

JOINT BASE SAN ANTONIO FIRE & EMERGENCY SERVICES

STRATEGIC PLAN 2024-2028



Facilitated by



Center for
Public Safety
Excellence®

The CPSE acknowledges and thanks the community and agency stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Michael Guzman and all who participated for their commitment to this process.

This community-driven strategic plan was developed in January 2024, beginning with a meeting facilitated by representatives from the CPSE for community members, as named below. The community stakeholders' feedback considered by agency stakeholders in developing this strategic plan can be found in [Appendix A](#).

Community Stakeholders

Stefanie “Stevie” Antosh	Orlando J. Dona Jr.	Mikel Hunter	Tirianda Sagan
Donald L. Bailey	Alexis Edwards	Danny Jones	Marcus M. Simmons
Clemente Berrios, LtCol	Geff Gebhardt, LtCol	George Mading	Nina St. Floyd
Jeff Bellitt	Matthew Giambellum	Elvira Martinez	Terry L. Todd
Benito Carrasco	Bobby Gonzales	Lisa Mechaley	Robert Trevino
David Cornman	Marcus Grant	Miguel A. Nunoz	Patrick Traywick
Angel Correa	Anthony Greene	Shanan Parker	Al Vega
Brian Caruthers, LtCol	Gerard Guajardo	Rachel Harty Perez	Ladeshia Washington
Georges DeWilde	Dayna Guyton	Carlos R. Perez	Abe Williams
Sandra Domínguez	Leslie Grant	Garrett L. Raeford	Kat Williams

The agency stakeholder work sessions, conducted over three days, involved a group representing a broad cross-section of the JBSA F&ES, as named below.

Agency Stakeholders

Chad Anderson	Michael Guzman	Jacob Mathie	Ezekiel Vaughns Jr.
Mark Born	John Harvey	Aaron Passmore	Sergio Villela
Joe Burns	Adam Martinez	Scott Ridenour	Austin Walker
Ricardo J. Campos	Cliff Martinez	Lawrence M. Salinas	Justin Walker

Executive Summary

Joint Base San Antonio (JBSA) Fire & Emergency Services (F&ES) developed the JBSA F&ES Strategic Plan as a single document to describe the service area and assess the risks of the community, to outline its response capabilities and service levels, and to measure its performance against internal mission goals and the community's expectations.

This Strategic Planning document for JBSA F&ES outlines a comprehensive roadmap for enhancing our services, improving community safety, and fostering a culture of excellence over the next five years. This document serves as a crucial framework to guide our operations, resource allocation, and community engagement efforts in alignment with JBSA's mission.

The JBSA F&ES Strategic Plan 2024-2028 is a product of a collaborative effort that reflects input from internal and external. It is designed to ensure that we meet the current and future needs of the community served, while maintaining the highest standards of safety and professionalism. By adhering to this roadmap, JBSA F&ES will continue to be a vital resource and a trusted partner in safeguarding our community.

The goals and objectives section describes the agency's emergency response capability in terms of its levels of service. These levels are determined by available personnel and firefighting equipment, and outline what can be expected by the community and its leaders. In this document, goals and objectives are outlined for operations, emergency communications, and fire prevention. Joint Base San Antonio F&ES describes all its goals and objectives in our strategic plan.

Joint Base San Antonio F&ES is committed to delivering superior risk reduction and all-hazard emergency services delivery to protect lives and property on Joint Base San Antonio by producing the most prepared fire responders across the Department of the Air Force.

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MICHAEL GUZMAN, M.ED., FSCEO, GS-13
Installation Fire Chief
Joint Base San Antonio, TX

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RICHARD TREVINO, JR., P.E., GS-15
Director,
502 Civil Engineer Group

MESSAGE FROM THE FIRE CHIEF



Michael Guzman, Fire Chief

Joint Base San Antonio Fire & Emergency Services (JBSA F&ES) is completely committed to providing world-class firefighting, technical rescue, emergency medical services, hazardous materials response, fire inspections, and public fire and life safety education.

Every single day, the men and women of JBSA F&ES wake up to serve and protect tens of thousands of visitors, in addition to the 85,000 service members, civilians, contractors, and family members, who live and work on this amazing installation.

Every firefighter does their best to live by our motto: "Protecting the Bravest Armed Forces and their Families Every Day!" JBSA has a tremendous history, with its lineage stretching back nearly to the beginning of Texas as a State.



SMSgt Justin Hrusovsky, Deputy Fire Chief

We are humbled and proud to be an integral part of this continuing success and look forward to the challenges the future brings to JBSA and this great Fire & Emergency Services organization.

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Introduction

The community serviced by the Joint Base San Antonio Fire & Emergency Services (JBSA F&ES) receives high levels of professionalism and efficiency from the agency's proactive approach to risk reduction and emergency mitigation. As such, the JBSA F&ES contracted with the Center for Public Safety Excellence® (CPSE®) to facilitate a community-driven strategic plan. The process utilized by CPSE aligns with the Commission on Fire Accreditation International's (CFAI®) fire and emergency services accreditation model but also considers all parameters prescribed by the authority having jurisdiction.

CPSE's approach to community-driven strategic planning gathers feedback and input from community and agency stakeholders while focusing on future change beyond the status quo. Beliefs, concepts, current processes, and values were among the many pieces considered and questioned to bring this planning document to reality. The JBSA F&ES exhibited a commitment to the implementation and execution of this plan to become more efficient and effective in alignment with its community.

Process

Understanding what the customer desires is vital to the success of any organization. In this case, the customer is the community that the Joint Base San Antonio F&ES serves. This applies even if the service organization is a governmental entity. Community-driven strategic planning ensures the community remains a focus of the organization's direction and community feedback is at the heart of all deliberations and development of this strategic plan.

