

Terrell Fire Department

ACE REPORT

Annual Chief's Evaluation

Shane LeCroy, Fire Chief

3-16-2021





TERRELL FIRE DEPARTMENT

ACE REPORT

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This is our second edition of the ACE report which is a summary of the accomplishments made in 2020 as well as our goals for 2021. The significance of the accomplishments acknowledged in this report reinforce the Department's Mission, Vision and Values.

Looking Back: In 2019, the following goals were set for year 2020. I believe that it is important to discuss these goals so we may evaluate our efforts in 2020 to complete them.

2020 Goals:

1. Complete the transition from a BLS First Responder Organization to an ALS First Responder Organization. **(Completed)**
2. Fill the Battalion Chief position which will also include: Restructuring our incident response matrix to include the new rank; Provide the necessary initial training for new Battalion Chiefs; and Provide the necessary work space needed for an additional shift Officer. **(2/3 Completed)**
3. Facilitate and Produce a 5-year strategic plan. **(Not Completed)**
4. Fire Inspections: Begin performing Fire Inspections by contracted Inspectors on all "Target Hazard" facilities; Provide the training necessary for 6 personnel to become TCFP certified Fire Inspectors so that shift base inspections may begin. **(50% Completion)**
5. Emergency Management: Provide annual EOC exercises involving all City Department Heads; Create and Implement a joint "Active Threat" SOG with Fire and Police. **(Not Completed)**
6. Begin the process of evaluating current Fire Stations and researching the need for additional Fire Stations. **(Completed)**
7. Begin the process of conducting systematic Pre-Fire Planning for targeted commercial structures and structures with the potential for high loss of life. **(Not Completed)**
8. Perform Hydrant Testing and Hydrant Reflector Installations. **(Completed)**
9. Review and Revise current SOGs to reflect organizational direction and changing structure. **(Completed)**
10. Prepare for the upcoming FY 20-21 Budget by: Creating an Apparatus Committee to Research and Recommend a replacement Fire Engine; Perform a Salary survey of comparable Cities to present to council; Bring in outside consultants to assist with current Fire Stations evaluations and project need for future Fire Stations. **(Completed)**

Of the 10 goals established for 2020 we were able to complete 6, partially complete 2, and was unable to fully complete 2. In order to provide a comprehensive evaluation on whether we were successful in our actions to complete the goals we set forth, we must factor in the effects of the pandemic on our efforts. The pandemic and our efforts to continually provide service required



TERRELL FIRE DEPARTMENT

ACE REPORT

Annual Chief's Evaluation

that we adapted to a “new norm”. The “new norm” hampered our efforts to interact more with the public that would be needed to conduct fire inspections and complete pre-fire planning. The pandemic also hampered our ability to mass gather which would be needed to complete a 5-year strategic plan as well as restricting our ability to work with other agencies to develop and train on a multi-agency response to an active threat scenario. However, we will not be deterred from completing these goals and will place them in our goals to be completed for 2021.

Looking Forward: The following Department priorities is and has been our focus for the past 2 years. The **FY 2020-21** is no exception and the following were presented to council:

- 1. Stimulate Professional Development and provide growth opportunities for both the Department and its members.**
 - a) Utilize comparable Education/Certification pay initiatives to encourage Professional Development and Assignment pays to accomplish Department Initiatives.
 - b) Utilize assignment pay for specified certifications to encourage Department member’s participation in organization’s initiatives and priorities:
 - 1) Fire Inspector
 - 2) Hazardous Material Technicians
 - 3) Paramedic
 - 4) Specialized Rescue
 - c) Revise and Restructure the Department’s current organizational structure to provide depth in essential positions and full-time oversight in developing services.
 - 1) Fire Prevention Division – Create/reallocate a position (assignment) under the Fire Marshal’s position to:
 - I. Ensure essential services are not interrupted (continuity of service) in the absence of the Fire Marshal;
 - II. Provide a professional growth opportunity for future leaders (Succession Planning); and
 - III. Provide needed assistance to meet the Department’s Inspection goals.
 - d) Revise and Restructure the Department’s Pay Plan to:
 - 1) Relieve current salary compression between the ranks;
 - 2) Reduce/limit future salary compression;
 - 3) Standardize the separation between all ranks;
 - 4) Incentivize promotional opportunities and legitimize the additional responsibilities and;
 - 5) Assist in becoming more competitive with comparable cities salaries.



