

Texas Fire Chiefs Association
DOCUMENT SUBMISSION FORM

Candidate Department: **Irving Fire Department**

Best Practice Standard: 1.13 Strategic Plan

Proofs of Compliance Submitted:

1. Irving Fire Department Strategic Plan
2. City Council is currently reviewing the IFD Strategic Plan
3. Copy of email disseminating the IFD Strategic Plan

Submitted By: Scott Johnson, Program Manager

Date:

Evaluator's Review

Evaluator:

Date Accepted:

Irving Fire Department

Strategic Plan 2013 - 2018

May 2013

Introduction

The Irving Fire Department (IFD) Strategic Plan addresses the needs of our growing city while providing a roadmap for responsible goal setting based on service needs, established public policy and public expectations.

The IFD Strategic Plan for FY2013-2018 outlines the Department's top priorities and initiatives for the next five years. The plan also supports the City of Irving's Strategic Plan and Goals.

The plan focuses on seven critical goals, a 5 year needs analysis, a heavy apparatus replacement schedule and a light duty vehicle replacement plan.

Scope of Responsibilities

The Irving Fire Department provides protection to life and property from fire; first response for emergency medical service; programs of fire public safety and prevention; arson and fire cause investigations; and dispatching of fire apparatus and personnel to fire scenes and other emergencies. The department is also responsible for the development and implementation of plans for the protection of life and property, thereby minimizing the effects of a potential disaster. Our purpose is to provide the citizens of Irving the most effective and rapid emergency, fire, rescue, education and prevention services in an ever-changing world.

The Irving Fire Department is organized into two major branches; Fire Prevention and Fire Suppression.

I. Fire Prevention branch is made up of several aspects:

- Inspections
- Investigations
- Public Education
- Community Outreach
- Plan Reviews
- Life Safety and Risk Reduction
- Open Records

II. Fire Suppression branch is comprised of numerous disciplines as well:

- Suppression Activities
- Emergency Medical Services
- Hazardous Material Team
- Technical Rescue Team
- Swift Water Rescue Team
- Bike Medic Team
- Honor Guard Team
- Tactical Medic Team

Fire Administration is responsible for directing each of these branches and along with the Administrative Support Services and Training provide the essential assistance to keep our department running smoothly. Some of these functions include financial and budgetary support, marketing, planning and development, technology, communications, the public information office, strategic planning, community affairs, mutual aid agreements and best practice accreditation.

Critical Challenges

1. EMERGENCY FIRE AND MEDICAL RESPONSES
2. INFORMATION TECHNOLOGY
3. AGING INFRASTRUCTURE
4. SUCCESSION PLANNING

Our Mission

OUR MISSION IS TO MINIMIZE THE DANGERS TO LIFE AND PROPERTY FOR OUR CITIZENS, IN THE MOST EFFICIENT WAY, THROUGH FIRE PREVENTION EFFORTS, SAFETY EDUCATION, INVESTIGATIONS, FIRE CONTROL OPERATIONS AND CONTINUOUS TRAINING IN THE FIELDS OF EMERGENCY MEDICAL SERVICE, HAZARDOUS MATERIALS AND RESCUE.

Our Vision

WE ENVISION A CITY WHERE CITIZENS CAN LIVE COMFORTABLY KNOWING THEIR LIVES AND PROPERTY ARE PROTECTED BY A DEPARTMENT STAFFED WITH PROFICIENT, CARING, DEDICATED PEOPLE AND WHERE ALL CITIZENS ARE EDUCATED ABOUT FIRE PREVENTION AND OTHER PUBLIC SAFETY CONCERNS.

Core Values

POSITIVE ATTITUDES – We value a positive attitude toward the City and this department.

PROFESSIONALISM – We value pride in our department, pride in the quality of work. Our conduct, both on and off duty, is a reflection of our professional commitment.

SERVICE ORIENTATION – We value a commitment to service. We recognize a service responsibility to other City departments and to every element of our business and neighborhood community. Our performance must ultimately be judged by the satisfaction of those we serve.

TEAMWORK – We value teamwork. No one is as effective alone as they are with the cooperative help of others. We encourage all shifts and divisions to work together as equal partners.

INNOVATION – We value and encourage the challenge of new ideas and technology. Therefore, we encourage resourceful self-motivation.

PERFORMANCE – We are committed to personal and professional development. We encourage training, education, and skill development on an on-going basis. We are committed to safety and to policies that encourage the mental and physical health of our most valuable asset, our people.

EQUAL OPPORTUNITY – The Irving Fire Department is an equal opportunity employer and strongly supports and promotes equal opportunity for every individual.

