



2013
2018

STRATEGIC PLAN

| Fire Suppression | Emergency Medical Services | Technical Rescue | Hazmat |



Town of Westlake
2900 Dove Road
Westlake TX 76262

WESTLAKE FIRE-EMS DEPARTMENT STRATEGIC PLANNING 2013

C

Message from the Fire Chief

1. *Introduction*
2. *Acknowledgements*
3. *Mission, Vision, and Values*
4. *Firefighter 12 points*

O

A. Strategic Planning Process

7. *SWOT analysis*
8. *Advantages of SWOT Analysis*
9. *Strength & Weakness Analysis*
10. *Opportunity & Threat Analysis*
11. *Strategic Plan Timeline 2013*

N

B. Organizational Information

13. *Scope of Service*
15. *Departmental Staffing*
16. *Department Financials*
17. *Operating Costs Comparison*
18. *Capital Assets*
19. *Apparatus/Fleet*
21. *Facilities*
22. *Community Profile*

T

E

C. Strategic Initiatives

31. *Strategic Initiative Summary*
34. *Initiative 1 Departmental Marketing*
35. *Initiative 2 Deploy and Manage Resources*
36. *Initiative 3 Community Safety and Outreach*
37. *Initiative 4 Employee Investment and Support*
38. *Initiative 5 Improve Existing and Future Infrastructure*
39. *Initiative 6 Financial Responsibility*

N

T

D. Appendix

41. *Glossary of Terms*

S

OFFICE OF THE FIRE CHIEF



January 31, 2013

On behalf of the members of the Westlake Fire-EMS Department, we are proud to introduce the Department's first Strategic Plan. This is the first step towards developing a fire department that will meet the needs of the Town's stakeholders for today and tomorrow.

Over the past twenty or thirty years, the fire service has undergone a dramatic change. It has evolved from a service that only extinguished fires to a full service organization to include emergency medical services, technical rescue, hazardous materials mitigation, safety inspections; all hazards public education programs, emergency management services and mitigation of all hazards.

The challenge for fire departments today is to develop a proactive organization that is prepared as much as possible to meet the challenges of tomorrow. With the rapid evolution of the world, it would be very difficult to predict what the fire service should look like fifty years from now. The best way to prepare for the future is through strategic planning and investing in our single greatest resource that the department has, our personnel.

Our service to the community should not be designed reactively. The plan provides a map for the future direction of the department that flows into the Town's Strategic Plan. Utilizing the SWOT analysis, we have identified our strengths, weaknesses, opportunities, and threats that we face while developing an organization that will not only serve the Town today, but will be prepared for what challenges may be encountered in the future.

Respectfully,

Richard Whitten

Richard Whitten
Fire Chief

DEDITUS PIETAS ET VIRTUS

INTRODUCTION:

Welcome to the Westlake Fire-EMS Department's Strategic Plan for 2013-2018. This document is designed to place into writing the department's path into the future as well as to provide a road map for effective and efficient operational and fiscal decision making.

The development of this strategic plan challenged individuals to work in the best interest of the team. Further, it provided the members with an opportunity to participate in the development of their organization's long term direction and focus.

Additionally, this strategic plan identifies the core values that embody how the agency's members, individually and collectively, will carry out the agencies mission.

An important aspect of this process includes anticipating the future in terms of building a flexible organization. Our organization must respond to change, solve problems, collaborate on issues, assess community needs, resources required to meet those needs and formulate a plan to provide comprehensive and cost-effective services to our customers.

The development of this strategic plan challenged individuals to work in the best interest of the team.

While developing this Plan, the Town's and the Department's mission, vision and values served as important reference points and decision guides.

The Plan is a living document and will be evaluated on an ongoing basis. It is intended to serve as a guide toward the development of our Department over the next five years. It will serve to inform Department members of future preparation, while at the same time serve as a foundation document to inform policy makers and address the budget process.

ACKNOWLEDGEMENTS

Laura Wheat

Mayor

Michael Barrett

Council Member

Clifton Cox

Council Member

Rick Rennhack

Council Member

David Levitan

Council Member

Carol Langdon

Mayor Pro-Tem



Tom Brymer

Town Manager



Richard Whitten

Fire Chief

Fire Department Planning Group

Daniel Robertson

Lieutenant

Jason Martin

Lieutenant

Victor Mesa

Firefighter/Paramedic

Chris Groom

Firefighter/Paramedic

Lindsey Lee

Firefighter/Paramedic

Tommy Villines

Firefighter/Paramedic

Ryan Carr

Firefighter/Paramedic

Calvin Kniffin

Firefighter/Paramedic

Special Acknowledgement

Jaymi Ford

DEDITUS PIETAS ET VIRTUS



OUR VALUES

Dedication

Compassion

Excellence

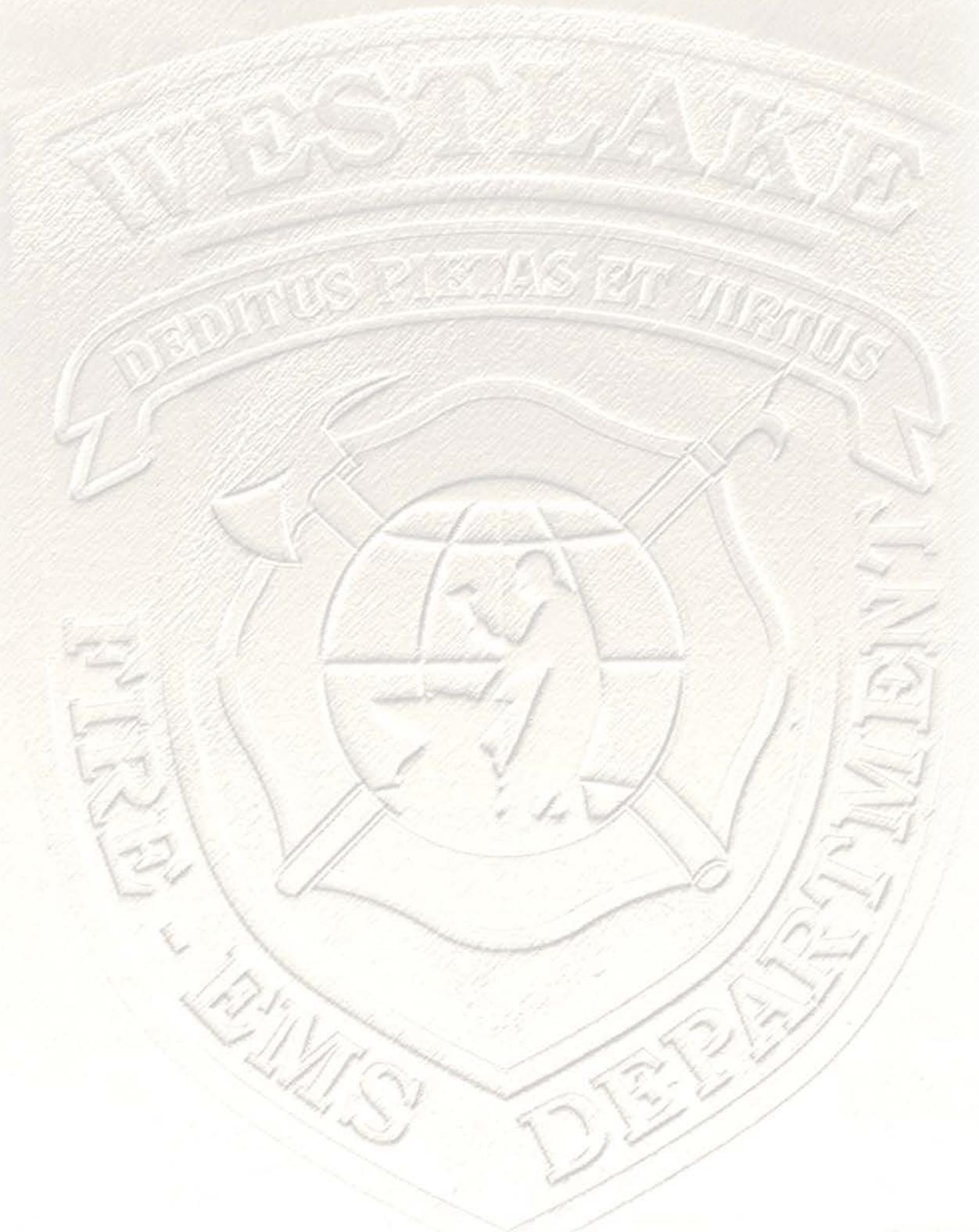
VISION STATEMENT

To be an exemplary organization acclaimed for our proficiency, integrity, and selfless devotion to duty.

