

Last Modified:

Time Spent:

Email:

IP Address:

---

Page 1: Hutto Fire Rescue Staff

**Q1**

**YES**

Do you feel that Hutto Fire Rescue is doing a good job of planning for the growth of the Hutto Community?

**Q2**

If you answered "YES", please explain why.

Stations, infrastructure, positions. As needs arise we meet them in a timely manner.

**Q3**

**Respondent skipped this question**

If you answered "NO", please explain why.

**Q4**

**Yes**

Do you feel that Fire Station #5 is being built in the proper location?

**Q5**

If you answered "YES", please explain why.

The stations are placed in a way that when the growth happens, they will be in prime locations to support good response times.

**Q6**

**Respondent skipped this question**

If you answered "NO", please explain why.

**Q7**

**Yes**

Do you feel that Fire Station #6 is being built in the proper location?

---

**Q8**

If you answered "YES", please explain why.

Same as above.

---

**Q9**

Respondent skipped this question

If you answered "NO", please explain why.

---

**Q10**

Are there other growth items that Hutto Fire Rescue needs to consider that are not listed here.

As we saw the need arise with the training captain, I believe we are seeing the same need quickly arise with a full time logistics/fleet person. We are quickly outgrowing the capabilities of our operations staff to be able to "multi-task" proficiently, and my only fear is that the "extra jobs" hinder the ability to be good at their main jobs of being first responders.

---

# #12

**COMPLETE**

Collector:  
Started:  
Last Modified:  
Time Spent:  
Email:  
IP Address:

Page 1: Hutto Fire Rescue Staff

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of planning for the growth of the Hutto Community?

**Q2**  
If you answered "YES", please explain why.

The future has a sixth fire station in the works. So, it appears ranked promotions are coming for the firefighters. Which helps morale.

**Q3** **Respondent skipped this question**

If you answered "NO", please explain why.

**Q4** **Yes**

Do you feel that Fire Station #5 is being built in the proper location?

**Q5**  
If you answered "YES", please explain why.  
It's helps complete full circle of coverage for the ESD and the city

**Q6** **Respondent skipped this question**

If you answered "NO", please explain why.

**Q7** **Yes**

Do you feel that Fire Station #6 is being built in the proper location?

**Q8**

If you answered "YES", please explain why.

Same

---

**Q9**

Respondent skipped this question

If you answered "NO", please explain why.

---

**Q10**

Are there other growth items that Hutto Fire Rescue needs to consider that are not listed here.

The Fire Marshal office, could use more equipment , technology (fire investigation software) and vehicles for the expansion for the fire department and population growth.

---

## #13

COMPLETE

Collector:

Started:

Last Modified:

Time Spent:

Email:

IP Address:

Page 1: Hutto Fire Rescue Staff

Q1

YES

Do you feel that Hutto Fire Rescue is doing a good job of planning for the growth of the Hutto Community?

Q2

Respondent skipped this question

If you answered "YES", please explain why.

Q3

Respondent skipped this question

If you answered "NO", please explain why.

Q4

Yes

Do you feel that Fire Station #5 is being built in the proper location?

Q5

Respondent skipped this question

If you answered "YES", please explain why.

Q6

Respondent skipped this question

If you answered "NO", please explain why.

Q7

No

Do you feel that Fire Station #6 is being built in the proper location?

Q8

Respondent skipped this question

If you answered "YES", please explain why.



**Q9**

If you answered "NO", please explain why.

Too close to edge of district.

---

**Q10**

Respondent skipped this question

Are there other growth items that Hutto Fire Rescue needs to consider that are not listed here.

---

# #14

**COMPLETE**

Collector:  
Started:  
Last Modified:  
Time Spent:  
Email:  
IP Address:

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Page 1: Hutto Fire Rescue Staff

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of planning for the growth of the Hutto Community?

---

**Q2**

If you answered "YES", please explain why.

As a fire department we will always be behind the curve when it comes to growth. We are placing stations where we need them and ordering apparatus as fast as we can

---

**Q3** **Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q4** **Yes**

Do you feel that Fire Station #5 is being built in the proper location?

---

**Q5**

If you answered "YES", please explain why.

The residential growth that is coming in in that area.

---

**Q6** **Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q7** **Yes**

Do you feel that Fire Station #6 is being built in the proper location?

---

**Q8**

If you answered "YES", please explain why.

samsung, the loop, and businesses that come into that area to support samsung

---

**Q9**

**Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q10**

Are there other growth items that Hutto Fire Rescue needs to consider that are not listed here.

I don't believe so

---

# #15

**COMPLETE**

Collector:  
Started:  
Last Modified:  
Time Spent:  
Email:  
IP Address:

---

Page 1: Hutto Fire Rescue Staff

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of planning for the growth of the Hutto Community?

---

**Q2**

If you answered "YES", please explain why.

Building Fire Stations to keep up with the growth.

---

**Q3** **Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q4** **Yes**

Do you feel that Fire Station #5 is being built in the proper location?

---

**Q5**

If you answered "YES", please explain why.

Projected growth in residential and ISD.

---

**Q6** **Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q7** **Yes**

Do you feel that Fire Station #6 is being built in the proper location?

---

**Q8**

If you answered "YES", please explain why.

Projected growth from Samsung and support business for samsung in this area.

---

**Q9**

**Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q10**

Are there other growth items that Hutto Fire Rescue needs to consider that are not listed here.

na

---

# #16

**COMPLETE**

Collector:

Started:

Last Modified:

Time Spent:

Email:

IP Address:

Page 1: Hutto Fire Rescue Staff

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of planning for the growth of the Hutto Community?

**Q2**

If you answered "YES", please explain why.

I feel like we are meeting the demands of the community's population growth with the amount of fire stations, personnel, and apparatus needed to cover.

**Q3** **Respondent skipped this question**

If you answered "NO", please explain why.

**Q4** **Yes**

Do you feel that Fire Station #5 is being built in the proper location?

**Q5**

If you answered "YES", please explain why.

Due to coverage of the district, I believe fire station 5 is going in the best area.

**Q6** **Respondent skipped this question**

If you answered "NO", please explain why.

**Q7** **Yes**

Do you feel that Fire Station #6 is being built in the proper location?

**Q8**

If you answered "YES", please explain why.

I feel like due to the projected growth from the samsung project, fire station 6 is in a good location for future demands.

---

**Q9**

**Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q10**

Are there other growth items that Hutto Fire Rescue needs to consider that are not listed here.

I feel like we need to discuss getting Hutto Fire a training facility built sooner than expected to meet the demands of training our personnel and future academies. At least have this on the radar to discuss in future meetings.

---

# #17

**COMPLETE**

Collector:  
Started:  
Last Modified:  
Time Spent:  
Email:  
IP Address:

---

Page 1: Hutto Fire Rescue Staff

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of planning for the growth of the Hutto Community?

---

**Q2**

If you answered "YES", please explain why.

HFR leadership is actively assessing community need and growth as well as possible incidents HFR might be involved in within wcesd 3. Chief is one step ahead of growth what reflects in HFR strategic plans.

---

**Q3** **Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q4** **Yes**

Do you feel that Fire Station #5 is being built in the proper location?

---

**Q5**

If you answered "YES", please explain why.

HFR is making a proper reconnaissance and intelligence on planned station 5 location. This location is not randomly chosen, it reflects present and future needs of wcesd 3.

---

**Q6** **Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q7** **Yes**

Do you feel that Fire Station #6 is being built in the proper location?

---



**Q8**

If you answered "YES", please explain why.

HFR is making a proper reconnaissance and intelligence on planned station 5 location. This location is not randomly chosen, it reflects present and future needs of wcesd 3.

---

**Q9**

**Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q10**

Are there other growth items that Hutto Fire Rescue needs to consider that are not listed here.

I am not familiar with the rate and direction of Hutto growth. HFR is doing great job communicating with other agencies in order to stay aware of plans and decisions made there.

---

# #18

**COMPLETE**

Collector:

Started:

Last Modified:

Time Spent:

Email:

IP Address:

Page 1: Hutto Fire Rescue Staff

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of planning for the growth of the Hutto Community?

**Q2**  
If you answered "YES", please explain why.

The plan looks to adequately cover the city.

**Q3**  
If you answered "NO", please explain why.

N/a

**Q4** **Yes**

Do you feel that Fire Station #5 is being built in the proper location?

**Q5**  
If you answered "YES", please explain why.

Provide faster response to the northern area

**Q6**  
If you answered "NO", please explain why.

N/a

**Q7**

**Yes**

Do you feel that Fire Station #6 is being built in the proper location?

---

**Q8**

If you answered "YES", please explain why.

The area should explode with growth from samsung

---

**Q9**

If you answered "NO", please explain why.

N/a

---

**Q10**

Are there other growth items that Hutto Fire Rescue needs to consider that are not listed here.

No.

---

# #19

**COMPLETE**

Collector:  
Started:  
Last Modified:  
Time Spent:  
Email:  
IP Address:

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Page 1: Hutto Fire Rescue Staff

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of planning for the growth of the Hutto Community?

---

**Q2**

If you answered "YES", please explain why.

HFR has been progressive at continuing to building station and staying online with all the houses coming in.

---

**Q3**

If you answered "NO", please explain why.

I believe that we are behind on fleet and need to start ording trucks now. Due to the wait time and attempting to not have to run first due in a reserve Engine for years.

---

**Q4** **Yes**

Do you feel that Fire Station #5 is being built in the proper location?

---

**Q5**

If you answered "YES", please explain why.

Station 5 needs to be north

---

**Q6** **Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q7** **No**

Do you feel that Fire Station #6 is being built in the proper location?

---

**Q8**

Respondent skipped this question

If you answered "YES", please explain why.

---

**Q9**

If you answered "NO", please explain why.

Station 6 should be more central on 79 and then station 7 and 8 should hit the farthest borders on 3349 and 101.

---

**Q10**

Are there other growth items that Hutto Fire Rescue needs to consider that are not listed here.

How the squads are ran. It makes no sence having them run a priority 2 call in the look out and having them stationed at 3. We owe our citizens the best service we can give and we are doing no justice to them by sending a unit that will take longer then an engine from station 2.

---

# #20

**COMPLETE**

Collector:  
Started:  
Last Modified:  
Time Spent:  
Email:  
IP Address:

---

Page 1: Hutto Fire Rescue Staff

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of planning for the growth of the Hutto Community?

---

**Q2**

If you answered "YES", please explain why.

More stations "should" spread the calls more evenly between stations.

---

**Q3** **Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q4** **Yes**

Do you feel that Fire Station #5 is being built in the proper location?

---

**Q5**

If you answered "YES", please explain why.

Good enough location

---

**Q6** **Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q7** **No**

Do you feel that Fire Station #6 is being built in the proper location?

---

**Q8**

Respondent skipped this question

If you answered "YES", please explain why.

---

**Q9**

If you answered "NO", please explain why.

Might be ok for whenever 6 is actually built, years down the road, but WAY to far out of the way

---

**Q10**

Are there other growth items that Hutto Fire Rescue needs to consider that are not listed here.

N/a

---

# #21

**COMPLETE**

Collector:  
Started:  
Last Modified:  
Time Spent:  
Email:  
IP Address:

---

Page 1: Hutto Fire Rescue Staff

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of planning for the growth of the Hutto Community?

---

**Q2**

If you answered "YES", please explain why.

The stations being built are in anticipation not in reaction

---

**Q3** **Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q4** **No**

Do you feel that Fire Station #5 is being built in the proper location?

---

**Q5** **Respondent skipped this question**

If you answered "YES", please explain why.

---

**Q6**

If you answered "NO", please explain why.

I believe slightly more north east will be more beneficial in the long run

---

**Q7** **Yes**

Do you feel that Fire Station #6 is being built in the proper location?

---



**Q8**

If you answered "YES", please explain why.

Great for mutual aid and in prime real estate for homes

---

**Q9**

**Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q10**

Are there other growth items that Hutto Fire Rescue needs to consider that are not listed here.

No

---

# #22

**COMPLETE**

Collector:  
Started:  
Last Modified:  
Time Spent:  
Email:  
IP Address:

---

Page 1: Hutto Fire Rescue Staff

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of planning for the growth of the Hutto Community?

---

**Q2**

If you answered "YES", please explain why.

Yes. Planning is there, just being held up by unexpected delays in ordering new apparatus

---

**Q3** **Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q4** **Yes**

Do you feel that Fire Station #5 is being built in the proper location?

---

**Q5**

If you answered "YES", please explain why.

Appears to be the direction Hutto is growing at the moment.

---

**Q6** **Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q7** **Yes**

Do you feel that Fire Station #6 is being built in the proper location?

---

**Q8**

If you answered "YES", please explain why.

At the moment, appears Station 5 location is needed first but once Samsung and Hutto Loop are finished the priority could change

---

**Q9**

**Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q10**

Are there other growth items that Hutto Fire Rescue needs to consider that are not listed here.

nope

---

#23

**COMPLETE**

Collector:

Started:

Last Modified:

Time Spent:

Email:

IP Address:

Page 1: Hutto Fire Rescue Staff

**Q1****NO**

Do you feel that Hutto Fire Rescue is doing a good job of planning for the growth of the Hutto Community?

**Q2****Respondent skipped this question**

If you answered "YES", please explain why.

**Q3**

If you answered "NO", please explain why.

We are adding stations and equipment adequately. That said, we are doing a poor job preparing for department growth with regard to response, staffing and promotion. We have quite a few promoted personnel that were promoted before they were ready, and since being promoted are doing very little if anything to grow in their new position. We also are not changing the mindset on responses. We waste a large amount of personnel time and resources on calls when we are not needed, and remaining on scene when we should be clearing. There are numerous times when a single engine response would be completely appropriate and we are sending multiple apparatus, an example would be sending multiple apparatus and/or BC's on simple injury accidents. And, there other times where we should be sending two apparatus and are only sending one, an example would be a commercial water flow alarm. True growth is about the ways we respond and how we do things, it's not only about the number of stations and the number of personnel.

**Q4****Respondent skipped this question**

Do you feel that Fire Station #5 is being built in the proper location?

**Q5****Respondent skipped this question**

If you answered "YES", please explain why.

**Q6****Respondent skipped this question**

If you answered "NO", please explain why.

**Q7**

Respondent skipped this question

Do you feel that Fire Station #6 is being built in the proper location?

---

**Q8**

Respondent skipped this question

If you answered "YES", please explain why.

---

**Q9**

Respondent skipped this question

If you answered "NO", please explain why.

---

**Q10**

Are there other growth items that Hutto Fire Rescue needs to consider that are not listed here.

For us to truly grow we need to start focusing on the Firefighters, officers, the quality of our staff, and our responses. When growth is talked about here, it is always focused on, and usually limited to the number of stations and number of staff. That is the small part of growth. Our officer development for current officers, and prospective officers is poor. Growth is an entire organizational philosophy which focuses on the staff and the quality of the staff, not just having a person in a seat. It means evolving and changing how we do things, to include scaling personnel and resource utilization. We currently have no standards with regard to keeping apparatus in their first due areas whenever possible. If we have multiple stations, but most of the apparatus are out of their district for non- call related activities when not necessary, what is the point? The majority of personnel, to include officers, have a mentality that everyone needs to respond to everything, and it doesn't matter what the abilities are of the staff, as long as we have someone in the seat, the box is checked. With regard to staffing and promotions, we are very reactionary, instead of being proactive in preparing for department growth.

---

# #24

**COMPLETE**

Collector:  
Started:  
Last Modified:  
Time Spent:  
Email:  
IP Address:

---

Page 1: Hutto Fire Rescue Staff

**Q1** **YES**

Do you feel that Hutto Fire Rescue is doing a good job of planning for the growth of the Hutto Community?

---

**Q2**

If you answered "YES", please explain why.

I believe that we are ahead of the curve in planning out our future with apparatus and buildings, however, it can also be frustrating sometimes to have inadequate staffing for shifts and an unclear picture on how trucks or squads will be staffed. I would really like to see a drive to hire more people, possibly more public events geared towards getting people interested in the fire service or maybe even an internship program or civilian academy with the goal of hiring out of those groups.

---

**Q3** **Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q4** **Yes**

Do you feel that Fire Station #5 is being built in the proper location?

---

**Q5**

If you answered "YES", please explain why.

I believe the board and call data are the most reliable sources that the station is being built in the correct area

---

**Q6** **Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q7**

**Yes**

Do you feel that Fire Station #6 is being built in the proper location?

---

**Q8**

If you answered "YES", please explain why.

See previous remark

---

**Q9**

**Respondent skipped this question**

If you answered "NO", please explain why.

---

**Q10**

Are there other growth items that Hutto Fire Rescue needs to consider that are not listed here.

As I said in my first comment, I believe my main concern is being able to keep up with the growth of the department and city lies with staffing.

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**Hutto Fire Rescue / Williamson County Emergency Services District #3  
Community-Driven Strategic Plan 2020 – 2023**

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**GOAL 2F**

---



# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

**Goal 2 Embrace and acknowledge organizational growth needs through the creation of a proactive process to meet the needs of a rapidly growing community in a timely and responsive manner.**

### Objective 2F

*Implement organizational findings to achieve all previously developed objectives.*

#### TIMEFRAME

- **DONE**

#### ASSIGNED

- **Fire Chief**

#### CRITICAL TASKS

- Divide findings into capital improvement and operational categories. **[DONE]**
  - Master Plan / Capital Improvement Plan
  - Community Risk Assessment - Standards of Cover
- Obtain vendor bids for all identified findings.
  - Hutto Fire Rescue Standard Operating Procedure #1-4.1 – Budget Development & Management
  - Hutto Fire Rescue Standard Operating Procedure #1-4.2 – Purchasing & Receivables
- Using obtained vendor bids, create a budget for submittal and approval. **[DONE]**
  - Hutto Fire Rescue Standard Operating Procedure #1-4.1 – Budget Development & Management
  - Hutto Fire Rescue Standard Operating Procedure #1-4.2 - Purchasing & Receivables
  - Hutto Fire Rescue / Williamson County Emergency Services District #3 Fire Chiefs' Budget Proposal
- Upon approval of budget items, implement the acquiring process. **[DONE]**
  - Hutto Fire Rescue / Williamson County Emergency Services District #3 Approved Budget
  - Hutto Fire Rescue Standard Operating Procedure #1-4.1 – Budget Development & Management
  - Hutto Fire Rescue Standard Operating Procedure #1-4.2 - Purchasing & Receivables

# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

- Use the current organization process as needed. **[DONE]**
  - [Hutto Fire Rescue Standard Operating Procedure #1-4.2 - Purchasing & Receivables](#)

### FUNDING ESTIMATE (FUTURE GROWTH)

- |              |                     |                      |                    |
|--------------|---------------------|----------------------|--------------------|
| • Capital:   | <b>\$30,000,000</b> | • Consumables:       | <b>\$1,000,000</b> |
| • Personnel: | <b>\$5,000,000</b>  | • Contract Services: | <b>\$1,000,000</b> |

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**Hutto Fire Rescue / Williamson County Emergency Services District #3  
Community-Driven Strategic Plan 2020 – 2023**

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**GOAL 2G**

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# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

**Goal 2 Embrace and acknowledge organizational growth needs through the creation of a proactive process to meet the needs of a rapidly growing community in a timely and responsive manner.**

### Objective 2G

*Create an evaluation process to measure the effectiveness of the implemented plan.*

#### TIMEFRAME

- **DONE**

#### ASSIGNED

- **Fire Chief**

#### CRITICAL TASKS

- Review the previous objective-based benchmarks. [DONE]
  - Master Plan / Capital Improvement Plan
  - Community Risk Assessment - Standards of Cover
- Create over-arching organizational benchmarks. [DONE]
  - Master Plan / Capital Improvement Plan
  - Community Risk Assessment - Standards of Cover
- From those benchmarks, create baseline data points to measure progress. [DONE]
  - Hutto Fire Rescue / Williamson County Emergency Services District #3 Fire Chiefs' Budget Proposal – Annual Submission
- Determine the capacity to collect baseline data. [DONE]
  - ESO® Analytics – Run data
- Develop the process to capture the data available. [DONE]
  - ESO® Analytics vs. Master Plan / Capital Improvement Plan
  - ESO® Analytics vs. Community Risk Assessment - Standards of Cover
- Conduct a gap analysis to determine deficiencies. [DONE]
  - Attached
- Adjust the overall model based upon noted deficiencies. [DONE]
  - Ongoing
- Re-evaluate all model changes and make changes as needed. [DONE]
  - Ongoing

# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

### FUNDING ESTIMATE (FUTURE GROWTH)

- Capital: **\$30,000,000**
- Personnel: **\$5,000,000**
- Consumables: **\$1,000,000**
- Contract Services: **\$1,000,000**

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**Hutto Fire Rescue / Williamson County Emergency Services District #3  
Community-Driven Strategic Plan 2020 – 2023**

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**GOAL 3**

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# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

**Goal 3 Recruit and retain highly qualified and skilled individuals to better our organization and provide efficient and effective services, to the best of our ability, to our customers.**

**Objective 3A**

*Conduct a needs assessment for recruitment and retention for the organization.*

**Objective 3B**

*Identify and evaluate the current recruitment and retention program used in the organization.*

**Objective 3C**

*Create a plan to continuously improve the process used to recruit and retain highly qualified and skilled individuals for the betterment of the organization.*

**Objective 3D**

*Conduct a cost analysis and budget for the recruitment and retention program.*

**Objective 3E**

*Create evaluative tools to determine program effectiveness relevant to the goal parameters.*

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**Hutto Fire Rescue / Williamson County Emergency Services District #3  
Community-Driven Strategic Plan 2020 – 2023**

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**GOAL 3A**

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# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

**Goal 3 Recruit and retain highly qualified and skilled individuals to better our organization and provide efficient and effective services, to the best of our ability, to our customers.**

### Objective 3A

*Conduct a needs assessment for recruitment and retention for the organization.*

#### TIMEFRAME

- **DONE**

#### ASSIGNED

- **Fire Chief**

#### CRITICAL TASKS

- Conduct a survey from like organizations on current recruitment and retention parameters used to determine program needs to stay competitive. **[DONE]**
  - *HUTTO FIRE RESCUE - Fire Department Recruitment and Retention Experiences* (survey done via SurveyMonkey)
  - Sent – 15 Texas fire departments
  - Returned – 7 Texas fire departments (47%)
- Compile survey information. **[DONE]**
  - Attached
- Analyze the research data to determine what should be used by the organization. **[DONE]**
  - Using most of the same processes as the other respondents.
  - Improve pay scale.
  - Hire non-certified and put through TCFP and TDSHS training.
- Rank the elements from the research that were selected to be used to improve the current program. **[DONE]**
  1. Revise pay scale (attached).
  2. Develop and run a “Green Academy”.

#### FUNDING ESTIMATE

- |              |                    |                      |            |
|--------------|--------------------|----------------------|------------|
| • Capital:   | <b>\$0</b>         | • Consumables:       | <b>\$0</b> |
| • Personnel: | <b>\$2,000,000</b> | • Contract Services: | <b>\$0</b> |

#1

**COMPLETE**

Collector:

Started:

Last Modified:

Time Spent:

Email:

IP Address:

Page 1

<p><b>Q1</b></p> <p>Please identify the criteria used by your fire department in your recruitment methods.</p>	<p><b>Pay,</b></p> <p><b>Benefits,</b></p> <p><b>Work Hours,</b></p> <p><b>Training Opportunities,</b></p> <p><b>Organizational Culture,</b></p> <p><b>Organizational / Community Growth</b></p>
--	--

<p><b>Q2</b></p> <p>Does your fire department have a recruitment budget?</p>	<p><b>No</b></p>
--	------------------

<p><b>Q3</b></p> <p>Does your fire department conduct localized recruitment programs (e.g. job fairs, fire academy visitations, etc.)?</p>	<p><b>No</b></p>
--	------------------

<p><b>Q4</b></p> <p>Does your fire department utilize a "recruitment team"?</p>	<p><b>No</b></p>
---	------------------

<p><b>Q5</b></p> <p>Is your application process 100% online, 100% pen and paper, or a combination of both?</p>	<p><b>Combination</b></p>
--	---------------------------

<p><b>Q6</b></p> <p>Please identify your firefighter candidate application return rate.</p>	<p><b>51%-75%</b></p>
---	-----------------------

<p><b>Q7</b></p> <p>Please identify your firefighter candidate hiring rate.</p>	<p><b>51%-75%</b></p>
---	-----------------------

**Q8**

**9**

Reflecting back on your most recent cadet class, overall what was the quality of the candidates.

---

**Q9**

**Yes**

Do you only hire firefighters with their TCFP and TDSHS credentials?

---

**Q10**

**No**

Do you run your own fire academy?

---

**Q11**

**Respondent skipped this question**

If you run your own fire academy, please identify the average cost per student.

---

**Q12**

**76%-100%**

Please identify the retention rate of firefighters in your fire department.

---

**Q13**

Please identify the criteria in the retention of firefighters with your fire department.

**Pay,  
Benefits,  
Work Schedule,  
Training Opportunities,  
Organizational Culture,  
Organizational / Community Growth**

---

**Q14**

**Better Pay**

Please identify the reasons firefighters leave your fire department.

---

**Q15**

(Optional) Demographics

Name  
Rank  
Fire Department

**Anthony Lincoln  
Fire Chief  
WCESDNo.4/Liberty Hill Fire**

---

## #2

**COMPLETE**

Collector:

Started:

Last Modified:

Time Spent:

Email:

IP Address:

Page 1

**Q1**

Please identify the criteria used by your fire department in your recruitment methods.

**Pay,  
Benefits,  
Work Hours,  
Training Opportunities,  
Organizational Culture**

**Q2**

Does your fire department have a recruitment budget?

**Yes**

**Q3**

Does your fire department conduct localized recruitment programs (e.g. job fairs, fire academy visitations, etc.)?

**Yes**

**Q4**

Does your fire department utilize a "recruitment team"?

**No**

**Q5**

Is your application process 100% online, 100% pen and paper, or a combination of both?

**Online**

**Q6**

Please identify your firefighter candidate application return rate.

**51%-75%**

**Q7**

Please identify your firefighter candidate hiring rate.

**0%-25%**

**Q8**

**8**

Reflecting back on your most recent cadet class, overall what was the quality of the candidates.

---

**Q9**

**Yes**

Do you only hire firefighters with their TCFP and TDSHS credentials?

---

**Q10**

**No**

Do you run your own fire academy?

---

**Q11**

**Respondent skipped this question**

If you run your own fire academy, please identify the average cost per student.

---

**Q12**

**76%-100%**

Please identify the retention rate of firefighters in your fire department.

---

**Q13**

Please identify the criteria in the retention of firefighters with your fire department.

**Pay,  
Benefits,  
Work Schedule,  
Training Opportunities,  
Organizational Culture**

---

**Q14**

Please identify the reasons firefighters leave your fire department.

**Other (please specify):  
Retirement, left the fire service**

---

**Q15**

(Optional) Demographics

Name  
Rank  
Fire Department

**James Mallinger  
Fire Chief  
Cedar Park**

---

# #3

**COMPLETE**

Collector:

Started:

Last Modified:

Time Spent:

Email:

IP Address:

Page 1

**Q1**

Please identify the criteria used by your fire department in your recruitment methods.

**Pay,  
Benefits,  
Work Hours,  
Organizational Culture**

**Q2**

Does your fire department have a recruitment budget?

**No**

**Q3**

Does your fire department conduct localized recruitment programs (e.g. job fairs, fire academy visitations, etc.)?

**Yes**

**Q4**

Does your fire department utilize a "recruitment team"?

**No**

**Q5**

Is your application process 100% online, 100% pen and paper, or a combination of both?

**Pen and Paper**

**Q6**

Please identify your firefighter candidate application return rate.

**0%-25%**

**Q7**

Please identify your firefighter candidate hiring rate.

**0%-25%**

**Q8**

**5**

Reflecting back on your most recent cadet class, overall what was the quality of the candidates.

---

**Q9**

**Yes**

Do you only hire firefighters with their TCFP and TDSHS credentials?

---

**Q10**

**No**

Do you run your own fire academy?

---

**Q11**

**Respondent skipped this question**

If you run your own fire academy, please identify the average cost per student.

---

**Q12**

**26%-50%**

Please identify the retention rate of firefighters in your fire department.

---

**Q13**

Please identify the criteria in the retention of firefighters with your fire department.

**Pay,  
Benefits,  
Work Schedule,  
Organizational Culture**

---

**Q14**

**Better Pay**

Please identify the reasons firefighters leave your fire department.

---

**Q15**

(Optional) Demographics

Name

**Robert L Smith**

Rank

**Fire Chief**

Fire Department

**Orange County ESD#1**

---

# #4

**COMPLETE**

Collector:

Started:

Last Modified:

Time Spent:

Email:

IP Address:

---

Page 1

**Q1** Please identify the criteria used by your fire department in your recruitment methods.

**Pay,**  
**Benefits,**  
**Work Hours,**  
**Training Opportunities,**  
**Organizational Culture,**  
**Organizational / Community Growth**

---

**Q2** Does your fire department have a recruitment budget?

**Yes**

---

**Q3** Does your fire department conduct localized recruitment programs (e.g. job fairs, fire academy visitations, etc.)?

**Yes**

---

**Q4** Does your fire department utilize a "recruitment team"?

**Yes**

---

**Q5** Is your application process 100% online, 100% pen and paper, or a combination of both?

**Pen and Paper**

---

**Q6** Please identify your firefighter candidate application return rate.

**Respondent skipped this question**

---

**Q7** Please identify your firefighter candidate hiring rate.

**0%-25%**

---



**Q8** **8**  
 Reflecting back on your most recent cadet class, overall what was the quality of the candidates.

---

**Q9** **Yes**  
 Do you only hire firefighters with their TCFP and TDSHS credentials?

---

**Q10** **No**  
 Do you run your own fire academy?

---

**Q11** **Respondent skipped this question**  
 If you run your own fire academy, please identify the average cost per student.

---

**Q12** **76%-100%**  
 Please identify the retention rate of firefighters in your fire department.

---

**Q13** **Pay,  
Benefits,  
Work Schedule,  
Training Opportunities,  
Organizational Culture,  
Organizational / Community Growth**  
 Please identify the criteria in the retention of firefighters with your fire department.

---

**Q14** **Other (please specify):  
Municipal FD**  
 Please identify the reasons firefighters leave your fire department.

---

**Q15**  
 (Optional) Demographics

Name **Ryan Smith**

Rank **Fire Chief**

Fire Department **Travis County ESD No. 12**

---

# #5

**COMPLETE**

Collector:

Started:

Last Modified:

Time Spent:

Email:

IP Address:

Page 1

**Q1**

Please identify the criteria used by your fire department in your recruitment methods.

**Pay,  
Benefits,  
Work Hours,  
Organizational Culture**

**Q2**

Does your fire department have a recruitment budget?

**No**

**Q3**

Does your fire department conduct localized recruitment programs (e.g. job fairs, fire academy visitations, etc.)?

**Yes**

**Q4**

Does your fire department utilize a "recruitment team"?

**No**

**Q5**

Is your application process 100% online, 100% pen and paper, or a combination of both?