Introduction

Equipped with the mission, vision, core values, and the following strengths, weaknesses, opportunities and threats or challenges (SWOT), the Irving Fire Department has focused on developing realistic strategic goals, strategic initiatives, and objectives designed to guide the department into the future.

S.W.O.T Analysis

Strengths

1. Multi-Disciplined and very competent
2. Strong commitment to volunteering in the community
3. Strong support and respect from the community
 - a. #1 on COI Citizen Satisfaction Surveys
4. Experienced workforce
5. Strong team mentality
6. Ethnic Diversity
7. EMS Service
 - a. Participating in medical studies with UTSWMC

Weaknesses

1. Seccession Planning – On average, 10 IFD members per year can retire
 - a. Develop and actively implement a program for member development
2. Under-utilized media and PIO capabilities
3. Technology
 - a. CAD upgrade effecting KPI's (mapping, MDC's, and AVIL)
 - b. Collecting of surveys from individuals we come into contact with
 - c. In-district training – internet connections lack the speed capabilities necessary to conduct audio/video station level training
 - d. Data Analysis – unable to keep IT person focused on IFD needs in order to collect necessary data for KPI's and Measurements
 - e. Inspection division still does not have a computer with the capabilities to do in-field inspections
4. Legal professional – for Chapter 143 compliance, FLSA, EEOC, and Policy and Procedure updating
5. Aging facilities needing repair, maintenance and rebuilt.
6. Multiple Heavy Apparatus and Light Duty vehicles have exceeded their life span based on past replacement agreement
7. Lack of adequate training facilities
8. Lack of dedicated Fire Department apparatus maintenance program and staff at city shop

Opportunities

1. EMS ordinance for special events within the COI
2. CFAAA willing to take on rehabilitation apparatus responsibilities
3. Monitor Ft. Worth's community paramedic program and Plano's minor injury response
4. Continue to apply for AFG for supplemental funding
5. Continue to build partnerships within the community
6. Continue to promote and do outreach for workforce diversity
7. Continue to develop and work with an IFD strategic plan

Threats/Challenges

1. On average the IFD has 10 employees that have the opportunity to retire annually
2. Private EMS companies continue to attempt to acquire Irving's EMS
3. The continuation of unfunded mandates
4. Staying current with technology and equipment continues to impact city finances
5. Potential for natural and manmade disasters
6. Steady increase of EMS calls and its impact on heavy apparatus

Strategic Goals

1. Improve emergency response based on national standards
2. Improve professional development outcomes for officers and fire equipment operators
3. Improve communications and promote usage of advanced information technology
4. Ensure capital assets meet the needs of the community
5. Promote the health and safety of IFD members
6. Improve life safety and risk reduction within the community
7. Focus on diversity recruiting efforts

Goal 1.0 – Improve Emergency Responses Based on National Standards

- 1.1 Perform data analysis to evaluate key performance indicators
- 1.2 Educate department personnel on standards included in NFPA 1710
- 1.3 Meet NFPA 1710 fire response time standards
- 1.4 Meet NFPA 1710 EMS response time standards
- 1.5 Meet NFPA 1710 standards for 1st alarm responses
- 1.6 Regular data analysis on 2-in-2 out response times
- 1.7 Enhance regional approach to service delivery
- 1.8 Meet NFPA 1710 & NFPA 1221 communication time standards

Goal 2.0 – Improve Training and Professional Development

- 2.1 Enhance Professional Development training provided to veteran company officers.
- 2.2 Extend and enhance training provided to fire equipment operators.
- 2.3 Enhance In-Service Training for newly promoted drivers and officers.
- 2.4 Develop an Executive Leadership Program for Chief Officers
- 2.5 Develop training initiatives to ensure the maintenance and sustainability of core competencies
- 2.6 Develop systems that promote teamwork and mutual respect
- 2.7 Develop a Specialty Team training matrix (Hazardous Material, Technical Rescue and Swift Water Rescue)
- 2.8 Develop an officer training matrix (professional development, career development and in-service training)
- 2.9 Develop a Specialty Programs training matrix (Bike Medics, Tactical Medics, Honor Guard and Chaplain/CISM)
- 2.10 Enhance in-station EMS continuing education programs
- 2.11 Ensure National Incident Management System (NIMS) Compliance

Goal 3.0 – Improve Communications and Promote Usage of Advanced Information Technology

