

***TERRELL FIRE DEPARTMENT***

# ***ACE REPORT***

***ANNUAL CHIEF'S EVALUATION***



***SHANE LECROY, FIRE CHIEF***

***JANUARY 31, 2022***



# TERRELL FIRE DEPARTMENT

## ACE REPORT

Annual Chief's Report

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### INTRODUCTION:

This is the third edition of the ACE Report which is a review and evaluation conducted by the Fire Chief of department accomplishments as well as setbacks from the previous year. The ACE report also provides members with department goals based on the council approved budget for the upcoming year.

It is extremely important that all members know and understand what has been accomplished and what is yet to be accomplished so they may understand the direction we are headed and the department's "Vision" for the future.

***"VISION WITHOUT ACTION IS A DAYDREAM, ACTION WITHOUT VISION IS A NIGHTMARE".***  
***PROVERBS***





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### END OF YEAR STATISTICAL INCIDENTS SUMMARY:

INCIDENT COUNT	
INCIDENT TYPE	# INCIDENTS
EMS	3181
FIRE	1035
<b>TOTAL</b>	<b>4216</b>

YEAR	INCIDENTS
2019	3984
2020	3660
2021	4216

### INCIDENTS by STATION:

STATION	COUNT
1 - Station 1	2116
2 - Station 2	2075
FA - Station FA	2
MA - Mutual Aid	23
<b>TOTAL:</b>	<b>4216</b>

### TURNOUT and RESPONSE TIMES:

LIGHTS AND SIREN - AVERAGE TURNOUT TIME (Dispatch to Enroute)		
Station	EMS	FIRE
Station 1	0:01:19	0:01:24
Station 2	0:01:41	0:01:57
<b>AVERAGE FOR STATION# 1 &amp; 2</b>	<b>0:01:30</b>	<b>0:01:40</b>

LIGHTS AND SIREN - AVERAGE RESPONSE TIME (Dispatch to Arrival)		
Station	EMS	FIRE
Station 1	0:06:06	0:05:19
Station 2	0:06:25	0:06:14
<b>AVERAGE FOR STATION# 1 &amp; 2</b>	<b>0:06:15</b>	<b>0:05:46</b>



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### **PROGRESS REPORT on 2021 GOALS:**

When discussing department goals, I have presented to council five (5) broad goals which are the same goals I have presented them for the past (3) years. The purpose of presenting goals in this fashion is to provide a consistent organizational direction which may be built upon each year. Assigning objectives for each goal provide the building blocks needed to achieve that goal as well as providing a way to measure progression towards successful goal completion. The (5) five goals and last year's objective's completion status are listed below.

1. *Stimulate Professional Development and provide growth opportunities for both the Department and its members.*
  - a) Revise and Restructure the Department's Pay Plan (**Not Completed**)
  - b) Provide Incentive and Assignment Pays (**100% Completed**)
  - c) (Credentialing) Ensure all personnel in promoted positions meet the requirements defined in SOG 210.0.0 Promotional Process and Position Qualifications. (**50% Completed**)
  - d) Continue to expand/improve our Fire Department training offerings (**50% Completed**)
  - e) Complete the review and revisions of all department SOGs (**75% Completed**)
  - f) Producing a 5-year strategic plan (**Not Completed**)
2. *Current fire station locations, design, and numbers.*
  - a) Finalize the new fire station design/build process (**25% Completed**)
3. *Establish an effective Apparatus Replacement schedule.*
  - a) Order new fire apparatus (**Not Completed**)
4. *Provide the Department's Fire Prevention inspection program with the resources needed to carry out its enhanced fire safety initiative.*
  - a) Create/reallocate a position (assignment) under the Fire Marshal's position. (**Not Completed**)
  - b) Complete inspections on all Target Hazards (**75% completed**)
  - c) Implement a pre-fire planning program (**25% Completed**)
  - d) Evaluate ESO's Fire reporting software (**Not Completed**)
5. *Provide the Department's EMS with the support and oversight required for its newly attained ALS (Advanced Life Support) designation.*
  - a) Provide Incentive and Assignment pays (**100% Completed**)



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### **2021 GOALS SUMMATION:**

Of the five broad goals, there were 12 objectives set for 2021. Of these 12 objectives one (1) was fully completed, five (5) were not completed, two (2) were 75% completed, two (2) were 50% completed and another two (2) were 25% completed.