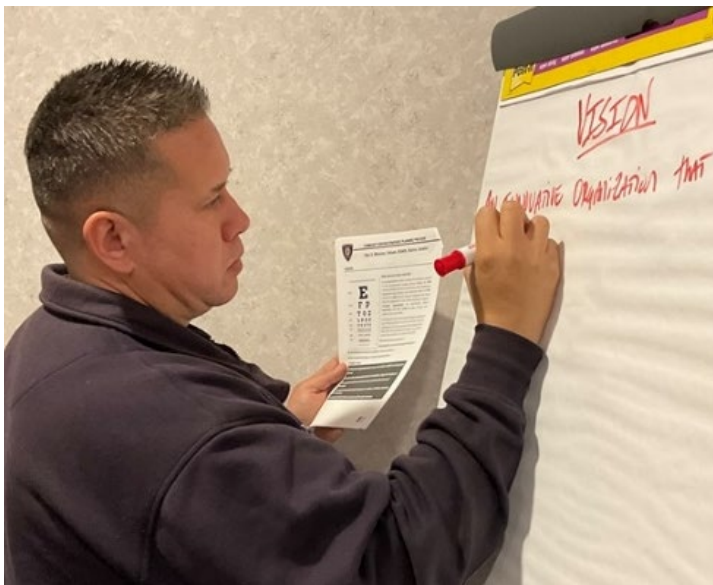
The process of community-driven strategic planning and the plan itself represents the embrace of transition away from how an organization has always done things, seeking to find efficacies and outcomes based on change. The community-driven strategic plan provides a management roadmap built on a shared vision and structured for measurable results. With the involvement of a diverse group of agency stakeholders, the Joint Base San Antonio F&ES's community-driven strategic plan encompasses various experiences, perceptions, and perspectives that can also work to build more internal organizational symbiosis. For the desired, measurable results to be realized, the process and the strategic plan must focus on substance, not form. Only then can the JBSA F&ES truly benefit from the process and realize its ultimate vision.

Community Stakeholder Findings

- ✓ Identify, from the community perspective, things the agency should and should not change.
- ✓ Identify the community's expectations for the agency, concerns about or for the agency, and aspects the community views as strengths or positives.
- ✓ Define the programs provided to the community.
- ✓ Establish the community's prioritized view of the programs and services provided by the agency.

Agency Stakeholder Work

- ✓ Identify the agency's strengths, opportunities, aspirations, and results.
- ✓ Revisit the mission statement, giving careful attention to the services and programs currently provided and which logically can be provided in the future.
- ✓ Revisit the values of the agency's membership.
- ✓ Revisit the agency's current vision, considering the consensus built from the strengths, opportunities, aspirations, and desired results.
- ✓ Identify the agency's challenges, service gaps, and causal effects through a thematic sifting process.
- ✓ Determine, by consensus, strategic initiatives for outcome-based organizational improvement.
- ✓ Develop strategic goals, SMART objectives with relative timelines, and comprehensive critical task concepts focusing on outcomes.



Agency Stakeholder Work Session

Agency Background

Joint Base San Antonio (JBSA) is a U.S. military installation located throughout San Antonio, Texas. The installation is under the jurisdiction of the U.S. Air Force (AF) 502d Air Base Wing, Air Education and Training Command.

JBSA was established in accordance with congressional legislation implementing the recommendations of the 2005 Base Realignment and Closure Commission. The legislation ordered the consolidation of three adjoining but separate military installations of Lackland Air Force Base (AFB), Fort Sam Houston, and Randolph AFB. This is one of 12 “Joint Bases” formed in the US due to the instituted law.

Lackland dates from July 4, 1942, when the War Department separated the part of Kelly Field, lying west of Leon Creek, and made it an independent installation. The initial naming of the installation was the San Antonio Aviation Cadet Center (SAACC). On July 11, 1947, the War Department named the base after Brigadier General Frank D. Lackland. “The Gateway to the Air Force” accurately described Lackland after 1946. The mission of Lackland is to provide basic military, professional, and technical skills, as well as English language, for the Air Force, other military services, government agencies, and allies. The 737th Training Group provides Air Force (AF) Basic Military Training (BMT) for all new enlistees entering Active AF, AF Reserve, and AF National Guard. Following graduation from BMT, Airmen go on to technical training at Lackland or elsewhere before their first assignment. More than seven million Airmen have completed BMT since 1946.

Fort Sam Houston (FSH) originated in 1845 when the Post at San Antonio was established in the Alamo City. The army established a garrison and regional headquarters in rented buildings and a Quartermaster supply depot in the Alamo. After the Civil War, the construction of the Quadrangle began, and the Quartermaster Depot moved into it in 1877. The Post at San Antonio continued to expand with the addition of the Infantry Post in the 1880s. It was then designated as Fort Sam Houston. These areas, plus the New Post of the 1930s, constitute the largest collection of historic

buildings in the DoD (800+) and form the Fort Sam National Historic Landmark.

The post is the birthplace of military aviation and saw the development of the concept of airborne operations. The post evolved into the “Home of Army Medicine” after World War II and into the “Home of Military Medicine” with the establishment of the Medical Education and Training Campus in 2010.

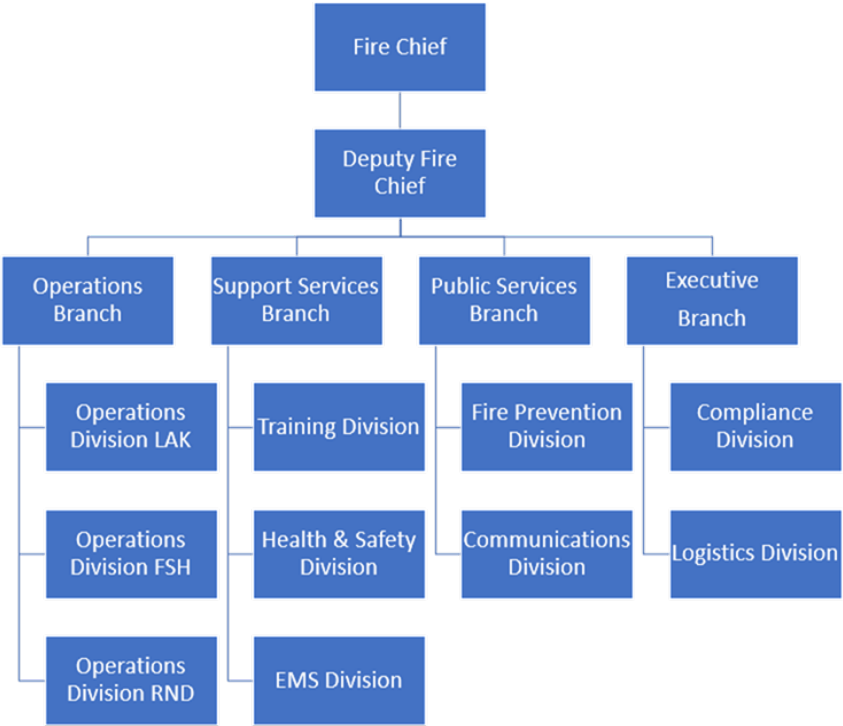
FSH also houses a certified Level One Trauma Center, Brooke Army Medical Center (BAMC). BAMC plays a critical role in patient care, graduate medical education and research, as well as taking care of wounded service members. The hospital staff provides inpatient care in a 425-bed facility. It is a 1.5 million-square-foot facility that has the expansion capability of 613 beds.