**Combination**

**Q6**

Please identify your firefighter candidate application return rate.

**51%-75%**

**Q7**

Please identify your firefighter candidate hiring rate.

**26%-50%**

**Q8**

**8**

Reflecting back on your most recent cadet class, overall what was the quality of the candidates.

---

**Q9**

**Yes**

Do you only hire firefighters with their TCFP and TDSHS credentials?

---

**Q10**

**No**

Do you run your own fire academy?

---

**Q11**

If you run your own fire academy, please identify the average cost per student.

NA

---

**Q12**

**76%-100%**

Please identify the retention rate of firefighters in your fire department.

---

**Q13**

Please identify the criteria in the retention of firefighters with your fire department.

**Benefits,  
Work Schedule,  
Training Opportunities,  
Organizational Culture**

---

**Q14**

Please identify the reasons firefighters leave your fire department.

Other (please specify):  
I have never had one leave, but previous Chief said it was due to pay.

---

**Q15**

(Optional) Demographics

Name	<b>Ron Stewart</b>
Rank	<b>Fire Chief</b>
Fire Department	<b>Williamson Co. ESD #5</b>

---

# #6

**COMPLETE**

Collector:

Started:

Last Modified:

Time Spent:

Email:

IP Address:

Page 1

**Q1**

Please identify the criteria used by your fire department in your recruitment methods.

**Pay,  
Benefits,  
Work Hours,  
Training Opportunities**

**Q2**

Does your fire department have a recruitment budget?

**No**

**Q3**

Does your fire department conduct localized recruitment programs (e.g. job fairs, fire academy visitations, etc.)?

**Yes**

**Q4**

Does your fire department utilize a "recruitment team"?

**No**

**Q5**

Is your application process 100% online, 100% pen and paper, or a combination of both?

**Online**

**Q6**

Please identify your firefighter candidate application return rate.

**51%-75%**

**Q7**

Please identify your firefighter candidate hiring rate.

**26%-50%**

**Q8** **6**

Reflecting back on your most recent cadet class, overall what was the quality of the candidates.

---

**Q9** **No**

Do you only hire firefighters with their TCFP and TDSHS credentials?

---

**Q10** **Yes**

Do you run your own fire academy?

---

**Q11**

If you run your own fire academy, please identify the average cost per student.

We are estimating \$16,000 per cadet for equipment, outside testing/class for EMT, and we reassigned 4 people from shift to Training to assist in the academy so we have to pay for their back fill.

---

**Q12** **76%-100%**

Please identify the retention rate of firefighters in your fire department.

---

**Q13**

Please identify the criteria in the retention of firefighters with your fire department.

**Pay,**  
**Benefits,**  
**Work Schedule,**  
**Training Opportunities,**  
**Organizational Culture,**  
**Organizational / Community Growth**

---

**Q14** **None of the above**

Please identify the reasons firefighters leave your fire department.

---

**Q15**

(Optional) Demographics

Name	<b>Shane Glaiser</b>
Rank	<b>Chief</b>
Fire Department	<b>Round Rock</b>

---

#7

**COMPLETE**

Collector:

Started:

Last Modified:

Time Spent:

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IP Address:

Page 1

<p><b>Q1</b></p> <p>Please identify the criteria used by your fire department in your recruitment methods.</p>	<p><b>Pay,</b></p> <p><b>Benefits,</b></p> <p><b>Work Hours,</b></p> <p><b>Training Opportunities,</b></p> <p><b>Organizational Culture,</b></p> <p><b>Organizational / Community Growth</b></p>
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<p><b>Q2</b></p> <p>Does your fire department have a recruitment budget?</p>	<p><b>No</b></p>
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<p><b>Q3</b></p> <p>Does your fire department conduct localized recruitment programs (e.g. job fairs, fire academy visitations, etc.)?</p>	<p><b>Yes</b></p>
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<p><b>Q4</b></p> <p>Does your fire department utilize a "recruitment team"?</p>	<p><b>No</b></p>
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<p><b>Q5</b></p> <p>Is your application process 100% online, 100% pen and paper, or a combination of both?</p>	<p><b>Combination</b></p>
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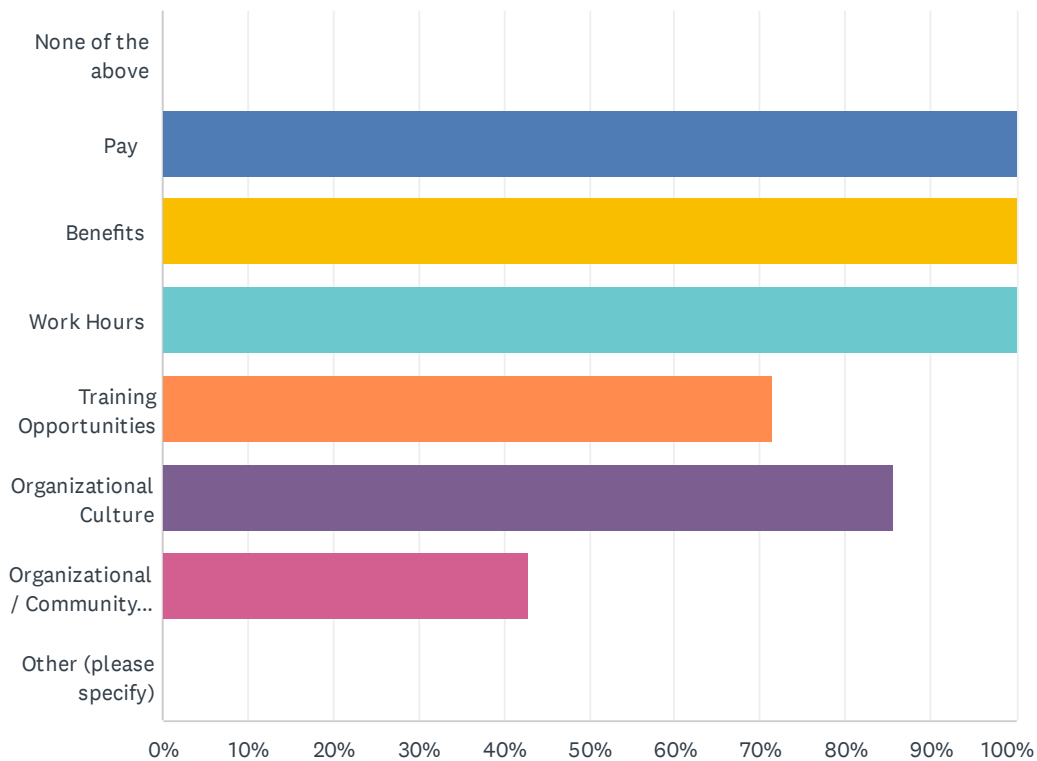
<p><b>Q6</b></p> <p>Please identify your firefighter candidate application return rate.</p>	<p><b>51%-75%</b></p>
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<p><b>Q7</b></p> <p>Please identify your firefighter candidate hiring rate.</p>	<p><b>76%-100%</b></p>
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<p><b>Q8</b></p> <p>Reflecting back on your most recent cadet class, overall what was the quality of the candidates.</p>	<p><b>8</b></p>
<p><b>Q9</b></p> <p>Do you only hire firefighters with their TCFP and TDSHS credentials?</p>	<p><b>Yes</b></p>
<p><b>Q10</b></p> <p>Do you run your own fire academy?</p>	<p><b>No</b></p>
<p><b>Q11</b></p> <p>If you run your own fire academy, please identify the average cost per student.</p>	<p><b>Respondent skipped this question</b></p>
<p><b>Q12</b></p> <p>Please identify the retention rate of firefighters in your fire department.</p>	<p><b>51%-75%</b></p>
<p><b>Q13</b></p> <p>Please identify the criteria in the retention of firefighters with your fire department.</p>	<p><b>Pay, Benefits, Work Schedule</b></p>
<p><b>Q14</b></p> <p>Please identify the reasons firefighters leave your fire department.</p>	<p><b>Better Pay, Better Benefits, Other (please specify): More promotional oppurtunities</b></p>
<p><b>Q15</b></p> <p>(Optional) Demographics</p> <p>Name</p> <p>Rank</p> <p>Fire Department</p>	<p><b>Tommy Crane Asst. Chief Marble Falls Fire Rescue</b></p>

## Q1 Please identify the criteria used by your fire department in your recruitment methods.

Answered: 7 Skipped: 0

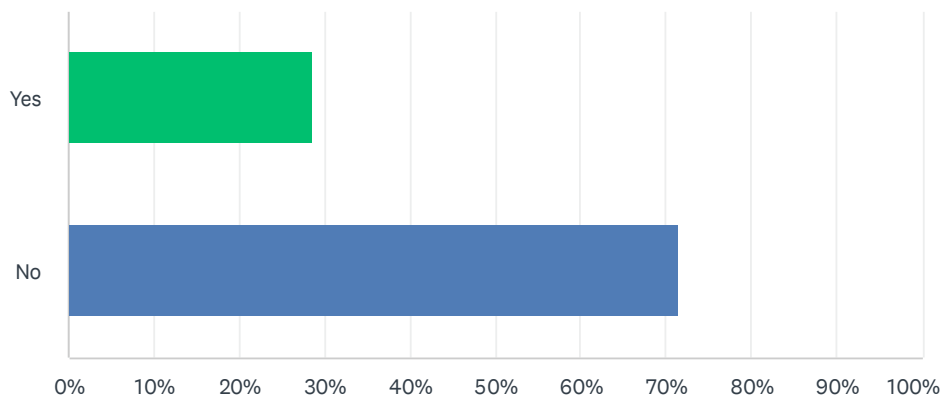


ANSWER CHOICES	RESPONSES	
None of the above	0.00%	0
Pay	100.00%	7
Benefits	100.00%	7
Work Hours	100.00%	7
Training Opportunities	71.43%	5
Organizational Culture	85.71%	6
Organizational / Community Growth	42.86%	3
Other (please specify)	0.00%	0
Total Respondents: 7		



## Q2 Does your fire department have a recruitment budget?

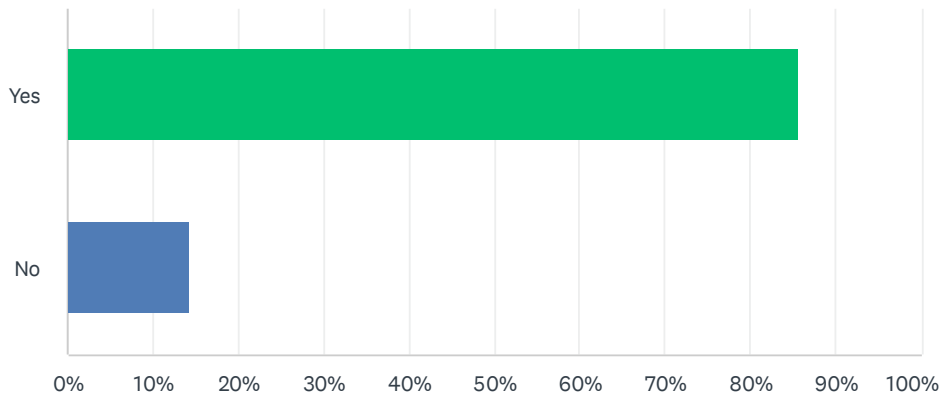
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	28.57%	2
No	71.43%	5
Total Respondents: 7		

### Q3 Does your fire department conduct localized recruitment programs (e.g. job fairs, fire academy visitations, etc.)?

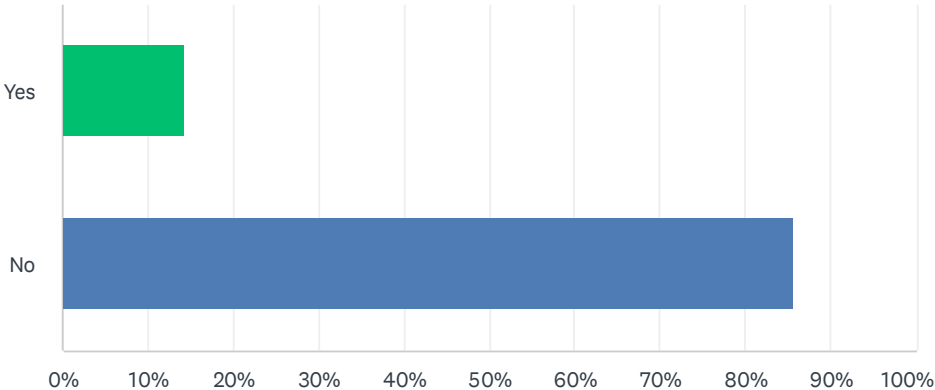
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	85.71%	6
No	14.29%	1
Total Respondents: 7		

### Q4 Does your fire department utilize a "recruitment team"?

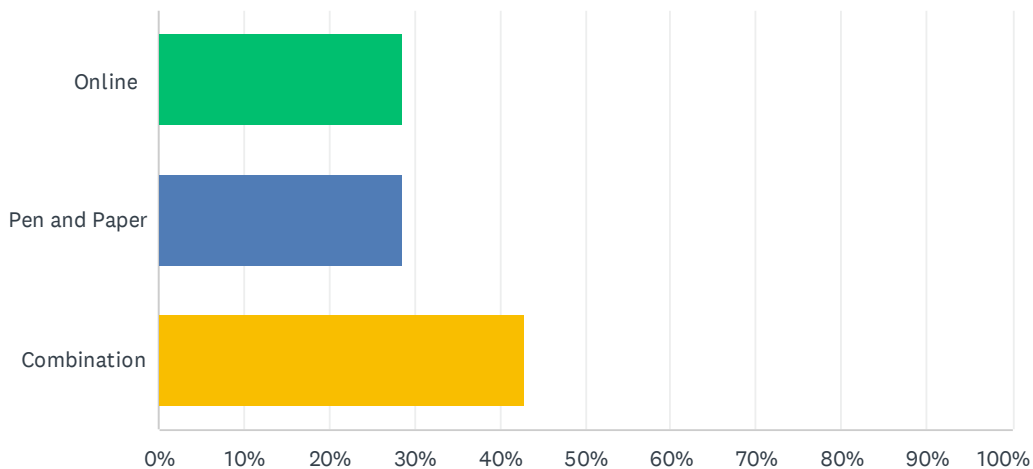
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	14.29%	1
No	85.71%	6
Total Respondents: 7		

## Q5 Is your application process 100% online, 100% pen and paper, or a combination of both?

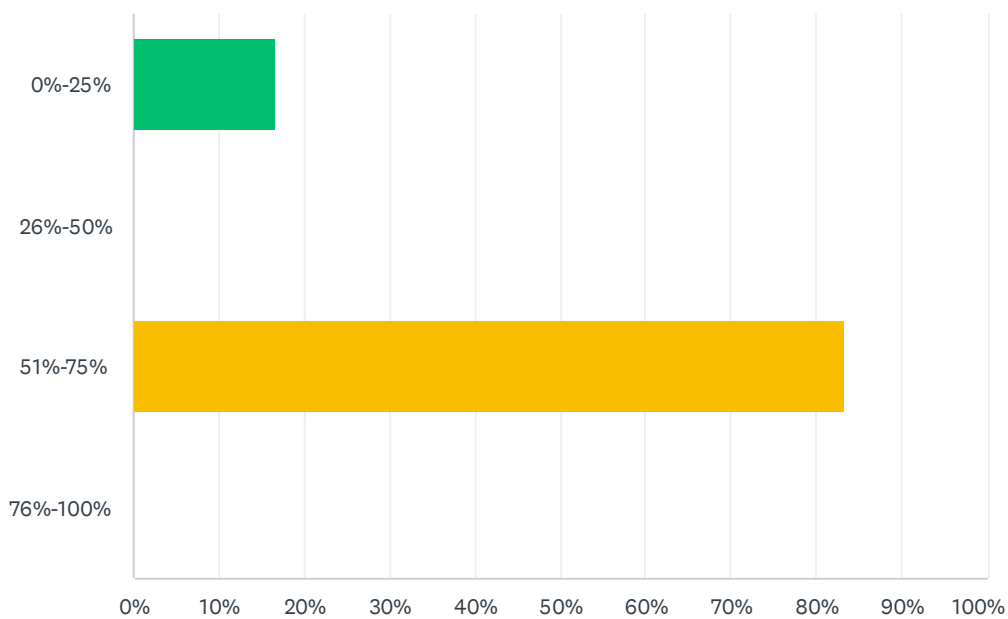
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES
Online	28.57% 2
Pen and Paper	28.57% 2
Combination	42.86% 3
Total Respondents: 7	

## Q6 Please identify your firefighter candidate application return rate.

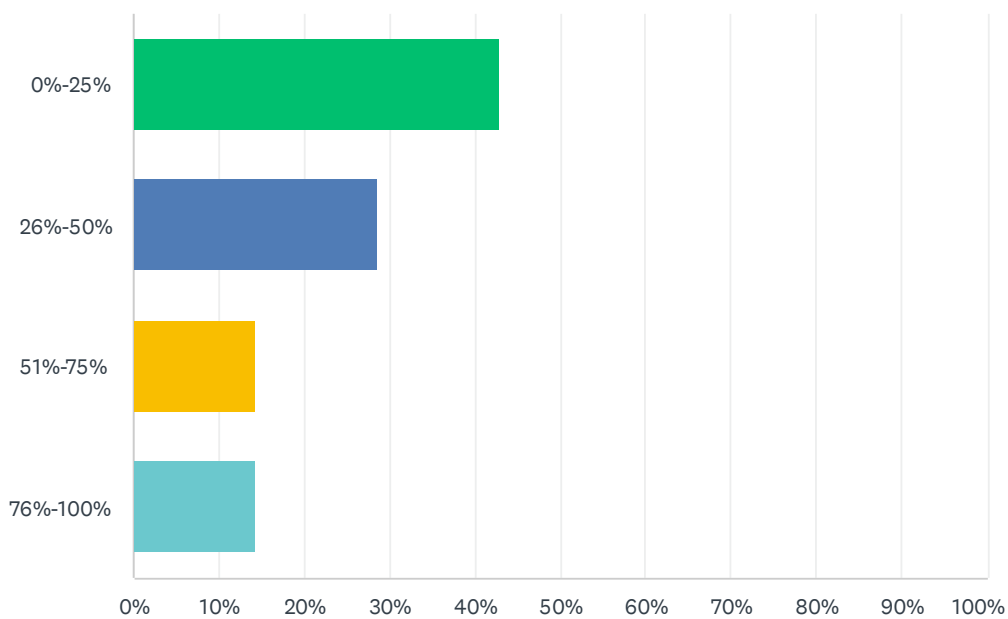
Answered: 6 Skipped: 1



ANSWER CHOICES	RESPONSES
0%-25%	16.67% 1
26%-50%	0.00% 0
51%-75%	83.33% 5
76%-100%	0.00% 0
Total Respondents: 6	

## Q7 Please identify your firefighter candidate hiring rate.

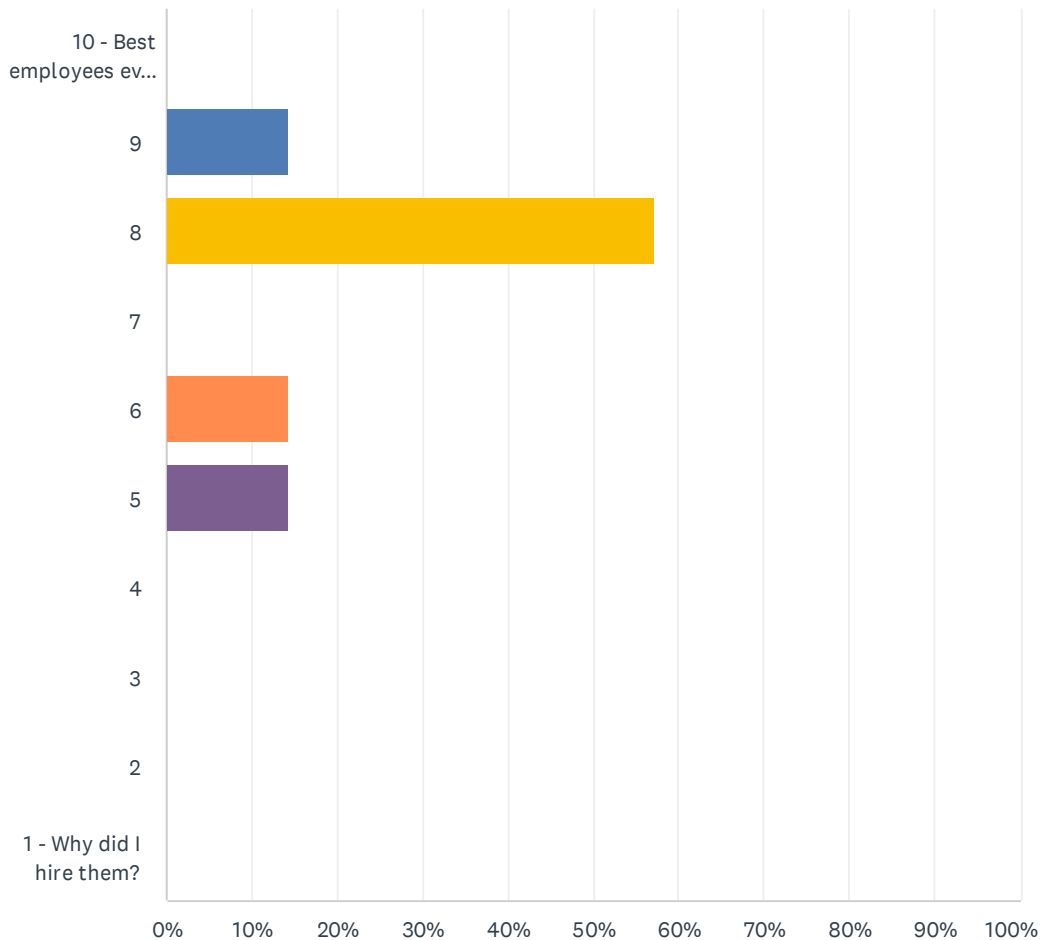
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES
0%-25%	42.86% 3
26%-50%	28.57% 2
51%-75%	14.29% 1
76%-100%	14.29% 1
Total Respondents: 7	

## Q8 Reflecting back on your most recent cadet class, overall what was the quality of the candidates.

Answered: 7 Skipped: 0



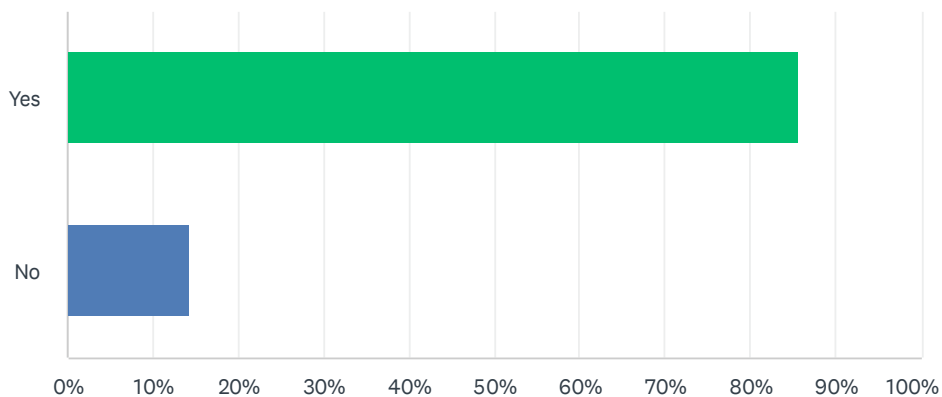
HUTTO FIRE RESCUE Fire Department Recruitment and Retention Experiences

ANSWER CHOICES	RESPONSES	
10 - Best employees ever hired!	0.00%	0
9	14.29%	1
8	57.14%	4
7	0.00%	0
6	14.29%	1
5	14.29%	1
4	0.00%	0
3	0.00%	0
2	0.00%	0
1 - Why did I hire them?	0.00%	0
Total Respondents: 7		



## Q9 Do you only hire firefighters with their TCFP and TDSHS credentials?

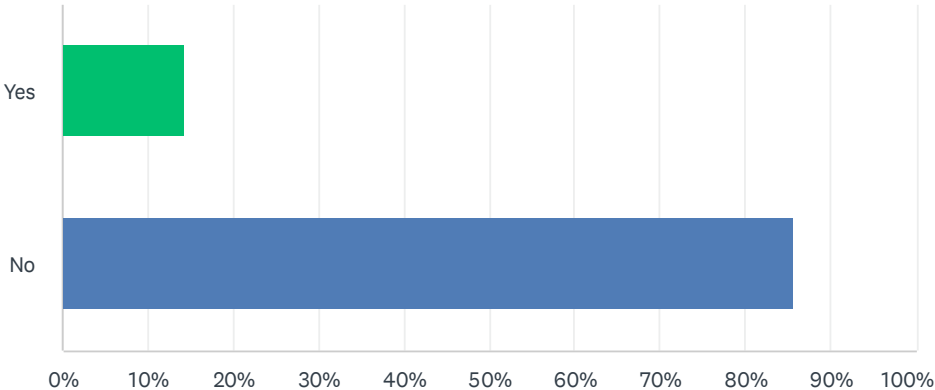
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	85.71%	6
No	14.29%	1
Total Respondents: 7		

### Q10 Do you run your own fire academy?

Answered: 7 Skipped: 0



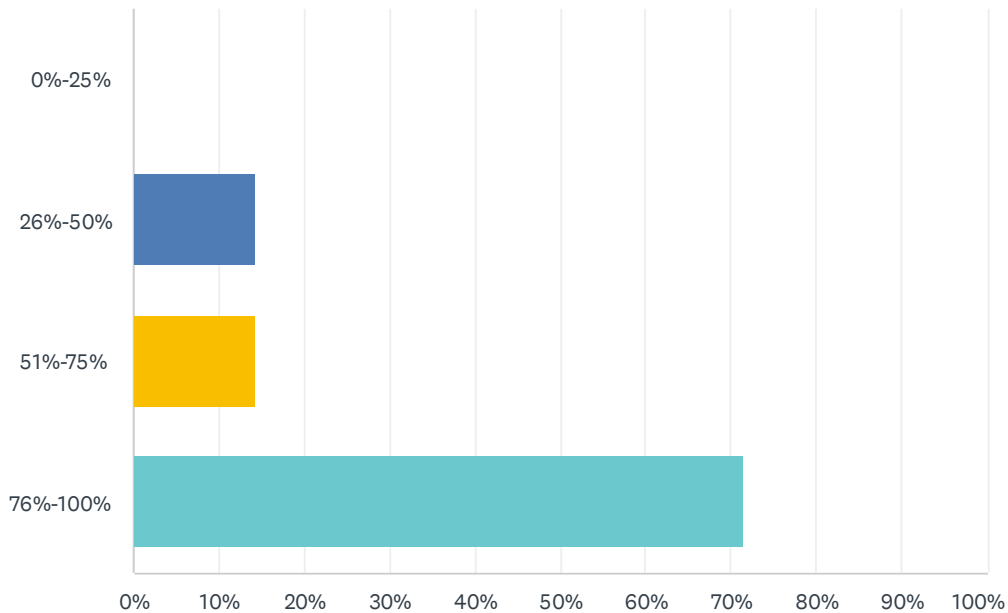
ANSWER CHOICES	RESPONSES	
Yes	14.29%	1
No	85.71%	6
Total Respondents: 7		

**Q11 If you run your own fire academy, please identify the average cost per student.**

Answered: 2 Skipped: 5

## Q12 Please identify the retention rate of firefighters in your fire department.

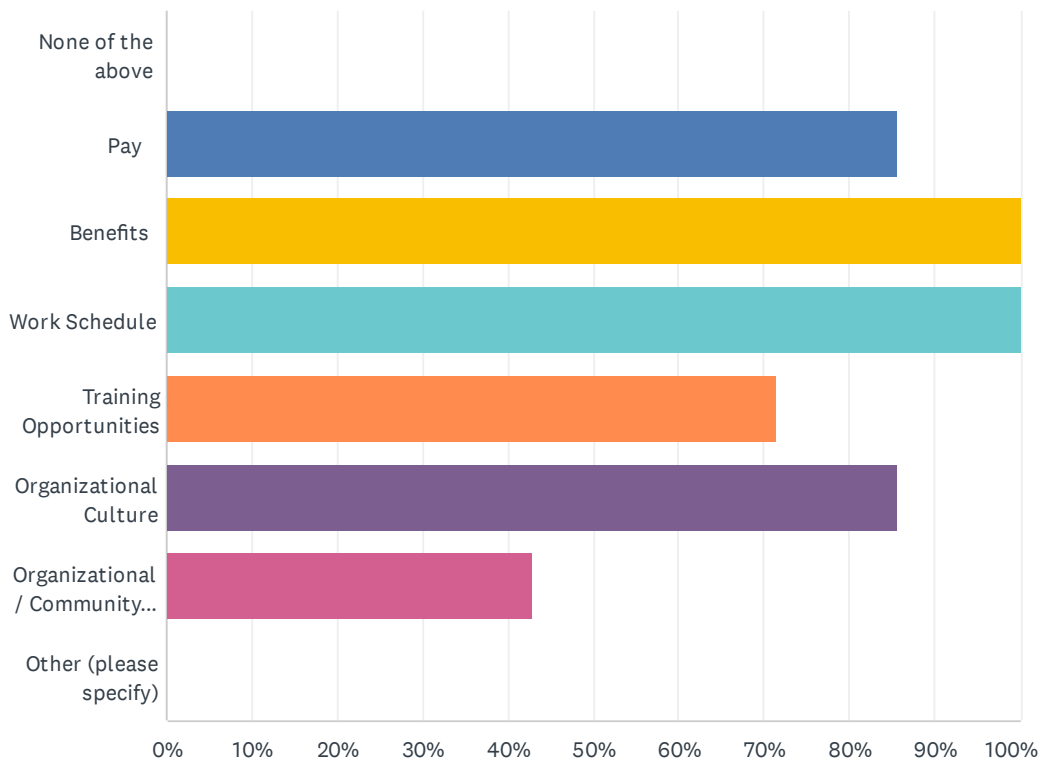
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES
0%-25%	0.00% 0
26%-50%	14.29% 1
51%-75%	14.29% 1
76%-100%	71.43% 5
Total Respondents: 7	

### Q13 Please identify the criteria in the retention of firefighters with your fire department.

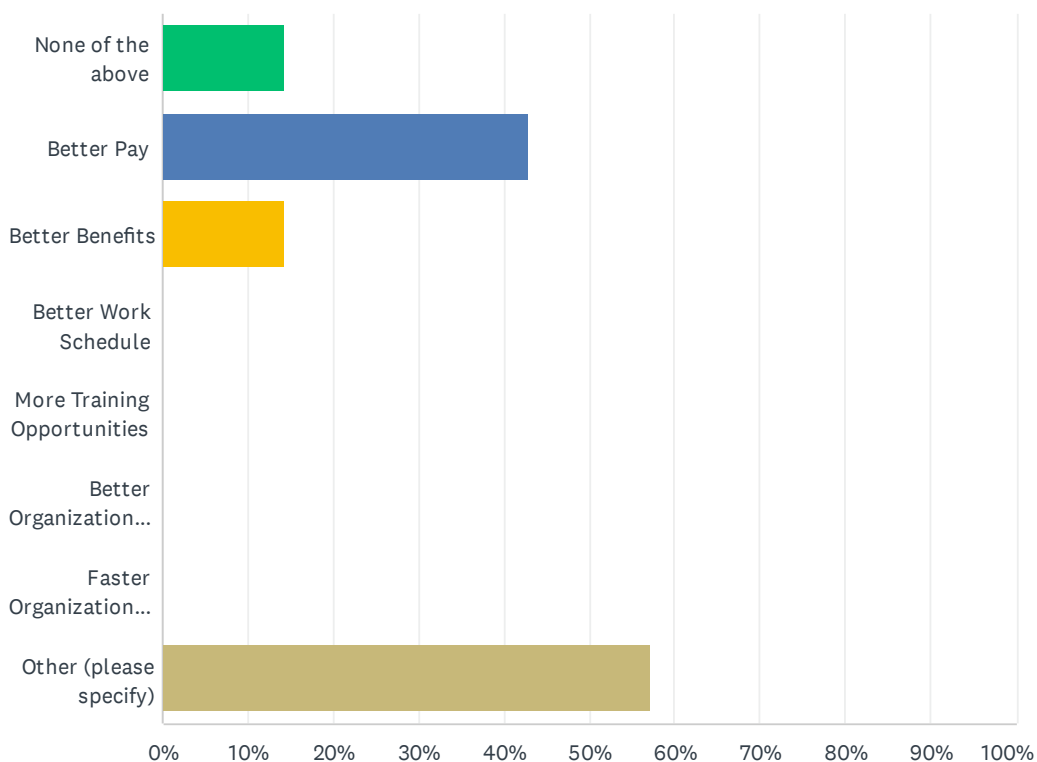
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
None of the above	0.00%	0
Pay	85.71%	6
Benefits	100.00%	7
Work Schedule	100.00%	7
Training Opportunities	71.43%	5
Organizational Culture	85.71%	6
Organizational / Community Growth	42.86%	3
Other (please specify)	0.00%	0
Total Respondents: 7		

### Q14 Please identify the reasons firefighters leave your fire department.

Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
None of the above	14.29%	1
Better Pay	42.86%	3
Better Benefits	14.29%	1
Better Work Schedule	0.00%	0
More Training Opportunities	0.00%	0
Better Organizational Culture	0.00%	0
Faster Organizational / Community Growth	0.00%	0
Other (please specify)	57.14%	4
Total Respondents: 7		

# Q15 (Optional) Demographics

Answered: 7 Skipped: 0

ANSWER CHOICES	RESPONSES	
Name	100.00%	7
Rank	100.00%	7
Fire Department	100.00%	7

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**Hutto Fire Rescue / Williamson County Emergency Services District #3  
Community-Driven Strategic Plan 2020 – 2023**

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**GOAL 3B**

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# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

**Goal 3 Recruit and retain highly qualified and skilled individuals to better our organization and provide efficient and effective services, to the best of our ability, to our customers.**

### Objective 3B

*Identify and evaluate the current recruitment and retention program used in the organization.*

#### TIMEFRAME

- **DONE**

#### ASSIGNED

- **Assistant Fire Chief**

#### CRITICAL TASKS

- Identify and evaluate the current recruitment and retention program. **[DONE]**
  - Established recruitment team reflective of the diversity of Hutto Fire.
  - Recruitment visits to active fire academies in Central Texas
  - Influx of presence on social media to promote Hutto Fire Rescue, (i.e., updated website, Instagram, Facebook, and Twitter).
  - Consistent efforts to be visible on social media.
  - Competitive pay, benefits, and work schedules.
- Compare the information from the needs assessment with the current program. **[DONE]**
  - Current recruitment and retention mirror findings of needs assessment.
- Select improvements needed that were identified in the comparative analysis to strengthen the organizational recruitment and retention program. **[DONE]**
  - Develop a “Green Academy” where civilians are recruited and placed through TCFP and TDSHS training.
  - Continue to be competitive in our benefits package.
  - Maintain culture and motivations that employees seek to feel wanted, needed, and appreciated.

