



**DALLAS FIRE-RESCUE
STRATEGIC PLAN FY08-10**



Dallas Fire-Rescue Department
EDDIE BURNS, SR., Fire Chief



DFR STRATEGIC PLAN

The DFR Strategic Plan for FY2008-2010 outlines the Department's top priorities and initiatives for the next two years. This plan supports the City of Dallas' Key Focus Areas of Public Safety, Neighborhood Vibrancy, E3 Government,

The Plan addresses the needs of a growing city while providing a guideline for future DFR improvements, as well as policy and operational changes within the Department.

The plan focuses on seven critical objectives that center around the Key Focus Area of Public Safety:

1. **Improve Emergency Response**
 - Key Focus Area: 1.3.1 and 1.3.4 Public Safety: Visibility and Awareness: Strengthen the strategic presence of public safety personnel and deploy staff according to strategic needs and assessments
2. **Enhance Health and Safety of DFR Members**
 - Key Focus Area: 1.2.2 Public Safety: Resource Management: Enhance Public Safety employee development opportunities
3. **Strengthen Management and Planning and Development**
 - Key Focus Area: Public Safety and E3 Government
4. **Increase Diversity**
5. **Improve Life Safety and Risk Reduction**
 - Key Focus Area: 1. Public Safety
6. **Improve Communications and Advance Technology**
 - Key Focus Area of Public Safety:
7. **Improve Emergency Response**
 - Key Focus Area: 1.3.1 and 1.3.4 Public Safety: Visibility and Awareness: Strengthen the strategic presence of public safety personnel
 - Key Focus Area: 1.4.5 Public Safety: Resource Management: Upgrade technology and equipment to enhance service delivery

8. **Ensure capital assets (facilities, apparatus, and equipment)**
 - Key Focus Area: 1.4.5 Public Safety: Resource Management: Upgrade technology and equipment to enhance service delivery)



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I. EXECUTIVE SUMMARY

On behalf of the members of the Dallas Fire-Rescue Department we are pleased to introduce our strategic plan. This plan represents the work of hundreds of Dallas Fire-Rescue members and is a result of looking critically at values, philosophies, beliefs, service delivery, and the culture. Over the past two years, membership has had an opportunity to participate in the development of their organization's long-term direction and focus. We offer this plan with anticipation of positive implementation results for our customers and for our members.

II. DFR'S VISION, MISSION STATEMENT AND CORE VALUES OF THE DEPARTMENT

- **VISION:** To become a World Class Fire Department that sets an exemplary standard in fire prevention, rescue, suppression, and EMS through progressive leadership and innovative practices.
- **MISSION:** Our mission is to prevent and suppress fires, educate and rescue citizens, provide emergency medical services, promote public safety and foster community relations.
- **CORE VALUES:** To consistently exceed the citizens' expectations by providing professional quality service with compassion and integrity through a dedicated workforce that represents and respects our diverse community.

Integrity
Diversity
Compassion
Dedication
Respect
Customer Service

III. DFR'S SCOPE OF RESPONSIBILITIES

The Dallas Fire-Rescue Department provides protection of life and property from fire; first response for emergency medical service; programs of fire 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 Dallas the most effective and rapid emergency, fire, rescue, education and prevention services in an ever-changing environment.

The Department is organized into seven major bureaus: Emergency Response, Life Safety and Risk Reduction, Homeland Security, Professional Standards, Training and Support Services, Financial Services and Planning and Development. The Medical Director is a part of the Fire Chief's Office. The Emergency Response Bureau conducts daily emergency response activities associated with fire stations and provides all daily fire response activities associated with fire stations. The Training and Support Services Bureau oversees technical, new recruit, and certification training, as well as maintenance and upkeep of equipment and stations. The Life Safety and Risk Reduction Bureau perform inspections, alarm services of life safety systems, investigations and citizen education. The Professional Standards Bureau holds all departmental administrative functions, Human Relations activities and Internal Affairs functions. The Homeland Security Bureau is responsible for Special Operations, Technology, Open Records and Dispatch. The Financial Services Bureau is responsible for all aspects of the financial and budgetary functions and Planning and Development oversees Communications and Marketing, the Public Information Office, Strategic Planning, Community Affairs, Mutual and Automatic Aid Agreements, ISO Certification and Accreditation.

IV. DFR'S CRITICAL CHALLENGES

- 1. SUCCESSION PLANNING**
- 2. EMERGENCY MEDICAL RESPONSE**
- 3. REGIONAL RESTRUCTURE**
- 4. MANAGEMENT COMPETENCIES**
- 5. CULTURAL COMPETENCIES**

6. RISK REDUCTION

7. INFORMATIONAL TECHNOLOGY

V. DEPARTMENTAL CULTURAL COMPETENCY PLAN

The Departmental Cultural Competency Plan supports the organizational priority of diversity by addressing the workforce.

