



Brazos County Emergency Services District No. 1

# STRATEGIC PLAN FY 2026-30



# STRATEGIC PLAN 2026-30

Brazos County Emergency Services District No. 1



## Acknowledgements

This Strategic Plan would not have been possible without the guidance and assistance of the South Brazos County ESD 1 Board of Commissioners, the personnel of the South Brazos County ESD 1 Fire Department, and the volunteer members of the South Brazos County Fire Department. We wish to recognize those members for their commitment to the cost-effective delivery of fire-rescue and emergency medical services, and with the development and production of this Plan.

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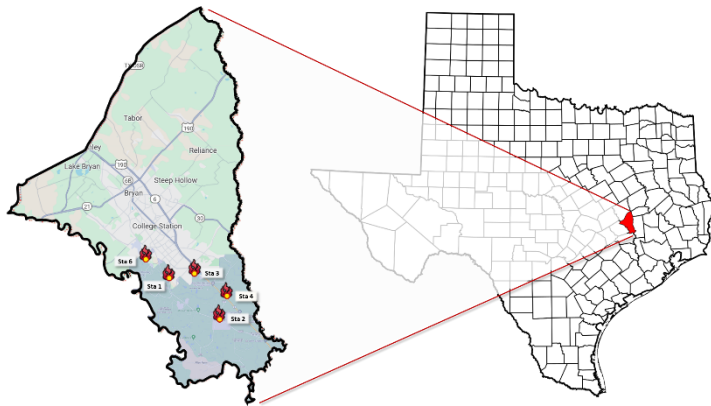
## Brazos County Emergency Services District No. 1



### Introduction

Brazos County Emergency Service District 1 (the “District”) is one of four ESDs in Brazos County, established by the Commissioners Court of Brazos County to provide fire and emergency medical care within the district’s service area. The resident population in the District’s 144-square mile service area is about 13,000, with a population density of about 90 people per square mile.

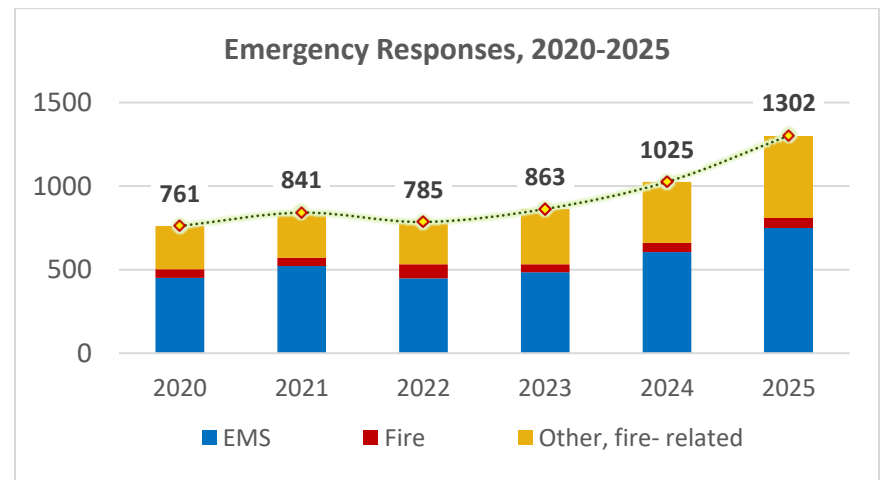
Figure 1. Brazos County ESD 1 Service Area



The District contracts with the all-volunteer South Brazos County Fire Department (SBCFD) for emergency services within the district service area, collects ad valorem taxes and sales tax for the delivery of those services, and provides supplemental paid firefighter/EMTs. As such, the District operates as a combination department -- consisting of full-time, part-time firefighters, and volunteers -- from five stations strategically located throughout the District.

Figure 2. Emergency Responses, 2020-2025

Category	2020	2021	2022	2023	2024	2025
100: Fires	51	48	84	48	55	60
200: Overpressure	2	0	0	0	3	1
300: EMS/Rescue	451	522	448	484	605	752
400: Hazard	22	18	12	19	20	26
500: Service	52	59	54	74	77	210
600: Good Intent	160	158	158	201	201	194
700: False Alarm	21	36	28	34	62	57
800: Weather	2	0	0	2	1	2
900: Other	0	0	1	1	1	0
<b>Total</b>	<b>761</b>	<b>841</b>	<b>785</b>	<b>863</b>	<b>1025</b>	<b>1302</b>



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### Initial Strategic Plan

In 2021, the District completed a 5-year strategic plan. That plan provided the District with a systematic and comprehensive approach to (1) evaluate community needs and expectations, (2) identify strategic priorities, and (3) define a timeline for critical actions and resource needs. The key initiatives from that plan were:

#### *Initiative 1—Improve Response Time*

- Hire Fire Chief FY 22
- Hire initial duty crew FY 23
- Hire second duty crew FY 27

#### *Initiative 2—Ensure Equipment and Facilities are Safe and Reliable*

- Develop 10-year capital plan FY 24
- Fund the capital plan Ongoing
- Implement the capital plan Ongoing

#### *Initiative 3—Improve Critical Infrastructure*

- Improve Roadway Conditions Long Term
- Improve mobile water supplies Long Term
- Improve centralized water supply Long Term

The Strategic Plan also included additional recommendations for optimizing cost-effective service delivery as identified in the District’s Long-Range Master Plan completed in 2019.

These recommendations included:

- Continue to explore best practices for delivery of fire and EMS while increasing financial and operational transparency.
- Continue to implement the recommendations suggested in previous plans and include a plan review as part of the annual budget process.
- Consider additional funding sources to support services that meet the needs and expectations of the community and people we serve.