Although we are looking at the calendar year of 2021 the Fiscal year (FY) must also be considered since our budget is prepared based on fiscal year (FY). FY 2021 is comprised of portions of both 2020 and 2021. In 2020, we witnessed the coming of the pandemic and the “New Norms” which resulted from it. As you are aware, we are still in the tight grasp of the pandemic and ever changing “New Norms” as a result. The pandemic has and continues to influence most things we do as it pertains to delivering service and equally as important, preparing ourselves to deliver service.

First, we will start our examination of the objectives that were not completed this past year. Five (5) of the twelve objectives were not completed and I would like to attribute the non-completion of these objectives to the pandemic but that was not entirely the reason. These objectives included:

- Revise and Restructure the Department’s Pay Plan
- Creating a position (assignment) under the Fire Marshal’s position
- Producing a 5-year strategic plan
- Ordering a new fire apparatus
- Evaluating ESO’s Fire reporting software

Two of the five non-completed objectives involved the gathering of groups to meet and discuss the subjects, as you recall we still had a policy in effect that limited these types of close contact to protect our members for a large part of 2021. In May 2021 the restrictions were lifted but due to the resurgent of the Delta-variant, the restrictions were re-applied four months later in September.

The final three (3) which were not completed included: revise and restructure the department’s pay plan; creating a position (assignment) under the Fire Marshal’s position and ordering a new fire apparatus. Each listed non completed objective required approval by the City Manager and Council to be successful. Although these objectives did not make it on the FY 22 budget, I am still optimistic that we will achieve these objectives in the not-so-distant future. During presentations to council about these items, they were made aware of the need and the consequences if these items are not addressed. The importance of these objectives is crucial to the continual progression of the department.

We did have one (1) objective that was completed, the approval of a comprehensive education/certification pay plan. The incentive pay plan passed with no changes. As you are now aware, this plan is very robust and offers members many different professional development avenues. Those that now take on additional responsibilities will be rewarded monetarily which is something I have been pushing for since my arrival in 2018. I encourage all members to take



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advantage of these incentives and get the additional training and certifications being offered. The additional certifications and training will undoubtedly help you in your career advancement which will in turn assist the department in increasing its service delivery options.

The remaining partially completed objectives will still need more work to complete. These goals are as follows:

- Ensuring all personnel in promoted positions meet the requirements defined in SOG 210.0.0 Promotional Process and Position Qualifications
- Implementing a pre-fire planning program
- Review and revisions of all department SOGs
- Finalize the new fire station design/build process
- Continue to expand/improve our Fire Department training offerings
- Complete inspections on all Target Hazards

We have made good progress on these objectives and will continue to work towards their completion in FY 22.

**2021 ACCOMPLISHMENTS:** To emphasize the significance of the accomplishments achieved in 2021, each achievement will be referenced under the specific division to which it mostly influenced.

**FIRE ADMINISTRATION:** Administratively, we were able to secure some measures of success specific to personnel wages and incentives pays this year. Personnel received two raises throughout 2021 with an accumulative salary increase of 5%. Agreeably we are not where we need to be, but we are moving closer to that goal with each passing year. Until which time that may occur, it will continue to be one of our high priority goals.

Additionally, we were successful in getting passed through council a very comprehensive incentive pay plan. The plan, which was adopted, did not require any significant modifications to be accepted. We did have to revise one part specific to paramedic pay but the change resulted in a more significant increase to this incentive than was originally proposed. Personnel will now be financially rewarded for successful completion of department defined certifications. This incentive pay plan will be discussed in more detail in the Fire and EMS operation sections.

We were also successful in finding and securing a short-term site for Fire Administration not associated with the airport. The new Fire Administration site located at 150 9<sup>th</sup> street will provide more space for administrative staff which was desperately needed and will provide us with the ability to centralize personnel training which will conform to our specific needs. Although this is only a “short-term” lease agreement for Fire Administration, we were given the approval to remodel the lease space which allowed us to design the space specific to our



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needs. Fire Administration's permanent location shall be adjacent to our projected "Drill" field and Fire Station #2 relocation.

Acquisition of the land for Fire Station #3 has yet to be made but is actively being sought. A lot located on Apache Trail next to the Denny's that was being looked at as a potential site has been removed from consideration based on traffic concerns the adjacent business may cause. Other sites being actively pursued include the lot in front of Conesus LLC which is off Tejas Drive, and a future site to be developed in the area down from Platinum Ford.