- 3.1 Communications & Technology
 - 3.1.1 Audit and assess current Communications & Technology assets
 - 3.1.2 Conduct SWOT Analysis of current and future department-wide Communication and Technology needs
 - 3.1.3 Develop a multi-year Communication and Technology implementation plan
- 3.2 Enhance the Department-wide internal communication strategy
- 3.3 Implement a Quality Control and Assessment program for EMS
- 3.4 Produce Annual Report
- 3.5 Enhance the relationship between labor and management
- 3.6 Improve Department branding in partnership with COI corporate communications

- 3.7 Improve Post Incident Analysis Reviews (PIA)
 - 3.7.1 Develop reporting requirements for Near Miss and Major incidents
 - 3.7.2 Develop after action reporting requirements for all major incidents requiring a PIA
- 3.8 Implement an integrated station audio/video system to provide training that allows personnel to remain in-district
- 3.9 Review and disseminate 5 year Strategic Plan annually.
- 3.10 Cultivate public-private partnerships
- 3.11 Report Key Performance Indicators (KPI) monthly and produce annual statistical brochure.
- 3.12 Update and Clarify Policies, Procedures and Guidelines
 - 3.12.1 Revise Update Emergency Operating Guidelines, (EOG's), Manual of Procedures (MOP's), and Rules and Regulations (R&R's)
 - 3.12.2 Post Civil Service Rules and Promotional Source List every two years
 - 3.12.3 Evaluate procedures for efficiency and effectiveness
 - 3.12.4 Enforce policies and procedures that ensure accountability for fair and respectful treatment of all IFD employees
- 3.13 Implement a customer service survey program for emergency operations, community outreach and Public Education programs

Goal 4.0 – Ensure Capital Assets Meet the Needs of the Community

- 4.1 Provide fire facilities for effective and efficient emergency response.
- 4.2 Develop plans for new fire training facility and burn tower.
 - 4.2.1 Maintenance Facility for Fire Apparatus Repairs
- 4.3 Develop a procedure to document repairs and needed improvements of facilities and apparatus
- 4.4 Ensure personnel are properly equipped to perform their function.
- 4.5 Establish a capital asset replacement schedule.
- 4.6 Develop a process to evaluate and select new equipment and technology
- 4.7 Increase Grant Funding

Goal 5.0 – Promote the Health and Safety of IFD Members

- 5.1 Enhance the wellness monitoring of IFD Members.
- 5.2 Enhance fire incident safety officer training program.
- 5.3 Develop operational procedures in compliance with NFPA 1500
- 5.4 Reduce Vehicle Accidents
- 5.5 Reduce on-duty injuries
- 5.6 Maintain and verify EPA compliance
- 5.7 Increase Emergency Operations Command Staffing

Goal 6.0 – Improve Life Safety and Risk Reduction within the Community

- 6.1 Enhance the comprehensive prevention education plan
 - 6.1.1 Enhance fire safety education for all 3rd grade children
 - 6.1.2 Enhance fire safety education for all children
 - 6.1.3 Enhance fire safety education for senior adults
 - 6.1.4 Enhance fire safety education for business community
 - 6.1.5 Conduct fire safety exit drills for children 12th grade and under
- 6.2 Enhance the comprehensive fire code enforcement plan
 - 6.2.1 Occupancies requiring yearly inspections – High hazard
 - 6.2.2 Occupancies requiring inspections every other year – Moderate hazard
 - 6.2.3 Occupancies requiring inspections every three years – Low hazards
- 6.3 Continue to analyze and evaluate fire inspection program
- 6.4 Preplan high-risk commercial occupancies
 - 6.4.1 Implement new evacuation plan procedures for commercial high-rise buildings
- 6.5 Identify high fire-risk neighborhoods by assessing fire fatalities and injuries and implement pilot programs to reduce risk
- 6.6 Strengthen relationships between local fire stations and the communities they serve
- 6.7 Enhance support for Citizens fire academy program.

Goal 7.0 – Focus on Diversity Recruiting Efforts

- 7.1 Continue targeted recruiting that reflects the diversity of the community
- 7.2 Enhance comprehensive diversity training within the IFD
- 7.3 Customize service to meet the unique needs of our diverse population

Needs Assessment Executive Summary

1. Fire Stations

Recommendation: Sell bonds in fiscal year 2013-2014, 2014-2015, and 2015-2016, for construction of Fire Station #12 and the reconstruction of Fire Stations #4 and #3. The locations should be based on master site planning.

Result: The construction of Station 12 and the reconstruction of Fire Stations #4 and #3 will provide the citizens within those fire districts a facility in which they can take pride. This will address the concerns of energy conservation, quicker response times due to strategic placement of facilities, and storage for reserve fire department apparatus.

