



Strategic Plan and Operational Guide

November 2017 Review



Strategic Plan and Operational Guide

2018 – 2028

January 2017

City of North Richland Hills, Texas

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INTRODUCTION

The 2018-2028 North Richland Hills Fire Department Ten Year Plan represents the efforts of many people in evaluating the Department and its mission. An important aspect of this process includes anticipating the future in terms of building a flexible organization. Our organization must respond to change, solve problems and collaborate on issues, assess community needs and resources required to meet those needs and formulate a plan to provide comprehensive and cost-effective services to our customers – the citizens of North Richland Hills.

Two key words in planning are focus and flexibility. This plan is intended to bring focus to a number of the Department's most important services, programs, and issues. This focus allows us to identify and build on what the Department does as described in both the City and Department Mission and Value Statements.

Flexibility, as described above, indicates a commitment to address new issues and opportunities that are not identified in the plan and to expect and absorb changes to the plan as necessary. While we are focused on this plan, we must continue to be open-minded enough to continually explore new ways to better serve our customers and protect our workforce.

Each section of the plan begins with the section strategic objectives, a goal statement followed by action plan with requirements in terms of resources and budget year impact then concludes with summary of progress.

The plan is evaluated, revised, and refined every three years in November. Annually the core components are updated each November and used as an operational and budget guide for the next two years. The annual review includes facility, apparatus, staffing, community risk reduction and training plans. The first two years identified in the plan are the most specific, in terms of issues to be addressed and resources required. Subsequent years will provide an increasingly generalized look at concerns and needs for the future.

While modifications can be made at any time due to priority changes, budgetary constraints, and planning refinements, the Ten Year Plan provides an overview of anticipated activities and requirements. General economic conditions and, more specifically, the ability of the City to fund projects chosen for support will play a crucial role in determining the actual time that resources are secured and projects completed.

The plan is intended to serve as a guide toward the development of our Department over the next ten years. It will serve to inform Department members concerning preparation for the future, while at the same time serving as a foundation document for informing policy makers and addressing the budget process.

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CITY of North Richland Hills MISSION STATEMENT

City of North Richland Hills Mission: To ensure an exceptional quality of life and long-term viability of North Richland Hills through local leadership and regional corporation.

City of North Richland Hills Vision

The City of Choice
to live, work, and play
A community for

- Quality neighborhoods (sustainable & revitalized)
 - Exceptional family living and leisure activities
 - Access to great business and job opportunities.

City of North Richland Hills VALUE STATEMENT

We believe the quality of life in the city of **NORTH RICHLAND HILLS** depends on a partnership between the citizens, business community, elected officials and City employees. We, as City employees, are committed to the following:

RESPECT

SERVICE

PRODUCTIVITY

INTEGRITY

RESPONSIBILITY

TEAM WORK

North Richland Hills Fire/Rescue

MISSION STATEMENT

Answering the call to strengthen our community's quality of life through dedicated service, courageous members, strong leadership and honoring tradition.

NRHFD VISION STATEMENT

Defining the fire service among our peers and community!

We will be the defining standard of the fire service committed to developing strong leaders, embracing innovation and technology, fostering effective cooperation, persistent in improving safety and honoring tradition.

NRHFD VALUES

- **Dedication** - Steady persistence in adhering to a course of action, a belief, or a purpose; devotion.
- **Courage** - mental or moral strength to venture, persevere, and withstand danger, fear, or difficulty.
- **Leadership** - ability to lead: the ability to guide, direct, or influence people, a process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task
- **Honor** - personal integrity: strong moral character or strength, and adherence to ethical principles
- **Compassion** - *a feeling of deep sympathy and sorrow for another who is stricken by misfortune, accompanied by a strong desire to alleviate the suffering.*

Member Expectations

Be prepared

Compassionate

Communicate and cooperate with each other.

Be innovative.

Be receptive to new ideas.

Support involvement in the community.

Be a positive and progressive role model.

Support the department's mission.

Strive for continuous learning and improvement.

Be accountable.

Fair, honest and equitable treatment of all.

Strategic Priorities

❖ **FINANCIAL**

Provide efficient and effective service deliver through constant evaluation of needs or our citizens and capabilities of our organization.

❖ **CUSTOMERS**

Continuous improvement of service delivery by embracing innovative ideas and technology opportunities.

❖ **INTERNAL PROCESSES**

Improve department efficiency, expand community presence and foster safe practices during all operations.

❖ **PEOPLE**

Improve employee career development, enhance teamwork and organizational ownership within our members.