#### FUNDING ESTIMATE

- |              |                    |                      |            |
|--------------|--------------------|----------------------|------------|
| • Capital:   | <b>\$0</b>         | • Consumables:       | <b>\$0</b> |
| • Personnel: | <b>\$2,000,000</b> | • Contract Services: | <b>\$0</b> |

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**Hutto Fire Rescue / Williamson County Emergency Services District #3  
Community-Driven Strategic Plan 2020 – 2023**

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**GOAL 3C**

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# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

**Goal 3 Recruit and retain highly qualified and skilled individuals to better our organization and provide efficient and effective services, to the best of our ability, to our customers.**

### Objective 3C

*Create a plan to continuously improve the process used to recruit and retain highly qualified and skilled individuals for the betterment of the organization.*

#### TIMEFRAME

- **DONE**

#### ASSIGNED

- **Assistant Fire Chief**

#### CRITICAL TASKS

- Create plan strategies to improve the program based on the results of the comparative analysis and needs assessment. **[DONE]**
  - Continuous evaluation of pay-scale audits against local fire departments.
  - Conduct a survey from each New Hire Academy as to what led them to apply with Hutto Fire.
- Recommend and seek approval for modifications to the program through the current organizational process. **[DONE]**
  - Modify program supported by data for continuous improvement.
- Prepare and deliver a justification report of important changes and needs using the current organizational process. **[DONE]**
  - Continue to monitor benefits package.
  - Green Academy – Recruitment of civilian candidates that are residents within ESD#3.
- To the extent of the approval, adjust the plan as needed. **[DONE]**
  - Continue to re-evaluate the program and make modifications as needed.

#### FUNDING ESTIMATE

- |              |            |                      |            |
|--------------|------------|----------------------|------------|
| • Capital:   | <b>\$0</b> | • Consumables:       | <b>\$0</b> |
| • Personnel: | <b>\$0</b> | • Contract Services: | <b>\$0</b> |

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**Hutto Fire Rescue / Williamson County Emergency Services District #3  
Community-Driven Strategic Plan 2020 – 2023**

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**GOAL 3D**

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# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

**Goal 3 Recruit and retain highly qualified and skilled individuals to better our organization and provide efficient and effective services, to the best of our ability, to our customers.**

### Objective 3D

*Conduct a cost analysis and budget for the recruitment and retention program.*

#### TIMEFRAME

- **DONE**

#### ASSIGNED

- **Assistant Fire Chief**

#### CRITICAL TASKS

- Identify the cost of the current recruitment and retention program. **[DONE]**
  - Annual Recruitment and Awards budget \$3,000.
  - Overtime costs for team members on recruitment visits.
  - Hutto Fire Rescue handouts “swag”.
  - Retention costs refer to pay and benefits; ongoing.
- Compare the current recruitment and retention program cost to the proposed new budget and program. **[DONE]**
  - Continue to adjust budget related to recruitment as needed on a yearly basis.
  - Retention costs are evaluated on a yearly basis and adjusted.
- Recommend and seek approval for the proposed and enhanced recruitment and retention program budget. **[DONE]**
  - On-going at budget time.
- When approved, initiate enhanced recruitment and retention program strategies. **[DONE]**
  - On-going.

#### FUNDING ESTIMATE

- |              |                 |                      |                |
|--------------|-----------------|----------------------|----------------|
| • Capital:   | <b>\$0</b>      | • Consumables:       | <b>\$3,000</b> |
| • Personnel: | <b>\$25,000</b> | • Contract Services: | <b>\$0</b>     |

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**Hutto Fire Rescue / Williamson County Emergency Services District #3  
Community-Driven Strategic Plan 2020 – 2023**

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**GOAL 3E**

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# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

**Goal 3 Recruit and retain highly qualified and skilled individuals to better our organization and provide efficient and effective services, to the best of our ability, to our customers.**

### Objective 3E

*Create evaluative tools to determine program effectiveness relevant to the goal parameters.*

#### TIMEFRAME

- **DONE**

#### ASSIGNED

- **Assistant Fire Chief**

#### CRITICAL TASKS

- Determine the data needed to evaluate a new recruitment and retention program. **[DONE]**
  - Recruitment - Data collected from New Hire Academy prior to being placed on assignment.
  - Retention - Track reasons given to leave Hutto Fire.
- Build feedback mechanisms to gather pertinent data relevant to the program. **[DONE]**
  - Employee exit evaluation.
  - New Hire Academy hiring survey.
- Obtain feedback from the mechanisms that are reflective of established data points to include, but not limited to: probationary firefighter survey, employee survey, exit interviews, and community feedback surveys. **[DONE]**
  - On going
- Evaluate collected feedback against desired goal outcomes. **[DONE]**
  - On going
- Based on findings, make the needed adjustment to the program. **[DONE]**
  - Adjustments to program as needed.

#### FUNDING ESTIMATE

- |              |     |                      |     |
|--------------|-----|----------------------|-----|
| • Capital:   | \$0 | • Consumables:       | \$0 |
| • Personnel: | \$0 | • Contract Services: | \$0 |

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**Hutto Fire Rescue / Williamson County Emergency Services District #3  
Community-Driven Strategic Plan 2020 – 2023**

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**GOAL 4**

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# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

**Goal 4** Create a succession plan that mentors and develops employees to have the knowledge, skills, and abilities that ensure efficient and effective services are delivered.

### Objective 4A

*Develop roles, responsibilities, and expectations for all current and future employees; to ensure that efficient and effective services are delivered.*

### Objective 4B

*Research and develop an objective-based measurement tool to measure current strengths and weaknesses associated with the KSA's.*

### Objective 4C

*Create an organizational guideline outlining roles, responsibilities, and expectations for each member and mentor.*

### Objective 4D

*Implement the guidelines throughout the organization.*

### Objective 4E

*Re-evaluate and make adjustments to the guideline as needed.*

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Hutto Fire Rescue / Williamson County Emergency Services District #3  
Community-Driven Strategic Plan 2020 – 2023

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GOAL 4A

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# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

**Goal 4 Create a succession plan that mentors and develops employees to have the knowledge, skills, and abilities that ensure efficient and effective services are delivered.**

### Objective 4A

*Develop roles, responsibilities, and expectations for all current and future employees; to ensure that efficient and effective services are delivered.*

#### TIMEFRAME

- **DONE**

#### ASSIGNED

- **Fire Chief**

#### CRITICAL TASKS

- Conduct a risk analysis for needed tasks, by position. **[DONE]**
  - Firefighter - Completed (attached)
  - FADO - Completed (attached)
  - Lieutenant - Completed (attached)
  - Captain - Completed (attached)
  - Battalion Chief - Completed (attached)
  - Fire Investigator - Completed (attached)
  - Fire Inspector - Completed (attached)
  - Training Officer - Completed (attached)
  - Assistant Chief - Completed (attached)
  - Fire Chief - Completed (attached)
  - Fire Administrator - Completed (attached)
  - Clerk - Completed (attached)
  - Finance Officer - Completed (attached)
- Confirm and develop all job descriptions. **[DONE]**
  - *Hutto Fire Rescue Standard Operating Procedures: Section 1 – ADMINISTRATION; Subsection 1-2 – Position Descriptions*
- Create expectations for all mentors and members working with the guidelines. **[DONE]**
  - *Hutto Fire Rescue Standard Operating Procedures*
  - Quarterly Shift meeting
  - Monthly Officers meeting
  - Monthly Battalion Chief meeting
  - Daily Executive Staff meeting
  - Daily fire station visits
  - Hutto Fire Rescue monthly training

# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

- Seek approval and then change the roles and responsibilities, as needed. [DONE]
  - [Monthly Officers meeting](#)
  - [Monthly Battalion Chief meeting](#)
  - [Daily Executive Staff meeting](#)
- Determine expectations that are included, but not limited to, current KSA's. [DONE]
  - [Hutto Fire Rescue Standard Operating Procedures: Section 1 – ADMINISTRATION; Subsection 1-2 – Position Descriptions](#)
- Identify the strengths and weaknesses of all members' current KSA inventory.
  - [Attached](#)

### FUNDING ESTIMATE

- |              |            |                      |            |
|--------------|------------|----------------------|------------|
| • Capital:   | <b>\$0</b> | • Consumables:       | <b>\$0</b> |
| • Personnel: | <b>\$0</b> | • Contract Services: | <b>\$0</b> |

# HUTTO FIRE RESCUE

## JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Fire Chief
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<b>Duty:</b> Incident Commander	<b>Tasks:</b> Implement ICS, scene management
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Operations	Hazards/Risks	Mitigations
Structural Firefighting	Smoke	Remain outside of IDLH, SCBA/PPE (if needed)
Structural Firefighting	Emergency Driving	Follow speed limit, use emergency lights, clear all intersections.
Structural Firefighting	Building Collapse	Size-up, properly spot Command vehicle

<b>Prepared by:</b> Name: _____ Signature: _____		
<b>Position:</b> _____		
<table style="width: 100%; border: none;"> <tr> <td style="border: 1px solid black; width: 50%; padding: 2px;"><b>Modified from ICS 215A</b></td> <td style="border: none; padding: 2px;">Date: _____</td> </tr> </table>	<b>Modified from ICS 215A</b>	Date: _____
<b>Modified from ICS 215A</b>	Date: _____	

# HUTTO FIRE RESCUE

## JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Fire Chief
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<b>Duty:</b> Incident Command	<b>Tasks:</b> Establish ICS
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Operations	Hazards/Risks	Mitigations
Wildfire	Emergency Driving	Follow speed limit, use emergency lights, clear all intersections.
Wildfire	Smoke, Fire	Wildland PPE
Wildfire	Change in Fire behavior/direction	Identify safety zones, stay in the black, designate a look out
Wildfire	Helos, Aerial Tankers	Stay clear of dropzones
Wildfire	Roadways	Use emergency lights, block roads (if needed)

<b>Prepared by:</b> Name: _____ Signature: _____	<b>Position:</b> _____
<b>Modified from ICS 215A</b>	<b>Date:</b> _____

# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Assistant Chief
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<b>Duty:</b> Incident Commander	<b>Tasks:</b> Implement ICS, scene management
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Operations	Hazards/Risks	Mitigations
Structural Firefighting	Smoke	Remain outside of IDLH, SCBA/PPE (if needed)
Structural Firefighting	Emergency Driving	Follow speed limit, use emergency lights, clear all intersections.
Structural Firefighting	Building Collapse	Size-up, properly spot Command vehicle

<b>Prepared by:</b> Name: _____ Signature: _____
<b>Position:</b> _____
Modified from ICS 215A
Date: _____

## HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services		<b>Job:</b> Assistant Chief	
<b>Duty:</b> Incident Command		<b>Tasks:</b> Establish ICS	
Operations	Hazards/Risks	Mitigations	
Wildfire	Emergency Driving	Follow speed limit, use emergency lights, clear all intersections.	
Wildfire	Smoke, Fire	Wildland PPE	
Wildfire	Change in Fire behavior/direction	Identify safety zones, stay in the black, designate a look out	
Wildfire	Helos, Aerial Tankers	Stay clear of dropzones	
Wildfire	Roadways	Use emergency lights, block roads (if needed)	
<b>Prepared by:</b> Name: _____ Signature: _____		<b>Position:</b> _____	
<b>Modified from ICS 215A</b>		<b>Date:</b> _____	



# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services		<b>Job:</b> Battalion Chief	
<b>Duty:</b> Hazmat Incident Command		<b>Tasks:</b> implement ICS	
Operations	Hazards/Risks	Mitigations	
Hazardous Materials/CBRN	Hazardous Materials	Ensure command post is in the cold zone.	
Hazardous Materials/CBRN	Exposure	Ensure Command post is in the cold zone.	
Hazardous Materials/CBRN	Radiation	Ensure Command post is in the cold zone.	
Hazardous Materials/CBRN	Biohazards	Ensure Command post is in the cold zone.	
Hazardous Materials/CBRN	Emergency Driving	Follow speed limit, use emergency lights, clear all intersections.	

**Prepared by:** Name: \_\_\_\_\_ Signature: \_\_\_\_\_  
**Position:** \_\_\_\_\_  

**Modified from ICS 215A**
Date: \_\_\_\_\_

# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services		<b>Job:</b> Battalion Chief	
<b>Duty:</b> Incident Command		<b>Tasks:</b> implement ICS	
Operations	Hazards/Risks	Mitigations	
Rope Rescue	Low angle	edge protection, belay lines, designate safety zones	
Rope rescue	High angle (structure)	edge protection, belay lines, designate safety zones	
Rope Rescue	High angle (natural)	edge protection, belay lines, designate safety zones	
Rope Rescue	Confined spaces	Proper PPE, air monitoring, ventilation	
Rope Resuce	Equipment failure	Belay line, safety checks before operations	
Rope Rescue	Emergency Driving	Follow speed limit, use emergency lights, clear all intersections.	

<b>Prepared by:</b> Name: _____ Signature: _____	
<b>Position:</b> _____	
<b>Modified from ICS 215A</b>	<b>Date:</b> _____

## HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Battalion Chief
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<b>Duty:</b> Incident Commander	<b>Tasks:</b> Implement ICS, scene management
------------------------------------	--

Operations	Hazards/Risks	Mitigations
Structural Firefighting	Smoke	Remain outside of IDLH, SCBA/PPE (if needed)
Structural Firefighting	Emergency Driving	Follow speed limit, use emergency lights, clear all intersections.
Structural Firefighting	Building Collapse	Size-up, properly spot Command vehicle

<b>Prepared by:</b> Name: _____ Signature: _____		
<b>Position:</b> _____		
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; padding: 5px;"><b>Modified from ICS 215A</b></td> <td style="width: 50%; padding: 5px;">Date: _____</td> </tr> </table>	<b>Modified from ICS 215A</b>	Date: _____
<b>Modified from ICS 215A</b>	Date: _____	

# HUTTO FIRE RESCUE

## JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Battalion Chief
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<b>Duty:</b> Incident Command	<b>Tasks:</b> Implemnt ICS, scene management
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Operations	Hazards/Risks	Mitigations
Vehicle Rescue	Emergency Driving	Follow speed limit, use emergency lights, clear all intersections.
Vehicle Rescue	Passing Vehicles	Always have eyes on traffic, spotter, stay in traffic control zones, PPE, Traffic Vest
Vehicle Rescue	Passing Vehicles (cont.)	Spot vehcile inside traffic control zone or inside buffer zone
Vehicle Rescue	Vehicle Fire	Spot Vehicle uphill and upwind
Vehicle Rescue	Hazardous Materials	Spot Vehicle uphill and upwind

**Prepared by:** Name: \_\_\_\_\_ Signature: \_\_\_\_\_  
**Position:** \_\_\_\_\_

# HUTTO FIRE RESCUE

## JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Battalion Chief	
<b>Duty:</b> Incident Command	<b>Tasks:</b> implement ICS	
Operations	Hazards/Risks	Mitigations
Water Rescue	Swiftwater	Water rescue PPE, PFDs, do not enter water if not qualified
Water Rescue	Water over roadway	Keep apparatus clear of moving water
Water Rescue	Hypothermia	Water rescue PPE, post medical evaluation
Water Rescue	Electrical lines in water	Cut power to lines, clear area
Water Rescue	Emergency Driving	Follow speed limit, use emergency lights, clear all intersections.
<b>Prepared by:</b> Name: _____ Signature: _____		
<b>Position:</b> _____		
<b>Modified from ICS 215A</b>	<b>Date:</b> _____	

## HUTTO FIRE RESCUE JOB RISK ANALYSIS

Section/Division: Emergency Services		Job: Battalion Chief	
Duty: Incident Command		Tasks: Establish ICS	
Operations	Hazards/Risks	Mitigations	
Wildfire	Emergency Driving	Follow speed limit, use emergency lights, clear all intersections.	
Wildfire	Smoke, Fire	Wildland PPE	
Wildfire	Change in Fire behavior/direction	Identify safety zones, stay in the black, designate a look out	
Wildfire	Helos, Aerial Tankers	Stay clear of dropzones	
Wildfire	Roadways	Use emergency lights, block roads (if needed)	
Prepared by: Name: _____ Signature: _____			
Position: _____			
<b>Modified from ICS 215A</b>		Date: _____	

# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Captain
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<b>Duty:</b> Incident Command/EMT	<b>Tasks:</b> Crew Management, Patient Care
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Operations	Hazards/Risks	Mitigations
EMS	Exposure	Proper PPE, BSI, use of sharps container
EMS	Disgruntled/combative patient (enroute)	Stage, wait for scene to be cleared by LE
EMS	Disgruntled/Combative patient (on-scene)	Leave area/move to cover (if possible) request LE
EMS	Weapons	Secure Weapon (if possible), Leave area/move to cover, request LE
EMS	Lifting patients	Use proper lifting techniques
EMS	Dangerous Pets	Have pet secured, request LE/animal control
EMS	Psychological affects	Critical Incident Stress debreif

<b>Prepared by:</b> Name: _____	Signature: _____
<b>Position:</b> _____	
<b>Modified from ICS 215A</b>	Date: _____

# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Captain
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<b>Duty:</b> Hazmat Technician	<b>Tasks:</b> Decon, entry team
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Operations	Hazards/Risks	Mitigations
Hazardous Materials/CBRN	Hazardous Materials	Proper PPE, SCBA, hazard identification, control zones
Hazardous Materials/CBRN	Exposure	Proper PPE, SCBA, decon
Hazardous Materials/CBRN	Heat related injuries (hazmat suit)	Proper hydration, Pre/post medical evaluation, rehab
Hazardous Materials/CBRN	Entry (hot zone)	Proper PPE, SCBA, air monitoring, tools/equipment
Hazardous Materials/CBRN	Decon	Proper PPE, SCBA, decon equipment
Hazardous Materials/CBRN	Gross Decon	Proper PPE, SCBA
Hazardous Materials/CBRN	Radiation	Proper PPE, proper monitoring equipment
Hazardous Materials/CBRN	Biohazards	Proper PPE, proper monitoring equipment, early recognition

**Prepared by:** Name: \_\_\_\_\_ Signature: \_\_\_\_\_  
**Position:** \_\_\_\_\_

<b>Modified from ICS 215A</b>	Date: _____
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# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Captain
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<b>Duty:</b> Rescue	<b>Tasks:</b> rope rigging, tools(rescue hardware) rescue team
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Operations	Hazards/Risks	Mitigations
Rope Rescue	Low angle	edge protection, belay lines, designate safety zones
Rope rescue	High angle (structure)	edge protection, belay lines, designate safety zones
Rope Rescue	High angle (natural)	edge protection, belay lines, designate safety zones
Rope Rescue	Confined spaces	Proper PPE, air monitoring, ventilation
Rope Resuce	Equipment failure	Belay line, safety checks before operations

**Prepared by:** Name: \_\_\_\_\_ Signature: \_\_\_\_\_  
**Position:** \_\_\_\_\_

<b>Modified from ICS 215A</b>	Date: _____
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# HUTTO FIRE RESCUE

## JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Captain
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<b>Duty:</b> Command/Firefighting	<b>Tasks:</b> Hoselines, Tools, Ladders, Crew Management
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Operations	Hazards/Risks	Mitigations
Structural Firefighting	Smoke / Fire	SCBA / Protective Clothing, RIC
Structural Firefighting	Building Collapse	Look up, look around, RIC
Structural Firefighting	Ladders	Healing ladders, ladder belts for aerials
Structural Firefighting	Hoselines (supply)	Properly wrap the hydrant, wear gloves
Structural Firefighting	Hoselines (fire attack)	Correct size
Structural Firefighting	Forcible Entry	Proper size-up, proper tools, NO KICKING DOORS!
Structural Firefighting	Ventilation	Proper size-up, correct ventilation
Structural Firefighting	Medical Emergencies	Proper hydration, recycle, rehab

<b>Prepared by:</b> Name: _____ Signature: _____
<b>Position:</b> _____
<b>Modified from ICS 215A</b>   Date: _____

## HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services		<b>Job:</b> Captain	
<b>Duty:</b> Incident Command/Rescue		<b>Tasks:</b> Vehicle Stabilization/extrication, patient care	
Operations	Hazards/Risks	Mitigations	
Vehicle Rescue	Passing Vehicles	Always have eyes on traffic, spotter, stay in traffic control zones, PPE, Traffic Vest	
Vehicle Rescue	Extrication	Proper PPE, Proper tool selection	
Vehicle Rescue	Hazardous materials	Proper PPE, adsorbent	
Vehicle Rescue	Vehicle Fire	SCBA, PPE	
Vehicle Rescue	Hoseline (fire attack)	correct size	
Vehicle Rescue	Unstable vehicle	stabilize vehicle before operation	
<b>Prepared by:</b> Name: _____ Signature: _____			
<b>Position:</b> _____			
<b>Modified from ICS 215A</b>		<b>Date:</b> _____	

## HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services		<b>Job:</b> Captain	
<b>Duty:</b> Rescue		<b>Tasks:</b> shore based rescue, throw rope	
Operations	Hazards/Risks	Mitigations	
Water Rescue	Swiftwater	Water rescue PPE, PFDs, do not enter water if not qualified	
Water Rescue	Water over roadway	Keep apparatus clear of moving water	
Water Rescue	Hypothermia	Water rescue PPE, post medical evaluation	
Water Rescue	Electrical lines in water	Cut power to lines, clear area	
Water Rescue	Rising water (flashflood)	Water rescue PPE, planned escape routes	
Water Rescue	Drowning	Water Rescue PPE, PFD	
<b>Prepared by:</b> Name: _____ Signature: _____			
<b>Position:</b> _____			
<b>Modified from ICS 215A</b>		<b>Date:</b> _____	

# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Captain
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<b>Duty:</b> Incident Command, Wildland Firefighting	<b>Tasks:</b> IC, hoseline, tools
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Operations	Hazards/Risks	Mitigations
Wildfire	Smoke, Fire	Wildland PPE
Wildfire	Saw Operations	Proper PPE/tool selection
Wildfire	Falling trees/branches	Look up, look around
Wildfire	Heat related injuries	Stay hydrated, rehab
Wildfire	Hoseline (attack)	correct size/length
Wildfire	Change in Fire behavior/direction	Identify safety zones, stay in the black, designate look out
Wildfire	Roadways	Use emergency lights, block roadway (if needed)
Wildfire	Helos, Aerial Tankers	Stay clear of dropzones

<b>Prepared by:</b> Name: _____ Signature: _____
<b>Position:</b> _____
<b>Modified from ICS 215A</b>   Date: _____

# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Lieutenant
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<b>Duty:</b> Incident Command/EMT	<b>Tasks:</b> Crew Management, Patient Care
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Operations	Hazards/Risks	Mitigations
EMS	Exposure	Proper PPE, BSI, use of sharps container
EMS	Disgruntled/combatative patient (enroute)	Stage, wait for scene to be cleared by LE
EMS	Disgruntled/Combative patient (on-scene)	Leave area/move to cover (if possible) request LE
EMS	Weapons	Secure Weapon (if possible), Leave area/move to cover, request LE
EMS	Lifting patients	Use proper lifting techniques
EMS	Dangerous Pets	Have pet secured, request LE/animal control
EMS	Psychological affects	Critical Incident Stress debreif

<b>Prepared by:</b> Name: _____	Signature: _____
<b>Position:</b> _____	
<b>Modified from ICS 215A</b>	Date: _____

# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services		<b>Job:</b> Lieutenant	
<b>Duty:</b> Firefighting		<b>Tasks:</b> Hoseline, tools, ladders, crew management	
Operations	Hazards/Risks	Mitigations	
Structural Firefighting	Smoke / Fire	SCBA / Protective clothing, RIC	
Structural Firefighting	Building Collapse	Look up, look around, RIC	
Structural Firefighting	Ladders	Ladder selection, heeling ladder, ladder belts for aerials	
Structural Firefighting	Hoselines (fire attack)	Correct size	
Structural Firefighting	Forcible Entry	Proper size-up, proper tool selection, NO KICKING DOORS!	
Structural Firefighting	Ventilation	Proper size-up, correct ventilation	
Structural Firefighting	Medical Emergencies	Proper hydration, recycle, rehab	
<b>Prepared by:</b> Name: _____ Signature: _____			
<b>Position:</b> _____			
<b>Modified from ICS 215A</b>		<b>Date:</b> _____	

# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Lieutenant
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<b>Duty:</b> Hazmat Technician	<b>Tasks:</b> Decon, entry team
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Operations	Hazards/Risks	Mitigations
Hazardous Materials/CBRN	Hazardous Materials	Proper PPE, SCBA, hazard identification, control zones
Hazardous Materials/CBRN	Exposure	Proper PPE, SCBA, decon
Hazardous Materials/CBRN	Heat related injuries (hazmat suit)	Proper hydration, Pre/post medical evaluation, rehab
Hazardous Materials/CBRN	Entry (hot zone)	Proper PPE, SCBA, air monitoring, tools/equipment
Hazardous Materials/CBRN	Decon	Proper PPE, SCBA, decon equipment
Hazardous Materials/CBRN	Gross Decon	Proper PPE, SCBA
Hazardous Materials/CBRN	Radiation	Proper PPE, proper monitoring equipment
Hazardous Materials/CBRN	Biohazards	Proper PPE, proper monitoring equipment, early recognition

**Prepared by:** Name: \_\_\_\_\_ Signature: \_\_\_\_\_  
**Position:** \_\_\_\_\_

<b>Modified from ICS 215A</b>	<b>Date:</b> _____
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# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Lieutenant
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<b>Duty:</b> Rescue	<b>Tasks:</b> rope rigging, tools(rescue hardware) rescue team
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Operations	Hazards/Risks	Mitigations
Rope Rescue	Low angle	edge protection, belay lines, designate safety zones
Rope rescue	High angle (structure)	edge protection, belay lines, designate safety zones
Rope Rescue	High angle (natural)	edge protection, belay lines, designate safety zones
Rope Rescue	Confined spaces	Proper PPE, air monitoring, ventilation
Rope Resuce	Equipment failure	Belay line, safety checks before operations

<b>Prepared by:</b> Name: _____ Signature: _____		
<b>Position:</b> _____		
<table style="width: 100%; border: none;"> <tr> <td style="border: 1px solid black; width: 50%; padding: 2px;"><b>Modified from ICS 215A</b></td> <td style="border: none; padding: 2px;">Date: _____</td> </tr> </table>	<b>Modified from ICS 215A</b>	Date: _____
<b>Modified from ICS 215A</b>	Date: _____	

# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Lieutenant
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<b>Duty:</b> Rescue	<b>Tasks:</b> Vehicle Stabilization/extrication, patient care
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Operations	Hazards/Risks	Mitigations
Vehicle Rescue	Passing Vehicles	Always have eyes on traffic, spotter, stay in traffic control zones, PPE, Traffic Vest
Vehicle Rescue	Extrication	Proper PPE, Proper tool selection
Vehicle Rescue	Hazardous materials	Proper PPE, adsorbent
Vehicle Rescue	Vehicle Fire	SCBA, PPE
Vehicle Rescue	Hoseline (fire attack)	correct size
Vehicle Rescue	Unstable vehicle	stabilize vehicle before operation

<b>Prepared by:</b> Name: _____	Signature: _____
<b>Position:</b> _____	
<b>Modified from ICS 215A</b>	Date: _____

# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Lieutenant
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<b>Duty:</b> Rescue	<b>Tasks:</b> shore based rescue, throw rope
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Operations	Hazards/Risks	Mitigations
Water Rescue	Swiftwater	Water rescue PPE, PFDs, do not enter water if not qualified
Water Rescue	Water over roadway	Keep apparatus clear of moving water
Water Rescue	Hypothermia	Water rescue PPE, post medical evaluation
Water Rescue	Electrical lines in water	Cut power to lines, clear area
Water Rescue	Rising water (flashflood)	Water rescue PPE, planned escape routes
Water Rescue	Drowning	Water Rescue PPE, PFD

**Prepared by:** Name: \_\_\_\_\_ Signature: \_\_\_\_\_  
**Position:** \_\_\_\_\_

<b>Modified from ICS 215A</b>	<b>Date:</b> _____
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## HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Lieutenant
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<b>Duty:</b> Wildland Firefighting	<b>Tasks:</b> Crew management, hoseline, tools
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Operations	Hazards/Risks	Mitigations
Wildfire	Emergency Driving	Follow speed limit, use emergency lights, clear all intersections.
Wildfire	Smoke, Fire	Wildland PPE
Wildfire	Saw Operations	Proper PPE/tool selection
Wildfire	Falling trees/branches	Look up, look around
Wildfire	Heat related injuries	Stay hydrated, rehab
Wildfire	Hoseline (attack)	correct size/length
Wildfire	Change in Fire behavior/direction	identify safety zones, stay in the black, designate look out
Wildfire	Roadways	Use emergency lights, block roads (if needed)
Wildfire	Helos, Aerial Tankers	Stay clear of dropzones

<b>Prepared by:</b> Name: _____	Signature: _____
<b>Position:</b> _____	
<b>Modified from ICS 215A</b>	Date: _____

# HUTTO FIRE RESCUE

## JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Fire Apparatus Driver Operator
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<b>Duty:</b> Driver Operator/EMT	<b>Tasks:</b> Emergency Driving, Patient Care
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Operations	Hazards/Risks	Mitigations
EMS	Exposure	Proper PPE, BSI, use of sharps container
EMS	Disgruntled/combative patient (enroute)	Stage, wait for scene to be cleared by LE
EMS	Disgruntled/Combative patient (on-scene)	Leave area/move to cover (if possible) request LE
EMS	Weapons	Secure Weapon (if possible), Leave area/move to cover, request LE
EMS	Lifting patients	Use proper lifting techniques
EMS	Dangerous Pets	Have pet secured, request LE/animal control
EMS	Psychological affects	Critical Incident Stress debreif
EMS	Emergency Driving	Follow speed limit, use emergency lights, clear all intersections.