Since that time, the District has modified and updated its plan as community and department needs and expectations have changed. However, this is the first formal update to the plan.

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### Planning Process

In July 2025, the District directed the Department’s senior leadership team (SLT) to prepare a comprehensive strategy to guide the organization’s activities over the next five-year strategic and operational planning period (2026–2030). There are four elements to the revised plan:

- 5-year Strategic Plan ( This document )
- 5-Year Operational Plan
- 10-year Capital Plan
- 5-year Financial Plan

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The intent of this Plan is to meet the needs and expectations of our community and the people we serve and to provide:

- (1) The District with annual updates to the multi-year plans for effective and cost-efficient delivery fire protection services and emergency medical services within the District;
- (2) Adequate funds to provide the resources necessary to deliver the desired level of fire protection services; and
- (3) Suggestions for continuous improvements in leadership, operational results, and financial stewardship.

### Strategic Framework

#### ABOUT THE FRAMEWORK

A well-designed strategic framework can be a valuable planning tool for both internal and external audiences and stakeholders. Its structure captures plan content in an easy-to-understand format that can be summarized in an infographic or expanded to deliver detailed information about each action item.

The framework for the Strategic Plan was developed around three basic goals:

- Identify community needs and expectations.
- Develop and implement transformational projects and initiatives.
- Ensure the long-term sustainability of strategic projects and initiatives.

### Community Needs and Expectations

Priorities are the most important activities, services, and programs of an organization. Establishing priorities answers the question: “*What are the most important things we should be doing?*” In that context, priorities should align with the needs and expectations of the community served. Likewise, organizational priorities should align with and support the purpose, mission, vision, and values of the organization. A district survey identified community-wide priorities as shown here:

Figure 3: Community Needs and Expectations

Priority	Need or Expectation
1	Safe, reliable, and functional equipment, apparatus, and facilities
2	Technical competence of firefighters and EMTs
3	Response times of 11 minutes or less
4	Fiscal Responsibility and keeping taxes low

### Guiding Principles

The development of guiding principles for District operations — statements of purpose, mission, vision, core values, expectations, and organizational philosophy — is a key part of this strategic plan. With the completion of these important statements, the District has established the organization’s foundation for future plans and operations; these statements are the basis for accomplishing the organization’s strategic initiatives, goals, objectives, and day-to-day activities.

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## Brazos County Emergency Services District No. 1



### PURPOSE

To provide emergency services and to authorize the collection of taxes and fees as approved by the voters of the District

### MISSION

To safely deliver the highest quality of emergency services through operational excellence, competence, and care with integrity, compassion, and dedication.

### VISION

To make a difference in our community through the highest level of care, education, and emergency response.

### VALUES

- Honesty, Integrity, and Character
- Competence, Quality, and Service
- Accountability, Reliance, and Responsibility

### EXPECTATIONS

To meet the needs and expectations of our community and our response partners.

*Every Day • Every Way • Everyone*

### OPERATIONAL PHILOSOPHY

- Mission First. People Always.
- You Can Count On Us.

### **SWOT-C Analysis**

Central to the development of the strategic plan was the preparation of an analysis of the District's strengths, weaknesses, opportunities, threats, and critical issues (SWOT-C analysis). The five components of a SWOT-C analysis can be defined as follows.

- **Strengths:** Assets and resources that can be built on to grow, strengthen, and diversify the District's activities and operations.
- **Weaknesses:** Liabilities and barriers to that could limit the District's potential.
- **Opportunities:** Organizational advantages and positive trends with the potential for new activities, investments, or use of resources.
- **Threats:** Unfavorable factors and trends, often external, that could negatively affect the District.
- **Critical Issues:** Unfavorable factors that must be addressed immediately to prevent significant negative outcomes.

Each of these is summarized in the following figure.

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Figure 4. SWOT-C factors

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• People</li> <li>• Fire Apparatus</li> <li>• Tools and equipment</li> <li>• Department culture</li> <li>• Compensation</li> <li>• Leadership</li> <li>• Current financial position</li> </ul>	<ul style="list-style-type: none"> <li>• Facilities</li> <li>• Number of volunteers</li> <li>• Fire certifications of volunteers</li> <li>• Public outreach and education</li> <li>• Data analysis and visualization</li> <li>• Leadership is stretched thin</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Volunteer certification</li> <li>• New facilities coming online</li> <li>• Public outreach and education</li> <li>• Benefits package</li> <li>• Economic development</li> </ul>	<ul style="list-style-type: none"> <li>• Limited funding</li> <li>• Funding uncertainty</li> <li>• Legislation</li> <li>• Pace and timing of economic development</li> <li>• Annexation</li> </ul>
Critical Issues	
<ul style="list-style-type: none"> <li>• Revenue cap and impact of 89 (2) SB 10</li> <li>• Number and certification of volunteers</li> <li>• Uncertainty over economic development and long-range financial sustainability</li> <li>• Marketing and public outreach strategy</li> </ul>	

### Using the Framework

Each initiative was built out using a 3-by-five strategic framework, each with five goals, desired outcomes, and a series of objectives and action items. In addition to creating an easily communicated structure, this approach resulted in a work plan that is achievable within the District’s planned resource levels. With this guide for future action in hand, the District will be able to address and overcome identified challenges in an effective and efficient manner.

The following figures provide an Organizational Chart, 2026-30 Strategic Plan, and a Multi-Year Station Plan.

Details of the Strategic Plan are presented in the section beginning on page 12.