MISSION STATEMENT

We are a values oriented team committed to preserving life, property, and the beauty of our natural environment; through dedication, compassion, and excellence in education, prevention, and emergency response.

MOTTO: Deditus Pietas et Virtus



This page is intentionally blank



STRATEGIC PROCESS

| Fire Suppression | Emergency Medical Services | Technical Rescue | Hazmat |



S.W.O.T. ANALYSIS

The Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis is designed to have an organization candidly identify their positive and less-than-desirable attributes. The agency participated in this analysis and recognized its strengths and weaknesses, as well as the possible opportunities and potential threats.



ADVANTAGE OF S.W.O.T. ANALYSIS

SWOT Analysis is instrumental in strategy formulation and selection. It is a strong tool, but it involves a great subjective element. It is best when used as a guide, and not as a prescription. Successful businesses build on their strengths, correct their weakness and protect against internal weaknesses and external threats. They also keep a watch on their overall business environment and recognize and exploit new opportunities faster than its competitors.

SWOT Analysis helps in strategic planning in the following manner-

- It is a source of information for strategic planning
- Builds organization's strengths
- Reverse its weaknesses
- Maximize its response to opportunities
- Overcome organization's threats
- It helps to identify core competencies of the organization
- It helps in setting objectives for strategic planning
- It helps in knowing the past, present and future so that by using past and current data, future plans can be chalked out



SWOT Analysis provides information that helps in synchronizing the organization's resources and capabilities with the competitive environment in which the organization operates.

STRENGTH & WEAKNESS ANALYSIS



It is important for any organization to identify their strengths in order to assure that they are capable of providing the services requested by customers and to ensure that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths or the primary function of the organization should be seriously reviewed to evaluate the rate of return on precious staff time. Through a consensus process, the Westlake Fire-EMS Department identified our strengths as follows:

- Roadway expansion
- Town Council with vision for the future
- Organizational pride and ownership
- Quality equipment
- Energized, ambitious personnel
- Department focused health and wellness
- Website utilization
- Westlake Area Network Group



Performance or lack of performance within an organization depends greatly on the identification of weaknesses and how they are confronted. While it is not unusual for these issues to be at the heart of the organization's overall problems, it is unusual for organizations to be able to identify and deal with these issues effectively on their own. For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. Through a consensus process, the Westlake Fire-EMS Department identified our weaknesses as follows:

- Staffing
- Departmental perception
- Departmental training
- Mentoring program (FTO, new-hire program)
- IT infrastructure
- Communications
- Employee development

OPPORTUNITY & THREAT ANALYSIS



The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. Through a consensus process, the Westlake Fire-EMS Department identified our opportunities as follows:

- Corporate businesses
- Financial sustainability
- Marketing program
- Development
- Training
- Accreditations
- Consultative / Participative model



To draw strength and gain full benefit of any opportunity, the threats to the organization, with their new risks and challenges, must also be identified in the strategic planning process. By recognizing possible threats, an organization can greatly reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Through a consensus process, the Westlake Fire-EMS Department identified our threats as follows:

- Development
- Image
- Staffing
- Employee retention
- Economy
- Dispatching problems



STRATEGIC PLAN 2013 TIMELINE





ORGANIZATION

| Fire Suppression | Emergency Medical Services | Technical Rescue | Hazmat |



SCOPE OF SERVICE

The services provided by fire personnel has evolved over the years from a heavy emphasis on fighting structure fires to a more prominent role in providing pre-hospital care, hazardous materials mitigation, traffic accidents, utility related incidents, technical rescue, and responding to acts of terrorism. The public demands and expects a courteous and professional response to all types of emergencies and requests for service. The Westlake Fire-EMS Department responsibilities include:



■ FIRES – STRUCTURAL AND NON-STRUCTURAL

Traditional structural firefighting, vehicle fires, wild land fires, and rescue related to these events.

■ EMERGENCY MEDICAL SERVICES

The demand for services continues to increase in the area of pre-hospital care provided by the Westlake Fire-EMS Department. The Department provides a complete package of Emergency Medical Services, mass casualty management, and patient transport.

■ TERRORIST ACTS – CHEMICAL, BIOLOGICAL, RADIOLOGICAL, NUCLEAR, AND EXPLOSIVES

Issues arising from the recent rise in global terrorism necessitates that department personnel have the ability to respond to, and mitigate all acts of terrorism.

■ HAZARDOUS MATERIALS RESPONSE

Department personnel are trained as Hazardous Material Technicians and participate as part of the North East Fire Department Association (NEFDA) Hazardous Materials Response Team. The department continues to expand the capabilities of the hazmat response team to meet the ever increasing demand for response to chemical, biological, radiological, nuclear, and explosives events.



SCOPE OF SERVICE

■ TECHNICAL RESCUE

As a partner in NEFDA, the Technical Rescue Team provides emergency response to incidents such as structural collapse, swift and rapid-rising water, trench rescue, confined space rescue, high angle emergencies, and vehicle extrication.



■ TRANSPORTATION INCIDENTS

The Westlake Fire-EMS Department responds to emergencies involving all modes of transportation.

■ CATASTROPHIC WEATHER EVENTS – HURRICANES, TORNADOES, STORMS, FLOODS & HEAT

Thunderstorms and the associated flooding and tornadoes pose an immediate danger to the citizens of this community. The Department plays a vital role in protecting life and property from the consequences of weather related emergencies.

■ FIRE PREVENTION – INSPECTION, EDUCATION, ENFORCEMENT, AND CODE DEVELOPMENT

Traditional fire prevention activities, such as inspection and enforcement continue to play a prominent role in protecting the community from all potential hazard related losses – life, property, and environment. A greater emphasis on public education and pro-active code development will be sought.



■ FIRE INVESTIGATION – ARSON, CAUSE/ORIGIN, INTELLIGENCE, PROSECUTION

The Department is responsible for fire cause and origin determination. Working jointly with police agencies, the ATF, and the Tarrant County Fire Marshal to bring arsonists to conviction brings to bear an added element of fire prevention. Interaction with other enforcement agencies allows for collective intelligence sharing and enhances safety to our community.

■ SPECIAL EVENTS

The Department provides planning and response to many special events. The Department provides public safety and education during these special events.

