

Memorandum



CITY OF DALLAS

DATE February 8, 2019

TO Honorable Members of the Public Safety and Criminal Justice Committee

SUBJECT **Dallas Fire-Rescue Strategic Initiatives**

On Monday, February 11, 2019, you will be briefed on DFR's strategic priorities for 2019 by Fire Chief Dominique Artis. Dallas Fire-Rescue (DFR) has worked persistently to recognize and identify the present departmental challenges and opportunities throughout the preceding year. The Executive staff for DFR outlined strategic priorities for 2019:

The following areas outlined below are strategic priorities for the upcoming year.

1. Improve Citizen and Firefighter safety
2. Executive Officer Development/Succession
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 last year, we made significant changes to remain vigilant about safety. DFR created a Health and Safety Program that certified DFR's first Health and Safety Officer for the department to be compliant with NFPA 1521 (Standard for Fire Department Safety Officer). Another accomplishment is the City of Dallas Insurance Service Office (ISO) rating that improved from a Class 2 to a Class 1 rating. The ISO service rates/grades the fire protection services of local communities. The following are strategic plans to be implemented for safety 2019:

- Acquire the 1st phase of the replacement Self-Contained Breathing Apparatus
- Establish a plan for the 1st phase to acquire the second set of fire bunker gear for firefighters
- Full implementation of Priority Dispatch in late May. This software will help to prioritize which units to send to various calls and what level of response.
- Continue to procure ambulances with patient loading capabilities to reduce spinal loads for paramedics and the risks associated with cumulative trauma injuries from loading patients.
- Implement DFR's highway blocker program to protect personnel and equipment at highway emergency incidents. The highway blocker program will address some of the issues related to DFR's vehicles being involved in highway accidents.

Executive Officer Development/Succession

DFR lost a great deal of occupational knowledge due to attrition over that last couple of years. This problem of high attrition has created the need for an Executive Officer Development program. The goals of the program are to gather the next group of executives to prepare DFR's emerging leaders. The Executive Officer Development plan will develop an outline of activities to strengthen executive skills and managerial performance. The Executive Officer Development program will not be merely a collection of courses; this plan will be designed to challenge and engage personnel and provide a broader perspective about the department. Recruitment success from 2018 is allowing DFR to lower its overtime budget for FY 2019. The increase efforts of recruiting in 2018 and the decrease in the department attrition rate has allowed DFR to become fully staffed and stay in line with current attrition.

Mental Health and Wellness

The increased levels of stress, anxiety and heavy workload, make firefighters who are not provided the needed support a greater risk of mental health problems. The U.S Fire Administration has observed an increase in issues related to Post Traumatic Stress, suicide, substance abuse, and depression across the country. Cardiac problems are another issue for firefighters that are at times initiated by exertion and is one of the leading causes of firefighter deaths in the U.S. Cancer is also becoming an increasing threat to firefighters. DFR's Health and Wellness division is developing programs to support the physical and mental well-being of its 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 for DFR. We continue to encourage behaviors to promote the "Service First" philosophy embraced by the City Manager. Service delivery improvements for 2019 are:

- 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 a new Digital Radio system
- Improve predictive fire modeling for fire prevention efforts
- Response Time Goals improvements with technology improvements and the addition of resources
- Implement Fleet Maintenance and Quartermaster Improvements
- Establish long term fleet replacement plans

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Continue to Improve Community Relationships

The department is increasing its efforts in the community by developing relationships to understand the city better and improve service delivery. 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 should you have any questions or need additional information.



Dominique Artis, Fire Chief
Dallas Fire-Rescue

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 Alequresh, Chief Innovation Officer
Directors and Assistant Directors

DFR Strategic Initiatives

Public Safety and Criminal Justice Committee

February 11, 2019

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



Purpose

- To give PSCJC an overview of DFR's accomplishments and service delivery improvements for FY 2017-2018 and proposed major initiatives for FY 2018-2019



Presentation Overview

- Review Strategic Priorities
- Review FY 2017-2018 Accomplishments
- Discuss FY 2018-2019 Strategic Priorities and Goals
- Questions

FY 2017-2018 Strategic Priorities Review

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

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 (Cont.)