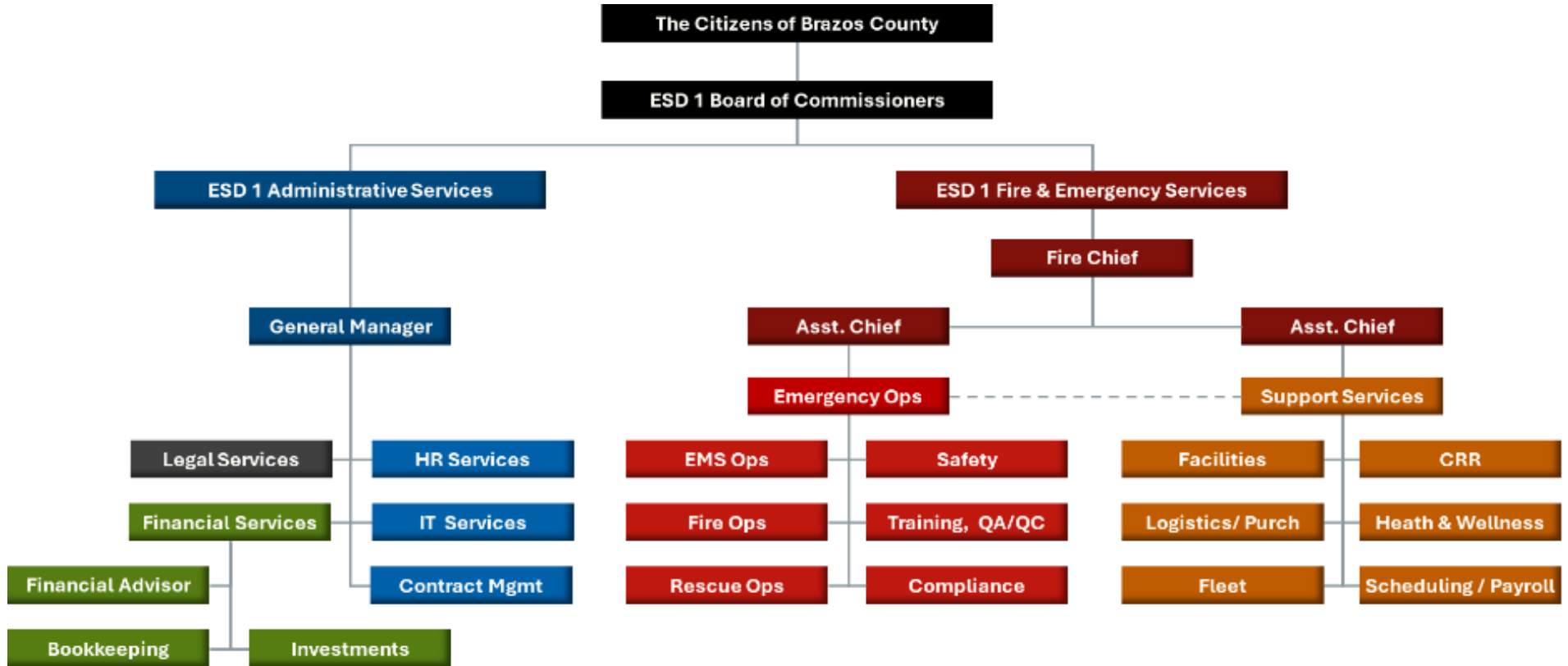
Details about the Balanced Scorecard planning model, the SWOT-C analysis, and the marketing analysis are provided in Appendix A. Planning Context beginning on page 14.

# STRATEGIC PLAN 2026-30

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Figure 5. Organization Chart



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Figure 6. The 2026-30 Strategic Plan

**BRAZOS ★ COUNTY** **1**  
EMERGENCY SERVICES DISTRICT






STRATEGIC PLAN **2026-30**

**ESD 1 Mission: To safely deliver the highest quality of emergency services through operational excellence, competence, and care with integrity, compassion, and dedication.**






To create a sustainable **STAFFING PLAN** that provides competent, effective, and timely delivery of fire protection and emergency medical services within our community and the surrounding mutual aid area.

-  1. Add 2<sup>nd</sup> paid crew in 2026  
Add 3<sup>rd</sup> paid crew and battalion chief at identified trigger points
-  2. Continue with competitive pay scale and comprehensive benefit package
-  3. Establish and adopt a plan to allow for professional development
-  4. Maintain an acceptable work/life balance as part of wellness plan
-  5. Improve internal work processes

To create a sustainable **CAPITAL ASSET PLAN** that provides facilities, apparatus, and equipment that are safe and reliable, up-to-date, well-maintained, and meets the needs of our members and our community.

-  1. Identify future operational / support needs for facilities, apparatus, other vehicles, PPE, tools, and equipment
-  2. Evaluate technology to determine effectiveness; and update to new technologies as appropriate
-  3. Adopt a 10-year capital plan as part of the 2026-30 strategic plan
-  4. Review, revise and develop policies for capital projects
-  5. Develop capital project tracking system(s)

To create a sustainable **FINANCIAL PLAN** that meets district needs and community expectations, with sound financial stewardship, solid cost controls and accounting practices, and open transparency.