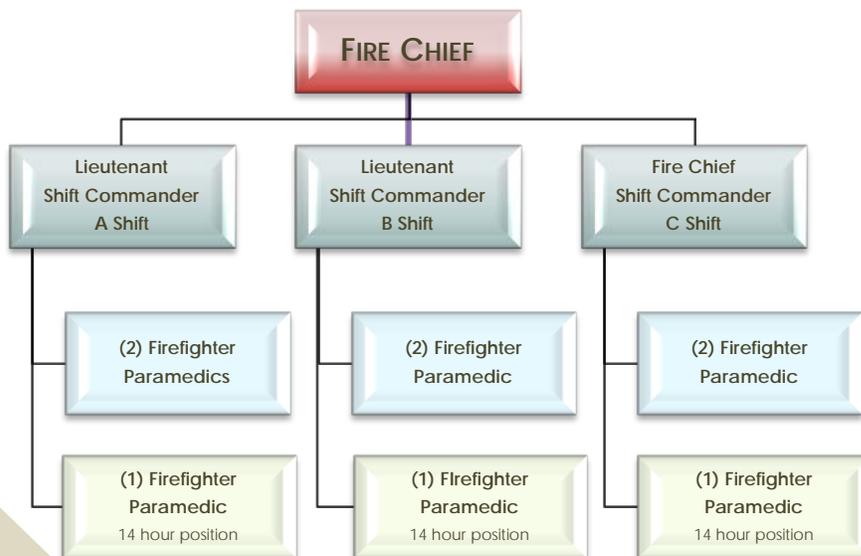
DEPARTMENT STAFFING

Our goal is to nurture and develop each employee throughout their career.

The Town of Westlake invest substantial time and effort to recruit and hire outstanding employees. The services that we provide are unique and require individuals that are dedicated, compassionate, and of excellent quality. Our goal is to nurture and develop each employee throughout their career. Personal development benefits the individual, the organization, and our stakeholders.

Position	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13
Fire Chief (FTE)	1	1	1	1	1	1	1
Lieutenants – Shift Commanders (FTE)	3	3	3	2	2	2	2
Firefighter Paramedic (FTE)	7	7	6	6	6	6	6
Firefighter Paramedic (PTE)	16	16	17	18	18	18	18
TOTAL	27						

The operations of the organization are comprised of three shifts (A, B, and C). Each shift is led by a Shift Commander. The shifts are 24 hours in length and shift change occurs at 7:00 a.m. every morning.



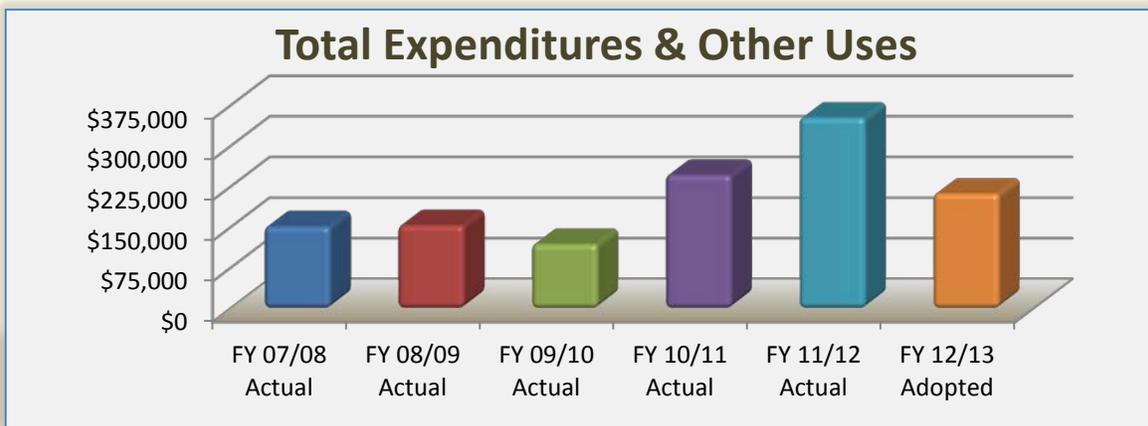
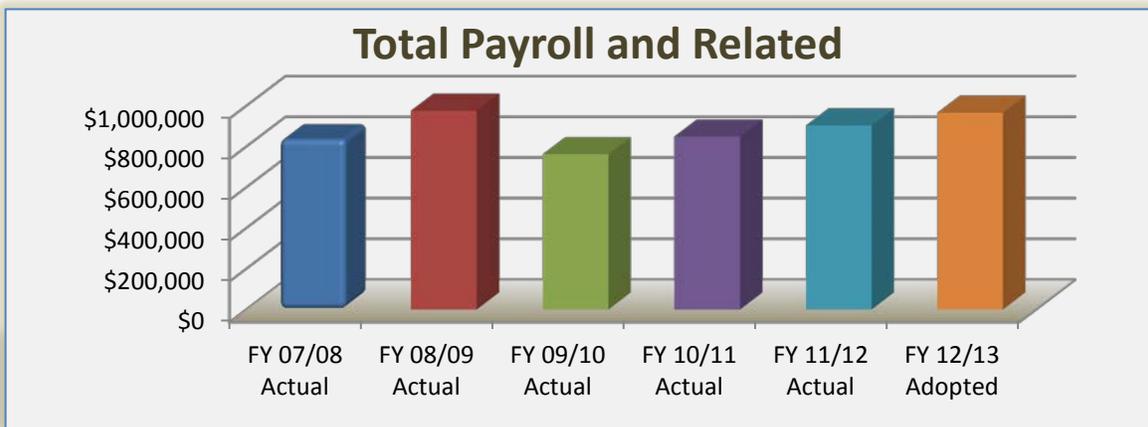
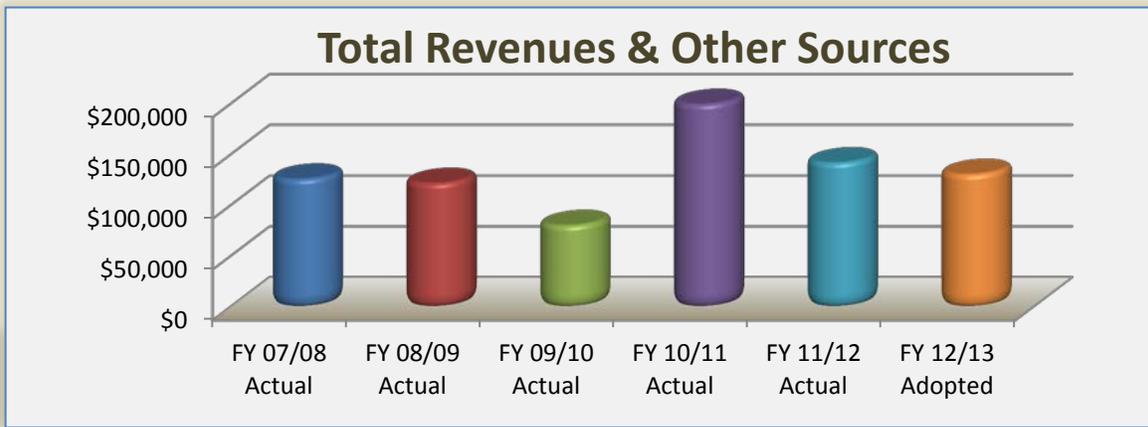
The Fire - EMS Department operations is comprised of three shifts (A, B, and C).

Each shift is covered by three full-time positions and one part-time position.

Each shift is led by a Lieutenant (shift commander), except C Shift which is led by the Fire Chief.

The shifts are 24 hours in length and shift change occurs at 7:00 a.m. every morning.

DEPARTMENT FINANCIALS



DEPARTMENT FINANCIALS

OPERATING COSTS COMPARISON

Cities, towns and communities are demographically different. Departmental needs can vary based upon the demographics of the community, therefore, comparing departments based on operational costs can be challenging. Utilizing more than one measuring matrix can provide a clearer image of cost comparisons. One measure alone does not provide a reliable comparison; however, utilizing three measures together can provide more consistent cost comparison for fire departments. Three measures that provide consistent values are appraisal value, population, and square miles.

Cost comparisons can provide indicators or benchmarks in analyzing department's efficiency and effectiveness standards such as; are we accomplishing our goals and objectives or are we not investing enough to provide the needed services? The matrix below shows how Westlake compares to other local fire departments.

During the next few years, the organization and stakeholders will need to determine how the department will be developed and where we should be as a fire and EMS organization.