**FIRE OPS:** Department personnel received additional TCFP certifications which more than doubled the certifications received in the previous year. In 2020, 6 new TCFP certification were received by personnel. In 2021, 16 TCFP new certifications were attained. The following commission certifications were completed in 2021:

Driver Operator Pumper ----- 4	Total to date DOP ----- 10	Total to date DOA----- 1
Fire Instructor ----- 6	Total to date INST-----13	Total to date PE ----- 1
Fire Inspector ----- 2	Total to date INSP.----- 3	Total to date HzMT-- 3
Investigator ----- 1	Total to date INV.----- 2	Total to date WFF -----17
Fire Officer I----- 2	Total to date FOI----- 3	
Fire Officer II ----- 1	Total to date FOII ----- 1	

Total number of new TCFP certifications attained since 2019 is 33. This increase in TCFP certifications exemplifies our member's commitment to not only expand their personal professional knowledge but also their commitment to ensuring the citizens of Terrell are receiving the most progressive and professional services possible.

Based on the approved education/certification and incentive pay plan, personnel receiving the following educational level, TCFP certifications, and/or assigned an approved task will receive compensation for their efforts.

Earned College Hrs.	EDUCATIONAL PAY									
	Oct. 5, 2021									
	18 Hrs.		36 Hrs.		Assoc. or 60 Hrs.		Bachelor Degree		Master Degree	
	Monthly	Yearly	Monthly	Yearly	Month	Yearly	Month	Yearly	Month	Yearly
	\$30.00	\$360.00	\$40.00	\$480.00	\$50.00	\$600.00	\$100.00	\$1,200.00	\$150.00	\$1,800.00

The intent of education pay is to provide department members with an incentive to complete higher levels of education and to provide a career pathway for those inspiring to move up professionally.



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CERTIFICATION PAY						
TCEP Certification Levels for Structural Fire Suppression	Intermediate		Advanced		Master	
	Month	Yearly	Month	Yearly	Month	Yearly
	\$30.00	\$360.00	\$50.00	\$600.00	\$100.00	\$1,200.00
TCFP Fire Inspector Certification		Monthly	Yearly			
		\$100.00	\$1,200.00			
TCFP Hazardous Material Technician Certification		Monthly	Yearly			
		\$50.00	\$600.00			
TCFP Wildland Firefighter Certification		Monthly	Yearly			
		\$55.00	\$660.00			



The above certification pays were created to incentivize specific certifications which the department has prioritized based on a community risk assessment performed by fire administration in 2018. These certifications will be needed for the department to continue its progressive movement and expanding the types of services it may provide.

ASSIGNMENT PAY		
Fire Marshal	Month	Yearly
	\$800.00	\$9,600.00
*Rescue specialist	Month	Yearly
	\$50.00	\$600.00

Assignment pays have been created to compensate personnel for additional responsibilities. The Fire Marshal's assignment is within Battalion Chief rank to assume the responsibilities associated with the Fire Marshal's office such as fire investigation and inspections but also responsibilities specific to Fire Prevention.

Rescue specialists is assigned to those personnel that has completed specialized training approved by the department. The areas currently identified as a department initiative include: Swift/High Water Rescue; Trench/Confines Space Rescue; High Angle Rescue; and Auto/Machinery Extrication. Completion of any 1 of the 4 is required to receive this assigned pay.

Personnel interested and selected to be shift Fire Training Officers (FTO) will receive incentive pay (\$50 per month) for performing this supportive function. FTOs assist new fire recruits in making a seamless transition into our organization. They set the example for the recruit to follow, provide one-on-one performance evaluations, and works with the recruit to become a contributing member of our organization. Each FTO serves as the new fire recruit's advocate



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and provides whatever assistance which may be needed so that the recruit may successfully complete his/her recruit probationary period.

The department has also been awarded a FAST grant (Fire, Ambulance and Services Truck) which will enable us to purchase a new Brush Truck, SCBAs, Rescue Tools, Wildland Firefighting gear and other associate equipment in 2022. The new Brush Truck will replace our current in-service Brush Truck and will be equipped with CAFs.

Battalion 621 has been upfitted to better support the responsibilities of the Battalion Chief when he/she is operating on an incident as the incident commander (IC). The role and responsibilities of the IC can become overwhelming if not given the proper tools and equipment to run the incident. The upfit was needed to ensure that the IC has what is needed to be successful.

