

Memorandum



CITY OF DALLAS

DATE February 22, 2019

TO Honorable Members of the Public Safety and Criminal Justice Committee

SUBJECT **Dallas Fire-Rescue Strategic Initiatives**

On Monday, February 25, 2019, you will be briefed on Dallas Fire-Rescue's (DFR) strategic priorities for 2019 by Fire Chief Dominique Artis. Dallas Fire-Rescue continues to work to recognize and identify present and future departmental challenges and opportunities. The executive staff for DFR has outlined the following strategic priorities for 2019:

1. Improve Citizen and Firefighter Safety
2. Executive Officer Development/Succession Planning
3. Mental Health and Wellness Enhancements
4. Service Delivery Improvements
5. Continue to Improve Community Relationships

Improve Citizen and Firefighter Safety

The safety of our citizens and firefighters will always remain our top priority. Over the past year, Dallas Fire-Rescue made significant changes to address safety concerns. We developed a Health and Safety Program that certified the department's first Health and Safety Officer to be compliant with National Fire Protection Association 1521 (Standard for Fire Department Safety Officer). The Department also improved its City of Dallas Insurance Service Office (ISO) rating from a Class 2 to a Class 1. Listed below are Dallas Fire-Rescue's 2019 strategic priorities for safety:

- Implement the 1st phase of the replacement plan for our Self-Contained Breathing Apparatus
- Establish a plan to acquire the 2nd set of bunker gear for firefighters
- Full implementation of Priority Dispatch in late May. This software will help to prioritize which units are sent to emergency calls and what level of response is needed.
- Continue to procure ambulances with patient loading capabilities. These ambulances are designed to reduce the risk of back injuries to firefighters/paramedics associated with loading patients.
- Implement DFR's highway blocker program to protect personnel and equipment at highway emergency incidents. The highway blocker program

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will address many of the issues related to DFR's vehicles being struck on the freeway.

Executive Officer Development/Succession

Dallas Fire-Rescue has lost a significant amount of occupational knowledge due to attrition over the last several years. This problem of high attrition has created the need for an Executive Officer Development Program (EODP). The goals of the program are to prepare our emerging leaders to become future executives by developing an outline of activities that will strengthen their skills. The EODP will be designed to challenge and engage selected individuals and provide a broader perspective of city and departmental business.

The Dallas Fire-Rescue Department will lower its overtime budget for FY 2019 due, in part, to the overwhelming success of our 2018 recruiting initiatives. This success has resulted in the department becoming fully staffed.

Mental Health and Wellness

Increased levels of stress, anxiety, and heavy workloads, place firefighters who are not provided needed support at greater risk of mental and physical health problems. The U.S. Fire Administration reports issues related to post traumatic stress, suicide, substance abuse, and depression across the country. Cardiac problems are another issue for firefighters that may be caused by exertion, and is one of the leading causes of firefighter deaths in the U.S. Cancer also poses an elevated risk to firefighters. Dallas Fire-Rescue's Health and Wellness division is developing programs to support the physical and mental well-being of our members.

Service Delivery Improvements

Dallas Fire-Rescue is committed to developing service delivery improvements to external and internal customers. Customer service will always remain an essential element of service we provide to our citizens. We will continue to encourage behaviors that exemplify our "Service First" philosophy embraced by city management. Service delivery improvements for 2019 include:

- Cultivate strategies for station planning and infrastructure improvements
- Develop a plan to attain Texas Best Practices from the Texas Fire Chief Association
- Develop a plan for International Fire Accreditation from the Center of Public Safety Excellence
- Design a model for our future Digital Radio system
- Improve predictive fire modeling for fire prevention efforts

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- Response Time Goals improvements with technology improvements and the addition of resources
- Implement Fleet Maintenance and Quartermaster Improvements
- Establish long-term fleet replacement plans

Continue to Improve Community Relationships

The Dallas Fire-Rescue Department continues to identify opportunities to deliver education, engage our citizens, and establish relationships in the communities we serve. The 2019 strategic priorities will continue DFR's excellence service, dedication, and commitment to public safety for the citizens of the City of Dallas.

The briefing material is attached for your review. Please contact me if you have any questions or need additional information.



Dominique Artis, Fire Chief
Dallas Fire-Rescue Department

c: T.C. Broadnax, City Manager
Chris Caso, City Attorney (Interim)
Carol A. Smith, City Auditor (Interim)
Biliera Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizer Tolbert, Chief of Staff to the City Manager
Majed A. Al-Ghafry, Assistant City Manager

Jon Fortune, Assistant City Manager
Joey Zapata, Assistant City Manager
Nadia Chandler Hardy, Assistant City Manager and Chief Resilience Officer
M. Elizabeth Reich, Chief Financial Officer
Laila Aleqresh, Chief Innovation Officer
Directors and Assistant Directors

DFR Strategic Initiatives

Public Safety and Criminal Justice Committee

February 25, 2019

**Dominique Artis, Fire Chief
Dallas Fire-Rescue Department**



Presentation Overview

- Accomplishments for FY 2017-2018
- Purpose
- Proposed Strategic Priorities for FY 2018-2019
- Next Steps
- Questions