Community	Operating Costs	Appraisal Value		Population		Square Miles	
Azle	\$2,111,194	\$747,969	\$2.82	10,960	\$192.63	8.62	\$244,918
Bedford	\$5,764,061	\$3,334,104	\$1.73	46,990	\$122.67	10.01	\$575,830
Burleson	\$3,846,729	\$2,389,072	\$1.61	38,130	\$100.88	26.01	\$147,894
Cleburne	\$6,144,313	\$1,905,536	\$3.22	29,180	\$210.57	29.58	\$207,718
Colleyville	\$3,894,756	\$4,092,440	\$0.95	23,090	\$168.68	13.10	\$297,309
Eules	\$8,098,679	\$3,658,068	\$2.21	51,500	\$157.26	16.21	\$499,610
Flower Mound	\$7,686,946	\$7,478,630	\$1.03	65,060	\$118.15	41.39	\$185,719
Grapevine	\$11,150,410	\$9,362,414	\$1.19	46,420	\$240.21	31.93	\$349,214
Hurst	\$7,190,787	\$2,838,815	\$2.53	37,360	\$192.47	9.92	\$724,877
Keller	\$7,263,970	\$4,506,113	\$1.61	40,440	\$179.62	18.45	\$393,711
Lewisville	\$19,830,935	\$7,573,892	\$2.62	96,000	\$206.57	36.40	\$544,805
N. Richland Hills	\$9,938,815	\$4,532,095	\$2.19	63,780	\$155.83	18.17	\$546,990
Richland Hills	\$1,436,380	\$483,631	\$2.97	7,800	\$184.15	3.14	\$457,445
Roanoke	\$2,558,010	\$1,577,145	\$1.62	6,320	\$404.75	5.32	\$480,828
Southlake	\$5,757,633	\$6,409,486	\$0.90	26,770	\$215.08	21.88	\$263,145
Watauga	\$1,895,970	\$1,064,106	\$1.78	23,490	\$80.71	4.16	\$455,762
Weatherford	\$5,043,276	\$2,055,273	\$2.45	25,440	\$198.24	24.86	\$202,867
Westlake	\$1,120,101	\$1,209,949	\$0.93	1,000	\$1,120.10	6.72	\$166,681
		MAX	\$3.22	MAX	\$1,120.10	MAX	\$724,878
		MIN	\$0.90	MIN	\$80.71	MIN	\$147,894
		AVG	\$1.91	AVG	\$236.03	AVG	\$374,741

Figures are based on FY 2012 data

CAPITAL ASSETS

There are three basic resources needed by fire departments to successfully achieve the mission of the organization:

- Personnel
- Facilities
- Equipment

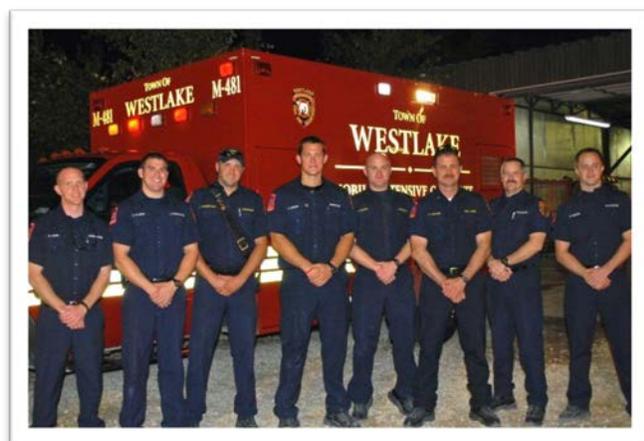
Due to the physical nature of the duties of firefighter / paramedics, the personnel resources are a primary concern

and proper staffing is the key to the effective and efficient operations of all emergency response incidents.

In addition to personnel, the department cannot achieve the mission if it lacks sufficient apparatus distributed in an effective manner and housed in adequate facilities.

The Westlake Fire EMS Department has several hundred thousand dollars'

worth of capital assets that are necessary to provide the emergency services and must be maintained and replaced as needed. Maintenance and replacement plans are essential and a funding mechanism must be in place to ensure money is available to meet these needs.



APPARATUS/FLEET

Type	Year	Purpose
Ambulance (front line)	2012	Transport patients
Ambulance (reserve)	2003	Transport patients

An ambulance is the main medical emergency operations apparatus. It is designed to carry all necessary medical equipment and provide the transportation of a patient to the emergency department. An ambulance is essentially a mobile emergency room and is key to the successful operations of mitigating medical emergency incidents. The capital investment of a fully equipped ambulance is approximately \$250,000.



The Reserve Ambulance is back-up to the front line ambulance and must remain in a constant state of readiness. During an event that the front line ambulance is placed out of service, the reserve ambulance must be able to immediately respond without affecting response times. The reserve ambulance will be remounted with a new chassis and placed as the front line ambulance when the current front line ambulance reaches the end of its front line service life. It will rotate to the reserve status and back up the replacement ambulance. This rotation provides a more efficient

replacement plan in maintaining reliable medical emergency service apparatus.



APPARATUS/FLEET

Type	Year	Purpose
Engine – Pumper	2003	Fire Suppression
Attack Truck – mini pumper	2012	Fire Suppression
Suburban	2013	Command Vehicle

The Engine-Pumper is the workhorse of the fire service. It is the main emergency response apparatus for fires, motor vehicle accidents, and other emergency responses. It carries the necessary equipment to mitigate these incidents. Fire apparatus are extremely specialized pieces of equipment that are designed to meet the numerous tasks that are



performed by firefighters on all emergency incidents. Fire apparatus are required to meet stringent NFPA standards before being placed in service. The capital asset of a fully equipped fire engine is approximately \$650,000.

The Attack Truck is a quick attack mini-pumper fire suppression vehicle. It is designed to go off road and get into the tighter areas of the Town that the larger engine cannot get into. It can respond to incidents that do not

require the larger Engine which will reduce the wear and tear and prolong the service life for the Engine. However, the attack truck is not a replacement for the Engine. The capital asset of the attack truck fully equipped is approximately \$225,000.



FACILITIES

The current facility was donated by Vaquero in February 2011. It was previously used as the sales office for Vaquero.