**EMS OPS:** In 2020, the Department moved from a BLS FRO to an ALS FRO so that we may increase the services provided to our community. This past year noted several exceptional circumstances where this move has had a positive impact and is evident by the number of EMS recognitions conducted. In 2021, the department presented 2-life saving awards, 4-unit citations and 1-EMS commendation. The advancement in pre-hospital care we implemented in 2020 will undoubtedly continue to have a major impact on the lives of those we are called to help now and in the future.

In support of our EMS initiatives, we have received approval for the following certification/assignment pays:

CERTIFICATION PAY		
TDSHS Paramedic Certification Pay	Monthly	Yearly
	\$225.00	\$2,700.00

TDSHS Paramedic Certification pay was created to: first compensate justly those with this level certification for the increase in services they are providing; Secondly, to assist us in our hiring process by “leveling the playing ground” when competing for candidates that hold this certification; and lastly but equally as important, assist members already in the organization that do not have this certification to work towards achieving it.



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ASSIGNMENT PAY		
Shift EMS Coordinator	Month	Yearly
	\$600.00	\$7,200.00
Tactical Medic	Month	Yearly
	\$100.00	\$1,200.00
Paramedic preceptor (FTO)	Month	Yearly
	\$50.00	\$600.00

The assignment of (3) Shift EMS Coordinators will provide for an EMS point of contact for each shift. Personnel assigned this position will have responsibilities to include: EMS supply accountability; PCR quality assurance; Providing EMS CEs; and re-certification of assigned personnel.

The assignment as a Tactical Medic was created to first support our Police Department's SWAT team by providing "on-scene" medical for SWAT team members as well as to create a "Specialized Rescue Unit" with advanced certifications which would be a department asset deployable anywhere within the city as well as outside the city to specific incidents where their advanced training could be of value. It is for these reasons members of the tactical medic unit are required to attain training and certifications in a multitude of disciplines such as high angle, below ground, hazardous material, and others not just tactical.

The assignment as a department's Paramedic Preceptor is similar in duties as a FTO but more specific to EMS orientation. The Paramedic Preceptor will assist new recruits with their credentialing process into the department's medical system. The preceptor will evaluate EMS performance, provide feedback, and oversee the completion of the credentialing program.

To support our ALS initiatives, we applied for and was awarded as part of the FAST grant, the approval to purchase two (2) additional ZOLL cardiac monitors. These monitors will allow for backups to current in-service monitors as well as placing an additional monitor on the Battalion Chief's vehicle. These monitors are valued at \$30-35K each. The ability to have redundancy in these units is a major accomplishment for the department's overall service success.

### FIRE PREVENTION:

In 2020, the fire prevention division began to focus on commercial inspections and conducted 27 inspection which resulted in 8 failing. Only one re-inspection was conducted during this period. Also in 2020, 50 certificates of occupancies were applied for with 9 failing. In all in 2020, 77 inspections were completed.



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In 2021, the prevention division began actively completing annual inspections throughout the city. This includes making use of a contract inspector to complete inspections of Tier II facilities. Completed inspections of all hotels within the City of Terrell. Completed Inspections of all properties south of I-20 west of Rosehill RD including all The Shops at Terrell. In all, the prevention division completed 95 annual inspections with 54 failing the initial, and 49 re-inspections with 10 failing. 46 certificates of occupancies were applied for with 10 failing inspections. An additional 39 miscellaneous inspections were also conducted.

Moving forward the major goals for fire prevention will be to increase the level of fire prevention, education, and inspection activities within the city. To achieve this, continuing education within the fire marshals' position to include plans examiner certifications and TCOLE certification must be completed.

Another crucial component to our success will be adding an administrative position within the fire prevention division. The training of additional shift-based inspectors is another critical step which now will be aided by incentive pay for those interested. Shift based inspections will allow for the implementation of a company inspection program. We feel as annual inspections increase, the amount of property loss and injuries from fire will decrease. Equally important to our inspection program will be the implementation of a structured public education program. This program will include a pre-arranged schedule of fire education lessons with designed messages to be conveyed each year.

Additionally, an emphasis on researching and implementing a software solution that will address the needs of both fire inspectors and those performing fire pre-planning activities will be a high priority in 2022.