2. Additional Apparatus

Recommendation: Staff and equip an additional Mobile Intensive Care Unit (MICU) placed in service at Station 1.

Result: Placing a 9th MICU in-service at Fire Station #1 will improve Emergency Medical Services provided to the citizens of Irving by reducing response times in southeast Irving and allow other MICU's to remain in their respective districts.

3. Heavy Apparatus Replacement

Recommendation: Sell bonds in fiscal year 2012-2013 and 2013-2014 for the purchase of one (1) ladder truck, five (5) pumper/engines, and one (1) light/air apparatus.

Result: The aging fleet we currently have will be replaced with NFPA 1901 compliant fire apparatus, resulting in a reduction in maintenance and operational costs.

4. MICU Replacement

Recommendation: Re-implement past MICU replacement schedule.

Result: MICU's every three years, and then reassigned to reserve status for a maximum of two years. Our front-line MICU's will suffer less down time, improving reliability by allowing them to remain in-service and available for emergency calls.

5. Lifepak 15 Cardiac Monitors

Recommendation: Replace all current Lifepak-12 cardiac monitors with Lifepak-15 cardiac monitors.

Result: Utilizing the latest state-of-the-art technology allows for the seamless sharing of electrocardiograms (ECG) with hospital emergency department staff to expedite treatment of STEMI (heart attack) patients, saving valuable time when it is needed most.

6. Public Safety Training Facility

Recommendation: Sell bonds in fiscal year 2012-2013 for the design of a master site plan, which will be a multi-use facility for both fire and police. Sell bonds in Fiscal Year 2013-2014 for the construction of a live fire training facility. Currently, IFD companies leave the city to conduct mandatory live fire training, greatly increasing overall response times.

Result: The master site plan will provide direction for placement of the various aspects of this facility. The live fire training facility will improve our members' abilities to maintain critical competencies necessary for an All Hazards approach to emergency response. The live fire training facility will also allow our companies to remain in the city for any incidents that may require their response.

Additionally the site plan should include the following:

1. Fire Administrative / Supply Building
2. Fire / EMS Training Building
3. Dedicated Apparatus Maintenance Facility
4. Reserve Fire Equipment Storage Building

7. Staffing

A. Recommendation: Increase authorized staffing by six (6).

- Create a new Fire Captain position (requires hiring 3 FF's). The newly created Fire Captain would serve as an Emergency Medical Services Supervisor/Command Technician in Emergency Operations.
- Also, hire 3 new FF to fill vacancies created by job reclassifications in FY 09/10.

Result: The EMS/Command Technician Captain will improve the span of control in EMS operations. Additionally the position will enhance fire operations incident safety by placing a properly trained officer on scene to function as a Command Technician, in compliance with NFPA 1710 requirements. Hiring the 3 firefighters to fill vacancies will greatly reduce overtime to maintain fire department minimum staffing requirements.

B. Develop and Implement a plan for 4 firefighter (on-duty personnel) staffing.

Result: Increasing staffing levels from three to four would potentially provide the following substantial benefits:

- Meet the current:
 - NFPA 1710 5.2.1 Staffing standards
 - NFPA 1500 Appendix Safety standards
 - NFPA 1410 Appendix A-3-2.1 Training standards
 - Texas Administrative Code, Chapter 435 Fire Fighter Safety, Rule §435.17 Procedures for Interior Structural Fire Fighting (2-In / 2-Out Rule)
 - OSHA regulations, 29 CFR 1910.134(g) (3) and (4)
 - OSHA "General Duty Clause" utilized to enforce NFPA standards

- Lower fire damage dollar loss and increase loss/save ratio
- Increase safety and reduce risk of injuries/deaths for civilians and Firefighters.
- Reduce Worker's Compensation claims for Firefighters.
- Decrease residential and commercial properties taxes.
- Increase Economic Development with an improved Insurance Services Offices (ISO) Public Protection Classification (PPC) score.

Needs Assessment Detailed Report

Fire Stations

- Fire Stations over 50 years old:
 - Fire Station #2 - Built in 1956 - 57 years old
 - Fire Station #3 - Built in 1957 – 56 years old
 - Fire Station #4 - Built in 1960 – 53 years old

- Fire Stations built in the 1970's and 1980's
 - Fire Station #1 -Built in 1975 - 38 years old
 - Fire Station #7 - Built in 1982 – 31 years old
 - Fire Station #8 -Built in 1984 – 29 years old
 - Fire station #9 - Built in 1987 – 26 years old
 - Fire Station #10-Built in 1989 – 24 years old

- Fire station #11 was the only station constructed in the 90's, built in 1997.