Cultural Analysis	<ul style="list-style-type: none">• All new recruits attend a diversity class as part of the orientation.• The department has incorporated diverse interview panels for several years.• The Fire Department has adopted the CPAT entrance test.• The Fire Department is collaborating with the Human Resources Department and Civil Service in a number of recruitment efforts.• The Fire Department is experiencing an increase in demand for Spanish speaking individuals due to the rapid growth of the Hispanic population and is investigating a Spanish immersion program.• The perception of unequal treatment along racial and gender lines exists within the department.• The Fire Department participates in community outreach through programs such as the Citizens Fire Academy, Explorers, the Boy Scouts, the Citizens Fire Academy Alumni programs, the James Madison Program, the Adopt-A-Station program and Big Brothers and Big Sisters.
Top Cultural Issues	<ul style="list-style-type: none">• Difficulty in recruitment and hiring of minority and female applicants.• Perception of unequal treatment along lines of race and gender• Perception of reverse discrimination• Perception of unfair hiring and promotional processes• Hesitancy to endorse innovative private-public partnerships• Lack of management accountability in enforcing policies and procedures

Action Plans to Address Issues

Short term

- Form a Departmental Cultural Advisory board
- Utilize the Candidate Physical Ability Test (CPAT) for physical ability testing and mentor female and minority candidates.
- Continue to work with HR, Civil Service, and the CMO to improve the hiring process
- Conduct additional meetings with executive, management, and supervisory personnel to ensure their understanding of the organizational priority of inclusion and diversity.
- Institute cultural training
- Conduct Spanish classes and pursue Immersion Station
- Address infractions in a timely and zero tolerance manner
- Track and publish Internal Affairs and EEO service delivery
- Third party evaluation of grievance and internal affairs process

Long Term

- Ensure department managers and supervisors recognize the organizational priority of inclusion and diversity through internal communication instruments such as the Backline, Signal 1/7, Leadership Under Fire, SOP's, information bulletins, graphics and posters and the verbal word.
- Develop behavioral competencies that support diversity and inclusion
- Incorporate behavioral competencies into performance management plans
- Enforce managerial accountability for oversight of member behavior and words.
- Increase managerial competency in preventing and handling personal issues.

DEPARTMENTAL MANAGEMENT COMPETENCY PLAN

The Departmental Management Plan should support the organizational priority of communication, training and education, innovation and best practices by addressing workforce performance and staff accountability.

Management Analysis	<ul style="list-style-type: none">• A 70% gap in actual versus ideal communication in the department in 2006• The majority of our officers have received no soft skill, leadership, or supervisory training in their careers.• Dedicated resources for Planning and Development and Learning did not exist before 2006.• The Fire Department has not collaborated in leadership/management training offered through the City of Dallas Human Resources Department• The Fire Department is experiencing an increased demand for leadership qualities as changes are identified by the present Training and Support Services and efficiency study implementation is required.• The Fire Department is being required to assume a leadership role in regional/state/national security/terrorism/disaster recovery.• The Fire Department anticipates a 61% attrition of workforce by 2012.
Top Leadership Issues	<ul style="list-style-type: none">• Accountability• Apathy• Gatekeepers vs. change agents• Low risk-taking• No mentoring program• No attention to succession• Lack of civil service protection for upper leadership discourages advancement• Reorganization of the department has caused multiple role and responsibility changes that have a learning curve associated.

<p>Action Plans to Address Issues</p>	<ul style="list-style-type: none"> • Form a communications task force • Utilize the previous Berkshire task forces to develop and apply communication strategies
<p>Short term</p>	<ul style="list-style-type: none"> • Develop a internal newsletter • Promote Leadership Under Fire • Resurrect Signal 1/7 • Institute a digital signature system • Develop and maintain a Straight Talk video series • Begin Next Level Classes
<p>Long Term</p>	<ul style="list-style-type: none"> • Encourage conference and educational opportunities • Continuous goal mapping and strategic focus • Provide workshops for executive staff • Develop behavioral competencies • Establish Career Laddering tied to courses • Develop Station Officer Leadership Program

DEPARTMENTAL REGIONAL RESTRUCTURE PLAN

The Departmental Regional Restructure plan supports the organizational priority of communication, education, innovation and best practices by addressing service delivery and community interface.

Management Analysis

- The three major bureaus of our department have worked in silos of service delivery
- In order to meet the increasing service needs of our citizens with efficiency and effectiveness, the three lines of service- Emergency Medical Services and Fire Prevention, Education and Inspection must be integrated into one comprehensive service.
- Management systems and structures need to be developed to support the synergistic nature of the services the Department provides
- Customizing the geographical services will help meet unique community needs
- Management should use the CompStat model of data collection and analysis to modify service delivery and accommodate specific needs of communities.

Top Leadership Issues

- Paradigm shift to neighborhood based fireservicing
- Lack of interface with private entities
- Gatekeepers vs. change agents
- Low risk-taking
- Transition of management to diverse responsibilities
- Ability to collect valid and timely data
- Lack of coordinated efforts at customization
- Reorganization of the department has caused multiple role and responsibility changes and associated learning curves.

Action Plans to Address Issues

Short term

- Reorganize into seven service districts
- Mirror the service districts of the Dallas Police Department, Code and Compliance, and Strategic Customer Service
- Battalion Chiefs' and Station Officers' roles need redefinition to allow for service changes based on public need
- Coordinated action oriented meetings within DFR bureaus and City departments
- Deputy Chief's change from project managers to Advocates, Observers, Analysts and Presenters

Long Term

- Implement a pilot Spanish Immersion Station
- Decentralize Life Safety and coordinate fully with Emergency Response operations and management
- Mimic the CompStat model of data analysis to determine service adjustments
- Collect localized data based on unique needs of each geographical service districts
- Create a structured community based campaign that is relevant to all seven districts

VI. DFR'S STRATEGIC PLAN: INTRODUCTION, KEY GOALS AND OBJECTIVES FOR FY2008-2010

Equipped with the mission, vision, core values, strengths, weaknesses, opportunities and challenges, the Dallas Fire-Rescue Department has focused on developing realistic strategic goals, strategic initiatives, and objectives designed to guide the department into the future with confidence and crystallized thought. Two recent processes have aided in refining the efforts, both of which were lengthy and thorough; an Efficiency Study and an Emergency Medical Services Vision Process.