### **EMERGENCY MANAGEMENT:**

In January 2021, in cooperation with Kaufman County Office of Emergency Management we opened the Vaccination Hub at TVCC Health Science Center. We saw 200 +/- people 4 days each week for vaccinations. In March we moved to the TVCC Terrell I-20 Campus where our numbers quickly grew to 900 +/- daily, 6 days a week. To date, we have given 41,900 +/- total doses of COVID vaccine. This was achieved at our main site and 12 different mobile clinics across the county. All of them were done under the flag of the Terrell Fire Department.

While managing the vaccination for the county we also played a huge role in public testing not only here but across the county. Most of our year was focused on COVID-19 Response and mitigating where we could. This year also saw us finalize the update to our Emergency Operations Plan. We completed the Hazard Mitigation Plan with Kaufman County.

We completed the administrative portion and the ordering of all new subscriber units (mobiles and portables) for all the City's public safety by joining the Garland Mesquite Radio System.



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This program, to the tune of \$800,000, upgraded all our radios, dispatch, and backhaul systems. It also allowed us to grow our interoperability footprint and provided redundancy in our communications network.

We added 2 new outdoor warning sirens and relocated 1. We upgraded 3 sirens and plan to update the final 3 in FY 22. This program brings our outdoor warning system in line with the FEMA recommendations for outdoor warning systems. Our year was so busy with COVID we didn't get to focus on the things we wanted like tabletop exercises and other training opportunities for the city and its leadership. We hope to accomplish those things this year.

We continue to make a name for ourselves in the region and look forward to future regional operations and deployment which will bring more funding opportunities to our department in the future.

### **EVALUATION OF FY 22 BUDGET RESULTS:**

The department's budget for FY 22 is \$4,423,944.00 which is an increase of approximately 3% from last years actual budget. The areas of significant increase were associated with the following:

- Salaries/Overtime
- Equipment and Tools (Fire & EMS)
- Vehicle maintenance
- Consulting Fees (Legal and Inspectors)
- Training and Travel
- Wellness Fitness/Physicals

Overall, I was pleased with our finalized budget. We did not receive any major cuts so we may continue moving forward with advancing the services we are providing, adding specialized equipment/tools to our inventory and offer additional training/certifications to those personnel interested in expanding their professional knowledge. We have also been awarded FEMA's FAST grant which will allow us to purchase a new Brush Truck, extrication tools, SCBAs, two ZOLL monitors, and wildland firefighting gear. The equipment we have been awarded will support our mission to provide the very best Fire and EMS services possible.



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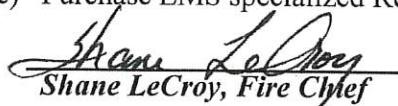
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### FY 23 GOALS:

1. *Stimulate Professional Development and provide growth opportunities for both the Department and its members.*
  - a) Revise and Restructure the Department's Pay Plan
  - b) Apply for FEMA's SAFER Grant for an additional 9 (15 total) firefighters for station #3
  - c) (Credentialing) Ensure all personnel in promoted positions meet the requirements defined in SOG 210.0.0 Promotional Process and Position Qualifications.
  - d) Continue to expand/improve our Fire Department training offerings
  - e) Complete the review and revisions of all department SOGs (Best Practices)
  - f) Perform a 5-year strategic plan
2. *Current fire station locations, design, and numbers.*
  - a) Negotiate the purchase for the land required to build Station #3
  - b) Receive council approval to purchase land
  - c) Finalize the new fire station design/build process
3. *Establish an effective Apparatus Replacement schedule*
  - a) Apply for the Assistance to Firefighter Grant for replacement of our reserve 2000 E-1
  - b) Purchase new Brush Truck (awarded by FAST Grant)
  - c) Purchase new Blocker Truck (awarded by NTCOG Freeway blocking equipment Grant)
  - d) Purchase ATV for special events
4. *Provide the Department's Fire Prevention inspection program with the resources needed to carry out its enhanced fire safety initiative*
  - a) Create/reallocate a position (assignment) under the Fire Marshal's position
  - b) Complete inspections on all Target Hazards
  - c) Implement a pre-fire planning program
  - d) Update prevention website
5. *Provide the Department's EMS with the support and oversight required for its newly attained ALS (Advanced Life Support) designation*
  - a) Place into service 2 additional ZOLL monitors awarded through the FAST Grant
  - b) Evaluate ESO's Fire reporting software
  - c) Purchase EMS specialized Rescue Equipment/Tools

  
Shane LeCroy, Fire Chief

1-27-22  
Date