- Our most recent reconstructed fire stations are:
 - Fire station #5 - Built in 2002
 - Fire station #6 - Built in 2005

- Sell Bonds in Fiscal Year 2013-2014:

Fire Station #12 has been discussed for some time now with no action taken. A high population density, coupled with the ongoing construction of premier single family dwellings in the Northeast quadrant of Irving, makes this the best time to put action behind the strategy. The narrow streets in the La Vallita subdivision show a need for a compatible fire truck or a tiller truck, a pumper/engine, and an ambulance at Fire Station #12. Two bond packages have been passed for this facility, one in 1999 for \$2,130,000, and the second in 2006 for \$2,110,000.

- Sell Bonds in Fiscal Year 2014-2015:

Fire Station #4 was constructed in 1960 and houses one pumper/engine and one ambulance. Two bond packages have been passed for reconstruction of this facility. One in 1999 for \$1,415,000, and the second in 2006 for \$1,245,000.

- Sell Bonds in Fiscal Year 2015-2016:

Fire Station #3 was constructed in 1957 and houses one pumper/engine, one ambulance, a mass casualty trailer, a reserve pumper/engine, and the EMS Supervisor suburban. Two bond packages have been passed for reconstruction of this facility. One in 1999 for \$1,630,000 and the second in 2006 for \$1,100,000.

Recommendation: Sell bonds in fiscal year 2013-2014, 2014-2015, and 2015-2016, for the construction of Fire Stations #12, and the reconstruction of Fire Station #4 and Fire Station #3. The location should be based on master site planning.

Results: The construction of Fire Station #12 will provide quicker emergency services to portions of the city that currently experience service delays because of geographical locations of existing stations. This construction will also assist the city in achieving greater compliance with NFPA 1710 standards for response times.

The reconstruction of Fire Stations #4 and #3 will provide the citizens within those fire districts a facility they can be proud of and, at the same time, address the concerns of energy conservation, quicker response times due to strategic placement of facilities, and storage for extra fire department apparatus.

Heavy Apparatus

In 1999, the voters approved bond packages totaling \$3,190,000 to replace fire trucks. In 2006, the voters approved bond packages totaling \$6,325,000 for fire pumper/engine replacement, and \$1,095,000 for fire aerial truck replacement.

- Sell Bonds in Fiscal Year 2012-2013:

Recommend the sale of bonds, valuing \$3,338,471, to replace one aerial truck, three pumper engines and one light/air apparatus. A factor of 35 has been chosen to convert hours on the apparatus motor to wear and tear mileage on the motor. The factor of 35 is the same factor that Solid Waste utilizes on their heavy apparatus.

- Aerial Truck-7 is a 1997 Pierce 105' aerial ladder that has 7,712 hours on it and an estimated 269,920 miles on the motor. A new aerial truck purchased in the fiscal year 2012-2013 will cost an estimated \$1,105,578. If approved, this would leave a remaining balance of unsold 1999 bonds for aerial truck replacement at \$2,084,422.
- Pumper/Engine 3 is a 2001 Pierce Saber pumper/engine with 9,084 hours on it and an estimated 317,940 miles on the motor. A new pumper engine purchased in the fiscal year 2012-2013 will cost an estimated \$560,964.
- Pumper/Engine 4 is a 2000 Pierce pumper/engine with 10,083 hours on it and an estimated 352,905 miles on the motor. A new pumper engine purchased in the fiscal year 2012-2013 will cost an estimated \$560,964.
- Pumper/Engine 8 is a 1999 Pierce pumper/engine with 7,603 hours on it and an estimated 266,105 miles on the motor. A new pumper/engine purchased in the fiscal year 2012-2013 will cost an estimated \$560,964.
- Light/Air Apparatus-555 is a 1992 International, 2 1/2 ton fire apparatus that is also used as a rehabilitation unit to comply with NFPA 1584: Standard on the Rehabilitation Process for Members during Emergency Operations and Training Exercises. This apparatus, originally a "display unit", was purchased from the vendor while being presented to various municipalities over 20 years ago. The apparatus was originally purchased to refill SCBA air cylinders through a cascade system and provide emergency scene lighting. It is now also used for firefighter rehabilitation at large incidents and training events. This apparatus should be kept as a backup apparatus to the new front-line air/rehab apparatus when purchased and

placed in-service. A new air/rehabilitation apparatus purchased in the fiscal year 2012-2013 will cost an estimated \$550,000.