Strategic FY2008-2010 Goals

- 1. Improve Emergency Response**
- 2. Enhance Health and Safety of DFR Members**
- 3. Strengthen Management and Planning and Development**
- 4. Increase Diversity**
- 5. Improve Life Safety and Risk Reduction**
- 6. Improve Communications and Advance Technology**
- 7. Ensure Capital Assets (facilities, apparatus, and equipment)**

GOAL 1.0 – IMPROVE EMERGENCY RESPONSE OPERATIONS

- 1.1 Implement initiatives from the Fire/EMS/LS&RR Integration Task Force
- 1.2 Ensure department is NIMS compliant
- 1.3 Extend and enhance training provided to Probationary Firefighters
- 1.4 Develop training initiatives to ensure the maintenance and sustainability of core competencies
- 1.5 Develop a DFR Continuity of Operations Plan
- 1.6 Expand and enhance Special Operations capabilities
- 1.7 Implement EMS Vision Recommendations
- 1.8 Implement a regional approach to service delivery
- 1.9 Enhance incident reviews

GOAL 2.0 – ENHANCE HEALTH AND SAFETY OF DFR MEMBERS

- 2.1 Expand and enhance the physical and mental health monitoring of the work force
- 2.2 Enhance operational safety management and behavior
- 2.3 Develop operational procedures as needed
- 2.4 Develop an enhanced Apparatus Vehicle Accident Prevention and Reduction Program for both Fire and EMS
- 2.5 Reduce on-duty injuries
- 2.6 Reduce response times
- 2.7 Reduce sick leave
- 2.8 Maintain EPA compliance

GOAL 3.0 – STRENGTHEN MANAGEMENT AND PLANNING AND DEVELOPMENT

- 3.1 Implement an enhanced Performance Management System
- 3.2 Develop a Department-wide internal communication strategy
- 3.3 Develop In-Service Training
- 3.4 Develop an Officer Development Program
- 3.5 Develop an Executive Leadership Program
- 3.6 Enhance the Department's planning and management processes
- 3.7 Develop systems that promote teamwork and mutual respect
- 3.8 Institute Relationships For Objectives program to partner with labor/management in decision-making
- 3.9 Develop an overall training plan (professional development, career development, recruit training and in-service training)
- 3.10 Develop EMS-EMT in-house Paramedic School
- 3.11 Market the Department

GOALS 4.0 – INCREASE AND SUPPORT DIVERSITY INITIATIVES

- 4.1 Continue targeted recruitment for future Firefighter civil service examinations
- 4.2 Develop and implement an ongoing, targeted recruitment campaign for EMS personnel that reflects the diversity of communities
- 4.3 Expand outreach and mentoring efforts in diverse communities
- 4.4 Create a pilot Immersion Station

- 4.5 Create and implement a comprehensive Human Relations program
- 4.6 Enforce policies and procedures that ensure accountability for fair and respectful treatment of all employees
- 4.7 Strengthen diversity training of recruits
- 4.8 Support inclusive members of the department in leadership opportunities and support them in influencing the culture
- 4.9 Customize service to meet the unique needs of our diverse population
 - 4.9.1 Increase our membership diversity to reflect our diverse community

GOAL 5.0 – IMPROVE LIFE SAFETY AND RISK REDUCTION

- 5.1 Implement new evacuation plan procedures for commercial high-rise buildings
- 5.2 Integrate fire prevention with community safety education programs; ensure educational messages reach high-risk communities
- 5.3 Develop fire inspection schedules
- 5.4 Increase the number of fire inspections completed annually
- 5.5 Preplan high-risk commercial occupancies
- 5.6 Improve fire code and hazardous material training
- 5.7 Identify high fire-risk neighborhoods by assessing fire fatalities and injuries and pilot programs to reduce risk
- 5.8 Strengthen relationships between local firehouses and the communities they serve
- 5.9 Customize services for diverse communities
 - 5.91 Develop and implement an Arson Awareness Program
 - 5.92 Conduct two Citizen Academy Programs per year
 - 5.93 Reduce arsons by 10% in FY08/09 and reduce each subsequent year

GOAL 6.0 – IMPROVE COMMUNICATIONS AND ADVANCE TECHNOLOGY

- 6.1 Improve communications capabilities
- 6.2 Create backup Dispatch center
- 6.3 Improve interoperability within the City and County
- 6.4 Produce Annual Report
- 6.5 Improve tracking and monitoring of personnel for Chief Officers at incident scenes
- 6.6 Improve ability to track patients during and after incidents
- 6.7 Improve the Department's ability to receive and disseminate critical information about incidents

- 6.8 Propose an integrated records management system and provide training that allows continuous review of organizational effectiveness
- 6.9 Develop 2-5-10 year Strategic Plan
- 6.10 Produce 2010 Yearbook
- 6.11 Produce Statistical Brochure
- 6.12 Streamline and Clarify Procedures and Policies
 - 6.12.1 Revise and Reformat MOPs
 - 6.12.2 Clarify Civil Service Rules and develop source lists for promotional exams
 - 6.12.3 Monitor and reduce overtime
 - 6.12.4 Increase Grant Funding
 - 6.12.5 Evaluate procedures for efficiency and effectiveness
 - 6.12.6 Increase public-private partnerships
- 6.13 Communications & Technology Division
 - 6.13.1 Audit and assess current Communications & Technology assets
 - 6.13.2 Conduct SWOT Analysis of current and future department-wide Communication and Technology needs
 - 6.13.3 Develop a multi-year Communication and Technology implementation plan
 - 6.13.4 Implement steps to accomplish established goals and support departmental objectives