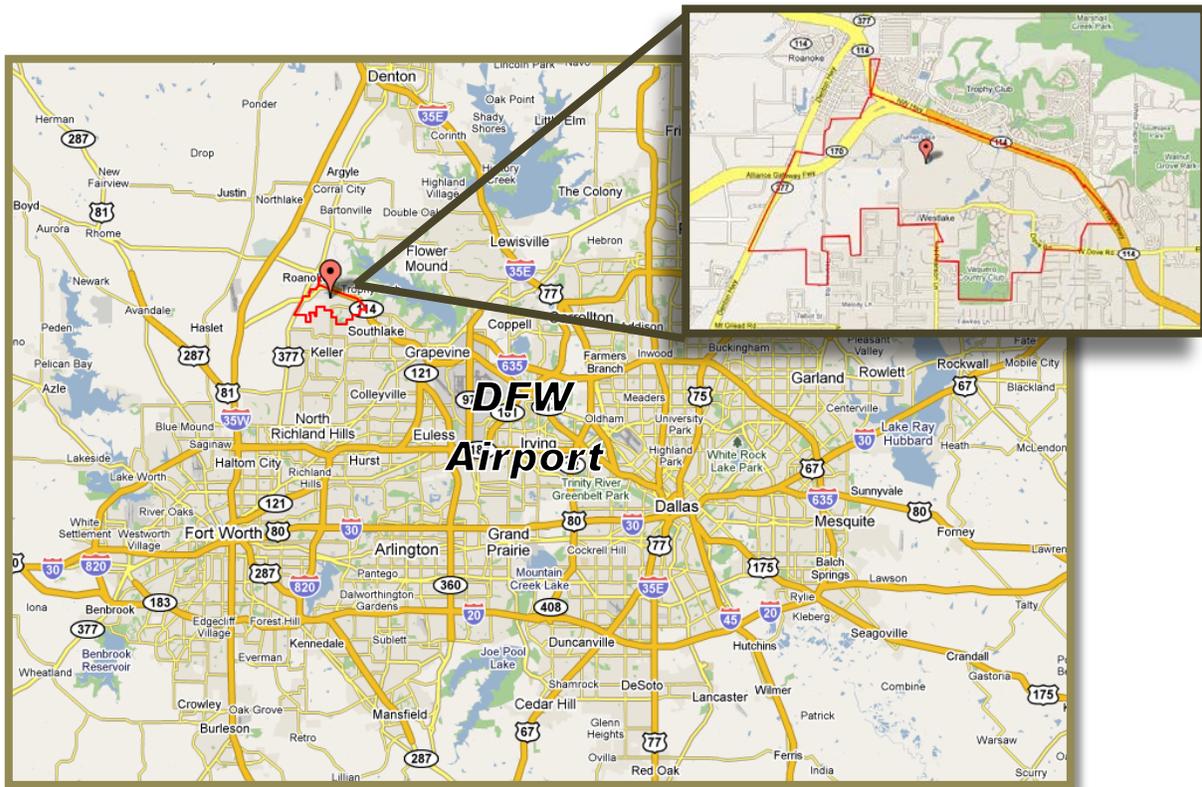
The current facility replaced a smaller modular building. The replacement provided more space, a kitchen, three bathrooms and other office space that was not in the previous modular building. However, adequate storage space and a proper functional facility remains a necessity for the department.

In addition, the proper location of a new fire station remains critical to reduction of response times and the success of the mission.



WESTLAKE COMMUNITY PROFILE

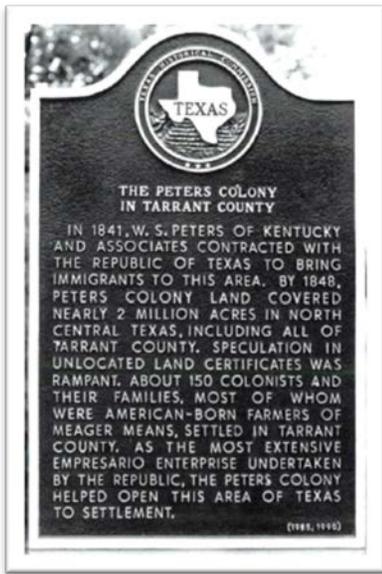
The Town of Westlake is a one-of-a-kind community, an oasis with rolling hills, grazing longhorns, and soaring red-tailed hawks, located in the heart of the Fort Worth-Dallas metropolitan area. Inviting neighborhoods and architecturally vibrant corporate campuses find harmony among our meandering roads and trails, lined with native oaks and stone walls. We are leaders in education, known for our innovative partnerships between the Town-operated Charter school and our corporate neighbors. We are environmental stewards exemplifying the highest standards. Hospitality finds its home in Westlake, as a community, we are fully involved and invested in our rich heritage, vibrant present and exciting, sustainable future.



LOCATION

Westlake is conveniently located between DFW Airport and Alliance Airport, on the south side of State Highway 114, providing quick, easy access to all areas of the Dallas-Ft. Worth Metroplex. The unique location of Westlake is ideal for many of its major corporate campuses and residential communities. A common ideal shared by our corporate and individual residents is their support of the existing character and charm of the community as well as a commitment to excellence in new development.

HISTORY OF WESTLAKE



In the beginning...

The Town of Westlake has a short but fascinating history. The geographic region, known as the place where the cross timbers met the prairie, holds tales of settlers from the Peters Colony, Indian treaties signed by Sam Houston, tremendous archeological treasures, and some of the oldest settlements in north Texas. The region has always been known for its natural bounty, its trade value, and its wonderful people. The Town of Westlake and northeast Tarrant County has maintained that distinction over the years, becoming one of the most desirable and sought after places to live in America.

Early Settlers... 1847

The Town of Westlake was settled by Charles and Matilda Medlin when they arrived in the area with about 20 other families in 1847. They initially settled along Denton Creek but moved south to higher ground after weathering ferocious floods from the creek. Until 1997, the three-story Medlin barn was a local historic landmark. When it had to be removed, after what was believed

to be 130 years, for safety concern. Legends include those of Sam Bass and Bonnie and Clyde hiding in the barn.

The 1870's...

Dove Road was the cardinal road between Grapevine and Roanoke. The road took its name from the Dove Community which was located between the two towns. Dove Road originated in the 1870's and got its name from the Lonesome Dove Baptist Church located in the community.



The 1930's...

In the late 1930s, Ted Dealey, turned his attention to a lush and untouched piece of the Cross Timbers region. It was there he built a stunning country place designed by prominent architect, Charles Dilbeck. This place was known as the 220 Ranch. The Dealey Home, off Dove Road near Ottinger Road, is now known as Paigebrooke Farm.

The 1940's - 1950's...

It was late in the 1940's after World War II, at about the same time that Dealey built his home, that Circle T Ranch has its beginnings with J. Glenn Turner. He used the place to raise and train Tennessee Walking horses, and as a retreat and showplace. Circle T Ranch was expanded throughout the 1950's to approximately 2,300 acres. In 1955, there were rumors of an attempt to annex Circle T Ranch; as a defensive move, J Glenn Turner organized the neighboring ranches and homeowners in the surrounding community into forming their own city. On the 27th day of December in 1956, citizens attended a meeting to declare the Town of Westlake into existence thru incorporation and to swear in the first Board of Aldermen. The area included what is known today as Westlake, plus the area north, to the northern shore of Denton Creek. This northern land was annexed from Westlake and formed the town of Trophy Club in the 1970's.



The 1960's...

In 1969, the Circle T Ranch was purchased by oil millionaire Nelson Bunker Hunt. The ranch became known for its glamorous parties attended by celebrities from all over the world.

The 1970s ...

In the early 1970's, the state decided to name one of Westlake's well-known streets after the person who was living in the first house on the road. That person was J.T. Ottinger. Also in the early 1970s, Houston developers and professional golfer Ben Hogan approached Westlake about building a golf course, country club, and a housing development. In 1973, Westlake annexed what is now known as the town of Trophy Club, clearing the way for the upscale housing development and golf course.



The 1980's ...

In the mid-1980s, IBM built Solana, the multi use office complex. IBM maintained a large presence until the mid 1990's. At that time, several of the office buildings became available for use by other corporations. Eventually, IBM sold its partnership interest.

The 1990's ...

In 1989, Nelson Bunker Hunt declared bankruptcy and the Circle T Ranch was purchased by Ross Perot Jr. in 1993. In 1997, to the dismay of residents, there was an attempt to dissolve the Town of Westlake. Many court battles, including appeals to the Texas Supreme Court, were waged as emotions rose. Ultimately Town leadership prevailed



The 2000's ...

- 2000 - The Westlake Historical Preservation Society was established for the purpose of recording and preserving the rich history of the Town of Westlake.
- 2002 - VIP's and residents of Westlake gather at the site of the new Westlake Academy to help raise the first wall of the school. Westlake approved the purchase of the first Fire truck and ambulance.
- Westlake Historical Preservation Society holds the first Annual Decoration Day on Memorial Day. Westlake Academy opens. The hope is that the new school will spur growth and unite the Westlake community.
- 2006 - Celebrations began to commemorate the 50th anniversary of the incorporation of Westlake in December 1956.
- 2007 - The Town of Westlake dedicated and sealed a time capsule containing a variety of special items. This time capsule will remain sealed until September 8, 2057, during the town's 100th anniversary celebration.
- 2008 - The development of Terra Bella, a 54.7 acre high-end single family subdivision began off Dove Road.
- 2009 - Deloitte University announces Westlake as the site for its \$300 million learning and leadership center.
- 2009 - Westlake Academy Arts & Sciences Center was completed.
- 2010 - Westlake's first gas well was successfully drilled in Solana.
- 2011- New retail growth began along the Town's western boundary with construction of a new Quick Trip convenience store and a Centennial Fine Wine & Liquor store.