<b>Prepared by:</b> Name: _____ Signature: _____
<b>Position:</b> _____
<b>Modified from ICS 215A</b>
<b>Date:</b> _____

# HUTTO FIRE RESCUE

## JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Fire Apparatus Driver Operator
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<b>Duty:</b> Driver/operator, Hazmat technician	<b>Tasks:</b> emergency driving, decon, entry team
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Operations	Hazards/Risks	Mitigations
Hazardous Materials/CBRN	Emergency Driving	Follow speed limit, use emergency lights, clear all intersections.
Hazardous Materials/CBRN	Hazardous Materials	Proper PPE, SCBA, hazard identification, control zones
Hazardous Materials/CBRN	Exposure	Proper PPE, SCBA, decon
Hazardous Materials/CBRN	Heat related injuries (hazmat suit)	Proper hydration, Pre/post medical evaluation, rehab
Hazardous Materials/CBRN	Entry (hot zone)	Proper PPE, SCBA, air monitoring, tools/equipment
Hazardous Materials/CBRN	Decon	Proper PPE, SCBA, decon equipment
Hazardous Materials/CBRN	Gross Decon	Proper PPE, SCBA
Hazardous Materials/CBRN	Radiation	Proper PPE, proper monitoring equipment
Hazardous Materials/CBRN	Biohazards	Proper PPE, proper monitoring equipment, early recognition

<b>Prepared by:</b> Name: _____ Signature: _____
<b>Position:</b> _____
<b>Modified from ICS 215A</b>   Date: _____

# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Fire Apparatus Driver Operator
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<b>Duty:</b> Rescue	<b>Tasks:</b> emergency driving, rope rigging, tools(rescue hardware) rescue team
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Operations	Hazards/Risks	Mitigations
Rope Rescue	Low angle	edge protection, belay lines, designate safety zones
Rope rescue	High angle (structure)	edge protection, belay lines, designate safety zones
Rope Rescue	High angle (natural)	edge protection, belay lines, designate safety zones
Rope Rescue	Confined spaces	Proper PPE, air monitoring, ventilation
Rope Resuce	Equipment failure	Belay line, safety checks before operations
Rope Rescue	Emergency Driving	Follow speed limit, use emergency lights, clear all intersections

<b>Prepared by:</b> Name: _____ Signature: _____	
<b>Position:</b> _____	
<b>Modified from ICS 215A</b>	<b>Date:</b> _____

## HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services		<b>Job:</b> Fire Apparatus Driver Operator	
<b>Duty:</b> Driver Operator		<b>Tasks:</b> Driving, Water Supply	
Operations	Hazards/Risks	Mitigations	
Structural Firefighting	Emergency Driving	Follow speed limit, use emergency lights, clear all intersections.	
Structural Firefighting	Hoseline (supply)	Wear proper PPE, chock apparatus, properly connect hoses	
Structural Firefighting	Building Collapse	Size-up, properly spot apparatus	
Structural Firefighting	Roadway hazards	Properly spot apparatus, use cones to limit/block roadway access	
Structural Firefighting	Smoke	Remain outside of IDLH, spot apparatus upwind (if possible)	
<b>Prepared by:</b> Name: _____ Signature: _____			
<b>Position:</b> _____			
<b>Modified from ICS 215A</b>		<b>Date:</b> _____	



# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Fire Apparatus Driver Operator
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<b>Duty:</b> Driver Operator	<b>Tasks:</b> Emergency driving, blocking, create traffic control zones, water supply
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Operations	Hazards/Risks	Mitigations
Vehicle Rescue	Emergency Driving	Follow speed limit, use emergency lights, clear all intersections.
Vehicle Rescue	Passing Vehicles	Spot apparatus to block roadway and create a traffic control zone (safe working zone)
Vehicle Rescue	Passing Vehicles (cont.)	Create a buffer zone, properly place traffic cones and incident scene sign
Vehicle Rescue	Passing Vehicles (cont.)	Always have eyes on traffic, spotter, stay in traffic control zones, PPE, Traffic Vest
Vehicle Rescue	Vehicle Fire	Spot apparatus uphill and upwind, ensure adequate water supply
Vehicle Rescue	Hazardous Materials	Spot apparatus uphill and upwind

**Prepared by:** Name: \_\_\_\_\_ Signature: \_\_\_\_\_  
**Position:** \_\_\_\_\_

<b>Modified from ICS 215A</b>	<b>Date:</b> _____
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# HUTTO FIRE RESCUE

## JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Fire Apparatus Driver Operator
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<b>Duty:</b> Driver/operator, Hazmat technician	<b>Tasks:</b> emergency driving, decon, entry team
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Operations	Hazards/Risks	Mitigations
Hazardous Materials/CBRN	Emergency Driving	Follow speed limit, use emergency lights, clear all intersections.
Hazardous Materials/CBRN	Hazardous Materials	Proper PPE, SCBA, hazard identification, control zones
Hazardous Materials/CBRN	Exposure	Proper PPE, SCBA, decon
Hazardous Materials/CBRN	Heat related injuries (hazmat suit)	Proper hydration, Pre/post medical evaluation, rehab
Hazardous Materials/CBRN	Entry (hot zone)	Proper PPE, SCBA, air monitoring, tools/equipment
Hazardous Materials/CBRN	Decon	Proper PPE, SCBA, decon equipment
Hazardous Materials/CBRN	Gross Decon	Proper PPE, SCBA
Hazardous Materials/CBRN	Radiation	Proper PPE, proper monitoring equipment
Hazardous Materials/CBRN	Biohazards	Proper PPE, proper monitoring equipment, early recognition

<b>Prepared by:</b> Name: _____ Signature: _____
<b>Position:</b> _____
<b>Modified from ICS 215A</b>
Date: _____

## HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Fire Apparatus Driver Operator
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<b>Duty:</b> Driver/Operator, Wildland Firefighting	<b>Tasks:</b> Emergency driving, hoseline, tools
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Operations	Hazards/Risks	Mitigations
Wildfire	Emergency Driving	Follow speed limit, use emergency lights, clear all intersections.
Wildfire	Smoke, Fire	Wildland PPE
Wildfire	Saw Operations	Proper PPE/tool selction
Wildfire	Falling trees/branches	Look up, look around
Wildfire	Heat related injuries	Stay hydrated, rehab
Wildfire	Hoseline (attack)	correct size/length
Wildfire	Change in Fire behavior/direction	identify safety zones, stay in the black, designate look out
Wildfire	Roadways	Use emergency lights, block roads (if needed)
Wildfire	Helos, Aerial Tankers	Stay clear of dropzones

<b>Prepared by:</b> Name: _____ Signature: _____
<b>Position:</b> _____
<b>Modified from ICS 215A</b>   Date: _____

# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> FADO
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<b>Duty:</b> Driver Operator/EMT	<b>Tasks:</b> Emergency Driving, Patient Care
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Operations	Hazards/Risks	Mitigations
EMS	Exposure	Proper PPE, BSI, use of sharps container
EMS	Disgruntled/combative patient (enroute)	Stage, wait for scene to be cleared by LE
EMS	Disgruntled/Combative patient (on-scene)	Leave area/move to cover (if possible) request LE
EMS	Weapons	Secure Weapon (if possible), Leave area/move to cover, request LE
EMS	Lifting patients	Use proper lifting techniques
EMS	Dangerous Pets	Have pet secured, request LE/animal control
EMS	Psychological affects	Critical Incident Stress debreif
EMS	Emergency Driving	Follow speed limit, use emergency lights, clear all intersections.

<b>Prepared by:</b> Name: _____ Signature: _____
<b>Position:</b> _____
<span><b>Modified from ICS 215A</b></span> <span>Date: _____</span>

# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Firefighter
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<b>Duty:</b> Hazmat Technician	<b>Tasks:</b> Decon, entry team
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Operations	Hazards/Risks	Mitigations
Hazardous Materials/CBRN	Hazardous Materials	Proper PPE, SCBA, hazard identification, control zones
Hazardous Materials/CBRN	Exposure	Proper PPE, SCBA, decon
Hazardous Materials/CBRN	Heat related injuries (hazmat suit)	Proper hydration, Pre/post medical evaluation, rehab
Hazardous Materials/CBRN	Entry (hot zone)	Proper PPE, SCBA, air monitoring, tools/equipment
Hazardous Materials/CBRN	Decon	Proper PPE, SCBA, decon equipment
Hazardous Materials/CBRN	Gross Decon	Proper PPE, SCBA
Hazardous Materials/CBRN	Radiation	Proper PPE, proper monitoring equipment
Hazardous Materials/CBRN	Biohazards	Proper PPE, proper monitoring equipment, early recognition

<b>Prepared by:</b> Name: _____ Signature: _____
<b>Position:</b> _____
<b>Modified from ICS 215A</b>   Date: _____

# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services		<b>Job:</b> Firefighter	
<b>Duty:</b> Rescue		<b>Tasks:</b> rope rigging, tools(rescue hardware) rescue team	
Operations	Hazards/Risks	Mitigations	
Rope Rescue	Low angle	edge protection, belay lines, designate safety zones	
Rope rescue	High angle (structure)	edge protection, belay lines, designate safety zones	
Rope Rescue	High angle (natural)	edge protection, belay lines, designate safety zones	
Rope Rescue	Confined spaces	Proper PPE, air monitoring, ventilation	
Rope Resuce	Equipment failure	Belay line, safety checks before operations	
<b>Prepared by: Name:</b> _____		<b>Signature:</b> _____	
<b>Position:</b> _____			
<b>Modified from ICS 215A</b>		<b>Date:</b> _____	

# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services		<b>Job:</b> Firefighter	
<b>Duty:</b> Firefighting		<b>Tasks:</b> Hoselines, Tools, Ladders	
Operations	Hazards/Risks	Mitigations	
Structural Firefighting	Smoke / Fire	SCBA / Protective Clothing, RIC	
Structural Firefighting	Building Collapse	Look up, look around, RIC	
Structural Firefighting	Ladders	Healing ladders, ladder belts for aerials	
Structural Firefighting	Hoselines (supply)	Properly wrap the hydrant, wear gloves	
Structural Firefighting	Hoselines (fire attack)	Correct size	
Structural Firefighting	Forcible Entry	Proper size-up, proper tools, NO KICKING DOORS!	
Structural Firefighting	Ventilation	Proper size-up, correct ventilation	
Structural Firefighting	Medical Emergencies	Proper hydration, recycle, rehab	
<b>Prepared by:</b> Name: _____ Signature: _____			
<b>Position:</b> _____			
<b>Modified from ICS 215A</b>		<b>Date:</b> _____	

# HUTTO FIRE RESCUE

## JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services		<b>Job:</b> Firefighter	
<b>Duty:</b> Rescue		<b>Tasks:</b> Vehicle Stabilization/extrication, patient care	
Operations	Hazards/Risks	Mitigations	
Vehicle Rescue	Passing Vehicles	Always have eyes on traffic, spotter, stay in traffic control zones, PPE, Traffic Vest	
Vehicle Rescue	Extrication	Proper PPE, Proper tool selection, charged hoseline on the ground	
Vehicle Rescue	Hazardous materials	Proper PPE, adsorbent	
Vehicle Rescue	Vehicle Fire	SCBA, PPE	
Vehicle Rescue	Hoseline (fire attack)	correct size	
Vehicle Rescue	Unstable vehicle	stabilize vehicle before operation	
<b>Prepared by:</b> Name: _____ Signature: _____			
<b>Position:</b> _____			
<b>Modified from ICS 215A</b>			<b>Date:</b> _____



# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Firefighter
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<b>Duty:</b> Rescue	<b>Tasks:</b> shore based rescue, throw rope
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Operations	Hazards/Risks	Mitigations
Water Rescue	Swiftwater	Water rescue PPE, PFDs, do not enter water if not qualified
Water Rescue	Water over roadway	Keep apparatus clear of moving water
Water Rescue	Hypothermia	Water rescue PPE, post medical evaluation
Water Rescue	Electrical lines in water	Cut power to lines, clear area
Water Rescue	Rising water (flashflood)	Water rescue PPE, planned escape routes
Water Rescue	Drowning	Water Rescue PPE, PFD

<b>Prepared by:</b> Name: _____ Signature: _____ Position: _____
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## HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Firefighter
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<b>Duty:</b> Wildland Firefighting	<b>Tasks:</b> Emergency driving, hoseline, tools
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Operations	Hazards/Risks	Mitigations
Wildfire	Emergency Driving	Follow speed limit, use emergency lights, clear all intersections.
Wildfire	Smoke, Fire	Wildland PPE
Wildfire	Saw Operations	Proper PPE/tool selction
Wildfire	Falling trees/branches	Look up, look around
Wildfire	Heat related injuries	Stay hydrated, rehab
Wildfire	Hoseline (attack)	correct size/length
Wildfire	Change in Fire behavior/direction	identify safety zones, stay in the black, designate look out
Wildfire	Roadways	Use emergency lights, block roads (if needed)
Wildfire	Helos, Aerial Tankers	Stay clear of dropzones

<b>Prepared by:</b> Name: _____ Signature: _____
<b>Position:</b> _____
<b>Modified from ICS 215A</b>   Date: _____

## HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Prevention	<b>Job:</b> Fire Marshal
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<b>Duty:</b> Fire Investigator	<b>Tasks:</b> Fire Investigation
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Operations	Hazards/Risks	Mitigations
Fire Investigation	Smoke	Air Monitoring, SCBA (if needed)
Fire Investigation	Building Collapse	Ensure building is deemed safe before intering
Fire Investigation	Falling Debris	Proper PPE, look up, look around
Fire Investigation	Electrical Hazard	Ensure Utilities have been secured
Fire Investigation	Natural Gas/propane	Ensure utilites have been secured

<b>Prepared by:</b> Name: _____ Signature: _____		
<b>Position:</b> _____		
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<b>Modified from ICS 215A</b>	Date: _____	

# HUTTO FIRE RESCUE

## JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services		<b>Job:</b> Fire Marshal
<b>Duty:</b> Investigator		<b>Tasks:</b> Fire Investigation, other duties as assigned
Operations	Hazards/Risks	Mitigations
Structural Firefighting	Smoke	Remain outside of IDLH, SCBA/PPE (if needed)
Structural Firefighting	Emergency Driving	Follow speed limit, use emergency lights, clear all intersections.
Structural Firefighting	Building Collapse	Look up, look around, properly spot vehicle
Structural Firefighting	Fire Investigation (interior)	Air Monitoring, proper PPE, SCBA (if needed)
<b>Prepared by:</b> Name: _____ Signature: _____		
<b>Position:</b> _____		
<b>Modified from ICS 215A</b>	<b>Date:</b> _____	

**HUTTO FIRE RESCUE  
JOB RISK ANALYSIS**

<b>Section/Division:</b> Prevention	<b>Job:</b> Fire Inspector
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<b>Duty:</b> Fire Investigator	<b>Tasks:</b> Fire Investigation
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Operations	Hazards/Risks	Mitigations
Fire Investigation	Smoke	Air Monitoring, SCBA (if needed)
Fire Investigation	Building Collapse	Ensure building is deemed safe before intering
Fire Investigation	Falling Debris	Proper PPE, look up, look around
Fire Investigation	Electrical Hazard	Ensure Utilities have been secured
Fire Investigation	Natural Gas/propane	Ensure utilites have been secured

**Prepared by:** Name: \_\_\_\_\_ Signature: \_\_\_\_\_  
**Position:** \_\_\_\_\_

<b>Modified from ICS 215A</b>	Date: _____
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# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services		<b>Job:</b> Fire Inspector
<b>Duty:</b> Investigator		<b>Tasks:</b> Fire Investigation, other duties as assigned
Operations	Hazards/Risks	Mitigations
Structural Firefighting	Smoke	Remain outside of IDLH, SCBA/PPE (if needed)
Structural Firefighting	Emergency Driving	Follow speed limit, use emergency lights, clear all intersections.
Structural Firefighting	Building Collapse	Look up, look around, properly spot vehicle
Structural Firefighting	Fire Investigation (interior)	Air Monitoring, proper PPE, SCBA (if needed)
<b>Prepared by:</b> Name: _____ Signature: _____		
<b>Position:</b> _____		
<b>Modified from ICS 215A</b>		<b>Date:</b> _____

## HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services		<b>Job:</b> Training Officer	
<b>Duty:</b> Incident Safety Officer		<b>Tasks:</b> Scene Safety, other duties as assigned	
Operations	Hazards/Risks	Mitigations	
Structural Firefighting	Smoke / Fire	SCBA, Protective clothing	
Structural Firefighting	Emergency Driving	Follow speed limit, use emergency lights, clear all intersections.	
Structural Firefighting	Building Collapse	Look up, look around, properly spot vehicle	

**Prepared by:** Name: \_\_\_\_\_ Signature: \_\_\_\_\_  
**Position:** \_\_\_\_\_  

Modified from ICS 215A
Date: \_\_\_\_\_

## HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Administration	<b>Job:</b> Fire Administrator
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<b>Duty:</b> Administrator	<b>Tasks:</b> Administrative duties
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Operations	Hazards/Risks	Mitigations
Administration	Trip hazards	keep clean area, routine safety walkthroughs
Administration	Electrical Hazards	no daisy chain of electrical lines, proper use of electrical equipment
Administration	Chemicals	proper storage of cleaning supplies or any other chemicals/SDS
Administration	Ergonomic hazards	proper posture when sitting for extended periods, proper lifting
Administration	Fire/smoke in office	use planned exit/escape routes

<b>Prepared by:</b> Name: _____ Signature: _____
<b>Position:</b> _____
<b>Modified from ICS 215A</b>   Date: _____



## HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Administration		<b>Job:</b> Finance Officer	
<b>Duty:</b> Finance Officer		<b>Tasks:</b> Adminstrative duties	
Operations	Hazards/Risks	Mitigations	
Administration	Trip hazards	keep clean area, routine safety walkthroughs	
Administration	Electrical Hazards	no daisy chain of electrical lines, proper use of electrical equipment	
Administration	Chemicals	proper storage of cleaning supplies or any other chemicals/SDS	
Administration	Ergonomic hazards	proper posture when sitting for extended periods, proper lifting	
Administration	Fire/smoke in office	use planned exit/escape routes	
<b>Prepared by:</b> Name: _____ Signature: _____			
<b>Position:</b> _____			
<b>Modified from ICS 215A</b>		<b>Date:</b> _____	

## HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Administration		<b>Job:</b> Clerk	
<b>Duty:</b> Clerk		<b>Tasks:</b> Administrative duties	
Operations	Hazards/Risks	Mitigations	
Administration	Trip hazards	keep clean area, routine safety walkthroughs	
Administration	Electrical Hazards	no daisy chain of electrical lines, proper use of electrical equipment	
Administration	Chemicals	proper storage of cleaning supplies or any other chemicals/SDS	
Administration	Ergonomic hazards	proper posture when sitting for extended periods, proper lifting	
Administration	Fire/smoke in office	use planned exit/escape routes	

**Prepared by:** Name: \_\_\_\_\_ Signature: \_\_\_\_\_  
**Position:** \_\_\_\_\_  
 \_\_\_\_\_

**Modified from ICS 215A** Date: \_\_\_\_\_

Hutto Fire Rescue Job Requirements & KSA Tracking	Meets	Does Not Meet
<b>Fire Chief:</b>		
<i>Minimum Requirements:</i>		
Bachelor's degree in fire science, business, public safety, public administration, or equivalent education and experience in a closely related field.		
Completion of the National Fire Academy Executive Fire Officer Program.		
Minimum of twenty (20) years in a professional paid fire department, fire district, or emergency services district including at least six (6) as a Captain or equivalent, or at least four (4) years as a Battalion Chief, or three (3) years as a Fire Chief, Assistant Chief, or equivalent.		
Five (5) years of supervisory and managerial experience.		
Texas Commission on Fire Protection Head of a Suppression Fire Department		
Texas Commission on Fire Protection Structure Firefighter – Master.		
Texas Commission on Fire Protection Fire Officer IV.		
Texas Commission on Fire Protection Driver/Operator – Pumper.		
Texas Commission on Fire Protection Fire Instructor III - Master.		
Texas Commission on Fire Protection Fire Investigator – Master.		
Texas Commission on Fire Protection Fire Inspector – Master.		
Texas Commission on Fire Protection Incident Safety Officer.		
Texas State Department of State Health Services Emergency Medical Technician – Basic.		
National Incident Management System IS-100, IS-200, IS-300, IS 400, IS-700, IS-800.		
State of Texas Class B Driver's License.		
Experience with computer systems; specifically, be able to work with email programs, word-processing, spreadsheets, data base systems, and presentation software.		
Experience with budgeting, policy development, and administrative skills.		
<i>Skills, Knowledge and Abilites:</i>		
Skills in leadership, human behavior, written and oral communications, community relations, motivational techniques, management and incident command.		
Skills in the operation of modern fire service equipment and apparatus.		
Knowledge of standard operating procedures, conduct, record keeping, street locations, hydrant systems, water distribution systems, district, city, and county codes, rules, regulations, and legal aspects.		
Knowledge of management principles, leadership styles, and administrative procedures.		
Knowledge of budgeting procedures, specification preparation, and financing programs for the purchase of apparatus, buildings, property, and equipment.		
Ability to follow verbal and written orders, and conduct verbal and written communications, make immediate and informed decisions during emergency situations, and implement an incident command system for managing emergency operations.		
Ability to interact professionally with subordinates, superiors, public, and outside associates in a positive manner.		
Ability to effectively lead, supervise, and train fire department personnel in emergency and non-emergency operations, to accomplish the mission of the district.		
Ability to utilize and understand computers and modern business equipment associated with the operation of the district's business office.		
Ability to lift, carry, push, pull, climb, balance, stoop, kneel, crouch, crawl, reach, handle, and finger in multitude of different situations both emergency and non-emergency.		

Hutto Fire Rescue Job Requirements & KSA Tracking	Meets	Does Not Meet
<b>Assistant Fire Chief:</b>		
<i>Minimum Requirements:</i>		
Associate's degree in fire science, business, public safety, public administration, or equivalent education and experience in a closely related field.		
Completion of the Texas Fire Chiefs Academy, or the National Fire Academy Managing Officer Program, or another equivalent program.		
Minimum of ten (10) years in a professional paid fire department, fire district, or emergency services district including at least five (5) as a Captain or equivalent, or at least three (3) years as a Battalion Chief.		
Five (5) years of supervisory and managerial experience.		
Texas Commission on Fire Protection Structure Firefighter – Advanced.		
Texas Commission on Fire Protection Fire Officer III.		
Texas Commission on Fire Protection Driver/Operator – Pumper.		
Texas Commission on Fire Protection Fire Instructor III.		Working
Texas Commission on Fire Protection Fire Investigator – Advanced.		
Texas Commission on Fire Protection Fire Inspector – Advanced.		
Texas Commission on Fire Protection Incident Safety Officer.		
Texas State Department of State Health Services Emergency Medical Technician – Basic.		
Texas State Department of State Health Services EMS Instructor.		
National Incident Management System IS-100, IS-200, IS-300, IS 400, IS-700, IS-800.		
State of Texas Class B Driver's License.		
Experience with computer systems; specifically, be able to work with email programs, word-processing, spreadsheets, data base systems, and presentation software.		
Experience with budgeting, policy development, and administrative skills.		
<i>Skill, Knowledge and Abilities:</i>		
Skills in leadership, human behavior, written and oral communications, community relations, motivational techniques, management, and incident command.		
Skills in modern fire suppression activities, rescue operations, hazardous materials, fire prevention and education, incident command, apparatus maintenance, safety and loss control, emergency management, mutual aid contracts, leadership, and management.		
Skills in the operation of modern fire service equipment and apparatus.		
Knowledge of standard operating procedures, conduct, record keeping, street locations, hydrant systems, water distribution systems, district, city, and county codes, rules, regulations, and legal aspects.		
Knowledge of management principles, leadership styles, and administrative procedures.		
Knowledge of budgeting procedures, specification preparation, and financing programs for the purchase of apparatus, buildings, property, and equipment.		
Ability to follow verbal and written orders, and conduct verbal and written communications, make immediate and informed decisions during emergency situations, and implement an incident command system for managing emergency operations.		
Ability to interact professionally with subordinates, superiors, public, and outside associates in a positive manner.		
Ability to effectively lead, supervise, and train fire department personnel in emergency and non-emergency operations, to accomplish the mission of the district.		
Ability to utilize and understand computers and modern business equipment associated with the operation of the district's business office.		
Ability to obtain Texas Intrastate Fire Mutual Aid System Strike Team Leader;		
Ability to lift, carry, push, pull, climb, balance, stoop, kneel, crouch, crawl, reach, handle, and finger in multitude of different situations both emergency and non-emergency.		

Hutto Fire Rescue Job Requirements & KSA Tracking	Meets	Does Not Meet
<b>Battalion Chief:</b>		
<i>Minimum Requirements:</i>		
Previous experience or equivalent experience at company officer level, with 8 to 10 years Hutto Fire Rescue service.		
Texas Commission on Fire Protection Structure Firefighter – Advanced.		
Texas Commission on Fire Protection Fire Officer II.		
Texas Commission on Fire Protection Incident Commander.		Working
Texas Commission on Fire Protection Hazardous Materials Incident Commander.		
Texas Commission on Fire Protection Driver/Operator – Pumper and/or Driver/Operator – Aerial.		
Texas Commission on Fire Protection Fire Instructor II.		
Texas Commission on Fire Protection Fire Inspector - Basic.		
Texas Commission on Fire Protection Fire Investigator - Basic.		
Texas State Department of State Health Services Emergency Medical Technician – Basic.		
National Incident Management System IS-100, IS-200, IS-300, IS 400, IS-700, IS-800.		
State of Texas Class B Driver’s License.		
<i>Skills, Knowledge and Abilities</i>		
Skills in leadership, human behavior, written and oral communications, community relations, motivational techniques, management, and incident command.		
Skills in modern fire suppression activities, rescue operations, hazardous materials, emergency medical activities, fire prevention and education, incident command, apparatus maintenance, safety and loss control, leadership, and management.		
Skills in the operation of modern fire service equipment and apparatus.		
Skills in modern fire suppression activities, rescue operations, hazardous materials, emergency medical activities, fire prevention and education.		
Knowledge of Hutto Fire Rescue Standard Operating Procedures, conduct, record keeping, street locations, hydrant systems, water distribution systems, district, city, and county codes and regulations.		
Knowledge of management principles, leadership styles, and administrative procedures.		
Knowledge of budgeting procedures and specification preparation for the purchase of apparatus, equipment, and supplies.		
Ability to follow verbal and written orders, and conduct verbal and written communications, make immediate and informed decisions during emergency situations, and implement an incident command system for managing emergency incidents.		
Ability to communicate with others and to assimilate and understand information, in a manner consistent with the essential job functions.		
Ability to complete reports, prepare memorandums, and correspondence for the district.		
Ability to interact professionally with peers, subordinates, superiors, public, and outside associates in a positive manner.		
Ability to effectively lead, supervise, and train personnel in emergency and non-emergency operations, to accomplish the mission of the district.		
Ability to obtain Texas Intrastate Fire Mutual Aid System (TIFMAS) Incident Commander Type 4 (ICT 4).		
Ability to utilize computers and modern business equipment in the administration of the district.		
Ability to lift, carry, push, pull, climb, balance, stoop, kneel, crouch, crawl, reach, handle, and finger in multitude of different situations both emergency and non-emergency.		
Ability to maintain physical condition appropriate to the performance of assigned duties and responsibilities which may include performing life-threatening firefighting activities in an emergency situation; running, walking, #1-2.6 Page 7 crouching or crawling during emergency operations; moving equipment and injured/deceased persons; climbing stairs/ladders; performing lifesaving and rescue procedures; walking, standing or sitting for extended periods of time; operating assigned equipment and vehicles.		
Ability to effectively deal with personal danger which may include exposure to fire encompassed surroundings, dangerous persons, dangerous animals; hazards of emergency driving; hazards associated with traffic control and working in and near traffic; and natural and man-made disasters.		
Ability to make sound decisions in a manner consistent with the essential job functions.		

