

**Dallas Fire-Rescue
State of the Department
2009**

I would like to share my thoughts with you on where I believe Dallas Fire-Rescue (DFR) is today as a department as well as provide my vision on what it can become as it strives to be the most consistent, professional and complete fire/rescue public safety institution in the nation. Our task is challenging but I am absolutely confident that we are prepared to move ahead as a department, stronger and more capable than ever. As we map our future, eight critical challenges facing DFR must be addressed. They are as follows:

1. Succession Planning
2. EMS System
3. Cultural Competency and Diversity
4. Management of Fiscal Resources
5. In-Service Training
6. Leadership
7. Advanced and Well Maintained Equipment and Fire Stations
8. Effective Technology

Over the last two years, the Fire Efficiency Study by Berkshire Advisors and the EMS Vision Plan have driven home our focus as they both highlighted the challenges noted above. To this end, our future efforts will focus heavily on closing the gaps identified and utilizing those recommendations in charting a new course for the department with input from you; our greatest asset.

Our recent restructuring into service regions is part of a long term strategy to ensure accountability, unify our internal lines of services, and align with other city services. We will achieve a more effective delivery of services to the communities we safeguard by engaging their unique cultural diversity, language and needs.

With an estimated attrition rate of 61% by 2012, filling our leadership positions with a highly trained, skilled, diverse and professional workforce is priority one. Diversity training, opportunities for professional development, leadership training and mentoring are being developed via our 2-5-10 Strategic Plan. Ninety-seven (97) recruits were hired in October 2008. An additional thirty-five (35) will be hired April 15, 2009, to align our staffing pipeline with our future needs.

The newly formed Homeland Security Bureau will enhance our strategic ability to address mass causality and various other terrorist threats by addressing interoperability, providing state of the art training and disseminating critical information to our first responders.

Emergency Medical Services is undertaking a series of pilot programs, new initiatives, and policy changes to explore and evaluate alternatives for provisions of medical services appropriate for Dallas' changing needs. Currently we are preparing for the deployment of ALS engines and Rapid Response Units. We will continue to be pragmatic as well as innovative and imaginative as we move on this front. It is essential we provide paramedic respite, improve EMS's ability to track patients during and after incidents, develop adequate medical protocols and provide the greatest level of medical care possible to our patients.

The Departmental Cultural Competency Plan supports the organizational priority of diversity and EEO compliance. All new recruits attend a diversity class as part of their orientation. They also utilize the Candidate Physical Ability Test (CPAT) to measure a candidates' ability to perform the job functions of a firefighter. This test includes a mandatory eight-week mentoring program that has proven to be a benefit for female and minority candidates. Finally, they will continue to work with Human Resources, Civil Service and the City Manager's Office to improve the hiring process. We will also conduct additional meetings with executive, management and supervisory personnel to ensure their understanding of the organizational priority of inclusion and diversity.

The new CAD and Locution systems have had their difficulties but we are partnered with CIS and DPD to make on-going enhancements. It is vital to the Department to efficiently receive and disseminate critical information on incidents and take full advantage of the new tools we have to enhance our ability to communicate. The new CAD highlighted and accelerated our need for an integrated records management system along with the necessary training that will allow for a continuous review of organizational effectiveness. Firebase is an interim step in this direction.

We will continue an aggressive three-year apparatus replacement plan that includes ten new engines and three ladder trucks in 2009. Additionally, we will continue replacing approximately one-third of our fleet of Rescue Units annually.

Our next mission includes hiring additional mechanics and staff to adequately maintain our fleet. Fiscally, we are working to secure the resources to establish a minor equipment schedule along with an updated station maintenance schedule.

The Adopt-A-Station program has generated public/private partnerships allowing individual citizens or companies/organizations to make special and unique contributions to individual firehouses. With the recent replacement of fire stations 33, 35, 38, and new fire station 40, we now focus on developing an accelerated schedule of approved bond projects for our new and replacement fire stations. This new departmental approach to maintenance will allow us to operate more efficiently in our first responder capabilities from state of the art facilities to utilizing advanced and well maintained apparatus.

Dallas Fire-Rescue proves that it is committed to the environment by achieving Environmental Management System Certification (ISO 14001). All of our facilities and general activities are dedicated to this system. We continually improve our environmental footprint by assessing our activities, auditing facilities, and providing employee training. We have set our goals to continue to improve compliance efforts as well as reduce our impact on the environment.

The Public Safety Committee was briefed on DFR's Accomplishments on April 6, 2009. While we have much work ahead, I hope you reflect on your achievements over the past couple of years that are highlighted on the following attachment. I think you will find it rewarding and a sign that we can get things done. As Fire Chief, and with the support of my Command Staff, we will continue our pursuit of additional resources, training, equipment and technology for the needs of the department and its greatest resource: our employees.



Eddie Burns, Sr., Fire Chief
Dallas Fire-Rescue Department

Accomplishments 2006-2009

Emergency Response:

- Battalion 10 (delayed)
- Added a 6th paramedic to high call volume stations
- Stood up USAR team, secured over \$3 million in grants, provided additional training
- Successfully deployed Texas Task Force 2 for Hurricanes Dean, Dolly, Gustav and Ike
- Added Rescue 52, 40, and Peak Demand 74, and made Rescue 8 a full-time unit
- Reduced number of EMS runs by taking rescues off code 99
- Enhanced EMS EPCR and Rescue Medic software for patient documentation
- Added new position of Quality Assurance Capt in Fire Dispatch for Quality Control of all dispatchers
- Added new position of Quality Assurance Capt in EMS

Safety, Wellness & Equipment:

- New SCBA's (750)
- Wellness Fitness Program with paid incentives (\$350, \$250, \$150); identification of life threatening medical conditions
- New Apparatus replacement schedule three year plan (FY 08-09) 10 engines and four trucks
- New fitness equipment at Training Center (\$100,000) - Leary Firefighters Foundation
- Thermal imagers on every response vehicle (77)

Professional Development, Training:

- Major increase in training opportunity at the National Fire Academy
- Implemented Certification and Education pay program (\$500 master, \$250 advanced, \$175 intermediate)
- Implemented Satellite Haz-Mat stations
- Trained DFR personnel in WMD/Hazmat-improved Decon capabilities, improved explosive, radiation, and chemical capabilities
- Lecture Series – Fire Service Subject Matter Experts
- Women's Conference
- Enhanced In-service Training
- Implemented Mayday training and SCBA confidence course
- Revised High Rise procedures and conducted two drills
- Hired additional firefighter/paramedics - and 9 Inspectors
- New physical ability test (CPAT)

Long Range Planning:

- Completed 50% of Berkshire Efficiency Study
- Implemented "Vision process" to improve EMS
- Master Training Plan (five year)
- Better financial management (increased budget 13 million in FY 08-09)
- Put new CAD in-service; Stand alone computers at all stations for station alert system
- Adopted new fire code 2007

Marketing, Media Relations & Internal Communication:

- Adopt A-Station Program
- Round table meetings, ride outs, web page (Ask the Chief), Backline, monthly Straight Talk video.
- Partnership with Dallas Firefighters Museum to develop and build an interactive education center as part of the planned renovations of the facility
- Citizen's Fire Academy Program (four classes completed)
- Provided Pipes & Drums with new "kilts" shirts and patch (\$20,000)
- New uniforms- changed the hours of operation at supply to be open on Fridays (five days)
- Reduced fire fatalities 33% over a five year period.
- Installed over 15,900 smoke detectors (October 1, 2006 – January 31, 2009)