Camp Bullis is a training camp comprising 27,990 acres located just northwest of San Antonio. The camp is named after Brigadier General John L. Bullis. Camp Bullis and Camp Stanley make up the Leon Springs Military Reservation. This training camp is used primarily as maneuvering grounds for US Army, Air Force, and Marines combat units. The site is also utilized as a field training site for the various medical units stationed at Brooke Army Medical Center.

Randolph was dedicated on June 20, 1930, as a flying training base. It is named after Captain William Millican Randolph, a native of Austin. Randolph serves as the headquarters of the Air Education and Training Command (AETC) and is known as “The Showplace of the Air Force” due to the Spanish Colonial Revival Style architecture in which all structures, including hangars, were constructed.

The symbol of the base is a large water tower atop Building 100, known throughout the Air Force as “The Taj Mahal.” As part of the 12 FTW’s mission, Seguin Auxiliary Airfield is maintained for T-38 training aircraft and future T-7 next-generation trainer aircraft by 2025.

Organizational Chart



Agency Stakeholder Work Session Participants

Our Mission

The mission provides an internal aspect of the existence of an organization and, to a degree, an empowering consideration for all JBSA F&ES members. The purpose of the mission is to answer the questions:

Who are we? Why do we exist? What do we do? Why do we do it? For whom?

A workgroup met to revisit the existing mission, and after ensuring it answered the questions, the following mission statement was discussed and accepted by the entire group:

JBSA Fire & Emergency Services provides high-quality all-hazard response to save lives and protect property with courage and compassion that exceed established standards and community expectations.

“Because We Care”

Our Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values agreed upon by the entire group.

Integrity - Accountability and ownership in the community and the fire department.

Tradition - Respect for the past while striving for a sustainable future through innovation.

Ethics - Teamwork embodying diversity, trust, loyalty, and honesty.

Professionalism - Selfless compassion towards the community and peers with respect.

Resilience - Adapting to internal and external change with a positive attitude.

The mission and values are the foundation of this agency. Thus, every effort will be made to keep these current and meaningful to guide the individuals who make up the Joint Base San Antonio F&ES to accomplish their goals, objectives, and day-to-day tasks.

Our Vision

An organizational vision exists to keep all agency members focused on the successful futurity of the Joint Base San Antonio F&ES and to guide quality change and improvement in alignment with the community. In support of the futurity created within the community-driven strategic planning process, CPSE facilitated the revision of the JBSA F&ES's vision for the future. The agency will support the reality of this vision through successful plan implementation and goal achievement.

We will be an innovative organization, dedicated to respecting tradition while planning for our future, and committed to the safety of our community and the development of our members as a leader in DoD Fire & Emergency Services.



Agency Stakeholder Work Session

Our 2024-2029 Goals

Community feedback and the SOAR process led to the determination of strategic initiatives representing the high-level issues the agency stakeholders developed into goals. The JBSA F&ES must now make these goals a focus of efforts that will direct the agency to its desired future. Goals with complete objectives, tasks, timelines, and assignments are included in a separate **Management and Implementation Guide**.



Create a holistic health and wellness program for JBSA Fire & Emergency Services to maximize fitness and wellbeing.



Cultivate human capital for the enhancement of service delivery and organizational health.



Enhance physical assets to ensure mission readiness while building a sustainable future for Joint Base San Antonio.



Refine administrative processes to improve mission capabilities, enhance transparency, strengthen communications, and solidify integration.

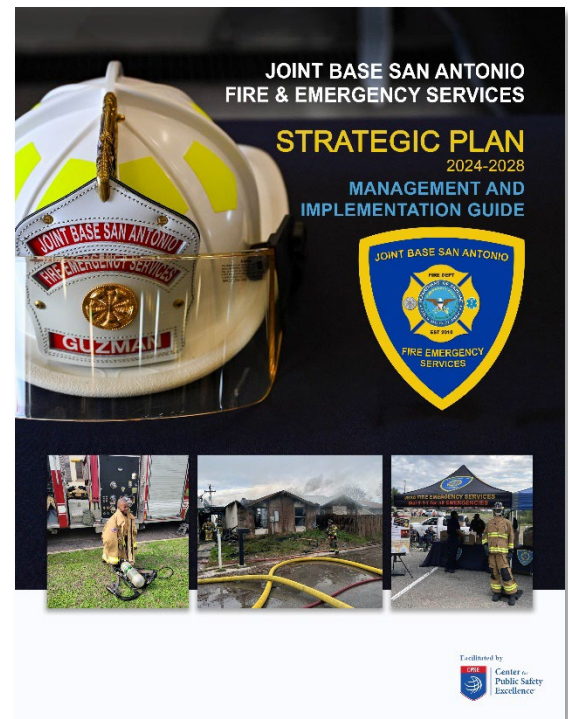


Improve external communication processes to strengthen transparency and relationships within the community.

Conclusion

Working with community and department members from all levels, this strategic plan was developed...but the work is truly just beginning. Agency stakeholders must now execute and institutionalize the plan to ensure the community's expectations and the Joint Base San Antonio F&ES's vision remain congruent. The accompanying **Management and Implementation Guide** will assist the JBSAFES in the mechanics of implementation. The guide is not intended to be all-inclusive; rather, it provides flexibility to ensure future success.

It must be remembered that during this journey of regeneration through change and improvement, recalculation may need to occur to find the success desired. This strategic plan is a roadmap to help the Joint Base San Antonio F&ES navigate that change and futurity. The ability to pivot to meet the current environment as institutionalization and implementation occur provides a greater likelihood that the desired outcomes and efficacies will be realized as envisioned.