GOAL 7.0 – ENSURE CAPITAL ASSETS (FACILITIES, APPARATUS, AND EQUIPMENT) FULFILL THE NEEDS OF THE DEPARTMENT’S PERSONNEL AND THE CUSTOMERS SERVED

- 7.1 Remodel, rebuild, add, and relocate fire facilities as needed to provide a livable environment and the effective delivery of emergency response service
- 7.2 Evaluate the costs and benefits of consolidating administrative functions at Dolphin
- 7.3 Create a responsive system to supply, maintain, and repair facilities, apparatus, equipment, and uniforms
- 7.4 Ensure personnel are properly equipped to perform their function
- 7.5 Develop minor equipment schedule
- 7.6 Update an apparatus replacement schedule
- 7.7 Update station maintenance schedule
- 7.8 Develop furniture replacement schedule
- 7.9 Develop a process to evaluate and select new equipment and technology
- 7.10 Develop and implement Adopt-A-Station program

7.11 Contract and manage station maintenance program

APPENDICES

- A. DFR Strategic Plan 2008-2010 Goals and Objectives
- B. DFR Strategic Plan 2007-2008 Final Scorecard
- C. DFR Organization Chart



DALLAS FIRE-RESCUE DEPARTMENT STRATEGIC PLAN 2008-2010

GOALS	PRIMARY OBJECTIVES	BENEFITS	LEAD BUREAU
1.0 Improve Emergency Response	1.1 Implement initiatives from the Fire/EMS/FPE&I Integration Task Force	Improve the overall effectiveness in delivering customer service	Emergency Response Life Safety and Risk Reduction
	1.2 Ensure the department is NIMS compliant	Upgrade training to enhance emergency response	Training and Support Services
	1.3 Extend and enhance training provided to Probationary Firefighters	Upgrade training to enhance emergency response and ensure skill level is as high as possible	Training and Support Services
	1.4 Develop training initiatives to ensure the maintenance and sustainability of core competencies	Performance enhancement and management; increase the knowledge, capabilities and skills of all personnel, including management	Planning and Development Training and Support Services Professional Standards
	1.5 Develop a DFR Continuity of Operations Plan	Enable the Department to continue essential operations in response to all hazards and all threats	Emergency Response Training and Support Services
	1.6 Expand and enhance Special Operations capabilities	Improve preparedness for rapid response to disasters	Homeland Security
	1.7 Implement EMS Vision Recommendations	Improve effectiveness and efficiency of service delivery	Emergency Response
	1.8 Implement a regional approach to service delivery	Improve customization of service delivery	Emergency Response Planning and Development
	1.9 Enhance incident reviews	Improve public and workforce safety	Emergency Response

GOALS		PRIMARY OBJECTIVES	BENEFITS	LEAD BUREAU
2.0	Enhance Health and Safety of DFR Members	2.1 Expand and enhance the physical and mental health monitoring of the work force	Maintain and increase the health, safety and well-being of all personnel	Training and Support Services
		2.2 Enhance operational safety management and behavior	Develop a longer-range safety practice strategy and implement a vigilant safety management program; including operational readiness training	Training and Support Services
		2.3 Develop operational procedures as needed	Improve effectiveness and efficiency and consistency	Emergency Response
		2.4 Develop an enhanced Apparatus Vehicle Accident Prevention and Reduction Program for both Fire and EMS	Enhance member safety and reduce apparatus and maintenance costs	Training and Support Services
		2.5 Reduce on-duty injuries	Increase workforce safety	Professional Standards
		2.6 Reduce response times	Increase service delivery	Emergency Response
		2.7 Reduce sick leave	Improve workforce health and wellbeing	All Bureaus
		2.8 Maintain EPA compliance	Increase environmental health	All Bureaus

GOALS	PRIMARY OBJECTIVES	BENEFITS	LEAD BUREAU
3.0 Strengthen Management and Planning and Development	3.1 Implement an enhanced Performance Management System	Enhanced organizational effectiveness through improved information-gathering and analysis	Planning and Development
	3.2 Develop a Department-wide internal communication strategy	Improve organizational effectiveness and efficiency and strengthen the department in terms of information on specific initiatives, vision and priorities	Planning and Development
	3.3 Develop In-Service Training	Increase preparedness of workforce and service delivery, reduce injuries	Training and Support Services
	3.4 Develop an Officer Development Program	Expand leadership capabilities	Training and Support Services
	3.5 Develop an Executive Leadership Program	Expand Officer training to further support staff development and leadership capabilities	Planning and Development
	3.6 Enhance the Department's planning and management processes	Improve the overall effectiveness and efficiency of the organization	Planning and Development
	3.7 Develop systems that promote teamwork and mutual respect	Support the core values of the department	Planning and Development Professional Standards
	3.8 Institute Relationships For Objectives program to partner with labor/management in decision making	Collaboration and cooperation in meeting the goals of the department	Planning and Development
	3.9 Develop an overall training plan (professional development, career development, recruit training and in-service training)	Increase preparedness of workforce and service delivery	Planning and Development; Training and Support Services
	3.10 Develop EMS-EMT in-house Paramedic School	Reduce costs and become self sufficient	EMS Response