City Council Goals

- Goal # 1 – Quality Community Development & Revitalization
- Goal #2 – Efficient & Effective Transportation System
- Goal #3 – Safety & Security
- Goal #4 – Financial Stability
- Goal #5 – Positive City Image
- Goal #6 – Sense of Community
- Goal #7 – Targeted Economic Development
- Goal #8 – Local & Regional Leadership
- Goal #9 – Efficient & Effective Delivery of Services

STAFFING

Personnel Section Objectives:

The North Richland Hills Fire/Rescue is comprised of an outstanding group of individuals. The Department has been very successful in recruiting career oriented personnel in all positions. It is important that an adequate number of staff be in place to support the efforts of a department.

In 2017 NRHFD began an annual personnel review distributed as an independent publication titled the "Annual Staffing Plan" (ASP)

HEALTH AND SAFETY

Health & Safety Section Objectives:

Health and safety are of primary concern of all department members. Health and safety are affected by many factors including training, equipment, facilities, operating procedures, medical supervision, government regulations, environment, lifestyle and nutrition, as well as attitude, awareness and perception.

Strategic Objectives:

- Increase preventive medical screening, improve physical fitness opportunities.
- Expand CISM resources and use
- Improve PPE replacement

Health & Safety Goal Statement:

- **Short-term** (2018-19)
 - Institute an annual fitness test that is age and sex specific with performance incentives.
 - Train on fire ground decontamination protocols.
 - Install extractor and dryer at station 5
- **Mid-term** (2019-21)
 - Identify funding for second set of PPE
 - Replace hoods with improved protection
- **Long-term** (2021-28)
 - Enhance medical screening

Health & Safety Summary:

Improved fire ground decontamination and medical screening will remain a high priority for the next three years. Issuing more advanced hoods and second set of PPE will aid in reducing exposure of personnel. Improved medical screening and aggressive contamination prevention are expected to deliver the desired results.

The Health & Safety committee will continue to monitor all aspects of member health. Evaluations of work related injuries will assist the committee in finding ways to reduce lost time injuries. A continued commitment to shift the culture to greater prevention awareness is key to our members health and safety.

RECRUITMENT AND RETENTION

Recruitment & Retention Section Objective:

New Fire Fighter / Paramedics today have invested as much as three years becoming certified as a Texas Commission on Fire Protection (TCFP) Basic Fire Fighter and Department of State Health Services (DSHS) Paramedic. Once employed the training will never end but the new hire is not fully operational for approximately twelve months in order to receive the internal training required.

Fire service members are proud of the reputation of being the group most qualified to deal with the unexpected, emergency and non-emergency. However, this places a great deal of importance on individuals gaining experience. For all of these reasons and many more we place a very high importance on building and retaining a well trained and experienced work force.

Strategic objectives:

- Improve education and training incentives
- Recognize our members internally and externally when appropriate
- Invest in recruitment efforts

Recruitment & Retention Goal Statement:

- **Short-term** (2018-19)
 - Engage with regional training facilities
 - Involve members by establishing management committees responsible for specific areas.

- **Mid-term** (2019-2021)
 - Establish certification pay
- **Long-term** (2021-2028)
 - Maintain competitive compensation and benefit plans
 - Continuous improvement in developing a workplace members are proud of, support each other and want to be a part of.

Recruitment & Retention Summary:

Maintain competitive pay, excellent benefits and good working environment. Establish and maintain a culture of support and inclusion of all members within the team. Encourage involvement of all members into the shaping of the future of our department. Recruitment & Retention Committee will continue in their efforts to maintain a quality workplace.

TRAINING

Training Section Objective:

In 2017 NRHFD began an annual training review distributed as an independent publication titled the “Annual Training Plan” (ATP). The ATP is designed to give all members a “big picture” perspective of the goals for the following year. The plan assist in providing a balanced routine of training, maintenance, public events and service delivery.

EMERGENCY RESPONSE

Emergency Response Section Objective:

To deliver emergency services in a safe and efficient manner, with a total FD response time of 5:00 minutes or less, 90% of the time. (From time of call receipt by the FD to arrival). This goal requires turnout time of crews in less than one minute and travel times within four minutes. The use of an Emergency Medical Dispatch (EMD) will allow the closest capable unit to respond with the proper response based on call priority reducing the need for multiple units to respond to non-emergent calls. Emergency Communication division continues to work on implementing an EMD system.

Emergency response represents the most visible aspect of the Department's mission. A major consideration in the delivery of effective emergency services is the time frame in which the service is delivered. Emergency response time is defined as the elapsed time from the time a call is received in the communications center until the first unit arrives on the scene. Included are the components of alarm processing time, actual dispatch, turnout time, and travel time to the incident. Our definition of response time and consequently our response time standard coincides with the response time definition as prescribed by the NFPA 1710 Standard.