- Sell Bonds in Fiscal Year 2013-2014:

If the recommendation for the fiscal year 2012-2013 is approved, the remaining bonds that are available for pumper fire apparatus replacement from 2006 would be \$4,092,108.

- Pumper/engine 9 is a 2003 Pierce pumper/engine with 5,802 hours on it and an estimated 203,070 miles on the motor. A new pumper/engine purchased in the fiscal year 2013-2014 will cost an estimated \$589,012.
- Pumper/Engine 10 is a 2003 Pierce pumper/engine with 5,767 hours on it and an estimated 201,845 miles on the motor. A new pumper engine purchased in the fiscal year 2013-2014 will cost an estimated \$589,012.

This should leave a remaining balance of \$2,914,084 of unsold bonds from 2006.

Recommendation: Sell bonds in fiscal year 2012-2013 and 2013-2014 for the purchase of one (1) ladder truck, five (5) pumper/engines, and one (1) light/air apparatus.

Result: The aging fleet we currently have will be replaced with fire apparatus that will be compliant with NFPA 1901: Standard for Automotive Fire Apparatus. Also, there should be significant reductions in maintenance and operational costs.

Ambulances

Our advanced life support ambulances are utilized as Mobile Intensive Care Units (MICUs), and spend a large amount of time idling while paramedics execute Biotel standing orders and communicate with medical control for additional interventions. A factor of 35 has been chosen to convert hours on the apparatus motor to actual wear and tear mileage on the motor. The factor of 35 is the same factor that Solid Waste utilizes on their apparatus.

- Replacement in Fiscal Year 2012-2013
 - Medic-2 is a 2009 Ford chassis that is currently assigned to Fire Station #2. Medic-2 responded to 3,165 calls for service in fiscal year 2012-2013. The vehicle currently has 7,238 hours on the motor, which is approximately 253,330 miles on the diesel engine. A recent quote for fiscal year 2012-2013 to replace this apparatus was \$208,000.
 - Medic-3 is a 2009 Ford chassis that is currently assigned to Fire Station #3. Medic-3 responded to 2,488 calls for service in fiscal year 2012-2013. The vehicle currently has 5,545 hours on the motor, which is approximately 194,075 miles on the diesel engine.

- Replacement in Fiscal Year 2013-2014:
 - Medic-5 is a 2009 Ford chassis that is currently assigned to Fire Station #5. Medic-5 responded to 2,110 calls for service in fiscal year 2012-2013. The vehicle currently has 6,078 hours on the motor, which is approximately 212,730 miles on the diesel engine.
 - Medic-7 is a 2009 Ford chassis that is currently assigned to Fire Station #7. Medic-7 responded to 2,042 calls for service in fiscal year 2012-2013. The vehicle currently has 5,669 hours on the motor, which is approximately 198,450 miles on the diesel engine.
 - If the recommendation to place a 9th front-line ambulance in-service is approved, then three ambulances will need to be purchased in the fiscal year 2013-2014.

- Replacement in Fiscal Year 2014-2015:
 - Medic-10
 - Medic-11

- Replacement in Fiscal Year 2015-2016:
 - Medic-6
 - Medic-4

Recommendation: We recommend that the past replacement schedule be re-implemented. This would allow the fire department to replace front-line ambulances every three years, and then move them to reserve status for a maximum of two years.

Result: Front-line ambulances will suffer less wear and tear, allowing them to remain in-service and available for emergencies calls more often.

Lifepak Cardiac Monitors

- Each Irving Fire Department front-line and reserve ambulance is equipped with a Lifepak-15 cardiac monitor. This is the most technologically advanced cardiac monitor approved by the FDA for pre-hospital care.
- Our pumper/engines and aerial trucks are classified as Advanced Life Support (ALS) apparatus. These apparatus are staffed with at least one paramedic, and have the capability to deliver advanced life support to the patient. However, these apparatus are currently equipped with the Lifepak-12 cardiac monitor, which are no longer produced and will not be supported with replacement parts once the inventory is exhausted. A strategy must be devised for replacing these units with the Lifepak-15.

- We recommend a replacement schedule be implemented so the general fund will not face a large financial impact in one year. As a way to reduce the financial burden, surplus funds from the maintenance and operating budgets at the end of the fiscal year can be utilized to purchase as many Lifepak-15s as possible.
- The last quote we obtained had a discount price of \$30,000 per unit. In order to place the new units on all front-line fire apparatus, 15 units would be required, for a total cost of approximately \$450,000.

Recommendation: We recommend replacing all current Lifepak-12 cardiac monitors being used on Advanced Life Support (ALS) apparatus with Lifepak-15s.