Hutto Fire Rescue Job Requirements & KSA Tracking	Meets	Does Not Meet
<b>Fire Captain:</b>		
<i>Minimum Requirements:</i>		
Previous experience or equivalent experience at Fire Lieutenant level, with 6 to 8 years Hutto Fire Rescue service.		
Texas Commission on Fire Protection Structure Firefighter – Intermediate.		
Texas Commission on Fire Protection Fire Officer II.		
Texas Commission on Fire Protection Driver/Operator – Pumper.		
Texas Commission on Fire Protection Fire Instructor II.		
Texas State Department of State Health Services Emergency Medical Technician – Basic.		
National Incident Management System IS-100, IS-200, IS-300, IS 400, IS-700, IS-800.		
State of Texas Class B Driver’s License.		
Fire Captain Step-Up Book Completion.		
<i>Skill, Knowledge and Abilities:</i>		
Skills in personnel development, team building techniques, conflict resolutions and organization-wide monitoring of goals.		
Skills in written and oral communications, community relations, motivational techniques, leadership, management, apparatus maintenance, safety and loss control, and incident command.		
Skills in modern fire suppression activities, rescue operations, hazardous materials, emergency medical activities, fire prevention and education.		
Skills in the operation of modern fire service equipment and apparatus.		
Knowledge of Hutto Fire Rescue Standard Operating Procedures, conduct, street locations, hydrant systems, water distribution systems, relevant codes, laws, and regulations, and record keeping and inventory management systems.		
Ability to follow verbal and written orders, and conduct verbal and written communications, make immediate and informed decisions during emergency situations, and implement an incident command system for managing emergency incidents.		
Ability to communicate with others and to assimilate and understand information, in a manner consistent with the essential job functions.		
Ability to complete reports, prepare memorandums, and correspondence for the district.		
Ability to interact professionally with peers, subordinates, supervisors, public, and outside associates in a positive manner.		
Ability to effectively lead, supervise, and train personnel in emergency and non-emergency operations, to accomplish the mission of the district.		
Ability to obtain Texas Intrastate Fire Mutual Aid System Engine Boss.		
Knowledge of management principles, leadership styles, and administrative procedures.		
Knowledge of budgeting procedures and specification preparation for the purchase of apparatus, equipment, and supplies.		
Ability to utilize computers and modern business equipment in the administration of the district.		
Ability to lift, carry, push, pull, climb, balance, stoop, kneel, crouch, crawl, reach, handle, and finger in multitude of different situations both emergency and non-emergency.		
Ability to maintain physical condition appropriate to the performance of assigned duties and responsibilities which may include performing life-threatening firefighting activities in an emergency; running, walking, crouching or crawling during emergency operations; moving equipment and injured/deceased persons; climbing stairs/ladders; performing lifesaving and rescue procedures; walking, standing or sitting for extended periods of time; operating assigned equipment and vehicles.		
Ability to effectively deal with personal danger which may include exposure to fire encompassed surroundings, dangerous persons, dangerous animals; hazards of emergency driving; hazards associated with traffic control and working in and near traffic; and natural and man-made disasters.		
Ability to make sound decisions in a manner consistent with the essential job functions.		

Hutto Fire Rescue Job Requirements & KSA Tracking	Meets	Does Not Meet
<b>Fire Lieutenant:</b>		
<i>Minimum Requirements:</i>		
Previous experience or equivalent experience at Fire Apparatus Driver/Operator level, with 4 to 6 years Hutto Fire Rescue service.		
Texas Commission on Fire Protection Structure Firefighter – Intermediate.		
Texas Commission on Fire Protection Fire Officer I.		Working
Texas Commission on Fire Protection Driver/Operator – Pumper and/or Driver/Operator – Aerial.		
Texas Commission on Fire Protection Fire Instructor I.		Working
Texas State Department of State Health Services Emergency Medical Technician – Basic.		
National Incident Management System IS-100, IS-200, IS-300, IS 700, IS-800.		Working
State of Texas Class B Driver’s License.		
Fire Lieutenant Step-Up Book Completion.		
<i>Skills, Knowledge and Abilities:</i>		
Skills in written and oral communications, community relations, motivational techniques, management, apparatus maintenance, safety and loss control, and incident command.		
Skills in modern fire suppression activities, rescue operations, hazardous materials, emergency medical activities, fire prevention and education.		
Skills in the operation of modern fire service equipment and apparatus.		
Knowledge of Hutto Fire Rescue Standard Operating Procedures, conduct, street locations, hydrant systems, water distribution systems, relevant codes, laws, regulations, and recordkeeping and inventory management systems.		
Knowledge of management principles, leadership styles, and administrative procedures.		
Ability to follow verbal and written orders, and conduct verbal and written communications, make immediate and informed decisions during emergency situations, and implement an incident command system for managing emergency incidents.		
Ability to communicate with others and to assimilate and understand information, in a manner consistent with the essential job functions.		
Ability to complete reports, prepare memorandums, and correspondence for the district.		
Ability to interact professionally with peers, subordinates, supervisors, public, and outside associates in a positive manner.		
Ability to effectively lead, supervise, and train personnel in emergency and non-emergency operations, to accomplish the mission of the district.		
Ability to obtain Texas Intrastate Fire Mutual Aid System Engine Boss.		
Ability to utilize computers and modern business equipment in the administration of the district.		
Ability to lift, carry, push, pull, climb, balance, stoop, kneel, crouch, crawl, reach, handle, and finger in multitude of different situations both emergency and non-emergency.		
Ability to maintain physical condition appropriate to the performance of assigned duties and responsibilities which may include performing life-threatening firefighting activities in an emergency; running, walking, crouching or crawling during emergency operations; moving equipment and injured/deceased persons; climbing stairs/ladders; performing lifesaving and rescue procedures; walking, standing or sitting for extended periods of time; operating assigned equipment and vehicles.		
Ability to effectively deal with personal danger which may include exposure to fire encompassed surroundings, dangerous persons, dangerous animals; hazards of emergency driving; hazards associated with traffic control and working in and near traffic; and natural and man-made disasters.		
Ability to make sound decisions in a manner consistent with the essential job functions.		

Hutto Fire Rescue Job Requirements & KSA Tracking	Meets	Does Not Meet
<b>FADO:</b>		
<i>Minimum Requirements:</i>		
Experience at firefighter lever, with 2 to 4 years with Hutto Fire Rescue.		
Texas Commission on Fire Protection Structure Firefighter – Basic.		
Texas Commission on Fire Protection Driver/Operator – Pumper		
Texas State Department of State Health Services Emergency Medical Technician – Basic.		
National Incident Management System IS-100, IS-200, IS-700, IS-800.		
State of Texas Class B Driver’s License.		
Acceptable driving record.		
FADO Step-Up book completion.		
<i>Skills, Knowledge and Abilities</i>		
Skills in the operation of modern fire service apparatus and equipment.		
Skills in modern fire suppression activities, rescue operations, hazardous materials, emergency medical activities, fire prevention and education.		
Knowledge of and correct usage of Hutto Fire Rescue Standard Operating Procedures, conduct, street locations, #1-2.3 Page 5 hydrant systems, recordkeeping, and inventory management systems.		
Ability to successfully obtain Texas Commission on Fire Protection Fire Instructor I within 1-year.		
Ability to successfully obtain Texas Intrastate Fire Mutual Aid System Engine Operator.		
Ability to follow verbal and written orders and conduct verbal and written communications.		
Ability to communicate with others and to assimilate and understand information, in a manner consistent with the essential job functions.		
Ability to interact professionally with peers, supervisors, public, and outside associates in a positive manner.		
Ability to maintain physical condition appropriate to the performance of assigned duties and responsibilities which may include performing life-threatening firefighting activities in an emergency; running, walking, crouching, or crawling during emergency operations; moving equipment and injured/deceased persons; climbing stairs/ladders; performing lifesaving and rescue procedures; walking, standing or sitting for extended periods of time; operating assigned equipment and vehicles.		
Ability to effectively deal with personal danger which may include exposure to fire encompassed surroundings, dangerous persons, dangerous animals; hazards of emergency driving; hazards associated with traffic control and working in and near traffic; and natural and man-made disasters.		
Ability to make sound decisions in a manner consistent with the essential job functions.		
Ability to lift, carry, push, pull, climb, balance, stoop, kneel, crouch, crawl, reach, handle, and finger in multitude of different situations both emergency and non emergency.		



Hutto Fire Rescue Job Requirements & KSA Tracking	Meets	Does Not Meet
<b>Firefighter</b>		
<i>Minimum Requirements:</i>		
Texas Commission on Fire Protection Structure Firefighter – Basic.		
Texas State Department of State Health Services Emergency Medical Technician – Basic.		
Courage to be Safe.		
Traffic Incident Management System (TIMS).		
<i>Skills, Knowledge and Abilities:</i>		
Skills in modern fire suppression activities, rescue operations, hazardous materials, emergency medical activities, fire prevention and education.		
Skills in the operation of modern fire service equipment and apparatus.		
Knowledge of and correct usage of Hutto Fire Rescue Standard Operating Procedures, conduct, street locations, hydrant systems, recordkeeping, and inventory management.		
Ability to follow verbal and written orders and conduct verbal and written communications.		
Ability to communicate with others and to assimilate and understand information, in a manner consistent with the essential job functions.		
Ability to interact professionally with peers, supervisors, public, and outside associates in a positive manner.		
Ability to maintain physical condition appropriate to the performance of assigned duties and responsibilities which may include performing life-threatening firefighting activities in an emergency; running, walking, crouching, or crawling during emergency operations; moving equipment and injured/deceased persons; climbing stairs/ladders; performing lifesaving and rescue procedures; walking, standing or sitting for extended periods of time; operating assigned equipment and vehicles.		
Ability to effectively deal with personal danger which may include exposure to fire encompassed surroundings, dangerous persons, dangerous animals; hazards of emergency driving; hazards associated with traffic control and working in and near traffic; and natural and man-made disasters.		
Ability to make sound decisions in a manner consistent with the essential job functions.		
Ability to lift, carry, push, pull, climb, balance, stoop, kneel, crouch, crawl, reach, handle, and finger in multitude of different situations both emergency and non emergency.		

Hutto Fire Rescue Job Requirements & KSA Tracking	Meets	Does Not Meet
<b>Fire Marshal:</b>		
<i>Minimum Requirements:</i>		
Associate degree in fire science, business, public safety, public administration, or equivalent education and experience in a closely related field.		
Minimum of six (6) years in a professional paid fire department, fire district, emergency services district, county fire marshal office, or state fire marshal office including at least five (5) years of supervisory and managerial experience.		
Texas Commission on Fire Protection Structure Firefighter – Intermediate.		
Texas Commission on Fire Protection Fire Investigator – Intermediate.		
Texas Commission on Fire Protection Fire Inspector – Intermediate.		
Texas Commission on Fire Protection Hazardous Materials Technician.		
Texas State Department of State Health Services Emergency Medical Technician – Basic.		
National Incident Management System IS-100, IS-200, IS-300, IS 400, IS-700, IS-800.		
State of Texas Class B Driver’s License.		
<i>Skill, Knowledge and Abilities:</i>		
Skills needed to synthesize data gathered during investigations, determine probable causes of fires, interview suspects, and to determine violations of fire codes.		
Skills to communicate with other members of Hutto Fire Rescue, Hutto Police Department, other fire departments and law enforcement agencies, other public and private organizations and agencies, media, and citizens.		
Knowledge of fire and life safety codes and standards which include, but are not limited to, those developed by the National Fire Protection Association and the International Code Council.		
Knowledge of general fire safety practices.		
Knowledge of safe practices for storage and handling of chemicals.		
Knowledge of CRR practices and procedures.		
Knowledge of current fire investigation techniques and methods.		
Ability to function with minimum supervision; to self start and complete assignments in a timely organized manner.		
Ability to read, review, and interpret codes and other legal documents, codes, ordinances, police reports, blueprints, maps, plans, manuals, case law, labels, measurements, gauges, training materials, correspondence, specifications, environmental and/or technical reports.		
Ability to make effective presentations.		
Ability to operate assigned equipment.		
Ability to make sound decisions in a manner consistent with the essential job functions.		
Ability to make standard calculations used to take measurements, apply fire codes and regulations, analyze data and complete statistical reports.		
Ability to maintain and create records, forms, reports, technical summaries, presentation materials, and correspondence.		
Ability to qualify annually for law enforcement firearms requirements, if required.		
Ability to maintain physical condition appropriate to the performance of assigned duties and responsibilities which may include performing life threatening firefighting activities in an emergency situation; running, walking, crouching or crawling during emergency operations; moving equipment and injured/deceased persons; climbing stairs/ladders; performing life-saving and rescue procedures; walking, standing or sitting for extended periods of time; operating assigned equipment and vehicles; working outdoors in all weather conditions including extreme heat, humidity, cold, and precipitation; exposure to loud noises, heat, fumes, flames and smoke at fire scenes.		
Ability to effectively deal with personal danger which may include exposure to fire encompassed surroundings, dangerous persons, dangerous animals; hazards of emergency driving; hazards associated with traffic control and working in and near traffic; and natural and man-made disasters.		

Hutto Fire Rescue Job Requirements & KSA Tracking	Meets	Does Not Meet
<b>Fire Inspector:</b>		
<i>Minimum Requirements:</i>		
Minimum of three (3) years in a professional paid fire department, fire district, emergency services district, county fire marshal office, or state fire marshal office.		
Texas Commission on Fire Protection Structure Firefighter – Basic.		
Texas Commission on Fire Protection Fire Inspector – Basic.		
Texas Commission on Fire Protection Hazardous Materials Technician.		
Texas State Department of State Health Services Emergency Medical Technician – Basic.		
National Incident Management System IS-100, IS-200, IS-700, IS 800.		
State of Texas Class B Driver’s License.		
<i>Skill, Knowledge and Abilities:</i>		
Knowledge of fire and life safety codes and standards which include, but are not limited to, those developed by the National Fire Protection Association and the International Code Council.		
Knowledge of general fire safety practices.		
Knowledge of safe practices for storage and handling of chemicals.		
Ability to function with minimum supervision; to self start and complete assignments in a timely organized manner.		
Ability to read and interpret codes and other legal documents.		
Ability to review and interpret plans, specifications, environmental and/or technical reports.		
Ability to make effective presentations.		
Strong analytical skills needed to synthesize data gathered to determine violations of fire codes.		
Strong communication skills to work with other members of Hutto Fire Rescue, Hutto Police Department, other fire departments and law enforcement agencies, other public and private organizations and agencies, media, and citizens.		
Ability to maintain physical condition appropriate to the performance of assigned duties and responsibilities which may include running, walking, crouching or crawling; moving equipment and injured/deceased persons; climbing stairs/ladders; performing lifesaving and rescue procedures; walking, standing or sitting for extended periods of time; operating assigned equipment and vehicles.		
Ability to effectively deal with personal danger which may include exposure to dangerous persons, dangerous animals; #1-2.8 Page 5 hazards of emergency driving; hazards associated with traffic control and working in and near traffic; and natural and man made disasters.		
Ability to communicate with others and to assimilate and understand information, in a manner consistent with the essential job functions.		
Ability to operate assigned equipment.		
Ability to make sound decisions in a manner consistent with the essential job functions.		

Hutto Fire Rescue Job Requirements & KSA Tracking	Meets	Does Not Meet
<b>Administrator:</b>		
<i>Minimum Requirements:</i>		
High School Diploma or GED.		
Minimum three (3) years office experience and accounting/bookkeeping experience.		
Ability to type from a variety of copies at a skilled rate of sixty (60) words per minute.		
Ability to conduct complex bookkeeping and accounting operations.		
Ability to operate various types of office equipment, including a ten (10) key by touch.		
Texas state driver's license.		
<i>Skills, Knowledge and Abilities:</i>		
Knowledge of business English, spelling, arithmetic, and considerable knowledge of modern office equipment, practices and procedures.		
Knowledge of Hutto Fire Rescue Standard Operating Procedures and recordkeeping.		
Ability to keep complex records, to assemble and organize data and to prepare reports from such data.		
Ability to compose letters and reports relative to district policies and procedures and in modern business form.		
Ability to perform routine office management details without referral to district staff.		
Ability to follow verbal and written directions.		
Ability to interact professionally with emergency services district personnel and the public in a positive manner.		
Ability to lift, carry, push, pull, climb, balance, stoop, kneel, crouch, crawl, reach, handle, and finger in multitude of different situations.		

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Hutto Fire Rescue / Williamson County Emergency Services District #3  
Community-Driven Strategic Plan 2020 – 2023

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GOAL 4B

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# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

**Goal 4 Create a succession plan that mentors and develops employees to have the knowledge, skills, and abilities that ensure efficient and effective services are delivered.**

### Objective 4B

*Research and develop an objective-based measurement tool to measure current strengths and weaknesses associated with the KSA's.*

#### TIMEFRAME

- **DONE**

#### ASSIGNED

- **Training Officer**

#### CRITICAL TASKS

- Identify competency throughout the organization. **[DONE]**
  - Conduct Individual skills, Quarterly Company Drills, Bi-Annual Multi Company Drills
  - Quarterly Probationary Checkoffs
  - Monthly Training
- Determine strengths and weaknesses that require attention. **[DONE]**
  - Grade all skills, probationary checkoffs and conduct/attend monthly training
- Collect organizational data. **[DONE]**
  - Compile data collected from skills.
  - Create Spreadsheet for each employee
  - Use data to update Annual Training Plan.
- Analyze the data to determine gaps or deficiencies. **[DONE]**
  - Use the data collected to update Annual Training Plan
  - Monthly Training Committee Meetings
  - Create Spreadsheet for each employee
- Develop a plan to address inefficiencies found in the organization. **[DONE]**
  - Hutto Fire Rescue Annual Training Plan
- Submit the plan to leadership for approval. **[DONE]**
  - Hutto Fire Rescue Annual Training Plan

# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

- Validate the measurement tool against current industry standards, including but not limited to best practices, NFPA, and TCFP. **[DONE]**
  - Hutto Fire Rescue Annual Training Plan
  - Researching industry standards to ensure training plan meets standards.
    - Texas Fire Chiefs Association Best Practices
      - “Chapter 3 – Training”
    - National Fire Protection Association Standards:
      - **NFPA 1010** - *Standard for Firefighter, Fire Apparatus Driver/Operator, Airport Firefighter, and Marine Firefighting for Land-Based Firefighters Professional Qualifications*
      - **NFPA 1006** - *Standard for Technical Rescue Personnel Professional Qualifications*
      - **NFPA 1033** - *Standard for Professional Qualifications for Fire Investigator*
      - **NFPA 1020** - *Standard for Fire Officer and Emergency Services Instructor Professional Qualifications*
      - **NFPA 1026** - *Standard for Incident Management Personnel Professional Qualifications*
      - **NFPA 1030** - *Standard for Professional Qualifications for Fire Prevention Program Positions*
    - Texas Commission on Fire Protection
      - Chapter 1 - Basic Fire Suppression
      - Chapter 2 - Basic Aircraft Rescue Fire Suppression
      - Chapter 3 - Basic Marine Fire Suppression
      - Chapter 4 - (INSP) [Inspector]
      - Chapter 4 (PE1) Plan Examiner
      - Chapter 5 - Fire Investigator
      - Chapter 6 - Hazardous Materials
      - Chapter 7 - Driver/Operator
      - Chapter 8 - Fire Instructor
      - Chapter 9 - Fire Officer
      - Chapter 10 - Incident Safety Officer
      - Chapter 11 - Wildland Fire Fighter
      - Chapter 12 - Head of Department
      - Chapter 13 - Fire and Life Safety Educator
      - Chapter 14 - Incident Commander
      - Chapter 15 - Fire Marshal (Upcoming)
    - Center for Public Safety Excellence
      - Category VIII – Training and Competency
    - Insurance Service Office – Public Protection Class (ISO-PPC)
      - Item 581 – Credit for Training

# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

- Conduct a comparative analysis from data obtained to current industry standards.  
[DONE]
  - Attached

### FUNDING ESTIMATE

- |              |     |                      |     |
|--------------|-----|----------------------|-----|
| • Capital:   | \$0 | • Consumables:       | \$0 |
| • Personnel: | \$0 | • Contract Services: | \$0 |



<b>Hutto Fire Rescue Comparison with Industry Standards</b>	<b>MEETS</b>	<b>DOES NOT MEET</b>
<b>Texas Fire Chiefs Association Best Practices:</b>		
Chapter 3 - <i>Training</i>		
<b>National Fire Protection Association Standards:</b>		
<b>NFPA 1010</b> - <i>Standard for Firefighter, Fire Apparatus Driver/Operator, Airport Firefighter, and Marine Firefighting for Land-Based Firefighters Professional Qualifications</i>		
<b>NFPA 1006</b> - <i>Standard for Technical Rescue Personnel Professional Qualifications</i>		
<b>NFPA 1033</b> - <i>Standard for Professional Qualifications for Fire Investigator</i>		
<b>NFPA 1020</b> - <i>Standard for Fire Officer and Emergency Services Instructor Professional Qualifications</i>		
<b>NFPA 1026</b> - <i>Standard for Incident Management Personnel Professional Qualifications</i>		
<b>NFPA 1030</b> - <i>Standard for Professional Qualifications for Fire Prevention Program Positions</i>		
<b>Texas Commission on Fire Protection:</b>		
Chapter 1 - <i>Basic Fire Suppression</i>		
Chapter 2 - <i>Basic Aircraft Rescue Fire Suppression</i>	N/A	
Chapter 3 - <i>Basic Marine Fire Suppression</i>	N/A	
Chapter 4 - <i>(INSP) Inspector</i>		
Chapter 5 - <i>(PE1) Plan Examiner</i>		
Chapter 6 - <i>Hazardous Materials</i>		
Chapter 7 - <i>Driver/Operator</i>		
Chapter 8 - <i>Fire Instructor</i>		
Chapter 9 - <i>Fire Officer</i>		
Chapter 10 - <i>Incident Safety Officer</i>		
Chapter 11 - <i>Wildland Fire Fighter</i>		
Chapter 12 - <i>Head of Department</i>		
Chapter 13 - <i>Fire and Life Safety Educator</i>		
Chapter 14 - <i>Incident Commander</i>		
Chapter 15 - <i>Fire Marshal (Upcoming)</i>		
<b>Center for Public Safety Excellence:</b>		
Category VIII - <i>Training and Competency</i>	Working	
<b>Insurance Service Office:</b>		
Item 581 - <i>Credit for Training</i>		

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Hutto Fire Rescue / Williamson County Emergency Services District #3  
Community-Driven Strategic Plan 2020 – 2023

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GOAL 4C

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# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

**Goal 4 Create a succession plan that mentors and develops employees to have the knowledge, skills, and abilities that ensure efficient and effective services are delivered.**

### Objective 4C

*Create and organizational guideline outlining roles, responsibilities, and expectations for each member and mentor.*

#### TIMEFRAME

- **DONE**

#### ASSIGNED

- **Training Officer**

#### CRITICAL TASKS

- Create guidelines outlining the expectations for mentors and members based on the information collected. **[DONE]**
  - *Hutto Fire Rescue Standard Operating Procedures: Section 1 – ADMINISTRATION; Subsection 1-2 – Position Descriptions*
  - *HFR Annual Training Plan*
  - *Hutto Fire Rescue SOP's*
  - *Positional Step-up Task Books*
  - *Probationary Handbook*
- Introduce the guidelines and expectations to members and mentors to familiarize them with department expectations. **[DONE]**
  - *Monthly Officer Meetings*
  - *Quarterly Shift Meetings*
  - *Scheduled Monthly Training*
  - *Monthly Training Committee Meetings*
- Collect feedback from members and mentors on the new expectations. **[DONE]**
  - *Monthly Officers Meetings*
  - *Quarterly Shift Meetings*
  - *Fire Station Visits*
  - *Monthly Training Committee Meetings*
- Make necessary adjustments based upon the feedback. **[DONE]**
  - *Continuous Update to Hutto Fire Rescue Annual Training Plan*
  - *Updating Probationary Handbook*

# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

### FUNDING ESTIMATE

- Capital: **\$0**
- Personnel: **\$0**
- Consumables: **\$0**
- Contract Services: **\$0**

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Hutto Fire Rescue / Williamson County Emergency Services District #3  
Community-Driven Strategic Plan 2020 – 2023

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GOAL 4D

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# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

**Goal 4 Create a succession plan that mentors and develops employees to have the knowledge, skills, and abilities that ensure efficient and effective services are delivered.**

### Objective 4D

*Implement the guidelines throughout the organization.*

#### TIMEFRAME

- DONE

#### ASSIGNED

- Assistant Fire Chief

#### CRITICAL TASKS

- Identify mentors who will be participating in the program. [DONE]
  - New Hire Academy Instructors
  - Senior Officers
  - Senior Fire Apparatus Driver Operator
  - Senior Firefighters
- Determine a process to train mentors in the program. [DONE]
  - Natural succession in the step-up and promotional process
  - Leadership courses
- Identify the members to include in the program. [DONE]
  - Probationary firefighters
  - Individuals that may be struggling in areas
  - Newly promoted company officers
- Match members with mentors. [DONE]
  - That work on the same shift.
  - Share the same goals.
  - Likeness in compassion for the position
- Create a reporting mechanism for the mentors. [DONE]
  - Successfully completing 1-year probationary period
  - Completion of position task books
  - Completion of step-up books
  - Promotion

# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

### FUNDING ESTIMATE

- Capital: **\$0**
- Personnel: **\$0**
- Consumables: **\$0**
- Contract Services: **\$0**

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**Hutto Fire Rescue / Williamson County Emergency Services District #3  
Community-Driven Strategic Plan 2020 – 2023**

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**GOAL 4**

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# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

**Goal 4 Create a succession plan that mentors and develops employees to have the knowledge, skills, and abilities that ensure efficient and effective services are delivered.**

### **Objective 4A**

*Develop roles, responsibilities, and expectations for all current and future employees; to ensure that efficient and effective services are delivered.*

### **Objective 4B**

*Research and develop an objective-based measurement tool to measure current strengths and weaknesses associated with the KSA's.*

### **Objective 4C**

*Create an organizational guideline outlining roles, responsibilities, and expectations for each member and mentor.*

### **Objective 4D**

*Implement the guidelines throughout the organization.*

### **Objective 4E**

*Re-evaluate and make adjustments to the guideline as needed.*

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Hutto Fire Rescue / Williamson County Emergency Services District #3  
Community-Driven Strategic Plan 2020 – 2023

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GOAL 4A

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# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

**Goal 4 Create a succession plan that mentors and develops employees to have the knowledge, skills, and abilities that ensure efficient and effective services are delivered.**

### Objective 4A

*Develop roles, responsibilities, and expectations for all current and future employees; to ensure that efficient and effective services are delivered.*

#### TIMEFRAME

- **DONE**

#### ASSIGNED

- **Fire Chief**

#### CRITICAL TASKS

- Conduct a risk analysis for needed tasks, by position. **[DONE]**
  - Firefighter - Completed (attached)
  - FADO - Completed (attached)
  - Lieutenant - Completed (attached)
  - Captain - Completed (attached)
  - Battalion Chief - Completed (attached)
  - Fire Investigator - Completed (attached)
  - Fire Inspector - Completed (attached)
  - Training Officer - Completed (attached)
  - Assistant Chief - Completed (attached)
  - Fire Chief - Completed (attached)
  - Fire Administrator - Completed (attached)
  - Clerk - Completed (attached)
  - Finance Officer - Completed (attached)
- Confirm and develop all job descriptions. **[DONE]**
  - *Hutto Fire Rescue Standard Operating Procedures: Section 1 – ADMINISTRATION; Subsection 1-2 – Position Descriptions*
- Create expectations for all mentors and members working with the guidelines. **[DONE]**
  - *Hutto Fire Rescue Standard Operating Procedures*
  - Quarterly Shift meeting
  - Monthly Officers meeting
  - Monthly Battalion Chief meeting
  - Daily Executive Staff meeting
  - Daily fire station visits
  - Hutto Fire Rescue monthly training

# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

- Seek approval and then change the roles and responsibilities, as needed. [DONE]
  - [Monthly Officers meeting](#)
  - [Monthly Battalion Chief meeting](#)
  - [Daily Executive Staff meeting](#)
- Determine expectations that are included, but not limited to, current KSA's. [DONE]
  - [Hutto Fire Rescue Standard Operating Procedures: Section 1 – ADMINISTRATION; Subsection 1-2 – Position Descriptions](#)
- Identify the strengths and weaknesses of all members' current KSA inventory.
  - [Attached](#)

### FUNDING ESTIMATE

- |              |            |                      |            |
|--------------|------------|----------------------|------------|
| • Capital:   | <b>\$0</b> | • Consumables:       | <b>\$0</b> |
| • Personnel: | <b>\$0</b> | • Contract Services: | <b>\$0</b> |



# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services		<b>Job:</b> Fire Chief	
<b>Duty:</b> Incident Command		<b>Tasks:</b> Establish ICS	
Operations	Hazards/Risks	Mitigations	
Wildfire	Emergency Driving	Follow speed limit, use emergency lights, clear all intersections.	
Wildfire	Smoke, Fire	Wildland PPE	
Wildfire	Change in Fire behavior/direction	Identify safety zones, stay in the black, designate a look out	
Wildfire	Helos, Aerial Tankers	Stay clear of dropzones	
Wildfire	Roadways	Use emergency lights, block roads (if needed)	

**Prepared by:** Name: \_\_\_\_\_ Signature: \_\_\_\_\_  
**Position:** \_\_\_\_\_  

Modified from ICS 215A
Date: \_\_\_\_\_

# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Assistant Chief
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<b>Duty:</b> Incident Commander	<b>Tasks:</b> Implement ICS, scene management
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Operations	Hazards/Risks	Mitigations
Structural Firefighting	Smoke	Remain outside of IDLH, SCBA/PPE (if needed)
Structural Firefighting	Emergency Driving	Follow speed limit, use emergency lights, clear all intersections.
Structural Firefighting	Building Collapse	Size-up, properly spot Command vehicle

<b>Prepared by:</b> Name: _____ Signature: _____
<b>Position:</b> _____
<b>Modified from ICS 215A</b>   Date: _____

## HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Assistant Chief
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<b>Duty:</b> Incident Command	<b>Tasks:</b> Establish ICS
----------------------------------	--------------------------------

Operations	Hazards/Risks	Mitigations
Wildfire	Emergency Driving	Follow speed limit, use emergency lights, clear all intersections.
Wildfire	Smoke, Fire	Wildland PPE
Wildfire	Change in Fire behavior/direction	Identify safety zones, stay in the black, designate a look out
Wildfire	Helos, Aerial Tankers	Stay clear of dropzones
Wildfire	Roadways	Use emergency lights, block roads (if needed)

<b>Prepared by:</b> Name: _____	Signature: _____
<b>Position:</b> _____	

<b>Modified from ICS 215A</b>	Date: _____
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# HUTTO FIRE RESCUE

## JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services		<b>Job:</b> Battalion Chief	
<b>Duty:</b> Incident Command		<b>Tasks:</b> implement ICS	
Operations	Hazards/Risks	Mitigations	
Water Rescue	Swiftwater	Water rescue PPE, PFDs, do not enter water if not qualified	
Water Rescue	Water over roadway	Keep apparatus clear of moving water	
Water Rescue	Hypothermia	Water rescue PPE, post medical evaluation	
Water Rescue	Electrical lines in water	Cut power to lines, clear area	
Water Rescue	Emergency Driving	Follow speed limit, use emergency lights, clear all intersections.	
<b>Prepared by:</b> Name: _____ Signature: _____			
<b>Position:</b> _____			
<b>Modified from ICS 215A</b>		<b>Date:</b> _____	



# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Captain
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<b>Duty:</b> Incident Command/EMT	<b>Tasks:</b> Crew Management, Patient Care
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Operations	Hazards/Risks	Mitigations
EMS	Exposure	Proper PPE, BSI, use of sharps container
EMS	Disgruntled/combative patient (enroute)	Stage, wait for scene to be cleared by LE
EMS	Disgruntled/Combative patient (on-scene)	Leave area/move to cover (if possible) request LE
EMS	Weapons	Secure Weapon (if possible), Leave area/move to cover, request LE
EMS	Lifting patients	Use proper lifting techniques
EMS	Dangerous Pets	Have pet secured, request LE/animal control
EMS	Psychological affects	Critical Incident Stress debreif

<b>Prepared by:</b> Name: _____ Signature: _____
<b>Position:</b> _____
<span><b>Modified from ICS 215A</b></span> <span>Date: _____</span>

# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Captain
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<b>Duty:</b> Hazmat Technician	<b>Tasks:</b> Decon, entry team
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Operations	Hazards/Risks	Mitigations
Hazardous Materials/CBRN	Hazardous Materials	Proper PPE, SCBA, hazard identification, control zones
Hazardous Materials/CBRN	Exposure	Proper PPE, SCBA, decon
Hazardous Materials/CBRN	Heat related injuries (hazmat suit)	Proper hydration, Pre/post medical evaluation, rehab
Hazardous Materials/CBRN	Entry (hot zone)	Proper PPE, SCBA, air monitoring, tools/equipment
Hazardous Materials/CBRN	Decon	Proper PPE, SCBA, decon equipment
Hazardous Materials/CBRN	Gross Decon	Proper PPE, SCBA
Hazardous Materials/CBRN	Radiation	Proper PPE, proper monitoring equipment
Hazardous Materials/CBRN	Biohazards	Proper PPE, proper monitoring equipment, early recognition

**Prepared by:** Name: \_\_\_\_\_ Signature: \_\_\_\_\_  
**Position:** \_\_\_\_\_

<b>Modified from ICS 215A</b>	Date: _____
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# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services		<b>Job:</b> Captain	
<b>Duty:</b> Rescue		<b>Tasks:</b> rope rigging, tools(rescue hardware) rescue team	
Operations	Hazards/Risks	Mitigations	
Rope Rescue	Low angle	edge protection, belay lines, designate safety zones	
Rope rescue	High angle (structure)	edge protection, belay lines, designate safety zones	
Rope Rescue	High angle (natural)	edge protection, belay lines, designate safety zones	
Rope Rescue	Confined spaces	Proper PPE, air monitoring, ventilation	
Rope Resuce	Equipment failure	Belay line, safety checks before operations	
<b>Prepared by:</b> Name: _____ Signature: _____			
<b>Position:</b> _____			
<b>Modified from ICS 215A</b>		<b>Date:</b> _____	



# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Captain
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<b>Duty:</b> Command/Firefighting	<b>Tasks:</b> Hoselines, Tools, Ladders, Crew Management
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Operations	Hazards/Risks	Mitigations
Structural Firefighting	Smoke / Fire	SCBA / Protective Clothing, RIC
Structural Firefighting	Building Collapse	Look up, look around, RIC
Structural Firefighting	Ladders	Healing ladders, ladder belts for aerials
Structural Firefighting	Hoselines (supply)	Properly wrap the hydrant, wear gloves
Structural Firefighting	Hoselines (fire attack)	Correct size
Structural Firefighting	Forcible Entry	Proper size-up, proper tools, NO KICKING DOORS!
Structural Firefighting	Ventilation	Proper size-up, correct ventilation
Structural Firefighting	Medical Emergencies	Proper hydration, recycle, rehab

<b>Prepared by:</b> Name: _____ Signature: _____
<b>Position:</b> _____
<b>Modified from ICS 215A</b>   Date: _____

# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Captain
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<b>Duty:</b> Incident Command/Rescue	<b>Tasks:</b> Vehicle Stabilization/extrication, patient care
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Operations	Hazards/Risks	Mitigations
Vehicle Rescue	Passing Vehicles	Always have eyes on traffic, spotter, stay in traffic control zones, PPE, Traffic Vest
Vehicle Rescue	Extrication	Proper PPE, Proper tool selection
Vehicle Rescue	Hazardous materials	Proper PPE, adsorbent
Vehicle Rescue	Vehicle Fire	SCBA, PPE
Vehicle Rescue	Hoseline (fire attack)	correct size
Vehicle Rescue	Unstable vehicle	stabilize vehicle before operation

<b>Prepared by:</b> Name: _____ Signature: _____		
<b>Position:</b> _____		
<table style="width: 100%; border: none;"> <tr> <td style="border: 1px solid black; padding: 2px;"><b>Modified from ICS 215A</b></td> <td style="border: none; padding-left: 20px;">Date: _____</td> </tr> </table>	<b>Modified from ICS 215A</b>	Date: _____
<b>Modified from ICS 215A</b>	Date: _____	

## HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services		<b>Job:</b> Captain
<b>Duty:</b> Rescue		<b>Tasks:</b> shore based rescue, throw rope
Operations	Hazards/Risks	Mitigations
Water Rescue	Swiftwater	Water rescue PPE, PFDs, do not enter water if not qualified
Water Rescue	Water over roadway	Keep apparatus clear of moving water
Water Rescue	Hypothermia	Water rescue PPE, post medical evaluation
Water Rescue	Electrical lines in water	Cut power to lines, clear area
Water Rescue	Rising water (flashflood)	Water rescue PPE, planned escape routes
Water Rescue	Drowning	Water Rescue PPE, PFD
<b>Prepared by:</b> Name: _____ Signature: _____		
<b>Position:</b> _____		
<b>Modified from ICS 215A</b>		<b>Date:</b> _____

# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Captain
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<b>Duty:</b> Incident Command, Wildland Firefighting	<b>Tasks:</b> IC, hoseline, tools
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Operations	Hazards/Risks	Mitigations
Wildfire	Smoke, Fire	Wildland PPE
Wildfire	Saw Operations	Proper PPE/tool selection
Wildfire	Falling trees/branches	Look up, look around
Wildfire	Heat related injuries	Stay hydrated, rehab
Wildfire	Hoseline (attack)	correct size/length
Wildfire	Change in Fire behavior/direction	Identify safety zones, stay in the black, designate look out
Wildfire	Roadways	Use emergency lights, block roadway (if needed)
Wildfire	Helos, Aerial Tankers	Stay clear of dropzones

<b>Prepared by:</b> Name: _____	Signature: _____
<b>Position:</b> _____	
<b>Modified from ICS 215A</b>	Date: _____

## HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services		<b>Job:</b> Lieutenant	
<b>Duty:</b> Incident Command/EMT		<b>Tasks:</b> Crew Management, Patient Care	
Operations	Hazards/Risks	Mitigations	
EMS	Exposure	Proper PPE, BSI, use of sharps container	
EMS	Disgruntled/combative patient (enroute)	Stage, wait for scene to be cleared by LE	
EMS	Disgruntled/Combative patient (on-scene)	Leave area/move to cover (if possible) request LE	
EMS	Weapons	Secure Weapon (if possible), Leave area/move to cover, request LE	
EMS	Lifting patients	Use proper lifting techniques	
EMS	Dangerous Pets	Have pet secured, request LE/animal control	
EMS	Psychological affects	Critical Incident Stress debreif	
<b>Prepared by:</b> Name: _____ Signature: _____			
<b>Position:</b> _____			
<b>Modified from ICS 215A</b>		Date: _____	

## HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services		<b>Job:</b> Lieutenant	
<b>Duty:</b> Firefighting		<b>Tasks:</b> Hoseline, tools, ladders, crew management	
Operations	Hazards/Risks	Mitigations	
Structural Firefighting	Smoke / Fire	SCBA / Protective clothing, RIC	
Structural Firefighting	Building Collapse	Look up, look around, RIC	
Structural Firefighting	Ladders	Ladder selection, heeling ladder, ladder belts for aerials	
Structural Firefighting	Hoselines (fire attack)	Correct size	
Structural Firefighting	Forcible Entry	Proper size-up, proper tool selection, NO KICKING DOORS!	
Structural Firefighting	Ventilation	Proper size-up, correct ventilation	
Structural Firefighting	Medical Emergencies	Proper hydration, recycle, rehab	
<b>Prepared by:</b> Name: _____ Signature: _____		<b>Position:</b> _____	
<b>Modified from ICS 215A</b>		<b>Date:</b> _____	



# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Lieutenant
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<b>Duty:</b> Hazmat Technician	<b>Tasks:</b> Decon, entry team
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Operations	Hazards/Risks	Mitigations
Hazardous Materials/CBRN	Hazardous Materials	Proper PPE, SCBA, hazard identification, control zones
Hazardous Materials/CBRN	Exposure	Proper PPE, SCBA, decon
Hazardous Materials/CBRN	Heat related injuries (hazmat suit)	Proper hydration, Pre/post medical evaluation, rehab
Hazardous Materials/CBRN	Entry (hot zone)	Proper PPE, SCBA, air monitoring, tools/equipment
Hazardous Materials/CBRN	Decon	Proper PPE, SCBA, decon equipment
Hazardous Materials/CBRN	Gross Decon	Proper PPE, SCBA
Hazardous Materials/CBRN	Radiation	Proper PPE, proper monitoring equipment
Hazardous Materials/CBRN	Biohazards	Proper PPE, proper monitoring equipment, early recognition

**Prepared by:** Name: \_\_\_\_\_ Signature: \_\_\_\_\_  
**Position:** \_\_\_\_\_

<b>Modified from ICS 215A</b>	Date: _____
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# HUTTO FIRE RESCUE

## JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Lieutenant
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<b>Duty:</b> Rescue	<b>Tasks:</b> rope rigging, tools(rescue hardware) rescue team
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<b>Operations</b>	<b>Hazards/Risks</b>	<b>Mitigations</b>
Rope Rescue	Low angle	edge protection, belay lines, designate safety zones
Rope rescue	High angle (structure)	edge protection, belay lines, designate safety zones
Rope Rescue	High angle (natural)	edge protection, belay lines, designate safety zones
Rope Rescue	Confined spaces	Proper PPE, air monitoring, ventilation
Rope Resuce	Equipment failure	Belay line, safety checks before operations

**Prepared by:** Name: \_\_\_\_\_ Signature: \_\_\_\_\_  
**Position:** \_\_\_\_\_  
**Modified from ICS 215A** Date: \_\_\_\_\_

# HUTTO FIRE RESCUE

## JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services		<b>Job:</b> Lieutenant
<b>Duty:</b> Rescue		<b>Tasks:</b> Vehicle Stabilization/extrication, patient care
<b>Operations</b>	<b>Hazards/Risks</b>	<b>Mitigations</b>
Vehicle Rescue	Passing Vehicles	Always have eyes on traffic, spotter, stay in traffic control zones, PPE, Traffic Vest
Vehicle Rescue	Extrication	Proper PPE, Proper tool selection
Vehicle Rescue	Hazardous materials	Proper PPE, adsorbent
Vehicle Rescue	Vehicle Fire	SCBA, PPE
Vehicle Rescue	Hoseline (fire attack)	correct size
Vehicle Rescue	Unstable vehicle	stabilize vehicle before operation
<b>Prepared by:</b> Name: _____ Signature: _____		
<b>Position:</b> _____		
<b>Modified from ICS 215A</b>		<b>Date:</b> _____

# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Lieutenant
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<b>Duty:</b> Rescue	<b>Tasks:</b> shore based rescue, throw rope
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Operations	Hazards/Risks	Mitigations
Water Rescue	Swiftwater	Water rescue PPE, PFDs, do not enter water if not qualified
Water Rescue	Water over roadway	Keep apparatus clear of moving water
Water Rescue	Hypothermia	Water rescue PPE, post medical evaluation
Water Rescue	Electrical lines in water	Cut power to lines, clear area
Water Rescue	Rising water (flashflood)	Water rescue PPE, planned escape routes
Water Rescue	Drowning	Water Rescue PPE, PFD

<b>Prepared by: Name:</b> _____	<b>Signature:</b> _____
<b>Position:</b> _____	
<b>Modified from ICS 215A</b>	<b>Date:</b> _____

## HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Lieutenant
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<b>Duty:</b> Wildland Firefighting	<b>Tasks:</b> Crew management, hoseline, tools
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Operations	Hazards/Risks	Mitigations
Wildfire	Emergency Driving	Follow speed limit, use emergency lights, clear all intersections.
Wildfire	Smoke, Fire	Wildland PPE
Wildfire	Saw Operations	Proper PPE/tool selection
Wildfire	Falling trees/branches	Look up, look around
Wildfire	Heat related injuries	Stay hydrated, rehab
Wildfire	Hoseline (attack)	correct size/length
Wildfire	Change in Fire behavior/direction	identify safety zones, stay in the black, designate look out
Wildfire	Roadways	Use emergency lights, block roads (if needed)
Wildfire	Helos, Aerial Tankers	Stay clear of dropzones

<b>Prepared by:</b> Name: _____	Signature: _____
<b>Position:</b> _____	
<b>Modified from ICS 215A</b>	Date: _____

# HUTTO FIRE RESCUE

## JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Fire Apparatus Driver Operator
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<b>Duty:</b> Driver Operator/EMT	<b>Tasks:</b> Emergency Driving, Patient Care
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Operations	Hazards/Risks	Mitigations
EMS	Exposure	Proper PPE, BSI, use of sharps container
EMS	Disgruntled/combative patient (enroute)	Stage, wait for scene to be cleared by LE
EMS	Disgruntled/Combative patient (on-scene)	Leave area/move to cover (if possible) request LE
EMS	Weapons	Secure Weapon (if possible), Leave area/move to cover, request LE
EMS	Lifting patients	Use proper lifting techniques
EMS	Dangerous Pets	Have pet secured, request LE/animal control
EMS	Psychological affects	Critical Incident Stress debreif
EMS	Emergency Driving	Follow speed limit, use emergency lights, clear all intersections.

<b>Prepared by:</b> Name: _____ Signature: _____	
<b>Position:</b> _____	
<b>Modified from ICS 215A</b>	<b>Date:</b> _____

# HUTTO FIRE RESCUE

## JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Fire Apparatus Driver Operator
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<b>Duty:</b> Driver/operator, Hazmat technician	<b>Tasks:</b> emergency driving, decon, entry team
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Operations	Hazards/Risks	Mitigations
Hazardous Materials/CBRN	Emergency Driving	Follow speed limit, use emergency lights, clear all intersections.
Hazardous Materials/CBRN	Hazardous Materials	Proper PPE, SCBA, hazard identification, control zones
Hazardous Materials/CBRN	Exposure	Proper PPE, SCBA, decon
Hazardous Materials/CBRN	Heat related injuries (hazmat suit)	Proper hydration, Pre/post medical evaluation, rehab
Hazardous Materials/CBRN	Entry (hot zone)	Proper PPE, SCBA, air monitoring, tools/equipment
Hazardous Materials/CBRN	Decon	Proper PPE, SCBA, decon equipment
Hazardous Materials/CBRN	Gross Decon	Proper PPE, SCBA
Hazardous Materials/CBRN	Radiation	Proper PPE, proper monitoring equipment
Hazardous Materials/CBRN	Biohazards	Proper PPE, proper monitoring equipment, early recognition

<b>Prepared by:</b> Name: _____ Signature: _____
<b>Position:</b> _____
<b>Modified from ICS 215A</b>   Date: _____

# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Fire Apparatus Driver Operator
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<b>Duty:</b> Rescue	<b>Tasks:</b> emergecny driving, rope rigging, tools(rescue hardware) rescue team
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Operations	Hazards/Risks	Mitigations
Rope Rescue	Low angle	edge protection, belay lines, designate safety zones
Rope rescue	High angle (structure)	edge protection, belay lines, designate safety zones
Rope Rescue	High angle (natural)	edge protection, belay lines, designate safety zones
Rope Rescue	Confined spaces	Proper PPE, air monitoring, ventilation
Rope Resuce	Equipment failure	Belay line, safety checks before operations
Rope Rescue	Emergency Driving	Follow speed limit, use emergency lights, clear all intersections

**Prepared by:** Name: \_\_\_\_\_ Signature: \_\_\_\_\_  
**Position:** \_\_\_\_\_



# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Fire Apparatus Driver Operator
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<b>Duty:</b> Driver Operator	<b>Tasks:</b> Driving, Water Supply
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Operations	Hazards/Risks	Mitigations
Structural Firefighting	Emergency Driving	Follow speed limit, use emergency lights, clear all intersections.
Structural Firefighting	Hoseline (supply)	Wear proper PPE, chock apparatus, properly connect hoses
Structural Firefighting	Building Collapse	Size-up, properly spot apparatus
Structural Firefighting	Roadway hazards	Properly spot apparatus, use cones to limit/block roadway access
Structural Firefighting	Smoke	Remain outside of IDLH, spot apparatus upwind (if possible)

<b>Prepared by:</b> Name: _____	Signature: _____
<b>Position:</b> _____	



# HUTTO FIRE RESCUE

## JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Fire Apparatus Driver Operator
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<b>Duty:</b> Driver/operator, Hazmat technician	<b>Tasks:</b> emergency driving, decon, entry team
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Operations	Hazards/Risks	Mitigations
Hazardous Materials/CBRN	Emergency Driving	Follow speed limit, use emergency lights, clear all intersections.
Hazardous Materials/CBRN	Hazardous Materials	Proper PPE, SCBA, hazard identification, control zones
Hazardous Materials/CBRN	Exposure	Proper PPE, SCBA, decon
Hazardous Materials/CBRN	Heat related injuries (hazmat suit)	Proper hydration, Pre/post medical evaluation, rehab
Hazardous Materials/CBRN	Entry (hot zone)	Proper PPE, SCBA, air monitoring, tools/equipment
Hazardous Materials/CBRN	Decon	Proper PPE, SCBA, decon equipment
Hazardous Materials/CBRN	Gross Decon	Proper PPE, SCBA
Hazardous Materials/CBRN	Radiation	Proper PPE, proper monitoring equipment
Hazardous Materials/CBRN	Biohazards	Proper PPE, proper monitoring equipment, early recognition

<b>Prepared by:</b> Name: _____ Signature: _____
<b>Position:</b> _____
<b>Modified from ICS 215A</b>   Date: _____

## HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Fire Apparatus Driver Operator
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<b>Duty:</b> Driver/Operator, Wildland Firefighting	<b>Tasks:</b> Emergency driving, hoseline, tools
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Operations	Hazards/Risks	Mitigations
Wildfire	Emergency Driving	Follow speed limit, use emergency lights, clear all intersections.
Wildfire	Smoke, Fire	Wildland PPE
Wildfire	Saw Operations	Proper PPE/tool selction
Wildfire	Falling trees/branches	Look up, look around
Wildfire	Heat related injuries	Stay hydrated, rehab
Wildfire	Hoseline (attack)	correct size/length
Wildfire	Change in Fire behavior/direction	identify safety zones, stay in the black, designate look out
Wildfire	Roadways	Use emergency lights, block roads (if needed)
Wildfire	Helos, Aerial Tankers	Stay clear of dropzones

**Prepared by:** Name: \_\_\_\_\_ Signature: \_\_\_\_\_  
**Position:** \_\_\_\_\_

<b>Modified from ICS 215A</b>	<b>Date:</b> _____
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# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services		<b>Job:</b> FADO	
<b>Duty:</b> Driver Operator/EMT		<b>Tasks:</b> Emergency Driving, Patient Care	
Operations	Hazards/Risks	Mitigations	
EMS	Exposure	Proper PPE, BSI, use of sharps container	
EMS	Disgruntled/combative patient (enroute)	Stage, wait for scene to be cleared by LE	
EMS	Disgruntled/Combative patient (on-scene)	Leave area/move to cover (if possible) request LE	
EMS	Weapons	Secure Weapon (if possible), Leave area/move to cover, request LE	
EMS	Lifting patients	Use proper lifting techniques	
EMS	Dangerous Pets	Have pet secured, request LE/animal control	
EMS	Psychological affects	Critical Incident Stress debreif	
EMS	Emergency Driving	Follow speed limit, use emergency lights, clear all intersections.	
<b>Prepared by:</b> Name: _____ Signature: _____			
<b>Position:</b> _____			
<b>Modified from ICS 215A</b>		<b>Date:</b> _____	

# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Firefighter
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<b>Duty:</b> Hazmat Technician	<b>Tasks:</b> Decon, entry team
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Operations	Hazards/Risks	Mitigations
Hazardous Materials/CBRN	Hazardous Materials	Proper PPE, SCBA, hazard identification, control zones
Hazardous Materials/CBRN	Exposure	Proper PPE, SCBA, decon
Hazardous Materials/CBRN	Heat related injuries (hazmat suit)	Proper hydration, Pre/post medical evaluation, rehab
Hazardous Materials/CBRN	Entry (hot zone)	Proper PPE, SCBA, air monitoring, tools/equipment
Hazardous Materials/CBRN	Decon	Proper PPE, SCBA, decon equipment
Hazardous Materials/CBRN	Gross Decon	Proper PPE, SCBA
Hazardous Materials/CBRN	Radiation	Proper PPE, proper monitoring equipment
Hazardous Materials/CBRN	Biohazards	Proper PPE, proper monitoring equipment, early recognition

**Prepared by:** Name: \_\_\_\_\_ Signature: \_\_\_\_\_  
**Position:** \_\_\_\_\_

<b>Modified from ICS 215A</b>	Date: _____
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# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services		<b>Job:</b> Firefighter	
<b>Duty:</b> Rescue		<b>Tasks:</b> rope rigging, tools(rescue hardware) rescue team	
Operations	Hazards/Risks	Mitigations	
Rope Rescue	Low angle	edge protection, belay lines, designate safety zones	
Rope rescue	High angle (structure)	edge protection, belay lines, designate safety zones	
Rope Rescue	High angle (natural)	edge protection, belay lines, designate safety zones	
Rope Rescue	Confined spaces	Proper PPE, air monitoring, ventilation	
Rope Resuce	Equipment failure	Belay line, safety checks before operations	
<b>Prepared by:</b> Name: _____ Signature: _____			
<b>Position:</b> _____			
<b>Modified from ICS 215A</b>		<b>Date:</b> _____	

# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services		<b>Job:</b> Firefighter	
<b>Duty:</b> Firefighting		<b>Tasks:</b> Hoselines, Tools, Ladders	
Operations	Hazards/Risks	Mitigations	
Structural Firefighting	Smoke / Fire	SCBA / Protective Clothing, RIC	
Structural Firefighting	Building Collapse	Look up, look around, RIC	
Structural Firefighting	Ladders	Healing ladders, ladder belts for aerials	
Structural Firefighting	Hoselines (supply)	Properly wrap the hydrant, wear gloves	
Structural Firefighting	Hoselines (fire attack)	Correct size	
Structural Firefighting	Forcible Entry	Proper size-up, proper tools, NO KICKING DOORS!	
Structural Firefighting	Ventilation	Proper size-up, correct ventilation	
Structural Firefighting	Medical Emergencies	Proper hydration, recycle, rehab	
<b>Prepared by:</b> Name: _____ Signature: _____			
<b>Position:</b> _____			
<b>Modified from ICS 215A</b>		<b>Date:</b> _____	



# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services		<b>Job:</b> Firefighter	
<b>Duty:</b> Rescue		<b>Tasks:</b> Vehicle Stabilization/extrication, patient care	
Operations	Hazards/Risks	Mitigations	
Vehicle Rescue	Passing Vehicles	Always have eyes on traffic, spotter, stay in traffic control zones, PPE, Traffic Vest	
Vehicle Rescue	Extrication	Proper PPE, Proper tool selection, charged hoseline on the ground	
Vehicle Rescue	Hazardous materials	Proper PPE, adsorbent	
Vehicle Rescue	Vehicle Fire	SCBA, PPE	
Vehicle Rescue	Hoseline (fire attack)	correct size	
Vehicle Rescue	Unstable vehicle	stabilize vehicle before operation	
<b>Prepared by:</b> Name: _____ Signature: _____			
<b>Position:</b> _____			
<b>Modified from ICS 215A</b>		Date: _____	

# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services		<b>Job:</b> Firefighter	
<b>Duty:</b> Rescue		<b>Tasks:</b> shore based rescue, throw rope	
Operations	Hazards/Risks	Mitigations	
Water Rescue	Swiftwater	Water rescue PPE, PFDs, do not enter water if not qualified	
Water Rescue	Water over roadway	Keep apparatus clear of moving water	
Water Rescue	Hypothermia	Water rescue PPE, post medical evaluation	
Water Rescue	Electrical lines in water	Cut power to lines, clear area	
Water Rescue	Rising water (flashflood)	Water rescue PPE, planned escape routes	
Water Rescue	Drowning	Water Rescue PPE, PFD	

**Prepared by:** Name: \_\_\_\_\_ Signature: \_\_\_\_\_  
**Position:** \_\_\_\_\_  
Modified from ICS 215A
Date: \_\_\_\_\_

# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services	<b>Job:</b> Firefighter
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<b>Duty:</b> Wildland Firefighting	<b>Tasks:</b> Emergency driving, hoseline, tools
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Operations	Hazards/Risks	Mitigations
Wildfire	Emergency Driving	Follow speed limit, use emergency lights, clear all intersections.
Wildfire	Smoke, Fire	Wildland PPE
Wildfire	Saw Operations	Proper PPE/tool selction
Wildfire	Falling trees/branches	Look up, look around
Wildfire	Heat related injuries	Stay hydrated, rehab
Wildfire	Hoseline (attack)	correct size/length
Wildfire	Change in Fire behavior/direction	identify safety zones, stay in the black, designate look out
Wildfire	Roadways	Use emergency lights, block roads (if needed)
Wildfire	Helos, Aerial Tankers	Stay clear of dropzones

**Prepared by:** Name: \_\_\_\_\_ Signature: \_\_\_\_\_  
**Position:** \_\_\_\_\_

<b>Modified from ICS 215A</b>	<b>Date:</b> _____
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## HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Prevention	<b>Job:</b> Fire Marshal	
<b>Duty:</b> Fire Investigator	<b>Tasks:</b> Fire Investigation	
Operations	Hazards/Risks	Mitigations
Fire Investigation	Smoke	Air Monitoring, SCBA (if needed)
Fire Investigation	Building Collapse	Ensure building is deemed safe before intering
Fire Investigation	Falling Debris	Proper PPE, look up, look around
Fire Investigation	Electrical Hazard	Ensure Utilities have been secured
Fire Investigation	Natural Gas/propane	Ensure utilites have been secured

**Prepared by:** Name: \_\_\_\_\_ Signature: \_\_\_\_\_  
**Position:** \_\_\_\_\_

# HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Emergency Services		<b>Job:</b> Fire Marshal	
<b>Duty:</b> Investigator		<b>Tasks:</b> Fire Investigation, other duties as assigned	
Operations	Hazards/Risks	Mitigations	
Structural Firefighting	Smoke	Remain outside of IDLH, SCBA/PPE (if needed)	
Structural Firefighting	Emergency Driving	Follow speed limit, use emergency lights, clear all intersections.	
Structural Firefighting	Building Collapse	Look up, look around, properly spot vehicle	
Structural Firefighting	Fire Investigation (interior)	Air Monitoring, proper PPE, SCBA (if needed)	

**Prepared by:** Name: \_\_\_\_\_ Signature: \_\_\_\_\_

**Position:** \_\_\_\_\_

**Modified from ICS 215A**

**Date:** \_\_\_\_\_













## HUTTO FIRE RESCUE JOB RISK ANALYSIS

<b>Section/Division:</b> Administration		<b>Job:</b> Clerk	
<b>Duty:</b> Clerk		<b>Tasks:</b> Administrative duties	
Operations	Hazards/Risks	Mitigations	
Administration	Trip hazards	keep clean area, routine safety walkthroughs	
Administration	Electrical Hazards	no daisy chain of electrical lines, proper use of electrical equipment	
Administration	Chemicals	proper storage of cleaning supplies or any other chemicals/SDS	
Administration	Ergonomic hazards	proper posture when sitting for extended periods, proper lifting	
Administration	Fire/smoke in office	use planned exit/escape routes	
<b>Prepared by:</b> Name: _____ Signature: _____			
<b>Position:</b> _____			
<b>Modified from ICS 215A</b>		<b>Date:</b> _____	

Hutto Fire Rescue Job Requirements & KSA Tracking	Meets	Does Not Meet
<b>Fire Chief:</b>		
<i>Minimum Requirements:</i>		
Bachelor's degree in fire science, business, public safety, public administration, or equivalent education and experience in a closely related field.		
Completion of the National Fire Academy Executive Fire Officer Program.		
Minimum of twenty (20) years in a professional paid fire department, fire district, or emergency services district including at least six (6) as a Captain or equivalent, or at least four (4) years as a Battalion Chief, or three (3) years as a Fire Chief, Assistant Chief, or equivalent.		
Five (5) years of supervisory and managerial experience.		
Texas Commission on Fire Protection Head of a Suppression Fire Department		
Texas Commission on Fire Protection Structure Firefighter – Master.		
Texas Commission on Fire Protection Fire Officer IV.		
Texas Commission on Fire Protection Driver/Operator – Pumper.		
Texas Commission on Fire Protection Fire Instructor III - Master.		
Texas Commission on Fire Protection Fire Investigator – Master.		
Texas Commission on Fire Protection Fire Inspector – Master.		
Texas Commission on Fire Protection Incident Safety Officer.		
Texas State Department of State Health Services Emergency Medical Technician – Basic.		
National Incident Management System IS-100, IS-200, IS-300, IS 400, IS-700, IS-800.		
State of Texas Class B Driver's License.		
Experience with computer systems; specifically, be able to work with email programs, word-processing, spreadsheets, data base systems, and presentation software.		
Experience with budgeting, policy development, and administrative skills.		
<i>Skills, Knowledge and Abilites:</i>		
Skills in leadership, human behavior, written and oral communications, community relations, motivational techniques, management and incident command.		
Skills in the operation of modern fire service equipment and apparatus.		
Knowledge of standard operating procedures, conduct, record keeping, street locations, hydrant systems, water distribution systems, district, city, and county codes, rules, regulations, and legal aspects.		
Knowledge of management principles, leadership styles, and administrative procedures.		
Knowledge of budgeting procedures, specification preparation, and financing programs for the purchase of apparatus, buildings, property, and equipment.		
Ability to follow verbal and written orders, and conduct verbal and written communications, make immediate and informed decisions during emergency situations, and implement an incident command system for managing emergency operations.		
Ability to interact professionally with subordinates, superiors, public, and outside associates in a positive manner.		
Ability to effectively lead, supervise, and train fire department personnel in emergency and non-emergency operations, to accomplish the mission of the district.		
Ability to utilize and understand computers and modern business equipment associated with the operation of the district's business office.		
Ability to lift, carry, push, pull, climb, balance, stoop, kneel, crouch, crawl, reach, handle, and finger in multitude of different situations both emergency and non-emergency.		