“...we will chase perfection, and we will chase it relentlessly, knowing all the while we can never attain it. But along the way, we shall catch excellence.”

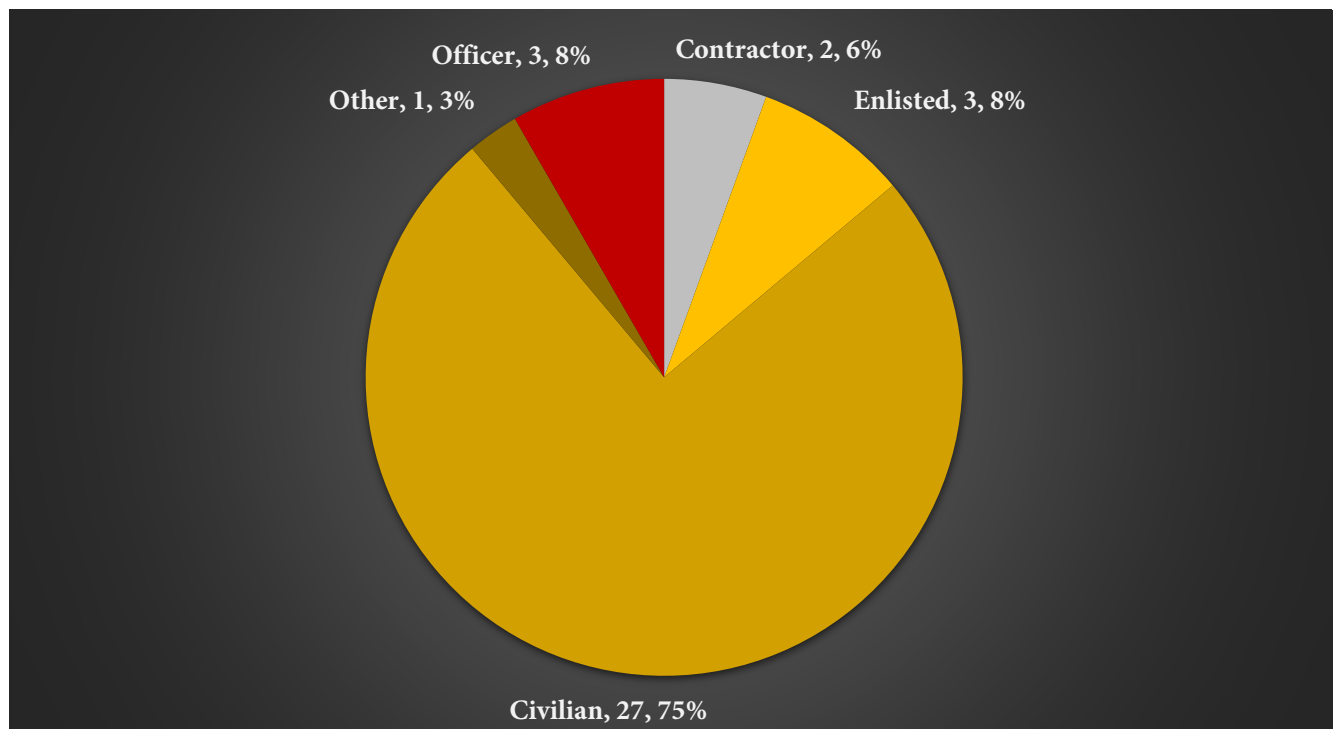
VINCE LOMBARDI
Green Bay Packers Head Coach

Appendices

A. Community Stakeholder Findings

The Joint Base San Antonio F&ES demonstrates a commitment to its community via a focus on community input and satisfaction. A community stakeholder session was held to gather feedback from the respondents on the agency and its various services delivered. The information gathered from the community stakeholder feedback provided understanding to the agency stakeholders of any misalignment with its organizational foundation and performance or values-based expectations or concerns from which new improvement strategies and processes may be created.

Community stakeholders were identified by the agency to ensure broad representation. The breakdown of groups represented is presented here:



Respondents were asked to list, in priority order, up to three subjects relative to expectations, concerns, and strengths or positives for the JBSA F&ES. Expectations and concerns were then analyzed for themes and weighted. The numbers in the parentheses are the cumulative weighted value that correlate with the themes identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. Strengths or positives are listed verbatim and may be repeated based on different respondents.

The specific data and findings from the community stakeholder respondents are provided to follow.

Community Expectations of the Joint Base San Antonio F&ES (in priority order)

1. **Response time:** Rapid response time. Timely response to emergency issues. Timely response to calls or situations. First responder emergency response on the installation within 5-10 minutes. Promptness to calls. Safe and quick response times. Rapid response for emergency aircraft events to rescue pilots. Emergency response for flying or domestic incidents. Emergency response in natural or man-made incidents. That there is immediate availability of fire and emergency service response – arrive on-base at an emergency within 10 minutes of initial call. Rapid response for facility emergency. Quick response to incidents. Timeliness. Quick, safe, and efficient crash rescue services. Immediate in-flight emergency/mishap response. Prioritize emergency response. Be ready when called with good response times. (135)
2. **Training and professional development:** Education and on-the-job training. Proper training. Be well-trained to perform firefighting and rescue. Have the best trained and qualified personnel. Knowledge of medical training. Trained and familiar with the geographical layout of the installations. Active training for aircraft crashes. Be proficient and competent. Expert understanding of the facilities' layouts and locations. It is important to know where important areas are prior to incidents. Training in fire practices. Have the best training to combat fire/medical incidents. (37)
3. **Community involvement:** Assign a responsible and responsive person as the department's communications point of contact. Community involvement enhancement to access community readiness and to respond safely to emergencies. More community interaction. That the community knows what the fire department expects of us. Continued engagement. Open communications. Community presence and training. Awareness of fire safety to residents. Community outreach – remain engaged with the community by attending community events. (33)
4. **Fire prevention:** Fire safety inspections of buildings on base. Facility inspections. Proactive prevention efforts with drills, inspections, etc. Quarterly fire inspections. Yearly fire drills. Inspections to ensure proactive approach to fire prevention. Thorough building inspections. Ensure that fire detection devices are connected with the dispatch center for immediate information. Have a solid fire prevention program. Fire prevention suppression systems. Inspection of facilities. (27)
5. **Emergency management:** Professional emergency management training for mass casualty exercises. Participate in the development of the Base Defense Plan and the Antiterrorism Plan to include plans for the protection of fire assets and water assets. Participate in Antiterrorism Force Protection Exercise planning and exercise as appropriate regarding the Base Defense Plan, Antiterrorism Plan, Barrier Plan, and Critical Response Plan. Participate in the installation's Integrated Defense Risk Management process. Specifically understanding the threats and fire vulnerabilities. Participation in joint exercises. Work well with other emergency response groups. (19)
6. **Communications:** Keep your comm's support informed on mutual aid needs and concerns. Be clear and precise on what your needs are. Provide subscriber assets in a timely manner. Respond to our inquiries ASAP in order to complete objectives. (12)