	3.11 Market the Department	Increase big brothering of other fire departments	Planning and Development
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GOALS	PRIMARY OBJECTIVES	BENEFITS	LEAD BUREAU
4.0 Increase Diversity	4.1 Continue targeted recruitment for future Firefighter civil service examinations	Ensure DFR represents the communities we serve	Professional Standards
	4.2 Develop and implement an ongoing, targeted recruitment campaign for EMS personnel that reflects the diversity of communities	Begin a year-round recruiting program and expand outreach efforts	Professional Standards
	4.3 Expand outreach and mentoring efforts in diverse communities	Increase the potential number of diverse candidates	Professional Standards
	4.4 Create a pilot Immersion Station	Increase customization of services	Planning and Development
	4.5 Create and implement a comprehensive Human Relations program	Increase accountability and professionalism	Professional Standards
	4.6 Enforce policies and procedures that ensure accountability for fair and respectful treatment of all employees	Increase workforce morale and wellbeing	All Bureaus
	4.7 Strengthen diversity training of recruits	Serve a diverse community with effectiveness and efficiency	Planning and Development; Training and Support Services
	4.8 Support inclusive members of the department in leadership opportunities and support them in influencing the culture	Increase inclusiveness and strengthen cohesiveness of department	Planning and Development and all Bureaus
	4.9 Customize service to meet the unique needs of our diverse population	Increase service delivery	All Bureaus
	4.9.1 Increase our membership diversity to reflect our diverse community	Increase service delivery	All Bureaus

GOALS		PRIMARY OBJECTIVES	BENEFITS	LEAD BUREAU
5.0	Improve Life Safety and Risk Reduction	5.1 Implement new evacuation plan procedures for commercial high-rise buildings	Ensure safety by requiring a planned and organized response in the event of emergencies in high-rise buildings	Life Safety and Risk Reduction Emergency Response
		5.2 Integrate fire prevention with community safety education programs; ensure educational messages reach communities most at-risk	Develop creative approaches and bring the message of all-hazards safety to targeted communities	Life Safety and Risk Reduction
		5.3 Develop fire inspection schedules	Improve productivity and efficiency in Life Safety and Risk Reduction	Life Safety and Risk Reduction
		5.4 Increase the number of fire inspectors	Increase the number of inspections on an annual basis	Life Safety and Risk Reduction
		5.5 Pre-plan high-risk commercial occupancies	Increase the safety of the citizens and firefighters	Life Safety and Risk Reduction
		5.6 Improve fire code and hazardous material training	Increase the skill level and effectiveness of inspectors	Life Safety and Risk Reduction
		5.7 Identify high-fire-risk neighborhoods by assessing fire fatalities and injuries and pilot programs to reduce risk	Prevent fires and increase overall citizen safety	Life Safety and Risk Reduction
		5.8 Strengthen relationships between local firehouses and the communities they serve	Increase public safety through the transfer of safety information to meet community needs	Life Safety and Risk Reduction Emergency Response
		5.9 Customize services for diverse communities	Increase service delivery	Life Safety and Risk Reduction
		5.9.1 Develop and implement an Arson Awareness Program	Decrease the number of arson fires	Risk Reduction
5.9.2 Conduct two Citizen Academy Programs per year	Increase the awareness of safety and careers within the Fire Department	Training and Support Services		

	5.9.3 Reduce arsons by 15% in FY08/09 and each subsequent year	Increase public safety	Risk Reduction
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GOALS	PRIMARY OBJECTIVES	BENEFITS	LEAD BUREAU
6.0 Improve Communications and Advance Technology	6.1 Improve communications capabilities	Increase service delivery	Homeland Security
	6.2 Create backup Dispatch Center	Service continuity for DFR/PD	Homeland Security
	6.3 Improve interoperability within the City and County	Increase continuity of operations	Homeland Security
	6.4 Produce Annual Report	Documentation of results and increase communications	Planning and Development
	6.5 Improve tracking and monitoring of personnel for Chief Officers at incident scenes	Increase staff accountability	Emergency Response
	6.6 Improve EMS ability to track patients during and after incidents	Increase quality assurance and target quality improvement to increase our standard of care	Emergency Response
	6.7 Improve the Department's ability to receive and disseminate critical information about incidents	Increase internal and external communications	Emergency Response Planning and Development
	6.8 Propose an integrated records management system and provide training that allows continuous review of organizational effectiveness	Accurate and timely data and documentation to drive business decisions	Homeland Security
	6.9 Develop 2-5-10 year Strategic Plan	Plan for change	Planning and Development
	6.10 Produce 2010 Yearbook	Meet needs of workforce	Planning and Development
	6.11 Produce Statistical Brochure	Comparative analysis	Planning and Development
	6.12 Streamline and Clarify Procedures and Policies	Increase effectiveness and efficiency	All Bureaus

	6.12.1 Revise and Reformat MOPs	Current and updated MOPS	Professional Standards
	6.12.2 Clarify Civil Service Rules and develop source lists for promotional exams	Increase understanding and success rate on promotional exams	Professional Standards
	6.12.3 Monitor and reduce overtime	Reduce Budget expenditures	All Bureaus
	6.12.4 Increase Grant Funding	Increase Budget revenue	All Bureaus
	6.12.5 Evaluate procedures for efficiency and effectiveness	Stage for Change	All Bureaus
	6.12.6 Increase public-private partnerships	Increase revenue	Planning and Development
	6.13 Redesign Communications & Technology Division	To meet changing needs of department	Homeland Security
	6.13.1 Audit and assess current Communications & Technology assets	Determine current and future needs of the department	Homeland Security
	6.13.2 Conduct SWOT Analysis of current and future department-wide Communication and Technology needs	Determine critical challenges	Homeland Security
	6.13.3 Develop a multi-year Communication and Technology implementation plan	Prepare for future	Homeland Security
	6.13.4 Implement steps to accomplish established goals and support departmental objectives	Progressive realization of worthwhile, pre-established goals	All Bureaus