-  1. Identify and sustain revenues and expenditures required to meet current and future needs
-  2. Adopt a 5-year operations plan as part of the 2026-30 strategic plan
-  3. Create and adopt a 10-year financial forecast that links annual budgets with long-range plans and needs
-  4. Develop and adopt internal financial control policies and procedures.
-  5. Post financial information about tax rates, budgets, and audit results to ESD 1 website

*You can count on us*

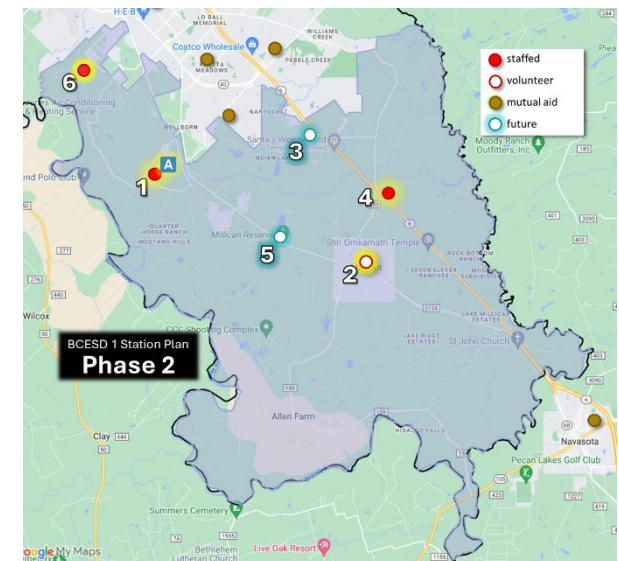
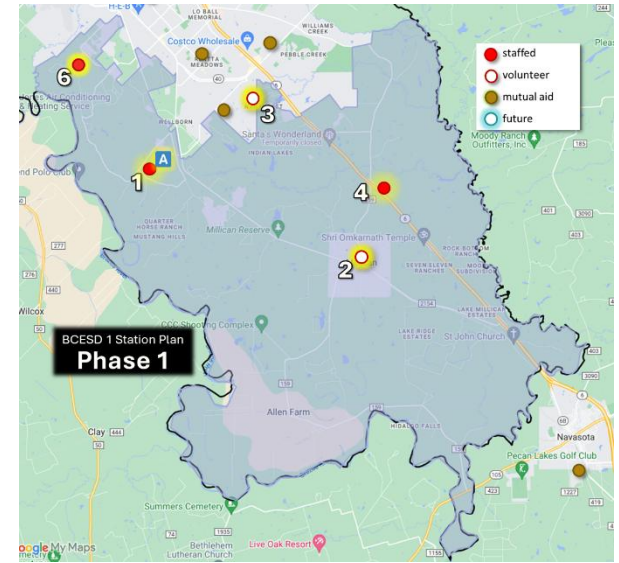
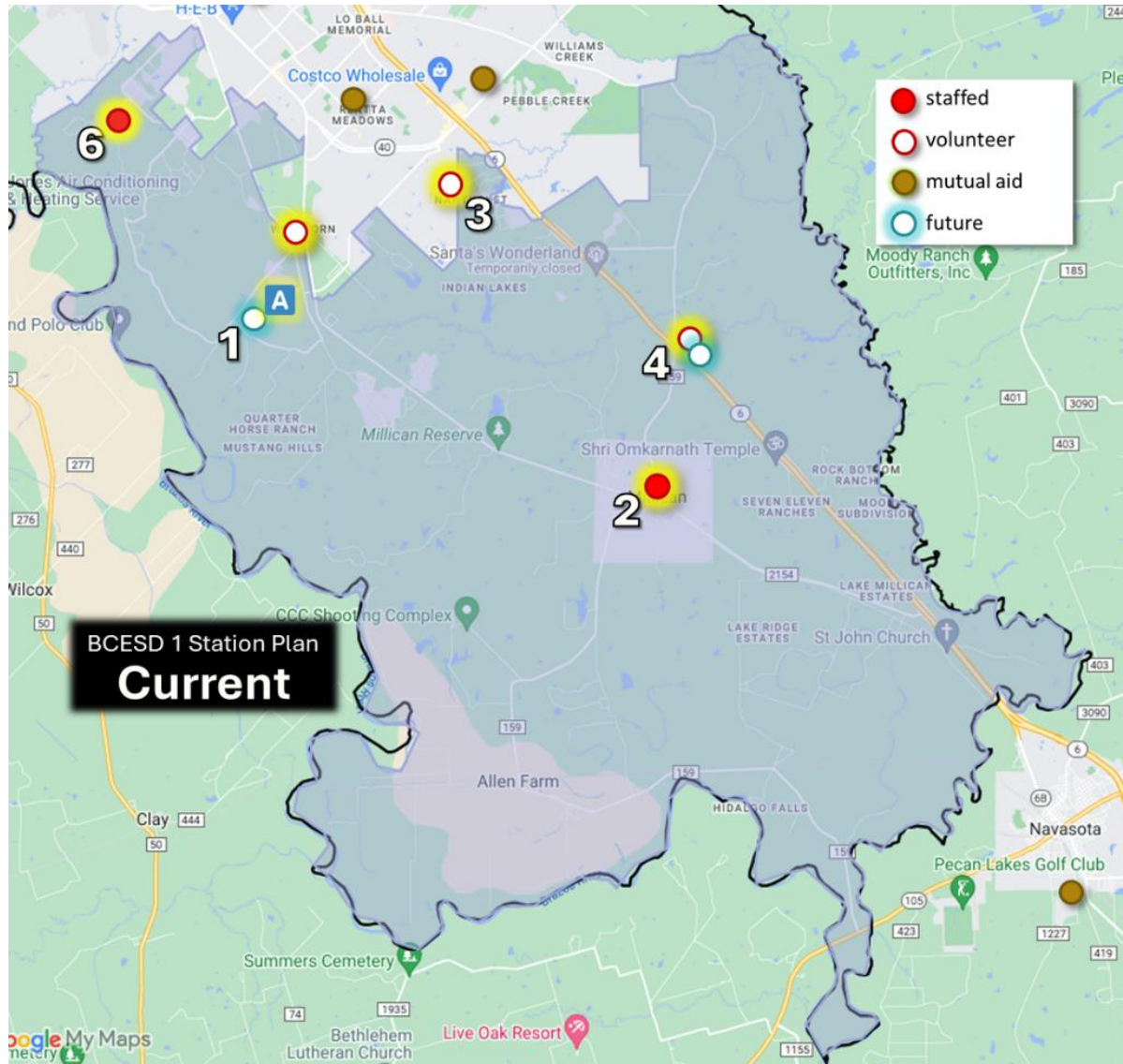