WESTLAKE LOCAL GOVERNMENT

The Town was incorporated in 1956 as a Type A General Law Town under the rules of the State of Texas. The Town Council is comprised of a Mayor and five Council Members who are elected at large for a two year staggered term each May. The Council is entirely responsible for creating Town policy. The Council directs the Town Manager to administer the daily operations of the Town and ensure that Town policies are enforced.



**Laura
Wheat**
Mayor



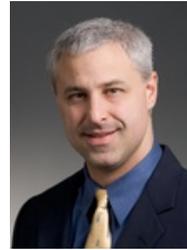
**Carol
Langdon**
Mayor Pro-Tem



**Michael
Barrett**



**Clifton
Cox**



**David
Levitan**



**Rick
Rennhack**

-----Council Members-----

WESTLAKE OPERATIONS

The Town of Westlake has approved an operating budget of \$24,909,946 for fiscal year 2012/2013 and includes approximately 105 full-time equivalent employees (municipal and academic). The Town of Westlake provides a full level of public services to its citizens as well as operates the only municipally owned Charter School in the state. The Town of Westlake utilizes a private firm for solid waste collection and disposal, as well as contracts with Keller, a neighboring community, for police services.

STRATEGIC PLAN OVERVIEW

During the 2011 strategic planning process, the Town Council and staff Leadership Team developed an overview of the strategic issues facing Westlake and developed action plans to monitor the success and completion of the projects. The vision and mission statements were updated to reflect the unique characteristics found within our community and the values which are important to our residents. The information is contained within five vision points which describe the areas that the Council and staff have determined are vital to maintaining our Town and providing services to enhance the lives of our residents and community.

The Town's strategic plan was developed according to a Strategic Issues format, which identified events through a SWOT (strengths, weaknesses, opportunities, and threats) analysis that would affect our community over the next 24 months. This type of issues-focused version of a traditional strategic plan is designed to allow the organization to scan our environment for opportunities or challenges as it relates to our community and develop action plans to achieve the best results for Westlake.

WESTLAKE COMMUNITY EVENTS

Westlake is a family-friendly environment where events are held to help get our residents out and participating in activities with their children and neighbors.

Arbor Day...

The Westlake Arbor Day Celebration is held each April. This annual celebration is an afternoon of activities, live entertainment, best cookie competitions, auctions, and a variety of great food. Kids' activities have included pony rides, face painting, games, crafts, and an obstacle course. In addition, there are educational sessions on tree care advice, and complimentary trees. Admission is free.



Decoration Day...

The Westlake Preservation Historical Society sponsors its annual "Decoration Day" event each Memorial Day in Westlake at the Odd Fellow Cemetery. This community event is a public commemoration of veterans, both past and present, who have served our country and defended our freedom and liberties. Activities include live music, treasure hunts for the kids, and a homemade ice-cream competition. Past events have included live reenactments of people and events pertaining to Westlake's history. The event ends at sunset.



Masterwork Concert Series...

The Masterworks Music Series is a variety of free music programs sponsored by the Town of Westlake, Maguire Partners, and ARTSNET. These free concerts are for arts lovers of all ages and feature instrumental and vocal music ranging from Country & Western to Blues & Jazz with the entertainment of local, regional and national artists.

The concert season begins in April and features an exciting performance each Thursday through the month of May. Performances are held at the Solana Village Center.



WESTLAKE ACADEMY



The Westlake Academy is an Open Enrollment Charter School that opened September 1, 2003. Westlake Academy distinguishes itself among neighboring educational offerings with a particular focus on producing students who are globally minded.

The programs of the International Baccalaureate Organization (Primary Years Program, Middle Years Program, Diploma Program) have been selected as the educational model utilized at the Academy. Educational technology will be pervasive and will infuse the classroom curriculum.

An environment rich with heritage, the Westlake Academy mission is to provide educational opportunities to each child in keeping with his or her individual needs.

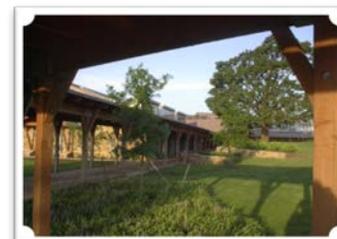
The primary geographic service area for Westlake Academy is the town limits of Westlake; students from other locations may be considered if seats are available.

Westlake Academy is a K-12 public charter school and was recently ranked:

- o #36 in the United States in the Washington Post Challenge Index
- o #18 in the United States by Newsweek
- o #5 in the State of Texas
- o #6 against all Charter Schools in the United States
- o #37 out of approximately 22,000 public high schools in the United States by U.S. News & World Report



Westlake Academy is a premier learning establishment and prides itself on providing a learning environment where students have the resources and facilities to excel.



WESTLAKE FACTS, FIGURES, & STATISTICS

The Town of Westlake has experienced exponential growth in the last decade; the national census reported 207 residents in 2000 and 992 residents in 2010.

The Town is approximately 20% built out with the majority of development continuing to be corporate campuses. There has been an increase over the last decade in high-end residential development located around the Vaquero Golf Course and in Glenwyck Farms. The Town's focus on high-quality development has led to more than 1.4 million square feet of commercial space, valued at over \$300 million, being added since 2005. The Town has seen a slight decrease in building permits however, the construction size and value have increased significantly over the last 10 years. In 2012, the average size of new home construction was 13,500 square feet with an average estimated construction cost of \$1.57 million.



Vaquero Estates



Vaquero Estates Country Club

F.M. 1938, Precinct Line Road construction began in FY 09/10 and will create a major north, south corridor. In addition, Deloitte University completed construction of their \$160 million dollar, 160 acre, international training facility. The facility features over 800 rooms, office space, conference centers, amenity centers, as well as many parks, trails, and water features. This development represents another step towards Westlake's goal to become an education-centered community.



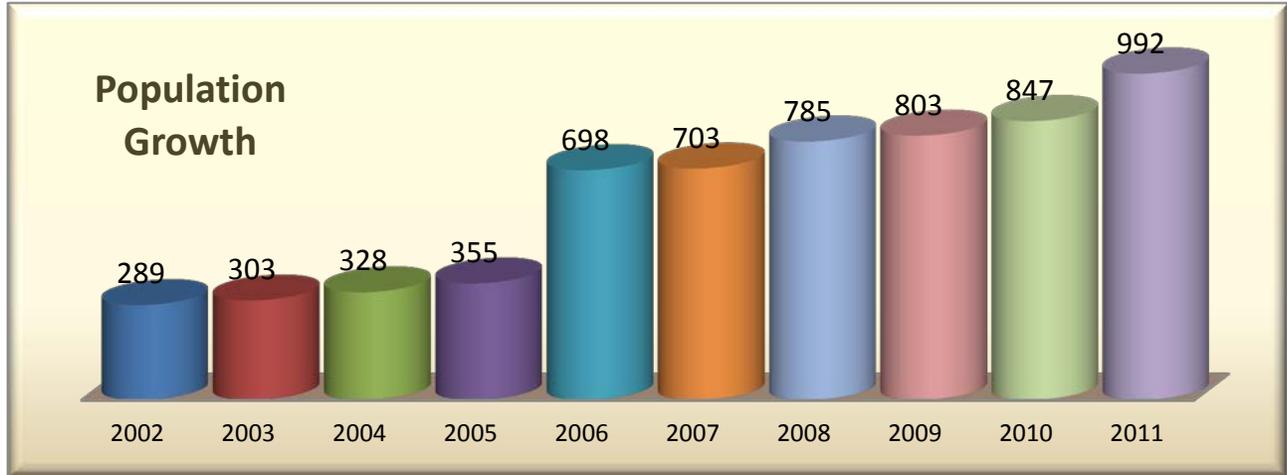
Deloitte University Campus



WESTLAKE POPULATION AND EMPLOYERS

Population

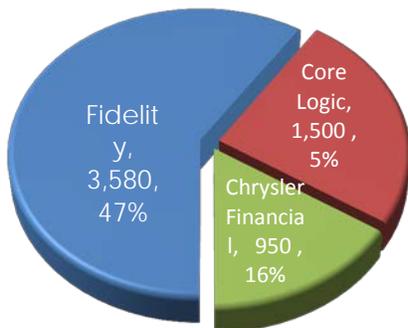
The Town of Westlake has experienced exponential growth in the last decade; the national census reported 07 residents in 2000 and 992 residents in 2011.