GOALS	PRIMARY OBJECTIVES	BENEFITS	LEAD BUREAU
7.0 Ensure Capital Assets (Facilities, Apparatus, and Equipment) Fulfill the Needs of the Department's Personnel and the Customers Served	7.1 Remodel, rebuild, add, and relocate fire facilities as needed to provide a livable environment and the effective delivery of emergency response service	Increase staff morale, provide for staff increases, decrease emergency response times	Training and Support Services
	7.2 Evaluate the costs and benefits of consolidating administrative functions at Dolphin	Increase efficiency	Training and Support Services
	7.3 Create a responsive system to supply, maintain, and repair facilities, apparatus, equipment, and uniforms	Increase efficiency	Training and Support Services
	7.4 Ensure personnel are properly equipped to perform their function	Increase safety and effectiveness of members	Training and Support Services
	7.5 Develop minor equipment schedule	Increase safety and effectiveness of equipment	Training and Support Services
	7.6 Update an apparatus equipment schedule	Increase safety and effectiveness of equipment	Training and Support Services
	7.7 Update station maintenance schedule	Increase safety and effectiveness of stations	Training and Support Services
	7.8 Develop furniture replacement schedule	Plan for changes needed	Training and Support Services
	7.9 Develop a process to evaluate and select new equipment and technology	Readiness for needed assets	Training and Support Services
	7.10 Institute Adopt-A-Station program	Increase public-private partnerships and private funding of the department	Planning and Development
	7.11 Develop a comprehensive marketing campaign	Increase private funding of the department	Planning and Development



DALLAS FIRE-RESCUE STRATEGIC PLAN FY08-10



Dallas Fire-Rescue Department
EDDIE BURNS, SR., Fire Chief
March, 2009

DALLAS FIRE-RESCUE: TRAINING & SUPPORT SERVICES

PERSONNEL

2007 - 2008

- Cross-train personnel to provide continuity of maintenance service
- Enhance station maintenance program
- Seek funding for replacement of Underground Storage Tanks (UST)

2008 - 2009

- Institute best practices related to preventive maintenance program
- Develop mechanic training & certification to meet NFPA 1071
- Evaluate effectiveness of program and enhance as needed

2009 - 2010

- Increase staff to reduce overtime expenditures and ensure equipment readiness
- Adjunct positions (1 inspector, 1 training officer, xxx)
- Establish Certification Pay for mechanics based on certification level
- Seek funding for plumber and H/VAC Tech (FTE's).

2010 - 2011

- Include FPE&I and other staff in Wellness Physicals (Ops personnel will be complete by Sept. 2009)
- Continued training, certification and recertification of mechanics

RESOURCES/EQUIPMENT

2007 - 2008

- Establish apparatus committee to review and recommend specs
- Conduct assessment of apparatus used throughout the country
- Review processes related to procurement of supplies
- Review and revise (if needed) replacement schedule for apparatus

2008 - 2009

- Replacement apparatus purchased as scheduled

2009 - 2010

- Comprehensive evaluation of protective clothing
- Complete replace of remaining USTs

2010 - 2011

- Seek funding to maintain compliance with adopted replacement schedule

2011 - 2012

- Continue apparatus replacement according to schedule

2017 - 2018

- All apparatus are current and none exceed replacement schedule

FACILITIES

2007 - 2008

- New station #40
- Station replacement #33, 35, 38/Retain station 35

2008 - 2009

- 2 site acquisitions in Southwest Dallas/ Station replacement #42

2009 - 2010

- Bond Program (SW Dallas Fire Stations, Dolphin Road additions to include Administration Bldg., Burn Bldg. and 2nd floor to Clothing, and additional facilities as needed) Project Projection 2 years)
- New station #50: Station 32, 37, 44 replacement: Station 10 expansion

2011 - 2012

- Station 6 and 27

2012 - 2013

- Bond Program for Vehicle Support, etc.
- Revisit 4 stations in SW section of City

DALLAS FIRE-RESCUE: TRAINING & SUPPORT SERVICES

PERSONNEL

2007 - 2008

- Hire recruit class in January 2008 and add additional recruit instructors. (-175)
- Increase overtime funding to support training initiatives.
- Pursue partnership with DISD for implementing EMT and Firefighter certification in high school curriculum
- Add components to recruit training (Diversity/EEOC)
- Implement In-Service Training-(CPR, Truck School, Instructor I) Seek funding for 2 additional uniformed officers.
- Implement Officer Development Program
- Implement Field Training Program and Implement 5-year training plan (see appendix)
- Guest speakers renowned as subject matter experts (SME's) in the firefighting profession invited to Dallas for lecture series. Dave Dodson is scheduled for 2008.

2008 - 2009

- Increase number of recruits hired by 50 for a total of 150. This will require additional classroom space.
- Increase overtime funding or request additional adjunct instructors/permanent staff to facilitate training
- Add Environmental components to Recruit training and Diversity/EEOC/Environmental training to Phase training
- Flashover Training Phase II (subject TBD)
- Train and certify all officers to Instructor I level. 10 to 12 adjuncts to Fire Officer I certification training.
- Utilize Training staff and adjunct instructors to update training programs and development of minimum company standards
- Pursue firefighter SME's to continue lecture series. Open opportunity to outside fire departments.

2009 - 2010

- Maintain number of recruits hired (200). Request additional staff (2 uniformed 1 civilian to manage command training center) Technology upgrades, etc.
- Add 2 uniformed staff positions to implement H.S. firefighter certification training.
- Train and certify all lieutenants to Fire Officer I level (175).
- Expand adjunct instructor pool to assist with facilitation

PERSONNEL

2009 - 2010

of field training.