7. **Physical resources:** Proper equipment. Have the best equipment. Fully operating fire suppression equipment (trucks). Have the correct equipment to combat fire/medical incidents. (11)
8. **Installation and F&ES growth planning:** To provide firefighting and rescue services to the current and future procurement of additional installation aircraft and personnel. That the department has the personnel and equipment necessary to any category of emergency – from plane crash, fuel explosion, multi-casualty event, to a medical emergency. (8)
9. **Professionalism:** Professional service. Professionalism above reproach. (10)
10. **Quality service:** Quality care for persons involved in accident/medical issues. Excellent first responder/EMT care. (6)
11. **Public education:** Training and guidance for drills to protect our students. Fire safety advice, training, and support to tenant units. Education. Community training in CPR. (6)
12. **Stakeholder communications:** Communicate with all personnel when responding to a facility emergency. Clear directions in case of a true emergency. Clear information after the emergency. (5)
13. **Human resources:** Must have the required manpower to provide technical services. Have the correct number of personnel at specific locations to ensure timely responses to emergencies. (4)
14. **Mission coordination:** Continued prior coordination and communications with airfield management on any issues or plans that may affect day-to-day operations in an effort to avoid mission compromise. (3)
15. **Fire investigation:** Engaged emergency call investigation/resolution. (3)
16. **Training:** Quality training of fire personnel on joint efforts within their unit for support when other functions are degraded, i.e., barrier maintenance not available. (1)
17. **Volunteerism:** Volunteer opportunities. (1)
18. **Recovery:** Complete recovery. (1)



Areas of Community Concern about the Joint Base San Antonio F&ES (verbatim, in priority order)

1. **Budget/Funding/Resources:** Lack of funding to effectively support the base. Ensuring the department is adequately funded. Not given proper equipment, training, and training resources. High attrition rate of qualified personnel to execute the mission. New fire department staffing going forward – how will it affect flying operations and base response? Is there enough funding to keep the right amount of personnel ready or in the reserve for an emergency? Reduced firefighting capability due to manning and equipment – a reduction in either will have effect on aircraft/airfield support. Is there enough protective equipment available for our personnel to be safe in an emergency – protective gear, SCBA, etc. Manning requirements – are they short-handed? Enough manpower? Manning – stretched too thin. AOR – enough resources to cover the established area (50)
2. **Fire prevention:** Fire panels in our building don't work properly. Inspection frequency of our buildings due to issues/construction of facility. No inclusion for facility-required fire drills. Fire inspections increased. Fire alarm tests. Not familiar with tenant unit campuses and structure layouts. Facility access to regularly perform fire prevention inspection. That our organization may not be actively on the fire department radar as it should be. Knowing the demographics of the installation, the fire department should be over the kitchen fire suppression system maintenance contracts as the SMEs in this field. Fire alarm panels are old and sometimes do not communicate with fire dispatch. (38)
3. **Communications:** Local communication. Lack of public awareness of the full scope of support JBSAFES F&ES provides. Sometimes clear information is not given. Limited or no access to post-incident documentation. They need to be clear on where the shortfalls are regarding their communications systems. Currently, there is some confusion about where and who to call in case of emergencies – this needs to be cleared up. Communication between fire personnel and aircraft commander during flight emergencies. Communications between security forces and fire personnel during an emergency. How communication assets are managed with reference to accountability of items and procurement of items. It would be good to have a list of POCs for ARFF other than the fire chief or deputy chief. Failure to assign a dependable person to manage the LMR assets. (36)
4. **Facilities, apparatus, and equipment maintenance/repair:** Future plans for a new facility at Randolph – the current facility (when vehicles are parked outside) violate the taxiway clear zone criteria. Ensuring that they receive good basic services to their facilities - maintaining air conditioning systems, etc. Give them the ability to do work orders for buildings needing repairs. Dated infrastructure, trucks, and supplies. Availability to access firefighting and rescue equipment. Fire equipment failure (pumps on fire trucks). Fire trucks not always full of water. Lack of needed equipment. (30)
5. **Training and competency:** Lack of fitness of firefighters. Lack of firefighters' desire to learn new techniques that could save their lives. Understanding within the fire department about streets and maps in residential areas. There has been a time or two that the fire truck was trying to get somewhere and had trouble finding the correct route because they were doubling back. Levels of training for each person. Understanding locations

for response and having the required entry/access tools or keys. Fire response personnel not being familiar with facilities or knowing where alarm panels are. (28)

6. **Emergency medical services:** Three different EMS responders across JBSA F&ES. Lack of critical patient experience with EMS. Need for paramedic responders with ALS gear. Not having appropriate lifesaving training for medical response. (17)
7. **Human resources:** Manning requirements – are they short-handed? Enough manpower? Manning – stretched too thin. AOR – enough resources to cover the established area? (13)
8. **Response time/service gaps:** Faster response times. The remoteness of Camp Bullis and lack of emergency medical care for courses there. (10)
9. **Emergency call receipt:** E911 converting to fiber. If E911 has limitations at the caller's location and the ECC. Redundant communications systems. (9)
10. **Governance:** They are under a different command than the flying wing. Their operations prioritization isn't controlled by the Randolph FTW/CC. (8)
11. **Integrated emergency management:** Overall lack of integrated exercises across JBSA F&ES – lack of interoperability with all agencies in JBSA F&ES. Not responding to scheduled emergency exercises. (8)
12. **Professionalism:** Not conducting selves professionally during real-life emergencies. (3)
13. **Partnerships:** Partnership with the San Antonio community. (1)

Positive Community Comments about the Joint Base San Antonio F&ES (verbatim, in no order)

- Rapid response.
- Professional service.
- Readiness.
- Always responds in a timely manner.
- Always professional.
- Always quick to respond to emergency issues in my facility (medical concern or people stuck in the elevator).
- Willing to answer any question or come out and look at anything that may concern you.
- Training/facility inspections.
- Timely response to emergencies.
- Communication with staff.
- The fire chief cares about JBSA F&ES and his personnel.
- The team is highly experienced.
- They are very responsive and professional when called.