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Figure 7. Multi-Year Station Plan



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## Strategic Plan

After gathering the qualitative and quantitative analyses included in each plan, the leadership team produced this Strategic Action Plan, which includes strategic recommendations to guide the District over the next five years. If conscientiously implemented, these actions will drive the District forward and transform it to sustainable success. Within this section, time-frame indicators are included, which note the projected initiation range of each strategy: Critical Task, Year 1, Years 2–3, Years 4–5, or Ongoing.

**ESD 1 Mission: To safely deliver the highest quality of emergency services through operational excellence, competence, and care with integrity, compassion, and dedication.**

### Initiative 1. Staffing Plan

To create a sustainable **STAFFING PLAN** that provides competent, effective, and timely delivery of fire protection and emergency medical services within our community and the surrounding mutual aid area.

#### Goals, Objectives, Desired Outcomes, and Actions

##### 1. Increase staffing to meet response goals.

###### ■ Add 2nd paid crew in FY 2026.

YEAR 1

- Desired outcome is to reduce response time of the first-arriving unit from 20 minutes to 10 minutes, 90 % of the time, except in remote areas of the District.
- To be housed on the north side at Station 6.

- Consider a phased approach in which (1) part-time staff are used to initially fill firefighter positions supplemented with full-time staff positions; (2) full-time leadership positions -- shift lieutenant and driver/operator – are hired first; and (3) two full-time firefighters later.

###### ■ Add 3rd paid crew and battalion chief at identified trigger points.

YEAR 4-5

- Desired outcome is to reduce response time of the first-arriving unit from 10 minutes to 8 minutes, 90 % of the time, except in remote areas of the District.
- To be housed at station yet to be identified.
- Consider a phased approach in which (1) part-time staff are used to initially fill firefighter positions supplement fulltime staff positions; (2) full-time leadership positions -- shift lieutenant and driver/operator – are hired first; and (3) full-time firefighters are hired later.
- Trigger points to include 1000 responses per station; 15-20% overlapping calls.
- Develop a long-term vision beyond the five-year range of this Action Plan for future staffing.

##### 2. Continue with competitive pay scale and comprehensive benefit package.

ONGOING

- Desired outcome is to be competitive with regional fire departments while maintaining affordability based on availability of funding.
- Conduct an annual salary review as part of annual budget process.
- Establish and maintain discrete pay grades for each rank to include annual, merit-based step raises and the possibility of early promotion in recognition of outstanding performance and leadership demonstrated at a level above their current pay rate (below-the-zone promotion).

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- d. Establish and maintain a comprehensive benefits package that includes medical, dental, and vision insurance, retirement plan, optional AD&D and term life insurance, and optional deferred compensation plans, e.g., 457(b) plan.

3. **Establish and adopt a plan to allow for professional development.** YEAR 2-3

- a. Desired outcome is to provide opportunities for promotion, professional growth, and development for all members .
- b. Seek outside training opportunities.

4. **Maintain an acceptable work/life balance as part of wellness plan.** ONGOING

- a. Desired outcome is to reduce stress, improve well-being, and increase job satisfaction.
- b. Encourage a positive equilibrium between an individual's professional and personal life.

5. **Improve internal work processes.** YEAR 1

- a. Desired outcome is to excel at internal work processes.
- b. Remove barriers to success.
- c. Reduce error rate of administrative and operational tasks.
- d. Reduce time to respond to information requests.

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## Initiative 2. Capital Asset Plan

To create a sustainable **CAPITAL IMPROVEMENT PLAN** that provides safe and reliable facilities, apparatus, and equipment that are up-to-date, well-maintained, and meet the needs of our members and our community.

### Goals, Objectives, Desired Outcomes, and Actions

1. **Identify future operational / support needs for facilities, apparatus, other vehicles, PPE, tools, and equipment.** ONGOING

- a. Desired outcome is to develop a multi-year capital asset plan that identifies, prioritizes, and provides cost estimates for capital assets – facilities, apparatus and other vehicles, PPE, and tools and equipment.
- b. Define needs based on anticipated community needs and expectations.

2. **Evaluate technology to determine effectiveness and update for new tools and equipment as appropriate.** ONGOING

- a. Desired outcome is to provide members with useful and up-to-date PPE, tools, and equipment.
- b. Participate in product tests and evaluations and conduct peer discussions and after-action reviews to determine asset effectiveness and need to replace.
- c. Update the TCFP PPE Risk Assessment as needed.

3. **Adopt a 10-year capital plan as part of the 2026-30 strategic plan.** YEAR 1

- a. Desired outcome is to develop a multi-year capital asset plan that identifies, prioritizes, and provides cost estimates for capital assets – facilities, apparatus and other vehicles, PPE, and tools and equipment.
- b. Update the capital plan as needed, and as part of the annual budget process.

4. **Review, revise, and develop policies for capital projects.** ONGOING

- a. Desired outcome is to develop a series of useful policies, templates, and other information to simplify and standardize the processes used to identify, procure, use, and dispose of capital assets.

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b. Update the capital plan as needed, and as part of the annual budget process.