Westlake Employers

The DFW Metro area is home to more Fortune 500 companies than any other area in the United States. Several major employers are located within the Town of Westlake as listed the pie chart below.

Top 3 Employers in Westlake



The Solana Office Complex was the first of many corporate headquarters built by IBM in the 1980's. Since then Westlake has collected additional corporate residents like, Fidelity Investments, Core Logic, Chrysler Financial, Levi Strauss, Deloitte

Average Age	Percent
18 – 34 years	3.5%
35 – 54 years	52.2%
55 – 74 years	39.2%
75+ years	3.9%

Source: 2011 Westlake Citizen Survey

Household Income	Percent
Under \$50K	2.7%
\$50K - \$149K	6.3%
\$150K - \$500K	42.7%
\$500K plus	32.9%

Source: 2011 Westlake Citizen Survey



STRATEGIC INITIATIVES

| Fire Suppression | Emergency Medical Services | Technical Rescue | Hazmat |



STRATEGIC INITIATIVE SUMMARY



The strategic initiatives set forth by the Department are of equal importance formulated by utilizing the SWOT assessment tool (Strengths, Weakness, Opportunities, and Threats). This plan is a living document. Our six strategic initiatives are:

STRATEGIC INITIATIVE 1

DEPARTMENTAL MARKETING

The Westlake Fire-EMS Department will initiate a departmental marketing strategy during this strategic planning period. This marketing strategy will make extensive use of the Town webpage and other marketing materials in order to better inform our stakeholders.

STRATEGIC INITIATIVE 2

DEPLOY AND MANAGE RESOURCES

The Westlake Fire-EMS Department will employ the highest level strategic and tactical planning models available in a continuing effort to provide our stakeholders with the most efficient and effective use of Town resources. Our officers and rank and file personnel will be trained in accordance with national standards and our planning techniques will be continuously reviewed and updated.

STRATEGIC INITIATIVE 3

COMMUNITY SAFETY AND OUTREACH

The Westlake Fire-EMS Department is committed to providing our stakeholders the highest level of service possible. Community outreach should reflect the needs of the population served to ensure success. We will develop programs to engage and educate the citizens and visitors of Westlake in order to promote an atmosphere of cooperation and partnership between the Department and those we serve.

STRATEGIC INITIATIVE SUMMARY

STRATEGIC INITIATIVE 4

EMPLOYEE INVESTMENT AND SUPPORT

The most valued resource of the Westlake Fire-EMS Department is its members. In order to meet the needs of our community Westlake Fire-EMS must invest in its members and provide excellent training and career development in order to ensure the quality service that the public demands.

STRATEGIC INITIATIVE 5

IMPROVE EXISTING AND FUTURE INFRASTRUCTURE

The purpose of this initiative is to ensure that the existing infrastructure is maintained and improved, while preparing for future needs of the community to sustain exemplary services.

STRATEGIC INITIATIVE 6

FINANCIAL RESPONSIBILITY

The Westlake Fire-EMS Department is committed to providing our stakeholders the highest level of service possible. To this end the Department will ensure that Town funds will be used in an effective, responsible and accountable manner. Records will be kept consistently and diligently in order to maintain accuracy and transparency. Extensive research will be carried out to procure the most advanced materials and equipment possible while eliminating waste.





This page is intentionally blank

Strategic Initiative 1

DEPARTMENTAL MARKETING

The Westlake Fire-EMS Department will initiate a marketing strategy during this strategic planning period. The marketing strategy will make extensive use of the Town webpage and other marketing materials in order to better inform our stakeholders.



ACTION ITEMS:

- 1.1 Website
 - 1.1.1 Continuously updating content with quality and current information
- 1.2 Distribution of Marketing Material
 - 1.2.1 Ensure that marketing material is readily available on apparatus and Town facilities
- 1.3 Special Events
 - 1.3.1 Open House
 - 1.3.2 Summer Safety Program
 - 1.3.3 Town / community events
- 1.4 Improve Life Safety Education
 - 1.4.1 All hazard awareness educational made easily accessible
 - 1.4.2 Provide public education classes
 - 1.4.3 Continually evaluate and revise safety education programs



Strategic Initiative 2

DEPLOY AND MANAGE RESOURCES



The Westlake Fire-EMS Department will employ the highest level strategic and tactical planning models available in a continuing effort to provide our stakeholders with the most efficient and effective use of Town resources. Our personnel will be trained in accordance with national standards and our planning techniques will be continuously reviewed and updated.

ACTION ITEMS:

- 2.1 Awareness of and Adherence to the Town's Strategic Initiatives
 - 2.1.1 Continuously refer to the Town's Strategic Plan for guidance
- 2.2 Organizational Governance
 - 2.2.1 Adhere to departmental policies and procedures
 - 2.2.2 Comply with local, state and federal laws
 - 2.2.3 Texas Fire Chiefs Association Best Practices
- 2.3 Strive to Meet National Response Standards
 - 2.3.1 Measure dispatch call handling times
 - 2.3.2 Measure reaction times
 - 2.3.3 Measure travel times



Strategic Initiative 3

COMMUNITY SAFETY AND OUTREACH

The Westlake Fire-EMS Department is committed to providing our stakeholders with the safest community and the highest level of service possible. Having a safe community begins with ensuring that the latest fire and life safety codes are being adhered to. Early warning systems are imperative in ensuring the safety of all citizens and visitors in Westlake. Community outreach should reflect the needs of the population served to ensure success. We will develop programs to engage and educate the citizens and visitors of Westlake in order to promote an atmosphere of cooperation and partnership between those we serve and the Department.



ACTION ITEMS:

- 3.1 Public Education
 - 3.1.1 Home hazard awareness
 - 3.1.2 Fire safety education
 - 3.1.3 Health and wellness

- 3.2 Philanthropy
 - 3.2.1 Fundraisers
 - 3.2.2 Toy / food drives
 - 3.2.3 Public service

- 3.3 Fire Prevention
 - 3.3.1 Fire and Life Safety Codes

- 3.4 Emergency Management
 - 3.4.1 Early Warning Notification Systems
 - 3.4.2 Community Preparedness

- 3.5 Special Events
 - 3.5.1 Department events
 - 3.5.2 Town events
 - 3.5.3 Community events



Strategic Initiative 4

EMPLOYEE INVESTMENT AND SUPPORT

The members are the most valued resources of the Westlake Fire-EMS Department. In order to meet the needs of our community, the Department must invest in its members and provide excellent training and career development to ensure the quality service that the public demands.