TERRELL FIRE DEPARTMENT

ACE REPORT

Annual Chief's Evaluation

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- e) Once restructuring has been accomplished, our firefighters' salaries need to grow as the Department's services and responsibilities grow to compete with comparable cities for qualified personnel.
 - 1) Personnel are being required to provide a variety of services and assume more responsibilities than ever before as the department becomes more and more progressive in its service delivery mission.
 - 2) The department must provide competitive salaries in order to recruit and retain qualified personnel that are needed to fulfill its mission.
 - 2. Evaluate current fire station locations, design and numbers based on acceptable emergency response and projected growth.**
 - 3. Establish an effective Apparatus Replacement schedule.**
 - a) Using the 20-year replacement term (10 years active, 10 years reserve), apparatus replacement schedules are as follows:
 - 1) 2017 Smeal 105' Quint: Replace in 2037 (Yrs. 17)
 - 2) 2015 Spartan Pumper: Replace in 2035 (Yrs. 15)
 - 3) 2014 Spartan Pumper (R): Replace in 2034 (Yrs. 14)
 - 4) 2000 E-One Pumper: Replace in 2020 (Yrs. (0) (\$868,000 FY 21)
 - 4. Provide the Department's Fire Prevention inspection program with the resources needed to carry out its enhanced fire safety initiative.**
 - a) Conduct annual inspections on all commercial and regulated residential structures with the assistance from the proposed restructured Fire Prevention division and the addition of shift-based inspectors.
 - b) Conduct an initial inspection on all structures identified as potential "Target Hazard(s)" within the City, utilizing the proposed restructured Fire Prevention Division and contracted personnel who possess the advanced certifications and experience needed for these complex facilities.
 - 5. Provide the Department's EMS with the support and oversight required for its newly attained ALS (Advanced Life Support) designation.**
 - a) Create assignment pay for an assigned position to perform quality assurance (Q/A) reviews on all EMS responses.
 - 1) Ensure protocol compliance
 - 2) Identify trends and areas where additional or specific training is needed within the department. Develop training programs (CEs) to address any issues of concerns.
 - 3) Provide inventory oversight (ensure expired drugs have been removed and replaced), Equipment maintenance and repairs scheduling, Identify new equipment needed for budgetary purposes.



TERRELL FIRE DEPARTMENT

ACE REPORT

Annual Chief's Evaluation

Evaluation of FY 2020-21 Budget Results:

- 1. Stimulate Professional Development and provide growth opportunities for both the Department and its members.**
 - a) Increases in Education and Certification pay are still being considered for this budget year and next budget year. I feel confident that the Council and the City Manager understand the importance of incentivizing professional development and investing in our most valuable resource, our human resource.
 - b) Assignment pay is still being considered and will continually be presented.
 - c) I feel confident that a position will be added to the Fire Prevention Division to ensure the continuity of service, meet prevention goals and to provide professional growth for members in the department interested in the prevention side.
 - d) Our current pay scale has yet to be revised and realigned as I feel it should be. I will continue to present this very important issue in future interactions with council.
 - e) Police and Fire received a 4% salary increase in this budget. No other departments received a raise. This is a step in the right direction but bigger steps will need to be taken to get the department to a more competitive position with surrounding comparable departments.
- 2. Current fire station locations, design and numbers.** We have had a Fire Station study done and the results have been presented to council. The study provided important information related to our current number / locations of fire stations and its impact on our current ISO classification of 2. Council is aware of the need to replace and relocate stations 1 and 2 as well as building a station 3. I provided council with the following recommendations:
 - Relocate Fire Station #1 to the vicinity North to Northwest of its present location.
 - Relocate Fire Station #2 to the vicinity South to Southeast of its present location
 - Erect a (3) third Fire Station in the Southwest area of the City
 - Fire Administration and a Training field should be constructed at 1 of the 3 Fire Station locations. Fire Administration shall include space for a second EOC.