5. **Develop capital project tracking system.** ONGOING

a. Desired outcome is to develop a standardized process to capture required information about a capital project to include intended use, financial impact, and project timing.

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### Initiative 3. Financial Plan

To create a sustainable **FINANCIAL PLAN** that meets district needs and community expectations, with sound financial stewardship, solid cost controls and accounting practices, and open transparency.

#### *Goals, Objectives, Desired Outcomes, and Actions*

1. **Identify and sustain revenues and expenditures required to meet current and future needs.** YEAR 1 ONGOING

- a. Desired outcome is to establish and sustain an annual **budget** that provides adequate cash flow to sustain operations at the desired service level, pay off debt, and maintain a reserve fund balance equal to at least 100% of annual operating cost.
- b. Establish and sustain an annual budget that provides adequate **cash flow** to sustain operations at the desired service level, pay off debt, and maintain a reserve fund balance equal to at least 100% of annual operating cost.

2. **Adopt a multi-year operations plan as part of the 2026-30 strategic plan.** YEAR 1 ONGOING

a. Desired outcome is to identify and prioritize strategic initiatives, goals, and action items to produce an operational “roadmap” for the District.

b. Develop and implement guiding principles, strategic initiatives, goals, and action plans to include and identify necessary funding.

c. Provide funding to support strategic goals and initiatives.

3. **Create and adopt a multi-year financial forecast that links annual budgets with long-range plans and needs.** YEAR 1 ONGOING

a. Desired outcome is to identify and prioritize revenue streams, expenditures, debt service, and reserve cash balances that align with long-range District planning initiatives, goals, and action items.

b. Develop and implement a long-range financial forecast that incorporates annual balanced budgets, growth forecasts, and cash balances.

4. **Develop and adopt internal financial control policies and procedures.** YEAR 1 ONGOING

a. Desired outcome is to maintain accuracy in financial reporting, prevent fraud and theft, ensure compliance with regulations, and manage resources effectively.

b. Provide and implement a framework of financial policies for monitoring financial transactions, safeguarding assets, and making informed decisions.

5. **Post financial information about tax rates, budgets, and audit results to the ESD 1 website.** YEAR 1 ONGOING

a. Desired outcome is to provide stakeholders with the desired financial transparency.

b. Post financial information to the ESD 1 website.

c. Ensure that taxpayer dollars are spent effectively and efficiently; that all decisions are made in the open and on the record; and so, taxpayers can review and examine documents and question policymakers' decisions.



## Appendix A. Planning Context

Qualitative and quantitative input from the planning process provided critical insights into the District that uncovered insights and helped to shape the recommendations. This section presents highlights from the analysis itself, including a summary of the balanced scorecard planning model, initial SWOT-C analysis, and the initial marketing analysis.

### The Planning Process

In a recent post, Forbes described the seven steps for the successful development of a strategic plan:

- Conduct an internal/external assessment.
- Conducting a SWOT analysis
- Review organization’s Mission, Vision, and Values
- Determine organizational initiatives.
- Define functional goals and objectives.
- Determine staffing, budgets, and financing needs.
- Develop metrics to measure success.

For this project, the District used a multi-phase approach that integrated these seven steps into a well-proven process that has been used in the development of successful strategic plans for public safety and emergency management organizations across the country.

This process helps to answer four basic questions that can be used to determine “next steps” in terms of priority, need, resource requirements, and timing.

Figure 8. Primary Questions to be Addressed



- **Where are we today?** The strategic planning process begins with an assessment of the current situation and a review of organizational purpose, community needs, and an analysis of organizational strengths, weaknesses, opportunities, and critical issues.
- **Where do we need to be?** This step defines and describes the desired future state of the organization and includes the development of guiding principles — mission, vision, values, and expectations — and desired service levels for primary programs and/or services.
- **How will we get there?** This step includes the creation and development of the strategic plan, complete with initiatives, goals, objectives, action plans, and performance measures.
- **How will we sustain it?** The final step is the actual execution of the plan and achieving results as a function of capacity, availability of funding and other required resources, and the leadership required for successful change.

### The Balanced Scorecard

The balanced scorecard (BSC) is a strategic planning tool used by government and non-profit organizations to define and align activities and provide a framework to track progress toward strategic goals by balancing community, financial, customer, internal processes, and professional development growth perspectives.

Figure 9. The Public Sector Balanced Scorecard



### Key Elements in a Public Sector Application

A public sector BSC contains the same perspectives as a for-profit BSC -- customer, financial, internal work processes, and professional growth, but differs in some ways. These differences are:

**Mission Alignment:** A public sector BSC prioritizes alignment with the organization's mission and public service goals, rather than focusing on financial profit.

**Budget Alignment:** A public sector BSC considers budget constraints and resource allocation, rather than financial profit, in relation to strategic objectives.

**Community Perspective:** A public sector BSC replaces the "customer" perspective with a "community" or "citizen" perspective that focuses on citizen satisfaction, engagement, and trust.

**Financial Perspective:** A public sector BSC focuses on financial stewardship – the efficient use of taxpayer dollars and financial transparency, with a focus on achieving social and public value, not profit.

### How the Balanced Scorecard Works in Government

**Strategic Planning:** Defines the organization's vision, mission, and strategic objectives.

**Perspective-Based Framework:** Organizes strategic objectives into four perspectives – Community, Financial, Internal Processes, and Professional Development and Growth.

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**Action Planning and Implementation:** Develops action plans to address performance gaps and improve results.

**Key Performance Indicators (KPIs):** Identifies specific, measurable, achievable, relevant, and time-bound – **SMART**-- KPIs for each perspective.