Citizen and Firefighter Safety

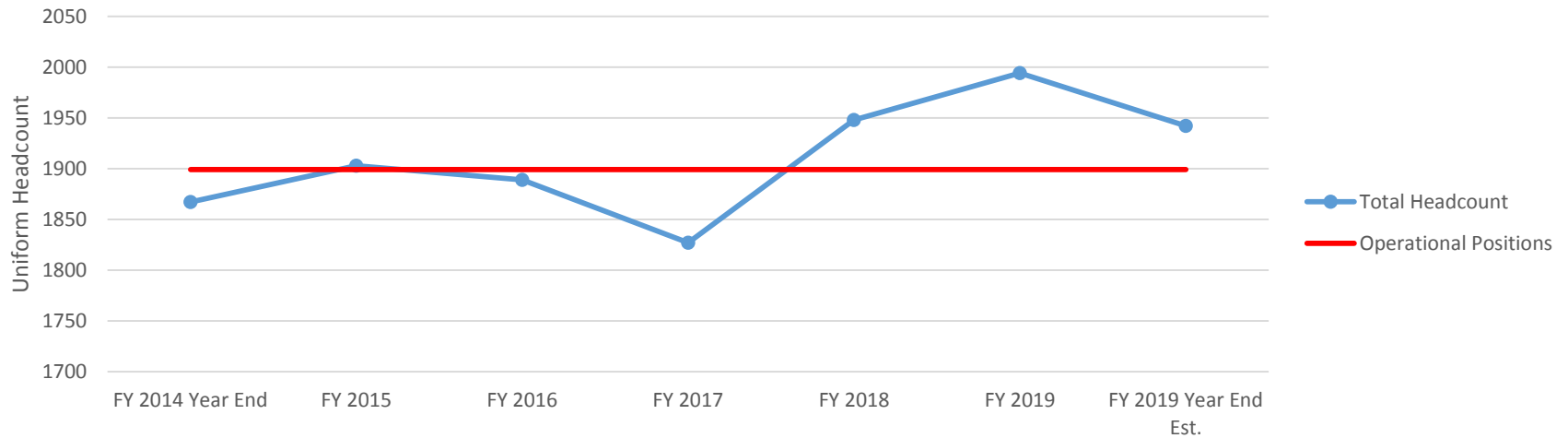
- ISO Class 1 Rating Achieved
- Purchased 2 Ambulances With Patient Loading Feature



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.)

Recruitment of Uniformed Firefighters

- 384 Promotions

Rank	Count Promoted by Rank
Driver	205
Lieutenant	102
Captain	60
Battalion Chief	17
Grand Total	384

FY 2017-2018 Accomplishments (Cont.)

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.)

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

- Priority Dispatch Implementation Process Began
- Incorporated the use of FIREHOUSE Record Management Software
- Initiated RIGHT Care Program
- Conducted An Overtime Analysis To Improve Operational Efficiency
- Conducted Fleet Maintenance and Quartermaster Assessments

FY 2017-2018 Accomplishments (Cont.)

Community Relationships

- Fire Station Tours
- Smoke Detector Installations
- Fire Explorer Program



FY 2017-2018 Accomplishments (Cont.)

Community Relationships

- Supported the Camp LADDER Program
- Conducted Community Fairs
- Participated in National Night Out
- Delivered Fire Safety Presentations



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FY 2018-2019 Strategic Priorities and Goals

- Citizen and Firefighter Safety
- Executive Officer Development /Succession Planning
- Mental Health and Wellness for First Responders
- Service Delivery Improvements
- Continue to Improve Community Relationships

FY 2018-2019 Strategic Priorities and Goals (Cont.)

Citizen and Firefighter Safety

- Develop and Conduct Executive Officer Development Training
- Implement the 1st Phase of the Replacement Plan for Self-Contained Breathing Apparatus (SCBA)

FY 2018-2019 Strategic Priorities and Goals (Cont.)

Executive Officer Development/Succession Planning

- Executive Officer Training
 - Executive-Level Strategic Planning Training
 - Ethics Training
- Continue Officer Development

FY 2018-2019 Strategic Priorities and Goals (Cont.)

Mental Health and Wellness for First Responders

- Develop a Resource Page with Support Contact Information
- Acquire Funding for New Fitness Equipment at All 58 Fire Stations
- Pursue Heart Rate Variability Course Instructor Training and Partnership with UTD's Brain Performance Institute

FY 2018-2019 Strategic Priorities and Goals (Cont.)