- Responds promptly to calls.
- Always quick to respond to any incident.
- How well trained all the firefighters are.
- How much time they invest in training.
- Great reach to all facilities across JBSA F&ES.
- Very responsive to customer needs.
- Very proactive to meet/educate facility managers.
- Willingness to listen.
- Response on Fort Sam Houston.
- I hardly have any contact/communications with the fire department, but keep up the good work.
- Sense of urgencies.
- Always on-point.
- Supportive team.
- Helpful fire chief.
- Positive, well-versed group.
- Forward-thinking organization.
- Participates in the Active Attack Integrated Response.
- Availability of our fire department to support air shows and other events. They are a visible presence at these.
- There is no “negative press” about the department. Unacceptable performance has never filtered down to the customer level.
- Good involvement with the emergency management office to continue!
- Outstanding airfield support.
- Emergency response to airfield incidents.
- Support of JBSA F&ES main facilities as well as the auxiliary field.
- Very experienced.
- Rapid responses.
- Very professional.
- Our firefighters saved the life of one of our airman’s daughters in 2021 by quickly administering the Heimlich and CPR. Changed that family’s entire life. It’s something we communicate in the squadron as another lifesaving option if you can’t get to an emergency room.
- Cooperation and responsiveness from leadership when issues or areas of concern are identified.
- They always provide representation at meetings.
- They provide relative data for risk assessments/equipment.

- Always professional.
- Great working relationship with them.
- Recently, PCS'd to San Antonio, so difficult to provide feedback.
- Response time.
- Ongoing training.
- Responsiveness/openness to communication and feedback from stakeholders.
- Awesome customer service.
- Fire inspectors are always accessible/available.
- JBSA F&ES fire chief is always available when needed. Awesome customer service.
- Great fire chief who is always available to address issues or concerns.
- Positive representatives of JBSA F&ES.
- Strong leadership.
- I believe all levels of leadership have taken aggressive steps to address the problem of toxic work environment for the firefighters at all levels (especially at Lackland). It feels like that issue is greatly resolved.
- Community involvement.
- Volunteer opportunities.
- I feel there is a lot of community involvement, and this is great!
- The few experiences I have had directly with the department have been great response times and professional workers.
- Amazing leadership.
- Great customer service.
- Steady and reliable response to any situation.
- Immediate access to airfield.
- Great support for semi-annual drills.
- Response times for fires are excellent.
- Easy to communicate with / prompt replies.
- They work well with us as CORs on our service contracts.
- They seem to be knowledgeable about their jobs.
- Appreciate the continual support of our students via community engagement.
- Their willingness to be a part of the department.
- Being compassionate to situation.
- Professional.
- Approachable.
- Attentive to questions.

- Dedicated personnel.
- Motivated.
- Community loyalty.
- Networking exists within the JBSA F&ES – Lackland community.
- Training the community with specifics like car seat installment for new parents.
- Assessments/inspections of facilities.

Other Community Comments about the Joint Base San Antonio F&ES (verbatim, in no particular order)

- Fort Sam Houston has the best fire department and firefighters in JBSA F&ES.
- Inspection/supervision of hot work.
- Inclusion in ILSM.
- Degraded fire systems and fire watches.
- The fire department should be more visible; have a mascot; go to the BX with a shiny new fire truck with “Sparky” on occasion.
- Partnership (through intergovernmental support agreement) sounds like a really awesome opportunity. They have been working with Bullis / FSH EMS / ambulatory support.
- Overall great fire department program.
- JBSA F&ES Fire is the best FD I have worked with in almost 30 years!
- Have not had any issues with the FD.
- On one occasion, the fire truck arrived to put out a massive grass fire and the truck did not have any water.

Things the Community Feels the Joint Base San Antonio F&ES Should Change

(verbatim, in priority order)

1. Increase emergency services at Camp Bullis.
2. Provide more funding to maintain programs.
3. Shift schedules.
4. Visibility of their locations.
5. Access to documentation/post-incident reports.
6. Get two-way radio capability with emergency aircraft.
7. Facility location.
8. Advertisement/ability to help install or check car seats.
9. Fire extinguisher support (obtaining and discarding).
10. “No notice” fire code inspection frequencies (increase).
11. More communications (periodically) ARFF.

12. Meet community demand, continued training of the purpose of safety and type of medical training.
13. Provide fire extinguisher annual inspections.
14. Provide better clarification on what their communications needs are.
15. Clear the confusion of the FD and the BDOC. As it was explained, the BDOC was the single point for all emergencies.
16. More fire awareness to residents.
17. Fitness accountability.
18. Clear up the confusion with emergency call center/desk. Do we call BDOC or 911?
19. Standardized EMS response.
20. Ensure state-of-the-art equipment and training is maintained.