Hutto Fire Rescue Job Requirements & KSA Tracking	Meets	Does Not Meet
<b>Assistant Fire Chief:</b>		
<i>Minimum Requirements:</i>		
Associate's degree in fire science, business, public safety, public administration, or equivalent education and experience in a closely related field.		
Completion of the Texas Fire Chiefs Academy, or the National Fire Academy Managing Officer Program, or another equivalent program.		
Minimum of ten (10) years in a professional paid fire department, fire district, or emergency services district including at least five (5) as a Captain or equivalent, or at least three (3) years as a Battalion Chief.		
Five (5) years of supervisory and managerial experience.		
Texas Commission on Fire Protection Structure Firefighter – Advanced.		
Texas Commission on Fire Protection Fire Officer III.		
Texas Commission on Fire Protection Driver/Operator – Pumper.		
Texas Commission on Fire Protection Fire Instructor III.		Working
Texas Commission on Fire Protection Fire Investigator – Advanced.		
Texas Commission on Fire Protection Fire Inspector – Advanced.		
Texas Commission on Fire Protection Incident Safety Officer.		
Texas State Department of State Health Services Emergency Medical Technician – Basic.		
Texas State Department of State Health Services EMS Instructor.		
National Incident Management System IS-100, IS-200, IS-300, IS 400, IS-700, IS-800.		
State of Texas Class B Driver's License.		
Experience with computer systems; specifically, be able to work with email programs, word-processing, spreadsheets, data base systems, and presentation software.		
Experience with budgeting, policy development, and administrative skills.		
<i>Skill, Knowledge and Abilities:</i>		
Skills in leadership, human behavior, written and oral communications, community relations, motivational techniques, management, and incident command.		
Skills in modern fire suppression activities, rescue operations, hazardous materials, fire prevention and education, incident command, apparatus maintenance, safety and loss control, emergency management, mutual aid contracts, leadership, and management.		
Skills in the operation of modern fire service equipment and apparatus.		
Knowledge of standard operating procedures, conduct, record keeping, street locations, hydrant systems, water distribution systems, district, city, and county codes, rules, regulations, and legal aspects.		
Knowledge of management principles, leadership styles, and administrative procedures.		
Knowledge of budgeting procedures, specification preparation, and financing programs for the purchase of apparatus, buildings, property, and equipment.		
Ability to follow verbal and written orders, and conduct verbal and written communications, make immediate and informed decisions during emergency situations, and implement an incident command system for managing emergency operations.		
Ability to interact professionally with subordinates, superiors, public, and outside associates in a positive manner.		
Ability to effectively lead, supervise, and train fire department personnel in emergency and non-emergency operations, to accomplish the mission of the district.		
Ability to utilize and understand computers and modern business equipment associated with the operation of the district's business office.		
Ability to obtain Texas Intrastate Fire Mutual Aid System Strike Team Leader;		
Ability to lift, carry, push, pull, climb, balance, stoop, kneel, crouch, crawl, reach, handle, and finger in multitude of different situations both emergency and non-emergency.		

Hutto Fire Rescue Job Requirements & KSA Tracking	Meets	Does Not Meet
<b>Battalion Chief:</b>		
<i>Minimum Requirements:</i>		
Previous experience or equivalent experience at company officer level, with 8 to 10 years Hutto Fire Rescue service.		
Texas Commission on Fire Protection Structure Firefighter – Advanced.		
Texas Commission on Fire Protection Fire Officer II.		
Texas Commission on Fire Protection Incident Commander.		Working
Texas Commission on Fire Protection Hazardous Materials Incident Commander.		
Texas Commission on Fire Protection Driver/Operator – Pumper and/or Driver/Operator – Aerial.		
Texas Commission on Fire Protection Fire Instructor II.		
Texas Commission on Fire Protection Fire Inspector - Basic.		
Texas Commission on Fire Protection Fire Investigator - Basic.		
Texas State Department of State Health Services Emergency Medical Technician – Basic.		
National Incident Management System IS-100, IS-200, IS-300, IS 400, IS-700, IS-800.		
State of Texas Class B Driver’s License.		
<i>Skills, Knowledge and Abilities</i>		
Skills in leadership, human behavior, written and oral communications, community relations, motivational techniques, management, and incident command.		
Skills in modern fire suppression activities, rescue operations, hazardous materials, emergency medical activities, fire prevention and education, incident command, apparatus maintenance, safety and loss control, leadership, and management.		
Skills in the operation of modern fire service equipment and apparatus.		
Skills in modern fire suppression activities, rescue operations, hazardous materials, emergency medical activities, fire prevention and education.		
Knowledge of Hutto Fire Rescue Standard Operating Procedures, conduct, record keeping, street locations, hydrant systems, water distribution systems, district, city, and county codes and regulations.		
Knowledge of management principles, leadership styles, and administrative procedures.		
Knowledge of budgeting procedures and specification preparation for the purchase of apparatus, equipment, and supplies.		
Ability to follow verbal and written orders, and conduct verbal and written communications, make immediate and informed decisions during emergency situations, and implement an incident command system for managing emergency incidents.		
Ability to communicate with others and to assimilate and understand information, in a manner consistent with the essential job functions.		
Ability to complete reports, prepare memorandums, and correspondence for the district.		
Ability to interact professionally with peers, subordinates, superiors, public, and outside associates in a positive manner.		
Ability to effectively lead, supervise, and train personnel in emergency and non-emergency operations, to accomplish the mission of the district.		
Ability to obtain Texas Intrastate Fire Mutual Aid System (TIFMAS) Incident Commander Type 4 (ICT 4).		
Ability to utilize computers and modern business equipment in the administration of the district.		
Ability to lift, carry, push, pull, climb, balance, stoop, kneel, crouch, crawl, reach, handle, and finger in multitude of different situations both emergency and non-emergency.		
Ability to maintain physical condition appropriate to the performance of assigned duties and responsibilities which may include performing life-threatening firefighting activities in an emergency situation; running, walking, #1-2.6 Page 7 crouching or crawling during emergency operations; moving equipment and injured/deceased persons; climbing stairs/ladders; performing lifesaving and rescue procedures; walking, standing or sitting for extended periods of time; operating assigned equipment and vehicles.		
Ability to effectively deal with personal danger which may include exposure to fire encompassed surroundings, dangerous persons, dangerous animals; hazards of emergency driving; hazards associated with traffic control and working in and near traffic; and natural and man-made disasters.		
Ability to make sound decisions in a manner consistent with the essential job functions.		

Hutto Fire Rescue Job Requirements & KSA Tracking	Meets	Does Not Meet
<b>Fire Captain:</b>		
<i>Minimum Requirements:</i>		
Previous experience or equivalent experience at Fire Lieutenant level, with 6 to 8 years Hutto Fire Rescue service.		
Texas Commission on Fire Protection Structure Firefighter – Intermediate.		
Texas Commission on Fire Protection Fire Officer II.		
Texas Commission on Fire Protection Driver/Operator – Pumper.		
Texas Commission on Fire Protection Fire Instructor II.		
Texas State Department of State Health Services Emergency Medical Technician – Basic.		
National Incident Management System IS-100, IS-200, IS-300, IS 400, IS-700, IS-800.		
State of Texas Class B Driver’s License.		
Fire Captain Step-Up Book Completion.		
<i>Skill, Knowledge and Abilities:</i>		
Skills in personnel development, team building techniques, conflict resolutions and organization-wide monitoring of goals.		
Skills in written and oral communications, community relations, motivational techniques, leadership, management, apparatus maintenance, safety and loss control, and incident command.		
Skills in modern fire suppression activities, rescue operations, hazardous materials, emergency medical activities, fire prevention and education.		
Skills in the operation of modern fire service equipment and apparatus.		
Knowledge of Hutto Fire Rescue Standard Operating Procedures, conduct, street locations, hydrant systems, water distribution systems, relevant codes, laws, and regulations, and record keeping and inventory management systems.		
Ability to follow verbal and written orders, and conduct verbal and written communications, make immediate and informed decisions during emergency situations, and implement an incident command system for managing emergency incidents.		
Ability to communicate with others and to assimilate and understand information, in a manner consistent with the essential job functions.		
Ability to complete reports, prepare memorandums, and correspondence for the district.		
Ability to interact professionally with peers, subordinates, supervisors, public, and outside associates in a positive manner.		
Ability to effectively lead, supervise, and train personnel in emergency and non-emergency operations, to accomplish the mission of the district.		
Ability to obtain Texas Intrastate Fire Mutual Aid System Engine Boss.		
Knowledge of management principles, leadership styles, and administrative procedures.		
Knowledge of budgeting procedures and specification preparation for the purchase of apparatus, equipment, and supplies.		
Ability to utilize computers and modern business equipment in the administration of the district.		
Ability to lift, carry, push, pull, climb, balance, stoop, kneel, crouch, crawl, reach, handle, and finger in multitude of different situations both emergency and non-emergency.		
Ability to maintain physical condition appropriate to the performance of assigned duties and responsibilities which may include performing life-threatening firefighting activities in an emergency; running, walking, crouching or crawling during emergency operations; moving equipment and injured/deceased persons; climbing stairs/ladders; performing lifesaving and rescue procedures; walking, standing or sitting for extended periods of time; operating assigned equipment and vehicles.		
Ability to effectively deal with personal danger which may include exposure to fire encompassed surroundings, dangerous persons, dangerous animals; hazards of emergency driving; hazards associated with traffic control and working in and near traffic; and natural and man-made disasters.		
Ability to make sound decisions in a manner consistent with the essential job functions.		

Hutto Fire Rescue Job Requirements & KSA Tracking	Meets	Does Not Meet
<b>Fire Lieutenant:</b>		
<i>Minimum Requirements:</i>		
Previous experience or equivalent experience at Fire Apparatus Driver/Operator level, with 4 to 6 years Hutto Fire Rescue service.		
Texas Commission on Fire Protection Structure Firefighter – Intermediate.		
Texas Commission on Fire Protection Fire Officer I.		Working
Texas Commission on Fire Protection Driver/Operator – Pumper and/or Driver/Operator – Aerial.		
Texas Commission on Fire Protection Fire Instructor I.		Working
Texas State Department of State Health Services Emergency Medical Technician – Basic.		
National Incident Management System IS-100, IS-200, IS-300, IS 700, IS-800.		Working
State of Texas Class B Driver’s License.		
Fire Lieutenant Step-Up Book Completion.		
<i>Skills, Knowledge and Abilities:</i>		
Skills in written and oral communications, community relations, motivational techniques, management, apparatus maintenance, safety and loss control, and incident command.		
Skills in modern fire suppression activities, rescue operations, hazardous materials, emergency medical activities, fire prevention and education.		
Skills in the operation of modern fire service equipment and apparatus.		
Knowledge of Hutto Fire Rescue Standard Operating Procedures, conduct, street locations, hydrant systems, water distribution systems, relevant codes, laws, regulations, and recordkeeping and inventory management systems.		
Knowledge of management principles, leadership styles, and administrative procedures.		
Ability to follow verbal and written orders, and conduct verbal and written communications, make immediate and informed decisions during emergency situations, and implement an incident command system for managing emergency incidents.		
Ability to communicate with others and to assimilate and understand information, in a manner consistent with the essential job functions.		
Ability to complete reports, prepare memorandums, and correspondence for the district.		
Ability to interact professionally with peers, subordinates, supervisors, public, and outside associates in a positive manner.		
Ability to effectively lead, supervise, and train personnel in emergency and non-emergency operations, to accomplish the mission of the district.		
Ability to obtain Texas Intrastate Fire Mutual Aid System Engine Boss.		
Ability to utilize computers and modern business equipment in the administration of the district.		
Ability to lift, carry, push, pull, climb, balance, stoop, kneel, crouch, crawl, reach, handle, and finger in multitude of different situations both emergency and non-emergency.		
Ability to maintain physical condition appropriate to the performance of assigned duties and responsibilities which may include performing life-threatening firefighting activities in an emergency; running, walking, crouching or crawling during emergency operations; moving equipment and injured/deceased persons; climbing stairs/ladders; performing lifesaving and rescue procedures; walking, standing or sitting for extended periods of time; operating assigned equipment and vehicles.		
Ability to effectively deal with personal danger which may include exposure to fire encompassed surroundings, dangerous persons, dangerous animals; hazards of emergency driving; hazards associated with traffic control and working in and near traffic; and natural and man-made disasters.		
Ability to make sound decisions in a manner consistent with the essential job functions.		



Hutto Fire Rescue Job Requirements & KSA Tracking	Meets	Does Not Meet
<b>FADO:</b>		
<i>Minimum Requirements:</i>		
Experience at firefighter lever, with 2 to 4 years with Hutto Fire Rescue.		
Texas Commission on Fire Protection Structure Firefighter – Basic.		
Texas Commission on Fire Protection Driver/Operator – Pumper		
Texas State Department of State Health Services Emergency Medical Technician – Basic.		
National Incident Management System IS-100, IS-200, IS-700, IS-800.		
State of Texas Class B Driver’s License.		
Acceptable driving record.		
FADO Step-Up book completion.		
<i>Skills, Knowledge and Abilities</i>		
Skills in the operation of modern fire service apparatus and equipment.		
Skills in modern fire suppression activities, rescue operations, hazardous materials, emergency medical activities, fire prevention and education.		
Knowledge of and correct usage of Hutto Fire Rescue Standard Operating Procedures, conduct, street locations, #1-2.3 Page 5 hydrant systems, recordkeeping, and inventory management systems.		
Ability to successfully obtain Texas Commission on Fire Protection Fire Instructor I within 1-year.		
Ability to successfully obtain Texas Intrastate Fire Mutual Aid System Engine Operator.		
Ability to follow verbal and written orders and conduct verbal and written communications.		
Ability to communicate with others and to assimilate and understand information, in a manner consistent with the essential job functions.		
Ability to interact professionally with peers, supervisors, public, and outside associates in a positive manner.		
Ability to maintain physical condition appropriate to the performance of assigned duties and responsibilities which may include performing life-threatening firefighting activities in an emergency; running, walking, crouching, or crawling during emergency operations; moving equipment and injured/deceased persons; climbing stairs/ladders; performing lifesaving and rescue procedures; walking, standing or sitting for extended periods of time; operating assigned equipment and vehicles.		
Ability to effectively deal with personal danger which may include exposure to fire encompassed surroundings, dangerous persons, dangerous animals; hazards of emergency driving; hazards associated with traffic control and working in and near traffic; and natural and man-made disasters.		
Ability to make sound decisions in a manner consistent with the essential job functions.		
Ability to lift, carry, push, pull, climb, balance, stoop, kneel, crouch, crawl, reach, handle, and finger in multitude of different situations both emergency and non emergency.		

Hutto Fire Rescue Job Requirements & KSA Tracking	Meets	Does Not Meet
<b>Firefighter</b>		
<i>Minimum Requirements:</i>		
Texas Commission on Fire Protection Structure Firefighter – Basic.		
Texas State Department of State Health Services Emergency Medical Technician – Basic.		
Courage to be Safe.		
Traffic Incident Management System (TIMS).		
<i>Skills, Knowledge and Abilities:</i>		
Skills in modern fire suppression activities, rescue operations, hazardous materials, emergency medical activities, fire prevention and education.		
Skills in the operation of modern fire service equipment and apparatus.		
Knowledge of and correct usage of Hutto Fire Rescue Standard Operating Procedures, conduct, street locations, hydrant systems, recordkeeping, and inventory management.		
Ability to follow verbal and written orders and conduct verbal and written communications.		
Ability to communicate with others and to assimilate and understand information, in a manner consistent with the essential job functions.		
Ability to interact professionally with peers, supervisors, public, and outside associates in a positive manner.		
Ability to maintain physical condition appropriate to the performance of assigned duties and responsibilities which may include performing life-threatening firefighting activities in an emergency; running, walking, crouching, or crawling during emergency operations; moving equipment and injured/deceased persons; climbing stairs/ladders; performing lifesaving and rescue procedures; walking, standing or sitting for extended periods of time; operating assigned equipment and vehicles.		
Ability to effectively deal with personal danger which may include exposure to fire encompassed surroundings, dangerous persons, dangerous animals; hazards of emergency driving; hazards associated with traffic control and working in and near traffic; and natural and man-made disasters.		
Ability to make sound decisions in a manner consistent with the essential job functions.		
Ability to lift, carry, push, pull, climb, balance, stoop, kneel, crouch, crawl, reach, handle, and finger in multitude of different situations both emergency and non emergency.		

Hutto Fire Rescue Job Requirements & KSA Tracking	Meets	Does Not Meet
<b>Fire Marshal:</b>		
<i>Minimum Requirements:</i>		
Associate degree in fire science, business, public safety, public administration, or equivalent education and experience in a closely related field.		
Minimum of six (6) years in a professional paid fire department, fire district, emergency services district, county fire marshal office, or state fire marshal office including at least five (5) years of supervisory and managerial experience.		
Texas Commission on Fire Protection Structure Firefighter – Intermediate.		
Texas Commission on Fire Protection Fire Investigator – Intermediate.		
Texas Commission on Fire Protection Fire Inspector – Intermediate.		
Texas Commission on Fire Protection Hazardous Materials Technician.		
Texas State Department of State Health Services Emergency Medical Technician – Basic.		
National Incident Management System IS-100, IS-200, IS-300, IS 400, IS-700, IS-800.		
State of Texas Class B Driver’s License.		
<i>Skill, Knowledge and Abilities:</i>		
Skills needed to synthesize data gathered during investigations, determine probable causes of fires, interview suspects, and to determine violations of fire codes.		
Skills to communicate with other members of Hutto Fire Rescue, Hutto Police Department, other fire departments and law enforcement agencies, other public and private organizations and agencies, media, and citizens.		
Knowledge of fire and life safety codes and standards which include, but are not limited to, those developed by the National Fire Protection Association and the International Code Council.		
Knowledge of general fire safety practices.		
Knowledge of safe practices for storage and handling of chemicals.		
Knowledge of CRR practices and procedures.		
Knowledge of current fire investigation techniques and methods.		
Ability to function with minimum supervision; to self start and complete assignments in a timely organized manner.		
Ability to read, review, and interpret codes and other legal documents, codes, ordinances, police reports, blueprints, maps, plans, manuals, case law, labels, measurements, gauges, training materials, correspondence, specifications, environmental and/or technical reports.		
Ability to make effective presentations.		
Ability to operate assigned equipment.		
Ability to make sound decisions in a manner consistent with the essential job functions.		
Ability to make standard calculations used to take measurements, apply fire codes and regulations, analyze data and complete statistical reports.		
Ability to maintain and create records, forms, reports, technical summaries, presentation materials, and correspondence.		
Ability to qualify annually for law enforcement firearms requirements, if required.		
Ability to maintain physical condition appropriate to the performance of assigned duties and responsibilities which may include performing life threatening firefighting activities in an emergency situation; running, walking, crouching or crawling during emergency operations; moving equipment and injured/deceased persons; climbing stairs/ladders; performing life-saving and rescue procedures; walking, standing or sitting for extended periods of time; operating assigned equipment and vehicles; working outdoors in all weather conditions including extreme heat, humidity, cold, and precipitation; exposure to loud noises, heat, fumes, flames and smoke at fire scenes.		
Ability to effectively deal with personal danger which may include exposure to fire encompassed surroundings, dangerous persons, dangerous animals; hazards of emergency driving; hazards associated with traffic control and working in and near traffic; and natural and man-made disasters.		

Hutto Fire Rescue Job Requirements & KSA Tracking	Meets	Does Not Meet
<b>Fire Inspector:</b>		
<i>Minimum Requirements:</i>		
Minimum of three (3) years in a professional paid fire department, fire district, emergency services district, county fire marshal office, or state fire marshal office.		
Texas Commission on Fire Protection Structure Firefighter – Basic.		
Texas Commission on Fire Protection Fire Inspector – Basic.		
Texas Commission on Fire Protection Hazardous Materials Technician.		
Texas State Department of State Health Services Emergency Medical Technician – Basic.		
National Incident Management System IS-100, IS-200, IS-700, IS 800.		
State of Texas Class B Driver’s License.		
<i>Skill, Knowledge and Abilities:</i>		
Knowledge of fire and life safety codes and standards which include, but are not limited to, those developed by the National Fire Protection Association and the International Code Council.		
Knowledge of general fire safety practices.		
Knowledge of safe practices for storage and handling of chemicals.		
Ability to function with minimum supervision; to self start and complete assignments in a timely organized manner.		
Ability to read and interpret codes and other legal documents.		
Ability to review and interpret plans, specifications, environmental and/or technical reports.		
Ability to make effective presentations.		
Strong analytical skills needed to synthesize data gathered to determine violations of fire codes.		
Strong communication skills to work with other members of Hutto Fire Rescue, Hutto Police Department, other fire departments and law enforcement agencies, other public and private organizations and agencies, media, and citizens.		
Ability to maintain physical condition appropriate to the performance of assigned duties and responsibilities which may include running, walking, crouching or crawling; moving equipment and injured/deceased persons; climbing stairs/ladders; performing lifesaving and rescue procedures; walking, standing or sitting for extended periods of time; operating assigned equipment and vehicles.		
Ability to effectively deal with personal danger which may include exposure to dangerous persons, dangerous animals; #1-2.8 Page 5 hazards of emergency driving; hazards associated with traffic control and working in and near traffic; and natural and man made disasters.		
Ability to communicate with others and to assimilate and understand information, in a manner consistent with the essential job functions.		
Ability to operate assigned equipment.		
Ability to make sound decisions in a manner consistent with the essential job functions.		

Hutto Fire Rescue Job Requirements & KSA Tracking	Meets	Does Not Meet
<b>Administrator:</b>		
<i>Minimum Requirements:</i>		
High School Diploma or GED.		
Minimum three (3) years office experience and accounting/bookkeeping experience.		
Ability to type from a variety of copies at a skilled rate of sixty (60) words per minute.		
Ability to conduct complex bookkeeping and accounting operations.		
Ability to operate various types of office equipment, including a ten (10) key by touch.		
Texas state driver's license.		
<i>Skills, Knowledge and Abilities:</i>		
Knowledge of business English, spelling, arithmetic, and considerable knowledge of modern office equipment, practices and procedures.		
Knowledge of Hutto Fire Rescue Standard Operating Procedures and recordkeeping.		
Ability to keep complex records, to assemble and organize data and to prepare reports from such data.		
Ability to compose letters and reports relative to district policies and procedures and in modern business form.		
Ability to perform routine office management details without referral to district staff.		
Ability to follow verbal and written directions.		
Ability to interact professionally with emergency services district personnel and the public in a positive manner.		
Ability to lift, carry, push, pull, climb, balance, stoop, kneel, crouch, crawl, reach, handle, and finger in multitude of different situations.		

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Hutto Fire Rescue / Williamson County Emergency Services District #3  
Community-Driven Strategic Plan 2020 – 2023

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GOAL 4B

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# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

**Goal 4 Create a succession plan that mentors and develops employees to have the knowledge, skills, and abilities that ensure efficient and effective services are delivered.**

### Objective 4B

*Research and develop an objective-based measurement tool to measure current strengths and weaknesses associated with the KSA's.*

#### TIMEFRAME

- **DONE**

#### ASSIGNED

- **Training Officer**

#### CRITICAL TASKS

- Identify competency throughout the organization. [DONE]
  - Conduct Individual skills, Quarterly Company Drills, Bi-Annual Multi Company Drills
  - Quarterly Probationary Checkoffs
  - Monthly Training
- Determine strengths and weaknesses that require attention. [DONE]
  - Grade all skills, probationary checkoffs and conduct/attend monthly training
- Collect organizational data. [DONE]
  - Compile data collected from skills.
  - Create Spreadsheet for each employee
  - Use data to update Annual Training Plan.
- Analyze the data to determine gaps or deficiencies. [DONE]
  - Use the data collected to update Annual Training Plan
  - Monthly Training Committee Meetings
  - Create Spreadsheet for each employee
- Develop a plan to address inefficiencies found in the organization. [DONE]
  - Hutto Fire Rescue Annual Training Plan
- Submit the plan to leadership for approval. [DONE]
  - Hutto Fire Rescue Annual Training Plan

# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

- Validate the measurement tool against current industry standards, including but not limited to best practices, NFPA, and TCFP. **[DONE]**
  - Hutto Fire Rescue Annual Training Plan
  - Researching industry standards to ensure training plan meets standards.
    - Texas Fire Chiefs Association Best Practices
      - “Chapter 3 – Training”
    - National Fire Protection Association Standards:
      - **NFPA 1010** - *Standard for Firefighter, Fire Apparatus Driver/Operator, Airport Firefighter, and Marine Firefighting for Land-Based Firefighters Professional Qualifications*
      - **NFPA 1006** - *Standard for Technical Rescue Personnel Professional Qualifications*
      - **NFPA 1033** - *Standard for Professional Qualifications for Fire Investigator*
      - **NFPA 1020** - *Standard for Fire Officer and Emergency Services Instructor Professional Qualifications*
      - **NFPA 1026** - *Standard for Incident Management Personnel Professional Qualifications*
      - **NFPA 1030** - *Standard for Professional Qualifications for Fire Prevention Program Positions*
    - Texas Commission on Fire Protection
      - Chapter 1 - Basic Fire Suppression
      - Chapter 2 - Basic Aircraft Rescue Fire Suppression
      - Chapter 3 - Basic Marine Fire Suppression
      - Chapter 4 - (INSP) [Inspector]
      - Chapter 4 (PE1) Plan Examiner
      - Chapter 5 - Fire Investigator
      - Chapter 6 - Hazardous Materials
      - Chapter 7 - Driver/Operator
      - Chapter 8 - Fire Instructor
      - Chapter 9 - Fire Officer
      - Chapter 10 - Incident Safety Officer
      - Chapter 11 - Wildland Fire Fighter
      - Chapter 12 - Head of Department
      - Chapter 13 - Fire and Life Safety Educator
      - Chapter 14 - Incident Commander
      - Chapter 15 - Fire Marshal (Upcoming)
    - Center for Public Safety Excellence
      - Category VIII – Training and Competency
    - Insurance Service Office – Public Protection Class (ISO-PPC)
      - Item 581 – Credit for Training



# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

- Conduct a comparative analysis from data obtained to current industry standards.  
[DONE]
  - Attached

### FUNDING ESTIMATE

- |              |     |                      |     |
|--------------|-----|----------------------|-----|
| • Capital:   | \$0 | • Consumables:       | \$0 |
| • Personnel: | \$0 | • Contract Services: | \$0 |

<b>Hutto Fire Rescue Comparison with Industry Standards</b>	<b>MEETS</b>	<b>DOES NOT MEET</b>
<b>Texas Fire Chiefs Association Best Practices:</b>		
Chapter 3 - <i>Training</i>		
<b>National Fire Protection Association Standards:</b>		
<b>NFPA 1010</b> - <i>Standard for Firefighter, Fire Apparatus Driver/Operator, Airport Firefighter, and Marine Firefighting for Land-Based Firefighters Professional Qualifications</i>		
<b>NFPA 1006</b> - <i>Standard for Technical Rescue Personnel Professional Qualifications</i>		
<b>NFPA 1033</b> - <i>Standard for Professional Qualifications for Fire Investigator</i>		
<b>NFPA 1020</b> - <i>Standard for Fire Officer and Emergency Services Instructor Professional Qualifications</i>		
<b>NFPA 1026</b> - <i>Standard for Incident Management Personnel Professional Qualifications</i>		
<b>NFPA 1030</b> - <i>Standard for Professional Qualifications for Fire Prevention Program Positions</i>		
<b>Texas Commission on Fire Protection:</b>		
Chapter 1 - <i>Basic Fire Suppression</i>		
Chapter 2 - <i>Basic Aircraft Rescue Fire Suppression</i>	N/A	
Chapter 3 - <i>Basic Marine Fire Suppression</i>	N/A	
Chapter 4 - <i>(INSP) Inspector</i>		
Chapter 5 - <i>(PE1) Plan Examiner</i>		
Chapter 6 - <i>Hazardous Materials</i>		
Chapter 7 - <i>Driver/Operator</i>		
Chapter 8 - <i>Fire Instructor</i>		
Chapter 9 - <i>Fire Officer</i>		
Chapter 10 - <i>Incident Safety Officer</i>		
Chapter 11 - <i>Wildland Fire Fighter</i>		
Chapter 12 - <i>Head of Department</i>		
Chapter 13 - <i>Fire and Life Safety Educator</i>		
Chapter 14 - <i>Incident Commander</i>		
Chapter 15 - <i>Fire Marshal (Upcoming)</i>		
<b>Center for Public Safety Excellence:</b>		
Category VIII - <i>Training and Competency</i>	Working	
<b>Insurance Service Office:</b>		
Item 581 - <i>Credit for Training</i>		

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Hutto Fire Rescue / Williamson County Emergency Services District #3  
Community-Driven Strategic Plan 2020 – 2023

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GOAL 4C

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# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

**Goal 4 Create a succession plan that mentors and develops employees to have the knowledge, skills, and abilities that ensure efficient and effective services are delivered.**

### Objective 4C

*Create and organizational guideline outlining roles, responsibilities, and expectations for each member and mentor.*

#### TIMEFRAME

- **DONE**

#### ASSIGNED

- **Training Officer**

#### CRITICAL TASKS

- Create guidelines outlining the expectations for mentors and members based on the information collected. **[DONE]**
  - *Hutto Fire Rescue Standard Operating Procedures: Section 1 – ADMINISTRATION; Subsection 1-2 – Position Descriptions*
  - *HFR Annual Training Plan*
  - *Hutto Fire Rescue SOP's*
  - *Positional Step-up Task Books*
  - *Probationary Handbook*
- Introduce the guidelines and expectations to members and mentors to familiarize them with department expectations. **[DONE]**
  - *Monthly Officer Meetings*
  - *Quarterly Shift Meetings*
  - *Scheduled Monthly Training*
  - *Monthly Training Committee Meetings*
- Collect feedback from members and mentors on the new expectations. **[DONE]**
  - *Monthly Officers Meetings*
  - *Quarterly Shift Meetings*
  - *Fire Station Visits*
  - *Monthly Training Committee Meetings*
- Make necessary adjustments based upon the feedback. **[DONE]**
  - *Continuous Update to Hutto Fire Rescue Annual Training Plan*
  - *Updating Probationary Handbook*

# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

### FUNDING ESTIMATE

- Capital: \$0
- Personnel: \$0
- Consumables: \$0
- Contract Services: \$0

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Hutto Fire Rescue / Williamson County Emergency Services District #3  
Community-Driven Strategic Plan 2020 – 2023

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GOAL 4D

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# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

**Goal 4 Create a succession plan that mentors and develops employees to have the knowledge, skills, and abilities that ensure efficient and effective services are delivered.**

### Objective 4D

*Implement the guidelines throughout the organization.*

#### TIMEFRAME

- DONE

#### ASSIGNED

- Assistant Fire Chief

#### CRITICAL TASKS

- Identify mentors who will be participating in the program. [DONE]
  - New Hire Academy Instructors
  - Senior Officers
  - Senior Fire Apparatus Driver Operator
  - Senior Firefighters
- Determine a process to train mentors in the program. [DONE]
  - Natural succession in the step-up and promotional process
  - Leadership courses
- Identify the members to include in the program. [DONE]
  - Probationary firefighters
  - Individuals that may be struggling in areas
  - Newly promoted company officers
- Match members with mentors. [DONE]
  - That work on the same shift.
  - Share the same goals.
  - Likeness in compassion for the position
- Create a reporting mechanism for the mentors. [DONE]
  - Successfully completing 1-year probationary period
  - Completion of position task books
  - Completion of step-up books
  - Promotion

# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

### FUNDING ESTIMATE

- Capital: **\$0**
- Personnel: **\$0**
- Consumables: **\$0**
- Contract Services: **\$0**



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Hutto Fire Rescue / Williamson County Emergency Services District #3  
Community-Driven Strategic Plan 2020 – 2023

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GOAL 4E

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# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

**Goal 4 Create a succession plan that mentors and develops employees to have the knowledge, skills, and abilities that ensure efficient and effective services are delivered.**

### Objective 4E

*Re-evaluate and make adjustments to the guideline as needed.*

### TIMEFRAME

- **ON-GOING**

### ASSIGNED

- **Assistant Fire Chief**

### CRITICAL TASKS

- Determine the data needed to evaluate the program and plan.
  - Individuals that have successfully completed 1 year probation.
  - Document and track requested/issued step-up books in progress.
  - Document and track completed/approved step-up books.
  - Successfully gain a promotion within the organization
- Conduct an employee survey to assess employee satisfaction with the plan and its elements.
  - Survey developed to capture satisfaction with outcomes of process. (Attached)
  - The survey was distributed to 42 staff members that meet the criteria.
  - Data analysis concluded a return rate of 38% (16)
  - Data revealed that of 75% responded favorably.
- Refine the department's 360-degree evaluations to capture relevant succession plan guideline information for inclusion in the evaluation process.
  - Although our department has moved away from the 360-degree evaluation, this type of data can and will be captured in personnel evaluations via Tenzinga Personnel Evaluations.
- Conduct a gap analysis to determine deficiencies.
  - Attached
- Make adjustments to the plan and program based on data collection and evaluation.
  - On-going

# HUTTO FIRE RESCUE

## 2020 – 2023 STRATEGIC PLAN

### FUNDING ESTIMATE

- Capital: **\$0**
- Personnel: **\$0**
- Consumables: **\$0**
- Contract Services: **\$0**

# #1

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Wednesday, September 27, 2023 12:11:27 PM  
**Last Modified:** Wednesday, September 27, 2023 12:15:23 PM  
**Time Spent:** 00:03:56  
**IP Address:** 24.227.204.178

---

Page 1

**Q1** **YES**

Do you feel that during your one year probationary period, the work you put in to competing your probation task book was a good model to prepare you for the firefighter position?