Result: Advanced Life Support personnel will be utilizing the latest, state-of-the-art technology that allows for the seamless sharing of electrocardiograms (ECG) with hospital emergency department staff to expedite treatment of STEMI (heart attack) patients, saving valuable time when it is needed most.

Technology

Several weaknesses have been identified through the SWOT analysis, and the operating budget can address most of these issues over the next 3-5 years with collaboration and teamwork with the IT department.

Public Safety Training Facility

The recommendation is to possibly purchase one of the commercial structures currently located on North Skyway Circle for the future home of Fire Administration, Fire Property Room, and Fire Prevention.

- Fiscal Year 2012-2013
 - Master Site Plan-\$500,000
- Fiscal Year 2013-2014
 - Fire/Drill Tower - dialogue with companies that build these structures estimate a cost of \$2 million to meet our current training needs within the Irving Fire Department. This price should include the additional concrete work that surrounds the structure.

Recommendation: Sell bonds in fiscal year 2012-2013 for the design of a master site plan for a multi-use facility for both fire and police. Sell bonds in fiscal year 2013-2014 for the construction of a fire/drill tower.

Result: The master site plan will provide direction moving forward for placement of the various aspects of this facility. The fire/drill tower will allow our companies to become better prepared for the multitude of tasks that are expected from our citizens. The fire/drill tower will also allow our fire apparatus and support staff to remain in the city for any incidents that may require their response.

Additional Equipment

When the fire department places new apparatus in-service, we do not hire enough personnel to account for accrued leave (holidays, vacations, etc.). This financial impact will continue to be felt within the overtime budget if this practice continues.

- Medic-1 – In fiscal year 2012-2013, Irving Fire Department apparatus responded to 2,119 medical calls in Fire Station #1's district. The addition of Medic-1 would add to the already exceptional service provided to the community surrounding Fire Station #1. The ambulances that would be impacted the most (allowing them to remain in and respond to medical calls in their own district) by the addition of Medic-1, are the ambulances housed at Fire Station #2, Fire Station #3 and Fire Station #5.
 - The cost to place a new ambulance in-service with the necessary equipment would cost an estimated \$255,000.
 - The baseline personnel requirement would require six Fire Equipment Operators' positions, with an estimated total compensation of \$87,525 each.

Recommendation: We recommend an Advanced Life Support ambulance to be placed in-service at Fire Station #1. This will give the City of Irving nine (9) front-line ambulances.

Result: By placing a 9th ambulance in-service at Fire Station #1, we would expect an overall improvement in Emergency Medical Services provided to the citizens located in Fire Station #1's district. The impact would also reduce responses from ambulances located in adjacent districts, which would leave their district without a front-line ambulance.

Staffing

Over the last five years, there have been several staffing reclassifications that have proved beneficial to the Irving Fire Department. However, the number of firefighters has been reduced by five (5) during this time period.

- Three (3) Firefighter's for fiscal year 2009-2010; Three (3) Fire Equipment Operators were reclassified to Lieutenants. Three (3) members were promoted to Fire Equipment Operator; however, three (3) firefighters were not hired to replace them.
- In August, 1990, the Irving Fire Department implemented a Command Technician (CT) position for each Battalion Chief in Emergency Operations. The Command Technicians were utilized on large incidents to help the Incident Commander keep track of personnel, assist in identifying safety hazards, organize the scene, and assist in tactical decisions. The Command Technician positions were eliminated by an Interim Fire Chief in March, 1995, and we have not been able to regain these positions. My recommendation is to implement a second Emergency Medical Service Supervisor position to serve as an EMS Shift Supervisor and a Command Technician. Fire Captains would be assigned to this new position, allowing members to adhere to the chain-of-command.

- This would require the creation of three (3) Fire Captain positions and an EMS Supervisor vehicle.
- Each Fire Captain position would cost \$103,305
- One EMS Supervisor vehicle to match our current EMS apparatus would cost \$62,475

Recommendation: We recommend that three (3) firefighters be hired and a new Captain's position be created and implemented as a second EMS supervisor in Emergency Operations.

Result: By hiring the 3 firefighters, less overtime will be paid in order to maintain fire department minimum staffing requirements. The EMS/Command Technician Captain will increase incident safety by placing a properly trained officer on scene to function as a Command Technician, a vital role in fire department emergency operations.

- Develop and Implement a plan for 4 firefighter (on-duty personnel) staffing.