Things the Community Feels the Joint Base San Antonio F&ES Should NOT Change

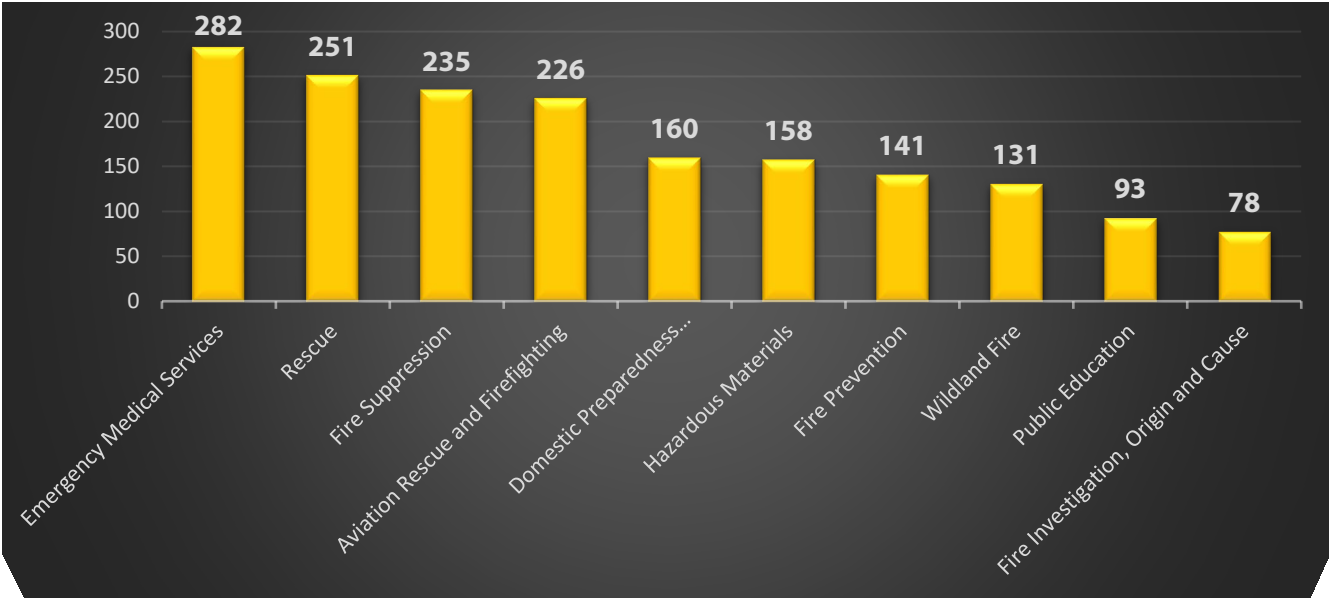
(verbatim, in priority order)

1. Excellent support to Fort Sam Houston.
2. No changes – excellent service.
3. The department should not change its promptness to calls.
4. Community involvement/outreach.
5. Level of service, professionalism, customer service.
6. Response time/availability.
7. Excellent accountability for response times.
8. Airfield support requirements.
9. This process, whereby the department values community inputs.
10. CPR training for our members to be able to support kids/adults.
11. Outreach.
12. Community relations events.
13. Responsiveness to aircraft incidents.
14. Providing service.
15. Do not change your response time.
16. The time it takes to respond to emergencies.
17. Leadership involvement.
18. Great customer service.
19. Response times.
20. Continued community involvement.
21. The number of fire stations.

- 22. Relationships and responsiveness with the community.
- 23. Continue being engaged with mission partners.
- 24. Providing feedback and data to the customer.
- 25. Leadership involvement.

Community-Prioritized Programs

Understanding how the community prioritizes the agency’s programs and services allows the Joint Base San Antonio F&ES to ensure its focus on resource allocation aligns. With that, prioritization feedback was garnered with an instrument that compared the prioritization of the programs and services offered by the JBSA F&ES. The results were as follows:



B. Agency Stakeholder Work

A group of agency stakeholders representing the various segments of the JBSA F&ES attended a three-day work session to review the community feedback, develop or revise the agency's mission and values, and establish a quality focus on the way forward in developing this community-driven strategic plan. Additionally, the process included an environmental scan in the form of a strengths, opportunities, aspirations, and results (SOAR) analysis to better understand the current situational aspects impacting the agency.

SOAR

The agency's internal stakeholders utilized a strategic environmental analytic method known as SOAR: where members consider the organization's current strengths, opportunities, future aspirations, and strategic results to formulate a path for continuous improvement. The SOAR process was conducted for reflection, focus, and alignment with the organization's set of values, its vision, and its mission. This appreciative inquiry process provided environmental scanning for strategic direction, associated plans through the application of innovative ideas, and a positive strategic framework that brings clarity to the agency's vision for leadership in day-to-day functions.

Strengths

Personnel receptive to progression.	Validated ICS Blue Card.
Strong program management/oversight/sustainability/support.	Ability to have hands-on training on a large variety of aircraft in the Department of Defense.
Deep resources (equipment/personnel), skill sets, knowledge, and expertise.	Proudly services Military USA as first-line fire and emergency services.
Well-trained military readiness program.	Community involvement through air shows.
Providing public education to community members.	Community involvement/support with the community.
Having the ability and opportunity to provide mutual aid support to surrounding communities.	Continuously enhancing skills/abilities of personnel through training and education.
Well-funded/trained/staffed support staff.	Strong mutual aid ties/training.
We empower our personnel to seek opportunities for future enhancement.	Leadership's desire to continuously enhance the future development of the department.
The ability to be self-sufficient in multiple disciplines.	Positive working/professional relationship with mission partners.
Proactive in providing community services.	Validated upgrade training program.
Employees come from diverse backgrounds, different professional fire departments, with a knowledge of multiple ways of doing business.	Desire to constantly improve delivery of services through the self-assessment process from the Commission on Fire Accreditation International (buy-in at all levels).
We empower our personnel to seek opportunities for future enhancement.	Leadership's desire to continuously enhance the future development of the department.

Opportunities

Opportunity to provide transparent response time needs to the community and fire department personnel.	Develop specific inter-agency partnerships through active joint training to include a continuous evaluation process.
Re-engage facility managers to conduct in-person public education.	Improve communications between facility managers and fire department/civil engineer on the status of alarm systems/panels.
Single-source emergency communications center location.	
Establish fire department goals and priorities with 502 Air Base Wing leadership every two years.	Provide more fire department buy-in to the development of the Emergency Management Plan (CEMP 10-2).
Further enhance mental health and wellness for members.	Finalize and budget for a station alerting system.
Expand use of facility Knox boxes.	Facilities rehab/renovation.
Be more fiscally responsible with available resources.	Implement innovative pre-arrival response data.
Provide a higher level of care in EMS delivery from the fire department.	Education community/mission partners in the 911 communications process.
Push/advocate for more involvement in fire-related conferences to stay up-to-date on industry changes/best practices (all levels of fire service members).	Explore opportunities to secure E911/computer-aided dispatch (county/mutual aid) to have better situational awareness of incidents off base (works both ways).
Develop a tailored fitness program for individual levels to achieve a common goal of overall health and wellness.	Re-evaluate the frequency of fire inspections of high-value facility managers and their input.