ACTION ITEMS:

4.1 Encourage Employee Professional Development & Organizational Growth

- 4.1.1 Promote self-initiative
- 4.1.2 Develop an incentive program



4.2 Promote a Culture of Leadership, Teamwork, and High Performance

- 4.2.1 Succession planning
- 4.2.2 Consultative / Participative philosophy

4.3 Enhance Employee Work Performance, Engagement and Commitment to Service Excellence

- 4.3.1 Develop a recognition
- 4.3.2 Commendation program
- 4.3.3 Performance evaluations
- 4.3.4 New employee development
- 4.3.5 Mentoring program



4.4 Attract and Retain a Highly Skilled Workforce and Cultivate Job Satisfaction

- 4.4.1 Promote an environment of equal participation
- 4.4.2 Develop competitive broadband pay

Strategic Initiative 5

IMPROVE EXISTING & FUTURE INFRASTRUCTURE

The purpose of this initiative is to ensure that the existing infrastructure is maintained and improved, while preparing for future needs of the community to sustain exemplary services.

ACTION ITEMS:

- 5.1 Provide and Maintain Quality Equipment, Facilities, and Communication Technology.
 - 5.1.1 Ensure that preventative maintenance is performed as required
 - 5.1.2 Identify and address repairs in a timely manner
 - 5.1.3 Analyze future departmental needs and develop replacement schedules
- 5.2 Data Management Systems
 - 5.2.1 Fire incident reporting software
 - 5.2.2 EMS reporting software
 - 5.2.3 Billing solutions
 - 5.2.4 Equipment inventory
 - 5.2.5 Maintenance records
 - 5.2.6 Scheduling software



Strategic Initiative 6

FINANCIAL RESPONSIBILITY

The Westlake Fire-EMS department is committed to providing our stakeholders the highest level of service possible. To this end the Department will ensure that Town funds will be used in an effective, responsible and accountable manner.



Records will be kept consistently and diligently in order to maintain accuracy and transparency. Extensive research will be carried out to procure the most advanced materials and equipment possible while eliminating waste.

ACTION ITEMS:

- 6.1 Continuous Organizational Evaluation
 - 6.1.1 Expenditure control
 - 6.1.2 Personal accountability
 - 6.1.3 Trend research
- 6.2 Budgeting
 - 6.2.1 Budget review
 - 6.2.2 Proactive futuring
 - 6.2.3 Cost of doing business





APPENDIX

| Fire Suppression | Emergency Medical Services | Technical Rescue | Hazmat |



GLOSSARY

Climate Change

Any long-term significant change in the “average weather” that a given region experiences.

Average weather may include average temperature, precipitation and wind patterns.

Cooperative Fire Protection Agreements

Agreements established between federal, state, tribal and local government entities to provide long term fire and emergency service protection.

Defensible Space

The area within the perimeter of a parcel, development, neighborhood or community where basic wildland fire protection practices and measures are implemented, providing the key point of defense from an approaching wildfire or defense against encroaching wildfires or escaping structure fires.

Fire Hazard

A fuel complex, defined by volume, type condition, arrangement, and location, that determines the degree of ease of ignition and of resistance to control.

Fire Prevention

Activities such as public education, community outreach, building code enforcement, engineering and reduction of fuel hazards that is intended to reduce the incidence of unwanted human-caused wildfires and the risks they pose to life, property or resources.

Fire Resilient

The ability of a vegetation type, ecosystem, or community to respond positively to or recover quickly from the effects of a wildfire burning within, across or adjacent to them.

Fire Resistant

The condition of an asset that resists ignition and damage from wildfire.

Structures are built using ignition resistant materials such as stucco, tile roofs, and boxed eaves with the likelihood that they will withstand most wildland fires or at least reduce damage caused by them.

Fire Risk

The chance of fire starting, as determined by the presence and activity of causative agents; a causative agent or a number related to the potential number of firebrands (embers) to which a given area will be exposed during the day.

Fire Safe Building Standards

Various laws and codes that apply accepted fire safety practices (as determined by scientific research panels and associations, with replicated results) into construction of assets. Examples of laws and codes include;

GLOSSARY

Fire Safe Councils

A group of concerned citizens organized to educate groups on fire safe programs, projects and planning. The Councils work closely with the local fire agencies to develop and implement priorities.

Fireshed

A contiguous area displaying similar fire history and problem fire characteristics (i.e., intensity, resistance to control) and requiring similar suppression response strategies.

Fire Suppression Resources

State, federal, tribal, local and private, equipment and resources, gathered to extinguish and mitigate wildland fires.

Firewise

A national program designed to reach beyond the fire service by involving homeowners, community leaders, planners, developers,

and others in the effort to protect people, property, and natural resources from the risk of wildland fire before a fire starts. The Firewise program is community driven.

Fire Hazard Severity Zones

– Areas of significant fire hazards based on fuels, terrain, weather, and other relevant factors. These zones, then define the application of various mitigation strategies to reduce risk associated with wildland fires.

Forest and Rangeland Health

An expression of the prevalent ecological conditions on a landscape as compared to benchmark conditions yielding maximum benefit to multiple resource values - ecological, economic, and social/political.

Fuels Treatment

The manipulation or removal of fuels to reduce the likelihood of

igniting and to reduce fire intensity (e.g., lopping, chipping, crushing, piling and burning).

Fuels Reduction Projects

The modification of vegetation in order to reduce potential fire threat. These projects often result in improved wildlife habitat capability, timber growth, and/or forage production.

Hand Crews

A number of individuals organized, trained and supervised principally for fire suppression or fuel reduction projects.

Ignition Density

The number of fire ignitions that occur in a specific unit of area, over a specified period of time; often used as a measure of initial attack workload.

GLOSSARY

Initial Attack

A planned response to a wildfire given the wildfire's potential fire behavior. The objective of initial attack is to stop the fire and put it out in a manner consistent with firefighter and public safety and values to be protected.

Land Use Planning

A comprehensive assessment leading to a set of decisions that guide use of land within an identified area.

Mutual Aid

An agreement in which two or more parties agree to furnish resources and facilities and to render services to each and every other party of the agreement to prevent and combat any type of disaster or emergency.

Prescribed Fire

A planned wildland fire designed to meet specific management objectives.

Reforestation

The establishment of forests on land that had recent (less than 10 years) tree cover.

Salvage

The harvesting of dead, dying and damaged trees to recover their economic values that would otherwise be lost to deterioration.

Situational Awareness

The application of the human senses to current and predicted weather, fire or other emergency conditions to plan and execute actions that provide for the safety of all personnel and equipment engaged in an emergency; includes development of alternative strategies of fire suppression and the net effect of each.

Type Conversion

The replacement of native vegetation (e.g., from native chaparral to non-native grassland) with non-native vegetation or the

maintenance of an ecosystem in a pioneer state which prohibits the maturing of the native vegetation.

Wildland

Those unincorporated areas covered wholly or in part by trees, brush, grass, or other flammable vegetation.

Wildfire

An unplanned ignition; unwanted wildland fire including unauthorized human-caused fires, escaped wildland fire use events, escaped prescribed fire projects, and all other wildland fires where the objective is to put the fire out.

Wildland Fire

Fire that occurs in the wildland as the result of an unplanned ignition.

WESTLAKE

FIRE-EMS DEPARTMENT



JASON MARTIN
Lieutenant



RICHARD WHITTEN
FIRE CHIEF



DANIEL ROBERTSON
Lieutenant



VICTOR MESA
Firefighter



LINDSEY LEE
Firefighter



CHRIS GROOM
Firefighter



WES KNIFFIN
Firefighter



RYAN CARR
Firefighter



THOMAS VILLINES
Firefighter

DEDITUS PIETAS ET VIRTUS

TOWN OF WESTLAKE
FIRE-EMS DEPARTMENT
2900 DOVE ROAD
WESTLAKE, TX 76262

2013
2018

STRATEGIC PLAN

| Fire Suppression | Emergency Medical Services | Technical Rescue | Hazmat |



JANUARY 2013
WESTLAKE-TX.ORG/FIRE