**Performance Measurement:** Regularly track and analyze performance against established KPIs.

**Continuous Improvement:** Use performance data to make informed decisions, refine strategies, and drive continuous improvement.

### *Benefits of Using a Balanced Scorecard in Government*

**Improved Strategy Execution:** Helps translate plans into actionable steps and ensures alignment across the organization.

**Enhanced Performance Measurement:** Provides a holistic view of performance, going beyond financial metrics to include citizen satisfaction and other key outcomes.

**Increased Accountability and Transparency:** Promotes accountability by linking performance to specific goals and objectives, making it easier to track progress and identify areas for improvement.

**Improved Decision-Making:** Provides data-driven insights to inform decision-making and resource allocation.

**Enhanced Citizen Engagement:** Focusing on citizen needs and priorities improves citizen satisfaction and trust in government.

## SWOT-C Analysis

SWOT-C analysis is a simple but powerful strategic planning tool that helps organizations understand their position and make smarter decisions. It breaks the environmental situation into five categories: Strengths, Weaknesses, Opportunities, Threats (or concerns), and Critical Issues.

*Figure 10. The SWOT-C Matrix*



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The five components of a SWOT-C analysis can be defined as follows.

- **Strengths:** Assets and resources that can be built on to grow, strengthen, and diversify the District's activities and operations.
- **Weaknesses:** Liabilities and barriers to that could limit the District's potential.
- **Opportunities:** Organizational advantages and positive trends with the potential for new activities, investments, or use of resources.
- **Threats:** Unfavorable factors and trends, often external, that could negatively affect the District.
- **Critical Issues:** Unfavorable factors that must be addressed immediately to prevent significant negative outcomes.

During the initial phase of the planning project, the leadership team discussed District strengths, weaknesses, opportunities, threats, and critical issues (SWOT-C). These are summarized in Figure 4 of this plan.

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### Strategic Analysis -- Marketing Audit

The leadership team has discussed the need for more public outreach and ways to do a better job reaching our citizens. We have talked about the District's existing marketing efforts, with a particular emphasis on printed newsletters and online outreach, or social media.

Specifically, we looked at the newsletter, town hall meetings, ESD website, email contacts, LinkedIn, YouTube, Facebook, Instagram, and podcasts.

For maximum success, the opinions and decisions of the District should closely align with perceptions and preferences of the public and should be part of the District's ongoing marketing/branding strategy.

While a detailed analysis of media selection is not described in this plan, it is suggested some form of formal discussion or analysis take place soon. The feedback the District receives will have an impact on the prioritization, evolution, and implementation of the District's marketing and outreach activities.

#### *Account-based Marketing (ABM)*

In the past, marketing strategy relied on casting a wide net first and filtering later – TV and newspaper ads, billboards, the Yellow Pages. With the advent of technology, streaming devices, smart phones, smart TVs, and the like allow highly personalized messages to a narrowly-focused target audience.

Account-Based Marketing (ABM) is a focused approach that targets specific people and organizations that match District messages to ideal customers. ABM is a flexible strategy. It adapts based on which information pipeline is most appropriate and what the District can realistically support.

ABM relies on three marketing approaches and strategies: One-to-One; One-to-Few; and One-to-Many.

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**One-to-One:** This approach targets a single, high-value person through custom content, tailored outreach, and personal conversations. It's more than just swapping emails; it involves creating content and outreach built specifically for one individual.

This approach is resource-heavy but makes sense when the potential return justifies the time and effort. It is an effective go-to strategy for discussing ideas and vision ideas with critical, individual stakeholders.

**One-to-Few:** This approach targets a small group of people with shared needs or challenges. The messaging is tailored to the audience but is meant to reach the individual.

This approach strikes a balance between relevance and efficiency, making it a strong fit for group messages using smart content blocks, segmented lists, and small-group meetings, such as homeowner associations, non-profit group meetings, and town hall meetings. It has the advantage of being scalable and immediate without losing too much personalization.

**One-to-Many:** This is the broadest approach. You target hundreds of people with light personalization, often automated through tools like LinkedIn ads, email messaging, and website landing pages. This approach is useful for building awareness or re-engaging mass audiences. It's less hands-on, but technology can personalize content and audience segmentation can make it effective. The goal isn't deep engagement; it's awareness and volume as the priority.

*It's not about volume. It's about relevance.*

Figure 11. Characteristics of ABM Strategies

ABM Strategy	Characteristic
<b>One-to-many Tier 3</b>	<ul style="list-style-type: none"> <li>• Need visibility</li> <li>• Top of the funnel</li> <li>• Small team, small budget</li> <li>• Low touch, high tech</li> <li>• Cast a wide net</li> <li>• broad, low-effort engagement</li> <li>• Newsletter, web page, LinkedIn ads, email</li> </ul>
<b>One-to few Tier 2</b>	<ul style="list-style-type: none"> <li>• Time to engage</li> <li>• Middle of the funnel</li> <li>• Small team, limited capacity</li> <li>• speak to shared needs, pain points</li> <li>• Group meetings, website landing pages</li> </ul>
<b>One-to-one Tier 1</b>	<ul style="list-style-type: none"> <li>• Close the deal</li> <li>• Bottom of the funnel</li> <li>• Costly, many teams of one</li> <li>• Low tech, high touch</li> <li>• high touch is worth the investment</li> <li>• custom plans, content, and outreach</li> <li>• Exec level discussions</li> </ul>

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### **Newsletter**

The newsletter is the primary method of mass analog content with the public and is published and mailed on a quarterly basis. There is a need to refine the mailing list and include a QR code reference to the District's website and opt-in email programs. The newsletter is an example of a one-to-many marketing strategy.