FY 2017-2018 Accomplishments

- Citizen and Firefighter Safety
- Recruitment of Uniformed Firefighters
- Officer Development /Succession Planning
- Service Delivery Improvements
- Community Relations

FY 2017-2018 Accomplishments

Citizen and Firefighter Safety

- Implementation of Health and Safety Program
 - Assigned 3 Safety Chiefs – one for each shift
 - 465 Members Received Wellness Physicals
 - 300 Recruits Received Resiliency Training as part of our Mental Health Initiative
 - Cancer Awareness/Mitigation Program

FY 2017-2018 Accomplishments

Citizen and Firefighter Safety

- ISO Class 1 Rating Achieved
- Purchased 2 Ambulances With Patient Loading Feature



FY 2017-2018 Accomplishments

Recruitment of Uniformed Firefighters

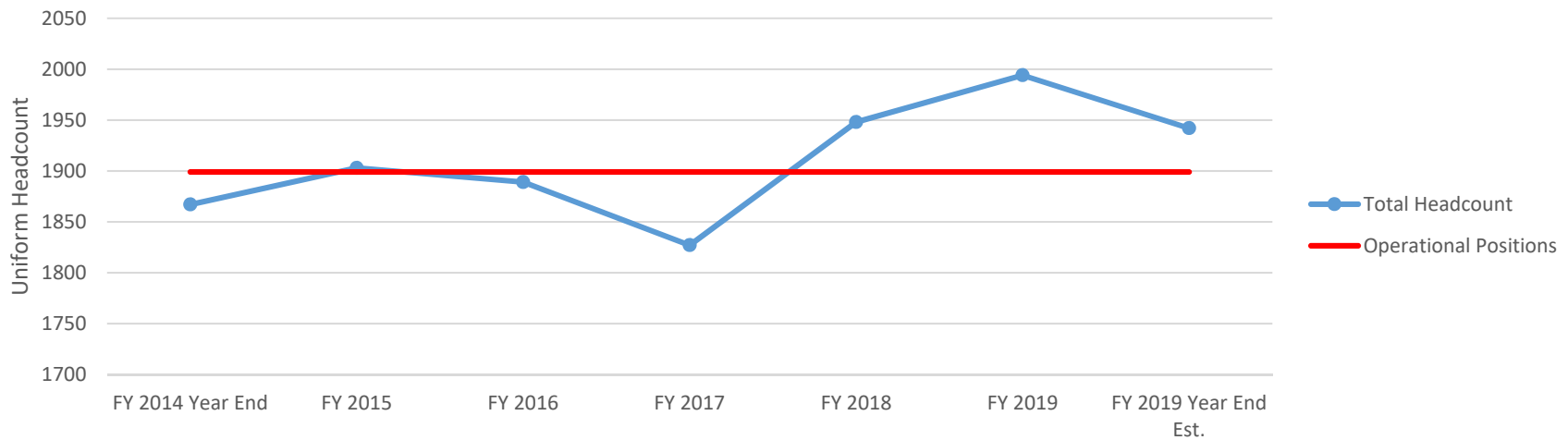
- Uniformed Employees Eligible For Retirement

Years of Service	Count of Eligible	% of Department
20-24	156	8%
25-30	129	6%
31+	142	7%
Grand Total	457	21%

FY 2017-2018 Accomplishments (Cont.)

Recruitment of Uniformed Firefighters

Dallas Fire-Rescue
Uniform Member Headcount
FY 2015 - FY 2019 YE Est.



FY 2015 Beg. Headcount	Total Attrition FY 2015 – YTD	Total Hiring FY 2015 – YTD	FY 2019 Current Head Count	FY 2019 YE Estimate
1,867	549	676	1,994	1,942

FY 2017-2018 Accomplishments (Cont.)

Officer Development/Succession Planning

- Officer Training – 6,556 hours
 - Battalion Chiefs – 864
 - Captains – 2,862
 - Lieutenant – 2,830
- Incident Command Simulation Training
- Active Shooter Training
- Driver Safety Training
- On-line Training – 34,332 hours

FY 2017-2018 Accomplishments (Cont.)

Service Delivery Improvements

- Conducted Fleet Maintenance and Quartermaster Assessments
- Initiated Right Care Program
- Began process to attain Texas Best Practices designation from Texas Fire Chief Association and International Fire Accreditation

FY 2017-2018 Accomplishments (Cont.)

Community Relations

- Smoke Detector Installations
- Fire Explorer Program
- Supported the Camp LADDER Program
- Participated in Community Fairs
- Delivered Fire Safety Presentations



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Purpose

- To give PSCJC an overview of DFR's proposed strategic priorities for FY 2018-2019



FY 2018-2019 Strategic Priorities

- Implement Priority Dispatch
- Enhance Citizen and Firefighter Safety
- Improve Mental Health and Wellness for First Responders
- Continue Service Delivery Improvements
- Develop and Conduct Executive Officer/Succession Planning Program

FY 2018-2019 Strategic Priorities

Priority Dispatch

- Full Implementation late May or early June
- Uses recognized standards to identify life threatening situations
- Helps send most appropriate EMS resource at the right level of response
- Give consistent care and service to every emergency medical request
- This system provides a proactive quality improvement program for assessment, adjustment and improvement in EMS delivery

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FY 2018-2019 Strategic Priorities (Cont.)