---

**Q2**

If you answered "YES", then what should we continue doing?

Continuing packets

---

**Q3** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q4** **Yes**

In preparation for a promotion, did you find that the step-up program prepared you for the knowledge, skills and abilities needed to be successful?

---

**Q5**

If you answered "YES", then what should we continue doing?

Allowing us to complete step up packets and practice skills for promotional reasons

---

**Q6** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q7**

**Yes**

As one that has completed a promotional process to a FADO, Lieutenant, or Captain do you feel that you were provided ample mentorship in your goal to promote?

---

**Q8**

If you answered "YES", then what should we continue doing?

Step up book/ step up shifts help a lot

---

**Q9**

**Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q10**

Please provide us with any additional information that you think will better help Hutto Fire Rescue to better develop and mentor employees.

All is good 👍

---

## #2

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Wednesday, September 27, 2023 12:11:55 PM  
**Last Modified:** Wednesday, September 27, 2023 12:17:42 PM  
**Time Spent:** 00:05:46  
**IP Address:** 172.59.233.64

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Page 1

**Q1** **YES**

Do you feel that during your one year probationary period, the work you put in to competing your probation task book was a good model to prepare you for the firefighter position?

---

**Q2**

If you answered "YES", then what should we continue doing?

Continue completing packets as a guide.

---

**Q3** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q4** **Yes**

In preparation for a promotion, did you find that the step-up program prepared you for the knowledge, skills and abilities needed to be successful?

---

**Q5**

If you answered "YES", then what should we continue doing?

Continue with packets as a guideline

---

**Q6** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q7**

**Yes**

As one that has completed a promotional process to a FADO, Lieutenant, or Captain do you feel that you were provided ample mentorship in your goal to promote?

---

**Q8**

If you answered "YES", then what should we continue doing?

Continue packets and provide training opportunity's

---

**Q9**

**Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q10**

Please provide us with any additional information that you think will better help Hutto Fire Rescue to better develop and mentor employees.

N/A

---

# #3

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Wednesday, September 27, 2023 12:11:37 PM  
**Last Modified:** Wednesday, September 27, 2023 12:21:55 PM  
**Time Spent:** 00:10:18  
**IP Address:** 24.227.204.178

Page 1

**Q1** **NO**

Do you feel that during your one year probationary period, the work you put in to competing your probation task book was a good model to prepare you for the firefighter position?

**Q2** **Respondent skipped this question**

If you answered "YES", then what should we continue doing?

**Q3**  
 If you answered "NO", then what should we be doing better?

Eliminate some checklist like the Bouncy House. This takes no skill or is a firefighter special skill. It's silly.

**Q4** **No**

In preparation for a promotion, did you find that the step-up program prepared you for the knowledge, skills and abilities needed to be successful?

**Q5** **Respondent skipped this question**

If you answered "YES", then what should we continue doing?

**Q6**  
 If you answered "NO", then what should we be doing better?

Hands on experience does the job. The book is just a record of doing the job. The book isn't special. It's the team and leader that make it beneficial



**Q7**

**No**

As one that has completed a promotional process to a FADO, Lieutenant, or Captain do you feel that you were provided ample mentorship in your goal to promote?

---

**Q8**

**Respondent skipped this question**

If you answered "YES", then what should we continue doing?

---

**Q9**

If you answered "NO", then what should we be doing better?

There are quite a few guys making it to LT, w out any idea of how to be leaders or without any life experience. Too immature. They lack wisdom and tact. We put them into these positions w out any follow up to see if they are leading men or bossing men. Y'all should run anonymous surveys on them and listen to you crew. We do examine them to see if they deserve the position they are in. Y'all should too.

---

**Q10**

Please provide us with any additional information that you think will better help Hutto Fire Rescue to better develop and mentor employees.

Put proven men and women into leadership position and train them to be leaders and not bosses.

---

## #4

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Wednesday, September 27, 2023 12:11:27 PM  
**Last Modified:** Wednesday, September 27, 2023 12:40:44 PM  
**Time Spent:** 00:29:17  
**IP Address:** 174.197.4.80

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Page 1

**Q1** **YES**

Do you feel that during your one year probationary period, the work you put in to competing your probation task book was a good model to prepare you for the firefighter position?

---

**Q2**

If you answered "YES", then what should we continue doing?

Continued situational realistic training

---

**Q3** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q4** **Yes**

In preparation for a promotion, did you find that the step-up program prepared you for the knowledge, skills and abilities needed to be successful?

---

**Q5**

If you answered "YES", then what should we continue doing?

Yes and no, yes having the opportunity to step into that position and perform some duty's more than just a few times allowing to become comfortable and gain confidence in making the right decisions

---

**Q6**

If you answered "NO", then what should we be doing better?

No because the situations that require us to be proficient under pressure don't come often and in some instances one could complete there step up book without getting the full experience of operating in real life stressful situations ie. fires, major car accidents, and intense medical calls.

---

**Q7**

**Yes**

As one that has completed a promotional process to a FADO, Lieutenant, or Captain do you feel that you were provided ample mentorship in your goal to promote?

---

**Q8**

If you answered "YES", then what should we continue doing?

Yes having the opportunity's to experience different situations and make decisions throughout several ride ups allowed me to gain confidence in myself and experience on managing different types of scenarios

---

**Q9**

If you answered "NO", then what should we be doing better?

No I feel that my case was different and I had to figure a lot of it out on my own, and rely on what I have seen other officers do in the past

---

**Q10**

**Respondent skipped this question**

Please provide us with any additional information that you think will better help Hutto Fire Rescue to better develop and mentor employees.

---

# #5

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Wednesday, September 27, 2023 12:24:56 PM  
**Last Modified:** Wednesday, September 27, 2023 12:42:42 PM  
**Time Spent:** 00:17:45  
**IP Address:** 72.179.46.173

Page 1

**Q1** **YES**

Do you feel that during your one year probationary period, the work you put in to competing your probation task book was a good model to prepare you for the firefighter position?

**Q2**  
 If you answered "YES", then what should we continue doing?

I think all the check-offs were great in order to learn effective skills/aspects of the job, and I think that the task books ensure development of skills and information needed to know for the job.

**Q3** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

**Q4** **Respondent skipped this question**

In preparation for a promotion, did you find that the step-up program prepared you for the knowledge, skills and abilities needed to be successful?

**Q5** **Respondent skipped this question**

If you answered "YES", then what should we continue doing?

**Q6** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

**Q7**

Respondent skipped this question

As one that has completed a promotional process to a FADO, Lieutenant, or Captain do you feel that you were provided ample mentorship in your goal to promote?

---

**Q8**

Respondent skipped this question

If you answered "YES", then what should we continue doing?

---

**Q9**

Respondent skipped this question

If you answered "NO", then what should we be doing better?

---

**Q10**

Please provide us with any additional information that you think will better help Hutto Fire Rescue to better develop and mentor employees.

I think some things that could potentially make the probationary task books better/more effective would be adding a few check-offs for particular subjects. For example, Med calls are a large portion of what we do—how about adding in the requirement of multiple check-offs needed for a specific skill such as on scene patient assessment/patient care, and probationary firefighters should complete a specific number of those for even several medical emergency types (i.e. strokes, falls, diabetics, breathing problems, chest pain, etc.). This wouldn't be to make it harder or longer to complete the probationary task book, but rather ensure they can confidently perform duties on specific calls/call types by the time they come off probation. It would ensure they could not just carry in a med-bag, but confidently take the lead on Med-calls.

---

# #6

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Wednesday, September 27, 2023 12:36:58 PM  
**Last Modified:** Wednesday, September 27, 2023 12:48:49 PM  
**Time Spent:** 00:11:50  
**IP Address:** 71.78.223.66

Page 1

**Q1** **YES**

Do you feel that during your one year probationary period, the work you put in to competing your probation task book was a good model to prepare you for the firefighter position?

**Q2** **Respondent skipped this question**

If you answered "YES", then what should we continue doing?

**Q3** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

**Q4** **Yes**

In preparation for a promotion, did you find that the step-up program prepared you for the knowledge, skills and abilities needed to be successful?

**Q5**  
 If you answered "YES", then what should we continue doing?

IF the Officers and BC's actually go over things. Like entering training, doing reports, leadership of crews. Not just talking on the radio and pencil whipping stuff. My BC and Lt really covered all topics and made me feel prepared.

**Q6** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

**Q7**

**No**

As one that has completed a promotional process to a FADO, Lieutenant, or Captain do you feel that you were provided ample mentorship in your goal to promote?

---

**Q8**

**Respondent skipped this question**

If you answered "YES", then what should we continue doing?

---

**Q9**

**Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q10**

Please provide us with any additional information that you think will better help Hutto Fire Rescue to better develop and mentor employees.

With a fast growing department, unfortunately a few of our officers from the top down did not have great mentors above them to show them the way, they just learned as they went and did not learn the best ways. When training and doing step up packets, they are not covering the needed materials and they do not display good leadership themselves and then that is passed down to others. We have some Captains and Lt's that can't or don't want to do their jobs and lead. They complain to their crews about having to do the basics of their job and run calls/do reports, wont train with their crews and do not understand how to be a good leader. It will take time and work to get bad habits and culture out. There are a lot of officers that do care and try hard, so don't get me wrong. but we have a few that can really bring down moral with bad attitudes and lack of leadership/training.

---

# #7

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Wednesday, September 27, 2023 12:43:30 PM  
**Last Modified:** Wednesday, September 27, 2023 12:51:49 PM  
**Time Spent:** 00:08:19  
**IP Address:** 192.63.206.59

Page 1

**Q1** **YES**

Do you feel that during your one year probationary period, the work you put in to competing your probation task book was a good model to prepare you for the firefighter position?

**Q2**  
 If you answered "YES", then what should we continue doing?

Stressing firefighter operations, w/hose handling. Need to have more in depth focus of EMS as many fire fighters still do not grasp this subject.

**Q3** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

**Q4** **Yes**

In preparation for a promotion, did you find that the step-up program prepared you for the knowledge, skills and abilities needed to be successful?

**Q5**  
 If you answered "YES", then what should we continue doing?

Maintaining high standards without pushing people through a step up book.

**Q6** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?



**Q7**

**Yes**

As one that has completed a promotional process to a FADO, Lieutenant, or Captain do you feel that you were provided ample mentorship in your goal to promote?

---

**Q8**

If you answered "YES", then what should we continue doing?

Those able to mentor me provided me with the knowledge that helped them succeed but they were unable to help me be successful on the test due to the inconsistent tests and unrealistic test expectations.

---

**Q9**

**Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q10**

Please provide us with any additional information that you think will better help Hutto Fire Rescue to better develop and mentor employees.

We do a great job at preparing fire fighters to fight fires but our jobs rarely involve this. I'm not saying we shift focus but when we lack in the area we do every shift which is EMS we should be incorporating it more and not just CEs.

---

# #8

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Wednesday, September 27, 2023 1:53:15 PM  
**Last Modified:** Wednesday, September 27, 2023 1:55:43 PM  
**Time Spent:** 00:02:27  
**IP Address:** 166.137.115.6

---

Page 1

**Q1** **NO**

Do you feel that during your one year probationary period, the work you put in to competing your probation task book was a good model to prepare you for the firefighter position?

---

**Q2** **Respondent skipped this question**

If you answered "YES", then what should we continue doing?

---

**Q3**  
If you answered "NO", then what should we be doing better?

More consistent skills sign offs, quarterly skills evaluations

---

**Q4** **Yes**

In preparation for a promotion, did you find that the step-up program prepared you for the knowledge, skills and abilities needed to be successful?

---

**Q5**  
If you answered "YES", then what should we continue doing?

Not applicable. No step up books open

---

**Q6** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q7**

**Yes**

As one that has completed a promotional process to a FADO, Lieutenant, or Captain do you feel that you were provided ample mentorship in your goal to promote?

---

**Q8**

If you answered "YES", then what should we continue doing?

Not applicable

---

**Q9**

**Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q10**

**Respondent skipped this question**

Please provide us with any additional information that you think will better help Hutto Fire Rescue to better develop and mentor employees.

---

#9

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Wednesday, September 27, 2023 3:46:09 PM  
**Last Modified:** Wednesday, September 27, 2023 3:56:08 PM  
**Time Spent:** 00:09:59  
**IP Address:** 70.113.68.12

Page 1

**Q1** **YES**

Do you feel that during your one year probationary period, the work you put in to competing your probation task book was a good model to prepare you for the firefighter position?

**Q2** **Respondent skipped this question**

If you answered "YES", then what should we continue doing?

**Q3** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

**Q4** **Yes**

In preparation for a promotion, did you find that the step-up program prepared you for the knowledge, skills and abilities needed to be successful?

**Q5**  
 If you answered "YES", then what should we continue doing?

We should continue to promote growth, and constructive criticism to our staff

**Q6** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

**Q7**

**Yes**

As one that has completed a promotional process to a FADO, Lieutenant, or Captain do you feel that you were provided ample mentorship in your goal to promote?

---

**Q8**

If you answered "YES", then what should we continue doing?

We should continue to allow our staff to temporarily change their roles to allow for better on the job training and experience

---

**Q9**

**Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q10**

**Respondent skipped this question**

Please provide us with any additional information that you think will better help Hutto Fire Rescue to better develop and mentor employees.

---

# #10

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, September 28, 2023 9:29:41 AM  
**Last Modified:** Thursday, September 28, 2023 9:38:03 AM  
**Time Spent:** 00:08:21  
**IP Address:** 71.78.223.66

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Page 1

**Q1** **YES**

Do you feel that during your one year probationary period, the work you put in to competing your probation task book was a good model to prepare you for the firefighter position?

---

**Q2**  
 If you answered "YES", then what should we continue doing?

Keep the skills portions, but the basic common sense stuff needs to be deleted.

---

**Q3** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q4** **Yes**

In preparation for a promotion, did you find that the step-up program prepared you for the knowledge, skills and abilities needed to be successful?

---

**Q5**  
 If you answered "YES", then what should we continue doing?

Continue the process, some Officers teach better than others, but that is normal.

---

**Q6** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q7**

**Yes**

As one that has completed a promotional process to a FADO, Lieutenant, or Captain do you feel that you were provided ample mentorship in your goal to promote?

---

**Q8**

If you answered "YES", then what should we continue doing?

Nobody likes the Admin side of things, but that is what it all entails. Better explanation on expectations from an Admin standpoint would be good.

---

**Q9**

**Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q10**

Please provide us with any additional information that you think will better help Hutto Fire Rescue to better develop and mentor employees.

Make sure that they are a good fit for the Dept. If they do not work out during or by completion of the Academy, they need to be cut loose.

For Officers, they need to be held to a higher standard. It seems now that there is no action taken on lack of performance, lack of certifications, etc. If the Officers can get away with it, then it is hard to tell FF's and Drivers that they cannot..

---

# #11

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, September 28, 2023 5:18:59 PM  
**Last Modified:** Thursday, September 28, 2023 5:23:29 PM  
**Time Spent:** 00:04:30  
**IP Address:** 71.78.223.66

---

Page 1

**Q1** **NO**

Do you feel that during your one year probationary period, the work you put in to competing your probation task book was a good model to prepare you for the firefighter position?

---

**Q2** **Respondent skipped this question**

If you answered "YES", then what should we continue doing?

---

**Q3**  
If you answered "NO", then what should we be doing better?

It's been changed since.

---

**Q4** **No**

In preparation for a promotion, did you find that the step-up program prepared you for the knowledge, skills and abilities needed to be successful?

---

**Q5** **Respondent skipped this question**

If you answered "YES", then what should we continue doing?

---

**Q6**  
If you answered "NO", then what should we be doing better?

The step up process is rushed to fill needs. The process should involve more training.

---



**Q7**

**No**

As one that has completed a promotional process to a FADO, Lieutenant, or Captain do you feel that you were provided ample mentorship in your goal to promote?

---

**Q8**

**Respondent skipped this question**

If you answered "YES", then what should we continue doing?

---

**Q9**

If you answered "NO", then what should we be doing better?

We lack a program.

---

**Q10**

Please provide us with any additional information that you think will better help Hutto Fire Rescue to better develop and mentor employees.

Create a program for development at all levels which would require oversight to insure that it was carried through. We have promoted people that have not been properly trained or confident in the next level.

---

# #12

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Saturday, September 30, 2023 6:09:01 AM  
**Last Modified:** Saturday, September 30, 2023 7:00:32 AM  
**Time Spent:** 00:51:30  
**IP Address:** 71.78.223.66

Page 1

**Q1** **YES**

Do you feel that during your one year probationary period, the work you put in to competing your probation task book was a good model to prepare you for the firefighter position?

**Q2**  
 If you answered "YES", then what should we continue doing?

Same thing

**Q3** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

**Q4** **Yes**

In preparation for a promotion, did you find that the step-up program prepared you for the knowledge, skills and abilities needed to be successful?

**Q5**  
 If you answered "YES", then what should we continue doing?

Yes and no, some skills and knowledge taught in the step up book were pertinent and others were a waste of time and weren't needed to know the or be better at that rank.

**Q6** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

**Q7**

**No**

As one that has completed a promotional process to a FADO, Lieutenant, or Captain do you feel that you were provided ample mentorship in your goal to promote?

---

**Q8**

**Respondent skipped this question**

If you answered "YES", then what should we continue doing?

---

**Q9**

If you answered "NO", then what should we be doing better?

I personally didn't receive next to any mentorship and just winged it. Need officers that can leave they're home life at home and not bring it to work and take it out on everyone. It's been better since our mentorship class but not during my promotional process

---

**Q10**

Please provide us with any additional information that you think will better help Hutto Fire Rescue to better develop and mentor employees.

Find a different promotional process. The one we're using now isn't necessarily skill or knowledge based at all. My take away on it was, how well of a public speaker you are and didn't hit on how well of a leader you are or could be. Minimal fire service based skills.

---

# #13

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Sunday, October 01, 2023 10:31:23 AM  
**Last Modified:** Sunday, October 01, 2023 10:32:40 AM  
**Time Spent:** 00:01:16  
**IP Address:** 71.78.223.66

---

Page 1

**Q1** **YES**

Do you feel that during your one year probationary period, the work you put in to competing your probation task book was a good model to prepare you for the firefighter position?

---

**Q2**  
If you answered "YES", then what should we continue doing?

The task book helped guide me through what is expected of me.

---

**Q3** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q4** **Yes**

In preparation for a promotion, did you find that the step-up program prepared you for the knowledge, skills and abilities needed to be successful?

---

**Q5**  
If you answered "YES", then what should we continue doing?

it outlined what i needed to know

---

**Q6** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q7**

**Respondent skipped this question**

As one that has completed a promotional process to a FADO, Lieutenant, or Captain do you feel that you were provided ample mentorship in your goal to promote?

---

**Q8**

**Respondent skipped this question**

If you answered "YES", then what should we continue doing?

---

**Q9**

**Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q10**

**Respondent skipped this question**

Please provide us with any additional information that you think will better help Hutto Fire Rescue to better develop and mentor employees.

---

## #14

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Wednesday, October 04, 2023 10:23:23 AM  
**Last Modified:** Wednesday, October 04, 2023 10:49:32 AM  
**Time Spent:** 00:26:09  
**IP Address:** 45.27.207.60

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Page 1

**Q1** **YES**

Do you feel that during your one year probationary period, the work you put in to competing your probation task book was a good model to prepare you for the firefighter position?

---

**Q2**

If you answered "YES", then what should we continue doing?

It's a good introduction to the duties of the job. The tasks help give you an understanding of what's required of you to perform correctly. I just would hope that whichever officer signs off that the probationary FF completed the task, honestly felt they had completed correctly.

---

**Q3** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q4** **Yes**

In preparation for a promotion, did you find that the step-up program prepared you for the knowledge, skills and abilities needed to be successful?

---

**Q5**

If you answered "YES", then what should we continue doing?

I feel the task book, which is a similar layout to a probationary version, helps guide the individual in the direction needed to perform well. Guidance and experience will still be very much needed in order to excel though obviously.

---

**Q6** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q7**

**Yes**

As one that has completed a promotional process to a FADO, Lieutenant, or Captain do you feel that you were provided ample mentorship in your goal to promote?

---

**Q8**

If you answered "YES", then what should we continue doing?

As someone who hasn't been a part of the promotional process, I have witnessed a lot help from some officers who guided prospective employees in a welcoming manner and I had admired that very much

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**Q9**

**Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q10**

Please provide us with any additional information that you think will better help Hutto Fire Rescue to better develop and mentor employees.

I witnessed recently that when a colleague of mine made a decision for the betterment of his mental health and was frowned upon because of it, I forever lost respect for those people. I really wish mental health was taken more seriously by all. But there will always be egos that'll make it tough to have that happen.

---

# #15

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Wednesday, October 04, 2023 11:09:03 AM  
**Last Modified:** Wednesday, October 04, 2023 11:26:03 AM  
**Time Spent:** 00:16:59  
**IP Address:** 71.78.223.66

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**Q1** **NO**

Do you feel that during your one year probationary period, the work you put in to competing your probation task book was a good model to prepare you for the firefighter position?

---

**Q2** **Respondent skipped this question**

If you answered "YES", then what should we continue doing?

---

**Q3**  
If you answered "NO", then what should we be doing better?

Holding a standard to each skill that no matter your rank once your off probation you should be able to achieve it.

---

**Q4** **No**

In preparation for a promotion, did you find that the step-up program prepared you for the knowledge, skills and abilities needed to be successful?

---

**Q5** **Respondent skipped this question**

If you answered "YES", then what should we continue doing?

---

**Q6**  
If you answered "NO", then what should we be doing better?

The Test had very little to do with step up process, Promotional test was on how well you are able to speak and sell yourself as being the best.

---



**Q7**

**Yes**

As one that has completed a promotional process to a FADO, Lieutenant, or Captain do you feel that you were provided ample mentorship in your goal to promote?

---

**Q8**

If you answered "YES", then what should we continue doing?

I was fortunate enough to have the leadership to help me finish the step-up books I was required.

---

**Q9**

If you answered "NO", then what should we be doing better?

I have seen to many times that task books are pencil wiped. Also feel that most of the time captains and Lt find it as a chore instead of helping those members succeed.

---

**Q10**

Please provide us with any additional information that you think will better help Hutto Fire Rescue to better develop and mentor employees.

1st I believe that the new policy having all officers go through will help with knowledge and hopefully bring back the admin side to step up to teach them some of the things they skipped over. last is getting officer's out of their offices and being a part of the crew.

---

# #16

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Wednesday, October 04, 2023 3:16:23 PM  
**Last Modified:** Wednesday, October 04, 2023 3:25:39 PM  
**Time Spent:** 00:09:15  
**IP Address:** 97.77.195.126

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Page 1

**Q1** **YES**

Do you feel that during your one year probationary period, the work you put in to competing your probation task book was a good model to prepare you for the firefighter position?

---

**Q2**  
 If you answered "YES", then what should we continue doing?

Training on the requirements that come up in the quarterly check offs would be a better approach.

---

**Q3** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q4** **Yes**

In preparation for a promotion, did you find that the step-up program prepared you for the knowledge, skills and abilities needed to be successful?

---

**Q5**  
 If you answered "YES", then what should we continue doing?

I believe that performing the packet "as is" would be the minimum requirements for stepping up and even though it prepared me, I would like to see those skills applied across a period of time, and then tested with a larger scale skills day at the end of the training period rather than just completing minimum requirements.

---

**Q6** **Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q7**

**Yes**

As one that has completed a promotional process to a FADO, Lieutenant, or Captain do you feel that you were provided ample mentorship in your goal to promote?

---

**Q8**

If you answered "YES", then what should we continue doing?

Continue to align our training, regarding operations, with our SOPs. This makes sure we aren't just performing these duties/skills the way someone thinks is best, it means we are doing them correctly per the HFR Standard.

---

**Q9**

**Respondent skipped this question**

If you answered "NO", then what should we be doing better?

---

**Q10**

Please provide us with any additional information that you think will better help Hutto Fire Rescue to better develop and mentor employees.

Overall, we do a great job making sure all training at every level is of high quality, but there are tremendous amounts of inconsistencies that should be resolved by referring to the policy. I have overheard people talking about attending different training classes outside our department and about using tactics from different places because they think it is best but I feel like if it does not align with our department standards and policies, then it should not be allowed.

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# Gap Analysis

**Project: 20-23 Strategic Plan Goal 4 / Objective E: Succession Plan**

**Date Assessed: 10/23/24**

**Person(s) Responsible: Assistant Chief**

**Project Objective: Evaluate the plan that mentors and develops employees to have the knowledge skills and abilities that ensure efficient and effective services are delivered.**

Current State	End Goal	Gaps	Implications or Others Impacted	Recommendations	Date Due
New Hire Academy	Ensure that all new employees are provided with the training needed to be successful and prepared for shift assignments.	Continues modifications to content and schedule to adjust to needs of the new hire academy.	Responsibility of the Training Division to continuously monitor the outcomes and adjust as needed.	Continue to collect feedback from instructors and officers for improvement.	Dec-23
One Year Probation	Ensure that every employee is provided the training needed to be successful in every season of their career.	Lack of assigned mentors to assist member in process. Refine knowledge skills and abilities in task books to align with job performance requirements of position.	No implications other than the responsibility of the assigned mentor to ensure that objectives are met.	Modify task books. Develop a group of mentors. Revise step-up and task books to reflect current job performance requirements.	Dec-23
Step Up Task Books	Ensure that every employee is provided the training needed to be successful in every season of their career.	Lack of assigned mentors to assist member in process. Refine knowledge skills and abilities in task books to align with job performance requirements of position.	No implications other than the responsibility of the assigned mentor to ensure that objectives are met.	Modify task books. Develop a group of mentors. Revise step-up and task books to reflect current job performance requirements.	Dec-23
Promotional Opportunities	Ensure that every employee is provided the training needed to be successful in every season of their career.	Lack of assigned mentors to assist member in process. Refine knowledge skills and abilities in task books to align with job performance requirements of position.	No implications other than the responsibility of the assigned mentor to ensure that objectives are met.	Modify task books. Develop a group of mentors. Revise step-up and task books to reflect current job performance requirements.	Dec-23

# **HUTTO FIRE RESCUE**

**is**

## **VISION INSPIRED**

Continue to be widely known as a community-oriented fire and rescue service agency that provides the highest level of effective services to the residents, businesses, and visitors of our District.

## **MISSION FOCUSED**

Hutto Fire Rescue will evolve and adapt to the demands of providing efficient and effective services to the best of our ability, for an ever-changing and growing community; while maintaining a healthy and professional work environment - Every Shift, Every Day.

## **VALUES DRIVEN**

- FAMILY
- PRIDE
- TRADITION
- DUTY
- DISCIPLINE
- HONOR
- LOYALTY
- ACCOUNTABILITY
- INTEGRITY
- COMPASSION
- RESPECT
- LOVE
- COURAGE
- RESPONSIBILITY
- HONESTY
- ADAPTABILITY

## **PERFORMANCE BASED**

### **URBAN (City)**

- For “working structure fires”, Hutto Fire Rescue will arrive with 18 qualified firefighters, within 5-minutes of dispatch, 90% of the time within the Hutto city limits.
- For “working structure fires”, Hutto Fire Rescue will assemble 22 qualified firefighters, within 10-minutes of dispatch, 90% of the time within the Hutto city limits.

### **RURAL (County)**

- For “working structure fires”, Hutto Fire Rescue will arrive with 16 qualified firefighters, within 8-minutes of dispatch, 90% of the time within the WCESD #3 boundary.
- For “working structure fires”, Hutto Fire Rescue will assemble 22 qualified firefighters, within 16-minutes of dispatch, 90% of the time within the WCESD #3 boundary.

## **SERVICE GUARANTEED**

Hutto Fire Rescue is so very proud of its customer service program that we make this pledge to you. *Satisfaction guaranteed!* It is our way of demonstrating our pride, our confidence, and our commitment to you, the people we serve.

- **We guarantee** that our firefighters will respond to your request for assistance as quickly as possible, and that the service they provide will be caring, courteous, and satisfactory to you.
- **We guarantee** that you will be treated with respect, dignity, and compassion in your time of need.
- **We guarantee** that we will do whatever it takes to correct any situation that does not meet your high standards and expectations.