Result: Increasing staffing levels from three to four would potentially provide the following substantial benefits:

- Meet the current:
 - NPFA 1710 5.2.1 Staffing standards
 - NFPA 1500 Appendix Safety standards
 - NFPA 1410 Appendix A-3-2.1 Training standards
 - OSHA regulations, 29 CFR 1910.134(g) (3) and (4)
 - OSHA "General Duty Clause" utilized to enforce NFPA standards
- Lower fire damage dollar loss and increase loss/save ratio
- Increase safety and reduce risk of injuries/deaths for civilians and Firefighters.
- Reduce Worker's Compensation claims for Firefighters.
- Decrease residential and commercial properties taxes.
- Increase Economic Development with an improved Insurance Services Offices (ISO) Public Protection Classification (PPC) score.

Community Paramedic Program

- **Community Paramedicine**
 - Community Paramedics is a relatively new, but growing concept used to address community-based healthcare issues that are already putting a strain on emergency medical services (911 responders and/or hospital emergency departments). With health care costs increasing, and the prospects for adequate reimbursement decreasing at the same time, new and innovative methods are needed to address this growing problem.

- The concept of Community Paramedics or Advanced Practice Paramedics (APP) is based on the premise of identifying patients who would benefit from this type of intervention. Implementation of this concept will reduce the impact on the 911 system and cut down on costs and unnecessary charges. Some of the patients who would benefit from the implementation of this concept include:
 - Patients at high risk for readmission to a hospital due to serious medical conditions, such as CHF (congestive heart failure) or post-myocardial infarction (heart attack).
 - Patients who have chronic medical conditions that, with proper monitoring, would reduce the need for emergency department visits and/or admission to a hospital.
 - Patients who are excessive or frequent users of the 911 system. Many patients are unaware of alternative care. They are only aware of the 911 system.
- Specific roles and responsibilities of the Community Paramedic or Advanced Practice Paramedic program would be determined by local healthcare officials and emergency response agencies as needs are identified. Advanced Practice Paramedics responsibilities would include:
 - Follow-up with patients to help them monitor their health and recover from serious illnesses. Check vital signs, blood pressure screening, and safety risk assessments (i.e. risks for falling).
 - Determine patients' actual underlying needs, and provide information for appropriate follow-up with community resources.
 - Patient education
- The funding aspect is the biggest unknown with this program. Since current policies and rules by CMS (Centers for Medicare/Medicaid Services) have not addressed payment or reimbursement for non-transport interventions, it is an issue that is still being discussed.

In some cases, joint partnerships with health care agencies (i.e. hospitals and fire departments) are a model that is being tested in various parts of the country. Other locations, such as Minnesota, have passed laws addressing the roles and responsibilities of Community Paramedics. This law also provided for a revenue stream supported by the state legislature. Locally, this may be a potentially viable option. The key question will be program sustainability once it is implemented.

There are many variables concerning the Community Paramedics/Advanced Practice Paramedics issue. As we gather additional information, we will evaluate the potential best practices for a sustainable revenue stream.

In Closing

On behalf of the members of the Irving Fire Department we are pleased to submit our strategic plan. This strategic plan is comprised of seven critical goals; a 5 year needs assessment, and a heavy apparatus/light duty replacement vehicle schedule. Our strategic plan represents many hours of hard, thought provoking work. Several IFD members took a critical look at our values, philosophies, past practices, service delivery, and attention to detail. Over the past several years, the IFD membership has requested direction from their fire administration and with the recent personnel changes we have been able to collaborate and develop a comprehensive strategic plan for our organization's long-term direction and focus. We offer this plan with the anticipation of a collaborative implementation and support and also holding us accountable for the results that will benefit our members and enrich our community.

FW: Strategic Plan

Victor Conley

Sent: Thursday, August 29, 2013 11:05 AM**To:** Fire Master List**Attachments:** IFD Strategic Plan 2013.pdf (294 KB)

IFD Members,

Fire Administration has recently received the final Strategic Plan document prepared by our Strategic Planning Team. I am very proud of the collaborative effort that took place for this project. I want to tip my hat to Chief J. Sherburn and his team: Captain D. Hall, Captain S.A. Johnson, Captain J Taylor, Captain R. Sanderson, Lt. M. Smith, Lt. G. Grove, and Lt. M. Johnson for their tireless efforts and extensive work related to this project, Job Well Done! We will be utilizing this tool along with a few others, such as a the master site plan, to address our needs and concerns to city leaders.

I encourage each one of you to review this document so that you understand the challenges we face as a department. The PDF documents can be found on the J/Drive in a folder titled "***Strategic Plan 2013***".

Enjoy,
Chief Conley