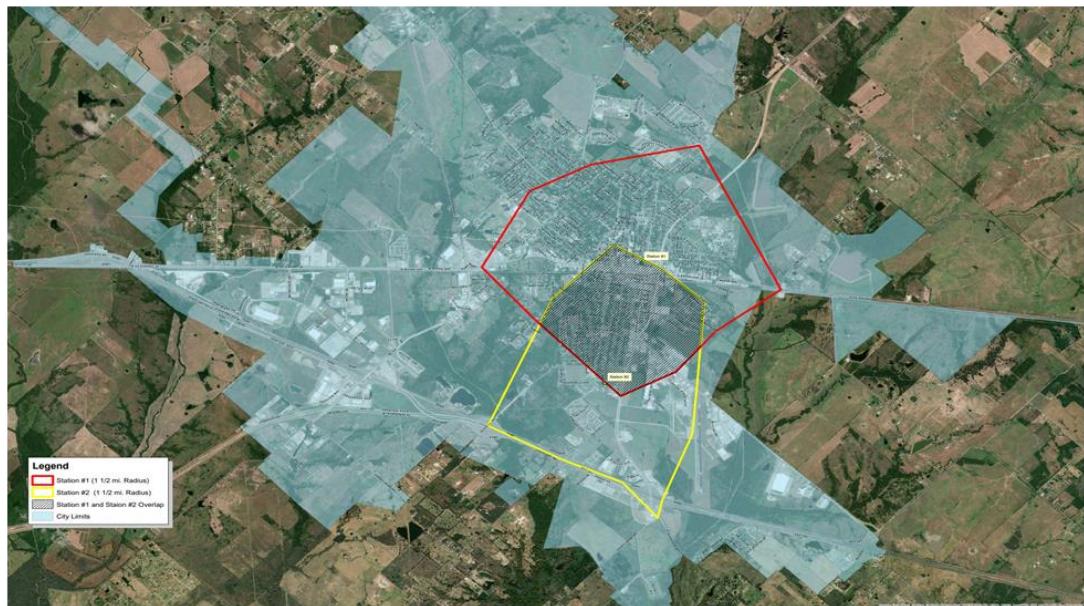


TERRELL FIRE DEPARTMENT

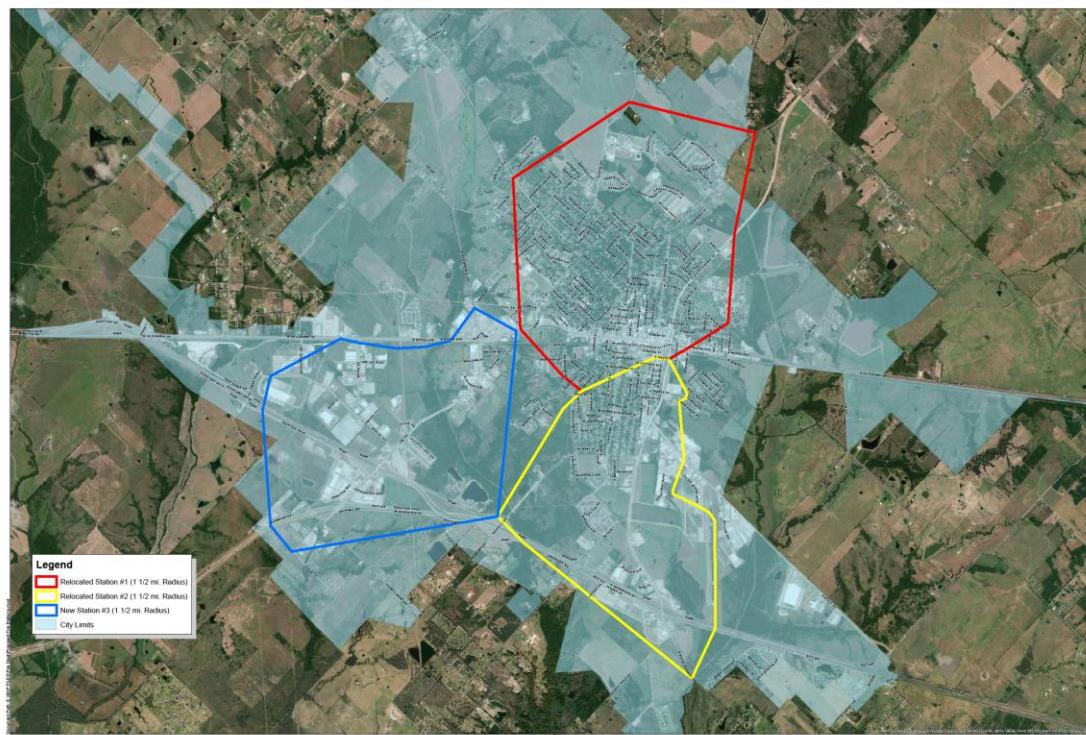
ACE REPORT

Annual Chief's Evaluation

Current Fire Station Locations:



Proposed New Fire Station locations:





TERRELL FIRE DEPARTMENT

ACE REPORT

Annual Chief's Evaluation

Estimated Costs associated with the building of new fire stations.