Citizen and Firefighter Safety

- Implement the 1st Phase of the Replacement Plan for Self-Contained Breathing Apparatus (SCBA)
- Develop proposal to purchase a 2nd set of Bunker Gear for Emergency Responders
- Increase Citizens Fire Academy Participation
- Educate the Public During Smoke Detector Installations and Community Fairs

FY 2018-2019 Strategic Priorities (Cont.)

Mental Health and Wellness for First Responders

- Support and Promote Greater Participation in the Department's Mental Health Initiative
- Incorporate Additional Practices to Improve DFR's Cancer Awareness/Mitigation Program
- Develop proposal to acquire New Fitness Equipment at All 58 Fire Stations

FY 2018-2019 Strategic Priorities (Cont.)

Service Delivery Improvements

- Implementation of New Electronic Patient Care Report (EPCR)
- Implementation of OT Analysis Recommendations
- Begin Implementation of Recommended Fleet Maintenance and Quartermaster Improvements
- Establish Long-term Fleet Replacement Plan

FY 2018-2019 Strategic Priorities (Cont.)

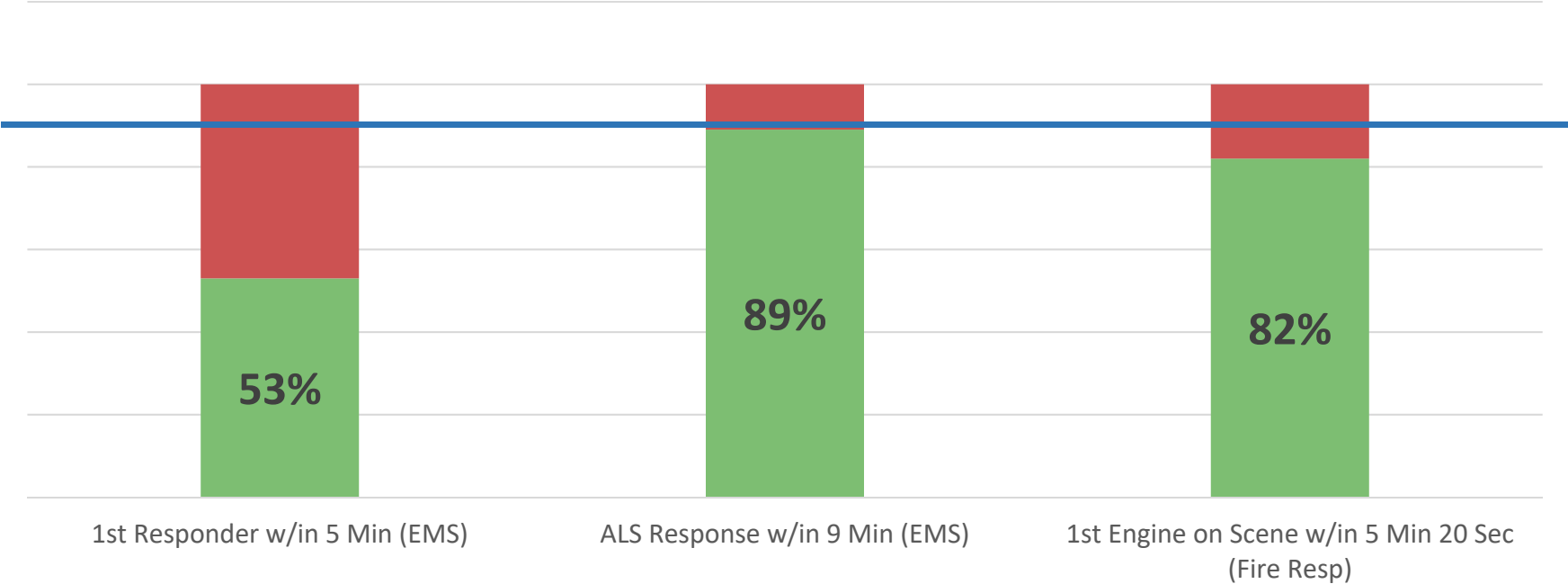
Service Delivery Improvements

- Develop Strategies for Station Infrastructure and Planning
- Incorporate Predictive Fire Modeling
- Develop a model for the digital radio system (P25) to meet the needs of DFR
- Implement New Staffing Model for Safety Chiefs

FY 2018-2019 Strategic Priorities (Cont.)

Service Delivery Improvements

Response Time Goals
NFPA Standard 1710 - Target: 90%



Next Steps

- Full-time Staffing of Safety Chief
- Full Implementation of Priority Dispatch
- Implement Long-term Fleet Replacement Plan
- Implement Executive Officer Program

Questions ?

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DFR Strategic Initiatives

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**Dominique Artis, Fire Chief
Dallas Fire-Rescue Department**