2010 - 2011

- Maintain number of recruits hired (250). Additional staff will be added as needed to meet instructor needs. Add 1 uniformed officer to develop Driver Pump Operator for inclusion in recruit training.
- Request funding to support on-going training initiatives.
- Continue H.S. program and consider developing program at multiple campuses based on need.
- Train and certify all Captains and BCs to Fire Office I level (157) 8 to 10 adjuncts to Fire Officer II training
- Utilize adjunct instructors to facilitate CE training and minimum company standards evaluations

2011 - 2012

- Maintain number of recruits hired (250). Add 1 civilian employee to maintain records and certification class records/skills sheets, etc.
- Train and certify all Captains and BCs to Fire Officer II level (157). Offer Fire Officer I to new lieutenants.

2012 - 2013

- Maintain number of recruits hired (250). Add 1 civilian employee to maintain records and certification class records/skills sheets, etc.
- Seek Civil Service Board approval to require Fire Officer I certification training for members seeking promotion to Lieutenant

2017 - 2018

- Adjust number of recruits hired in accordance with attrition and facility availability.
- Continue partnership with DCCCD. Offering fire science certification training at DCCCD campuses.
- All recruits cross-trained as Firefighters, Paramedics and Inspector

RESOURCES/EQUIPMENT

2008 - 2009

- Purchase of lumber and clothes for Flashover (\$7,000)

2012 - 2013

- Continue apparatus replacement according to schedule

2011 - 2012

- Assessment of resource needs to support command training center.

FACILITIES

2007 - 2008

- Make facility upgrades at the Training Center
- Replace A/C unit

2008 - 2009

- Seek funding through bond programs or grants for new Burn Building and Command Training Center

2009 - 2010

- Repair Burn Lab
- Upgrade furniture and facilities Include BURN BUILDING in bond package.
- Functional Incident Command Center.

DALLAS FIRE-RESCUE: TRAINING & SUPPORT SERVICES

PERSONNEL

2007 - 2008

- Compile and analyze injury data and develop training to reduce occurrences
- Wellness/Fitness Program-Implement program, conduct physicals
- Develop injury prevention program for members

2008 - 2009

- Include new hire physicals in Wellness/Fitness Program
- Consider expanding safety to include 3 captains (1 per shift)

2009 - 2010

- Pursue in-house W/F program. Request funding for staff and indentify program structure.
- Request funding for 3 Captains who would work 24 hour shifts and be available for response. These officers would also develop safety training.

2010 - 2011

- Complete in-house development program for W/F

2011 - 2012

- Assess possibility of expanding W/F-revenue earning by offering to other departments.

DALLAS FIRE-RESCUE: EMERGENCY RESPONSE – EMS

PERSONNEL

2007 - 2008

- Reward/recognition program for Paramedics
- EPR reconfiguration
- In-house training plan
- EMT In-House training study
- Customer service survey
- Hire additional Equipment Manager

2008 - 2009

- Hire QA/QI Captain
- Refine IMS system
- EMS Field Council
- Comprehensive Q.I. Plan
- Add EPCR/Billing Coordinator Position
- Train 40 EMTs
- Advanced Paramedic Program to Field Supervisors

2009 - 2010

- Fully implement a tiered response to medical emergencies
- Establish QA/QI council
- Train 100 EMTs
- Add additional QA/QI position

2010 - 2011

- Train 200 EMTs

2011 - 2012

- Train 300 EMTs

2012 - 2013

- All fire suppression crews trained as EMTs or Paramedics

RESOURCES/EQUIPMENT

2009 - 2010

- Alternative transport capabilities
- Replace AEDs
- Increase BLS transport capabilities

2010 - 2011

- Increase BLS transport capabilities

DALLAS FIRE-RESCUE: EMERGENCY RESPONSE – EMS

PERSONNEL
2007 - 2008

- Mutual inspection database between FPEI and OPS and training opportunities
- Partner with non-profit organizations to focus on injury prevention

2008 - 2009

- Add EMS Section Chief
- Budget for 3-CA and 6-LTs
- Paramedic QA/QI peer review
- “After-Incident Assistance” Program
- Free weekend services at public gatherings and selected stations become “instructional centers” to provide CPR and BLS training to public
- Add additional resources commensurate with increased call volume

2009 - 2010

- Establish PAD Coordinator
- Convert Peak Demand to Front Line
- 10 YR review of ISO Rating
- Provide extensive conference and seminar opportunities to key personnel

2010 - 2011

- Increase EMS Supervision
- Swift Water Training - Emergency Operations

2011 - 2012

- Convert Peak Demand to Front Line
- Periodic CE

2017 - 2018

- ADD BC/CT

RESOURCES/EQUIPMENT
2007 - 2008

- Procure high rise equipment
- Provide thermal imagers
- 2 ALS engines

2008 - 2009

- Add 4 ALS Engines

2009 - 2010

- Acquire 2 personal watercraft per year (5 year replacement plan)
- Add 2 Multi-Patient Vehicles for non-emergency transport

FACILITIES
2007 - 2008

- Establish 1 Haz/Mat stations
- Establish Station as Swift Water Rescue station. Equip with personnel, training, and equipment
- Pilot immersion station

2008 - 2009

- Add additional immersion station

DALLAS FIRE-RESCUE: EMERGENCY RESPONSE - OPERATIONS

PERSONNEL

2007 - 2008

- Add additional resources commensurate with increased call volume
- Partner with DPD and health providers for preventative efforts

2008 - 2009

- Add additional resources commensurate with increased call volume
- Establish one additional Battalion Chief and Asst. to Battalion Chief position
- Detail and train in survey inspections
- 2 ALS engines-Review effectiveness of the ALS engine program
- Develop committee to review accreditation process
- Form a committee to identify attainable NFPA standards
- Develop and begin delivery of BC training course - Cause and Origin investigation