- To Erect a two bay Fire Station with Drill Field and Fire Administration. Estimated cost = \$6.5 to \$7.5 million
- To Erect just a two bay Fire Station, Estimated cost = \$5.5 to \$6.0 million
- Operating costs = Approximately \$30,000.00 per year
- Apparatus costs = Engine \$870,000.00
- Staffing costs = Approximately \$320,000.00 annually (salaries and benefits)

Following my presentation to council, I have had follow-up meetings with the City Manager and we have agreed that the new Fire Station #3 would come first to assist with ISO obligations and property costs associated with the area to be designated. Fire Administration and a Drill Field will be part of Fire Station #2 rebuild/relocation. The City manager has informed me that funding for the new station #3 will be proposed in FY 2022 with an estimated 18-month build time. He has asked that we begin to move forward with the station build preparation. We have put together a Fire Station Committee to assist with this process. The funding for the rebuild and repositioning of Station 1 & 2 has yet to be determined but a realistic goal is to have station 1 and 2 relocated and built within the next 5 years.

3. **Establish an effective Apparatus Replacement schedule.** The replacement for our 2000 E-One has been moved to the FY 22 budget proposal. We have been asked by council to first explore all grant options possible to assist with the cost. We are exploring these option currently.
4. **Provide the Department's Fire Prevention inspection program with the resources needed to carry out its enhanced fire safety initiative.** Our Fire Prevention division has a monumental task ahead of them to reach the goal of having all commercial businesses inspected at least once a year. We currently have over 1080 known commercial structures which the goal would apply. In order to have a realistic chance of reaching this lofty goal, we will need inspections occurring daily as well as shift-based inspections. It is for this reason I have asked council for the following:
 - Assignment pay for shift inspectors
 - Assistant Fire Marshal's position
5. **Provide the Department's EMS with the support and oversight required for its newly attained ALS (Advanced Life Support) designation.** Based on the rationale for our move from a BLS FRO to a ALS FRO, an increase level of accountability must be maintained to ensure we continually provide the highest level of patient care possible. The designation of a Quality Assurance program will provide the necessary accountability and EMS oversight to assist us in our progressive service approach.



TERRELL FIRE DEPARTMENT

ACE REPORT

Annual Chief's Evaluation

Currently we are providing Q/A services through the use of one overtime personnel. I have been ensured that an assignment pay category will be created to provide this valuable oversight piece to our EMS program. Our goal will be to assign these responsibilities to 3 personnel (one on each shift) in the not so distant future so that the work-load may be distributed and a "EMS go-to person" is made accessible for on-shift personnel.

SUMMARY INTERPRETATION:

Due to the COVID – 19 pandemics, all city department's budgets only seen modest to no increases. Council, unsure of the economic impact of COVID, chose a more conservative stance when approving the budget. Although this occurred, Public safety still seen increases in their budgets and a 4% raise just for public safety.

Our move from BLS to ALS FRO continues to provide us with the platform to demonstrate our commitment to providing our citizens with the highest quality of services possible. I have received numerous personnel commendations for the services we are providing in both fire and EMS. Members have continually provided me with real-life examples that demonstrate our commitment to raise the level of service we are providing to our community.

Other areas worthy of acknowledgement for FY 2019-20 which follow the goals set forth for the department are:

- ALS designation was June 30, 2020
- Promotions (BC, Captains and Driver/Engineers) have provided additional professional pathways
- Credentialing positions. Certifications attained (10-Driver pumper operator, 2-FOI, 1-FOII, 2-Fire Inspector, 1-Plans examiner, 7-Instructor, 3 - enrollment into Blue Card IC, 6-Swift water, 3-Confined space, and 2-Trench rescue)
- (2) Zoll 12-lead monitors purchased
- Hiring of the remaining SAFER Firefighters has raised our operating staffing to 30 with 12 paramedics
- Passing of TCFP compliance inspection
- Creation of an Emergency Management Department and the hiring of an Emergency Management Coordinator



TERRELL FIRE DEPARTMENT

ACE REPORT

Annual Chief's Evaluation

2021 Goals:

1. *(Credentialing) Ensure all personnel in promoted positions meet the requirements defined in SOG 210.0.0 Promotional Process and Position Qualifications.*
2. *Implement a pre-fire planning program*
3. *Perform a 5-year strategic plan*
4. *Complete the review and revisions of all department SOGs*
5. *Finalize the new fire station design/build process*
6. *Order new fire apparatus*
7. *Continue to expand/improve our EMS services*
8. *Continue to expand/improve our Fire Department training offerings*
9. *Complete inspections on all Target Hazards*
10. *Evaluate ESO's Fire reporting software*


Shane LeCroy, Fire Chief

03/16/21
Date