Aspirations

Finding new quality/improved technical training.	Develop/maintain favorable union/labor relations with leadership. Streamline the process for quick, efficient paths to resolutions.
Ensure long-term follow-through/support for specialized programs.	
Leading fire and emergency services through innovation and vision.	Build/retain employees, making JBSA a desirable place to be, DoD-wide.
Equip and train to advanced life support/paramedic first responding company awards program level.	Consistently have top-of-the-line apparatus, equipment, and facilities, leading the way in innovation.
Join Bexar County task force for mutual aid response with capabilities, certifications, and equipment that meet or exceed standards.	Build workforce through professional development and mentoring to create future leaders – establishing progression pathway for fire department personnel.
Provide the opportunity for personnel to gain experience across all JBSA fire stations, broadening their knowledge base in various disciplines, including EMS/Wildland/aircraft, with an emphasis on military members.	Champion a stronger merit-based performance award program. Go above and beyond to recognize and compensate members for their hard work.
	Inspire buy-in and participation across JBSA.
	Self-sustaining, world-class training program.

Results

Group 1	Group 2	Group 3
<ul style="list-style-type: none"> - Progressive change towards cost expectations. - Improved community satisfaction across all aspects within the department. - Better community support. - Enhanced cost service delivery across multiple disciplines. - Increased confidence from mutual aid partners in our abilities (mutual respect). - Improving customer objective view of fire department service delivery in emergency medical service. - Provide enhanced response times. - Maintain proficiency and sustained emergency response delivery. - Continue to act as ambassadors of JBSA to other locations, including deployment settings, as subject matter experts on a wide variety of aircraft. - Serves in a highly visible fire organization located at the gateway to the US Air Force/AETC/HQ/Level 1 SOCOM trauma center. - Ensures safe atmosphere during massive community events (air shows/graduation) 	<ul style="list-style-type: none"> - Fire Safety Bulletin and social media page to post benchmarks. - Streamlining information from inspections to facility managers, leading to fewer write-ups and safer facilities. - Unify our disaster response force. - Constantly evolving knowledge, skills, abilities, strengthening future leaders, and eliminate the opportunity to become stagnant. - Reduce turnover, resulting in a more stable core of leaders, ensuring future members have a strong foundation to promote within. - Improve day-to-day operations in every aspect to the fire department, maintaining NFPA compliance. This will ensure top-quality delivery to customers. - Streamline the process for quick/efficient paths to resolutions. - Incentivize and recognize hard work/performance, which encompasses fire department tradition and camaraderie. - Diversity in backgrounds leads to many methods to improve services. 	<ul style="list-style-type: none"> - Broader knowledge and capabilities to support community and mutual aid partners. - Promotes cohesion amongst JBSA fire and emergency services personnel and increase retention. - Be THE gold standard for the Department of Defense. - Utilize all available resources and established programs to optimize and effective and sustainable professional organization to meet the needs of the community. - Continued well-being - Reduced costs, improved dispatch, which permits emergency medical dispatch capability. - Ease of access to facilities, which will improve the quality of responses and limit damage to facilities. - Quality of life improvement, long-term facility sustainment. - Promotes continuity of mission/vision. - Ensures constant improvement in all facets of service delivery for all members.



Programs and Services

It is imperative that agency stakeholders distinguish between the core deliverables (programs and services) provided by the Joint Base San Antonio F&ES and those supporting services that help the agency provide the core programs and services. With this understanding, the agency stakeholders can further define where the issues and gaps exist within the organization and provide more basis for the environmental scan that is conducted. To bring this understanding to fruition, CPSE provided guidance and gained consensus understanding with the entire group so that the difference between the deliverables and the supporting functions were understood.

Challenges and Service Gaps

After sifting through data and feedback provided by the community stakeholders and conducting the internal environmental scan, the agency stakeholders, by consensus and group effort, determined that the following challenges and service gaps exist within the Joint Base San Antonio F&ES. Each challenge or gap listed is accompanied by the causal effects determined by the two groups. They are then linked to the strategic initiative identified by the agency stakeholders.

Group 1	Group 2	Initiative Link
Health and Safety <ul style="list-style-type: none"> ○ Health and wellness program ○ Clean cab initiative ○ EVOG Training ○ Tailored fitness program 	Health and Wellness <ul style="list-style-type: none"> ○ Firefighter safety ○ Firefighter fitness ○ NFPA 1500 Committee ○ Fitness equipment ○ Cancer screening ○ Dedicated CISM team 	Health and Wellness
Human Capital <ul style="list-style-type: none"> ○ Transparency of hiring/promotions ○ Involvement in fire-related conferences ○ Increased familiarization of all operating locations for military personnel 	Human Capital <ul style="list-style-type: none"> ○ Improve retention and recruitment ○ Employee/Management relations ○ Standardized flight operating guides and policies ○ Shift schedule ○ National Defense Authorization Act ○ Operations support/staff cohesion 	Human Capital
Physical Assets <ul style="list-style-type: none"> ○ Consolidation of all emergency communications centers ○ Aging fire stations ○ Aging vehicles/fleet ○ Mission expansion 	Physical Assets <ul style="list-style-type: none"> ○ Facilities ○ Vehicle fleet ○ Equipment ○ PPE ○ Funds 	Physical Assets

Group 1	Group 2	Initiative Link
Administrative Process <ul style="list-style-type: none"> ○ Consolidate legacy SOPs ○ Outdated pre-fire plans ○ Revamped training program ○ National Defense Authorization Act ○ Identify levels of service delivery ○ Program management 	Training <ul style="list-style-type: none"> ○ Funds ○ Facilities ○ Integration ○ Site-specific ○ Improved medical direction 	Administrative Process
	External Communications <ul style="list-style-type: none"> ○ Utilization of social media ○ Transparency ○ Public information officer ○ Community outreach ○ Expansion of public education 	External Communications

Strategic Initiatives

Based on all previously captured information and determining critical issues and service gaps, the following strategic initiatives were identified as the foundation for developing goals and objectives.

Health and Wellness	Human Capital	Physical Assets
Administrative Process		External Communications

Goals with associated objectives, tasks, timeframes, assignments, and outcomes are found in the accompanying **Management and Implementation Guide**.





2024-2028 STRATEGIC PLAN