2009 - 2010

- Add additional resources commensurate with increased call volume
- Register for accreditation and begin 3 year process
- Review committee recommendations and form action plan
- Periodic CE

2010 - 2011

- Establish one additional Battalion Chief and Asst. to Battalion Chief position

PERSONNEL

2010 - 2011

- Implement applicable action plan
- Periodic CE
- Add additional resources commensurate with increased call volume

2011 - 2012

- Fully accredited
- Add a Battalion Chief and Command Technician

2017 - 2018

DALLAS FIRE-RESCUE: HOMELAND SECURITY

PERSONNEL

2008 - 2009

- Establish Radio System Committee
- Establish Swift Water Rescue Crew

2008 - 2009

- Fund 1/2 CAD GIS Admin for CIS
- Establish back-up dispatch facility evaluation committee
- Add 1 supervisor PC for each fire station
- Explore APCO National Certification
- Add 4 dispatcher positions
- Add quality assurance Captain
- Develop TTT for SWT Ops for entire Operations Bureau
- Increase overtime funding for training

2009 - 2010

- Implement radio system committee recommendations Phase 1
- Develop an urban wild lands fire rescue crew
- Implement back-up dispatch facility committee recommendations Phase 1
- Fully implement a tiered response to medical emergencies
- Implement an urban wildlands fire-rescue crew

2010 - 2011

- Implement radio system committee recommendations Phase 2
- Implement back-up dispatch facility committee recommendations Phase 2
- Expand urban wildlands fire rescue crew

2011 - 2012

- Swift Water Training - Emergency Operations
- Increase dispatch positions as indicated by increased call volume
- Increase overtime funding for training
- Implement radio system committee recommendations Phase 3

PERSONNEL

2011 - 2012

- Implement back-up dispatch facility committee recommendations Phase 3

2017 - 2018

- Increase dispatch positions as indicated by increased call volume
- Increase overtime funding for training

RESOURCES/EQUIPMENT

2008 - 2009

- Replace 1/3 of Mobile Data Computers

2008 - 2009

- Replace 2/3 of Mobile Data Computers
- Implement newest version of CAD software
- Implement records management software

2010 - 2011

- Implement newest version of Mobile Data Computer software
- Implement newest version of CAD software

FACILITIES

2007-2008

- Establish 1 "Satellite" station for Haz/Mat response
- Establish Station 34 as Swift Water Rescue station. Equip with personnel, training, and equipment

2008 - 2009

- Evaluate PC Station needs and add 1 station alert PC for each fire station
- Replace communications infrastructure and telephone system @ 5000 Dolphin
- Establish 1 Haz/Mat stations

2009 - 2010

- Establish 1 Haz/Mat stations

2010 - 2011

- Establish 1 Haz/Mat stations
- Establish Station as Swift Water Rescue station. Equip with personnel, training, and equipment

2011 - 2012

- Replace/upgrade water rescue station equipment and train for vacancies

DALLAS FIRE-RESCUE: LIFE SAFETY & RISK REDUCTION

PERSONNEL

2007 - 2008

- Identify high risk locations (Firebase)
- Provide in-service training on Fire Codes, technical inspections, computer skills
- Implement Risk Watch Program
- Develop one additional educational program which targets a high risk group each year

2008 - 2009

- Establish 2 LTs
- Proven education record
- Expand program to 25% of DISD schools
- Develop one additional in-house educational program which targets a high risk group each year

2009 - 2010

- Establish 3 Captain Positions and Inspectors commensurate with workload
- Officer Development Program
- Implement intern program
- Expand program to 50% of DISD schools
- Develop one additional in-house educational program which targets a high risk group each year

2010 - 2011

- Decentralization of FPEI
- Expand program to 75% of DISD schools
- Develop one additional in-house educational program which targets a high risk group each year

PERSONNEL

2010 - 2011

- Fully functioning Risk Watch program in all DISD schools
- Develop one additional in-house educational program which targets a high risk group each year

2012 - 2013

- Determine impact of FPEI programs on public safety including pediatric injuries and deaths

2017 - 2018

- Determine impact of FPEI programs on public safety including pediatric injuries and deaths

RESOURCES/EQUIPMENT

2007 - 2008

- Complete inspection schedule

2010 - 2011

- Obtain reliable vehicles

2012 - 2013

- Fleet obtained for FPEI independent of EBS

FACILITIES

2011 - 2012

- Fully operating Interactive Education Center

2012 - 2013

- Commercial Occupancies fully inspected

DALLAS FIRE-RESCUE: ARSON

PERSONNEL

2007 - 2008

- Continue arson awareness campaign by establishing reward system
- 20% of Investigators updated in certifications

2008 - 2009

- Add staff for AAP
- 20% of Investigators updated in certifications

2009 - 2010

- Implement Marketing Plan
- 20% of Investigators updated in certifications

2010 - 2011

- 20% of Investigators updated in certifications

2011 - 2012

- 20% of Investigators updated in certifications

DALLAS FIRE-RESCUE: PLANNING & DEVELOPMENT

PERSONNEL

2007 - 2008

- Records Management System
- Develop a program of professional development for managers
- Implement EEOC program
- Performance Evaluations tied to Behavioral Competencies
- Station Officer Program
- Adopt A Station Program
- Firehouse Documentary
- Fire Ops 101

2008 - 2009

- Signal 1/7 Semiannual Newsletter
- Succession Plan in place
- Career Laddering in place
- DC and BC Officer Development Program
- Department-wide Sensitivity/Diversity Program
- Firehouse Documentary

2009 - 2010

- Establish a system for monitoring performance
- Revise promotional process
- Professional Development for key managers

L.K. Siri-Edwards • March 9, 2009