Service Delivery Improvements

- Implementation of Priority Dispatch
- 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 and Goals (Cont.)

Service Delivery Improvements

- Develop Strategies for Station Infrastructure and Planning
- Develop a Plan to Attain Texas Best Practices from Texas Fire Chief Association and International Fire Accreditation
- Incorporate Predictive Fire Modeling
- Develop a model for the digital radio system (P25) to meet the needs of DFR

FY 2018-2019 Strategic Priorities and Goals (Cont.)

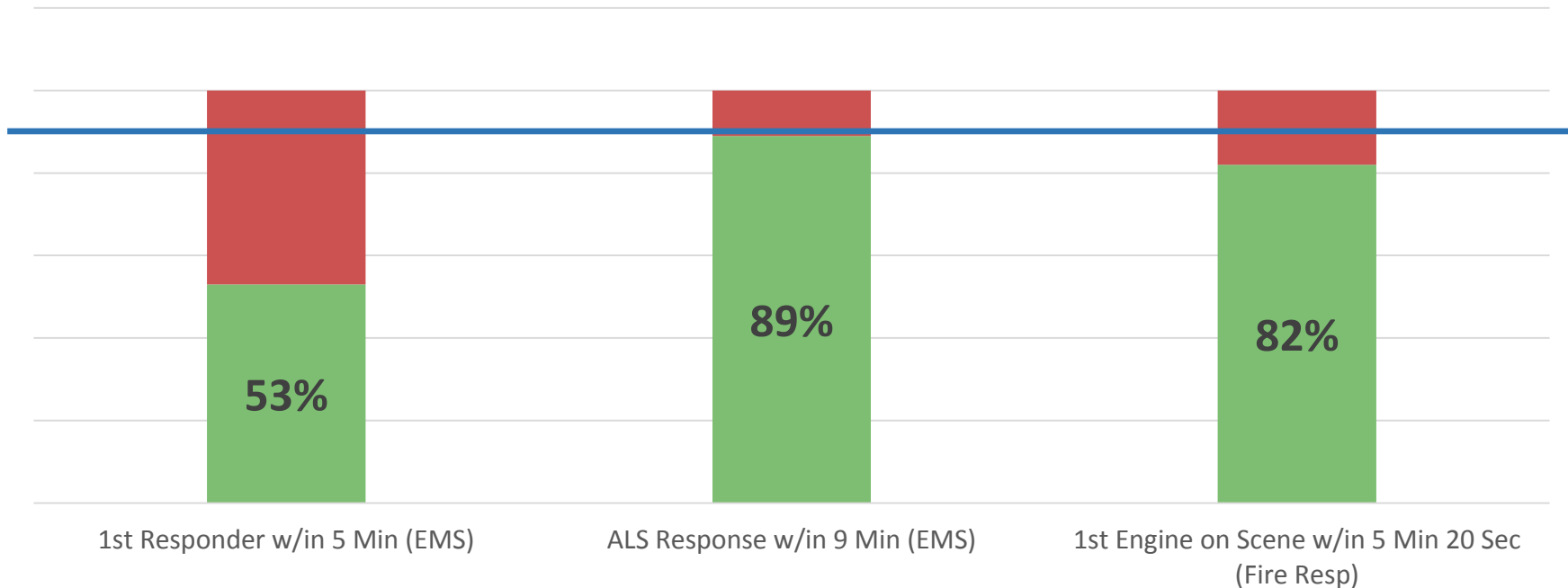
Service Delivery Improvements

- Implement New Staffing Model for Safety Chiefs
- Continue with the Delivery of the DFR Driver Safety Program
- Support and Promote Greater Participation in the Department's Mental Health Initiative
- Incorporate Additional Practices to Improve DFR's Cancer Awareness/Mitigation Program

FY 2018-2019 Strategic Priorities and Goals (Cont.)

Service Delivery Improvements

Response Time Goals
NFPA Standard 1710 - Target: 90%



FY 2018-2019 Strategic Priorities and Goals (Cont.)

Community Relationships

- Increase Citizens Fire Academy Participation
- Continue to Support Camp LADDER
- Identify and Participate in Community Fairs
- Educate the Public During Smoke Detector Installations



Questions ?



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