### **Town Hall Meetings**

A town hall meeting is a public assembly, typically organized by an elected official, designed for direct interaction with constituents. It functions as a forum where individuals can voice opinions, ask questions, and discuss public issues; there is no voting on issues.

Since town hall meetings offer a direct line of communication between officials and the people they serve, they provide a platform for transparent and accountable communication. They also serve as a tool for officials to gauge public sentiment and understand the impact of their decisions on the community. This exchange helps build trust and strengthens the relationship between representatives and the public. While traditionally in-person, town halls increasingly utilize virtual, group phone calls or online platforms, to increase accessibility and broader engagement. Town hall meetings are an example of a one-to-few marketing strategy.

### **Other Group Meetings**

Other group meetings include meetings of homeowner associations; local service organizations such as Kiwanis, Lions, and Rotary clubs; and other community groups. Unlike a town hall meeting, a group meeting is organized by the group itself and typically has a designated speaker that is invited to discuss a topic of interest to the group. In some cases, the group can vote on various business items.

Like town hall meetings, group meetings can offer a direct line of communication between officials and the people they serve, thus providing a platform for transparent and accountable communication. They also serve as a tool for officials to gauge public sentiment and understand the impact of their decisions on the community. This exchange helps build trust and strengthens the relationship between representatives and the public. Group meetings are an example of a one-to-few marketing strategy.

### **Website and Email**

The website homepage is the District's primary tool for the promotion of its mission, vision, values, and other information. The website and email are examples of a multi-channel strategy. Personal emails and opt-in content can be directed one-on-one or one-to-few; broadcast email content is an example of a one-to-many strategy.

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The website is maintained by District staff and is being updated to include high quality video content, plus improvements to navigation. However, there are some simple steps the District could take to improve it.

- For the past two years, the website has been the primary channel for broadcasting both District and SBCFD information. A recent decision to split the common website into two distinct and separate presences will be a pivotal part of the marketing and branding efforts of both organizations.
- The addition of an “opt-in” link, prominently featured on the homepage, is expected to increase the features and use of directed, personalized content, event notification, and other “Smart” information tools.
- Google Analytics, a powerful tool for tracking online traffic and information about website visitors, should be included in the website update.
- The website’s News feature should be updated more frequently. The District should include press releases and public information on at least a monthly basis.
- Email marketing could become a primary source of online outreach for the District. Use of an email marketing platform such as Constant Contact could help build a database of interested recipients. As examples:
  - Maintaining regular email contact with residents could be a powerful tool for the District.

- In-person events and printed materials could be used as avenues for gathering email addresses to add to the email marketing platform.
- The District could consider issuing a monthly email “blast”, brief in content, that contains organizational news, events, and other activities.
- In all cases, care should be given to comply with email marketing best practices, including obtaining consent from recipients (opt-in), offering clear unsubscribe/opt-out options, and limiting the frequency of contacts.

### *Phone calls*

Calls made by a person who smiles, dials, and reads from a script are one-to-many marketing. Calls personally made by a District official to a community leader is a one-to-one strategy.

### *Facebook, Instagram, Twitter – now X, and NextDoor*

Although traditionally associated more with personal content, Facebook and Instagram could be used to bring attention to major events and news items, especially from the SBCFD viewpoint. Status updates, posting articles, or posting to groups are examples of a one-to-many marketing strategy; direct messages, chat messages, comments, and replies are all examples of a one-to-one marketing strategy .

The primary use of these platforms should be posting of current events, cross-posting of fire- or EMS-related content, and important news items or images such as one-page posters associated with upcoming District events.

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### *LinkedIn*

LinkedIn is known for its reach to a wide audience of professional individuals and organizations. and However, just like with more informal social media platforms, the strategic use of content can heavily influence the site’s effectiveness. If there is a desire to boost LinkedIn reach and audience engagement, the District should consider posting content that includes tagged individuals and organizations, links, and hashtags. LinkedIn is an example of a one-to-many marketing strategy.

### *YouTube*

The District does not have an active YouTube account. If there is a desire to develop a YouTube channel, videos should be high quality, both in production value and type of content, and include interviews with District leadership, members, and community leaders.

Videos should be integrated with other online outlets. The District should link to or embed its YouTube content on its website and other social media posts and should encourage cross-functional engagement whenever possible. YouTube videos are an example of one-to-many marketing strategy.

### *Webinars, podcasts, and tele-classes*

Webinars, podcasts, and tele-classes are ways to share knowledge or content remotely. They differ in how they’re delivered and how people interact with them.

**Webinars** are live or pre-recorded seminars conducted over the internet. Usually video-based, often includes slides, demos, and live Q&A. Personal interaction is moderate to high -- attendees can ask questions, participate in polls, or chat.

Webinars are ideal for ideal for workshops, product demos, or educational sessions that benefit from visuals and real-time engagement. Webinars are an example of a one-to-many marketing strategy, with the advantages of one-to-one and one-to-few.

**Podcasts** are episodic audio-only programs, conversational or storytelling in style, that listeners can stream or download. Personal interaction is low -- listeners consume content passively, usually on their own time.

Podcasts are best for interviews, commentary, or educational content that doesn’t require visuals. Podcasts can be either one-to-few or one-to-many marketing strategies.

**Tele-classes or e-learning modules** are classes conducted via audio- or video-conferencing, most often with live, call-in participation. Personal interaction is moderate to high -- participants may ask questions or join discussions.

Most often used for coaching, training, or group learning when internet access is not limited and screen sharing or video is preferable. Webinars are an example of a one-to-many marketing strategy, with the advantages of one-to-one and one-to-few.

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