Based on responses for the last eleven months, the average turnout and travel time in the primary response areas for the North Richland Hills Fire Department is 4:47, virtually unchanged from the 2016 average of 4:46. A critical component of response time is turnout time (the amount of time that passes between the incident being broadcast to firefighters and the time that fire apparatus is en route. The average turnout time in the North Richland Hills Fire Department is 0:49 seconds.

Our Department is dispatched by the Emergency Communication Center who has a standard for processing calls (the elapsed time from answering the phone until dispatch) of 90 seconds. This time is not included in the turnout and travel time described in the above paragraph, but is part of the total 6-minute response time goal identified in NFPA 1710. In December of 2017 Emergency Communications reported an average pre-enroute time of 1:25. For 2017 the average time from call initiated to arrival is 6:11.

Mutual aid remains a key component to the overall response plan. The shared services cities benefit from receiving automatic and mutual aid in a timely manner because of the shared communications center.

Emergency Response Goal Statement:

- **Short-term** (2018-19)
 - Call to Dispatch below 90 seconds 95% of the time
 - Dispatch to Enroute 60 seconds 95% of the time
 - Emergency Medical Dispatch (Priority EMS dispatching)
- **Mid-term** (2019-21)
 - Implement priority EMS response by reducing apparatus responding to non-emergent calls.
- **Long-term** (2021-28)
 - Add fourth full time ambulance
 - Annual Response study conducted

Emergency Response Summary:

High priority for emergency response is the completion of the response analysis and EMD capabilities. Calls for service have increased an average of 5% each year and are expected to maintain the same level of growth. Increasing EMS transport capability by adding six personnel to staff an additional ambulance remains a high priority.

2017	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Total
False Alarms	44	38	42	51	42	39	47	37	24	38	33		435
Fire	33	12	16	19	25	19	17	11	17	10	15		194
Good Intent	52	43	61	42	33	39	49	58	47	57	46		527
Hazardous Condition	20	11	19	29	21	20	20	19	14	15	13		201
Overpressure	3	3	4	0	0	2	1	1	0	0	0		14
EMS	450	456	493	477	439	486	489	484	438	435	403		5050
Service	56	64	75	74	53	68	83	72	74	70	66		755
Special	4	13	23	15	17	26	15	12	11	8	17		161
	662	640	733	707	630	699	721	694	625	633	593		7337
2016	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Total
False Alarms	35	32	38	37	40	41	43	27	41	31	32	64	461
Fire	10	14	20	19	16	10	17	13	9	14	12	24	178
Good Intent	54	34	32	53	41	54	29	49	42	49	34	65	536
Hazardous Condition	18	15	22	19	37	19	33	23	12	15	20	18	251
Overpressure	1	0	1	0	0	2	1	0	0	0	1	0	6
EMS	482	459	492	433	486	454	480	498	430	504	460	462	5640
Service	55	75	72	53	54	70	80	62	65	64	51	99	800
Special	23	16	12	14	12	17	20	14	15	27	14	34	218
	678	645	689	628	686	667	703	686	614	704	624	766	8090
2015	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Total
False Alarms	44	31	21	41	58	41	33	32	41	38	35	35	450
Fire	17	13	11	12	15	6	13	12	11	22	15	11	158
Good Intent	52	35	49	45	61	37	37	34	51	64	38	51	554
Hazardous Condition	20	19	16	43	45	13	21	13	12	20	14	16	252
Overpressure	2	0	1	1	2	1	2	1	0	0	2	1	13
EMS	461	400	410	462	467	455	465	440	435	460	418	438	5311

Service	76	55	81	54	64	37	82	65	67	55	61	63	760
Special	3	2	3	7	4	4	11	3	8	28	27	24	124
	675	555	592	665	716	594	664	600	625	687	610	639	7622
2014	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Total
False Alarms	46	42	33	46	35	43	37	32	36	22	44	27	443
Fire	26	14	17	16	19	16	20	11	10	15	18	10	192
Good Intent	73	48	50	45	52	45	49	42	44	54	39	42	583
Hazardous Condition	15	11	11	14	25	19	13	8	16	28	22	16	198
Overpressure	1	1	1	2	0	1	0	1	1	0	2	2	12
EMS	460	390	446	451	427	436	388	399	394	451	381	427	5050
Service	58	42	55	44	65	48	49	66	54	59	68	54	662
Special	5	2	4	8	5	5	6	6	4	3	1	4	53
	684	550	617	626	628	613	562	565	559	632	575	582	7193
2013	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Total
False Alarms	34	24	32	24	24	26	34	56	30	42	33	48	407
Fire	26	20	32	18	19	19	15	26	11	13	19	15	233
Good Intent	44	33	39	48	47	54	42	52	48	54	62	70	593
Hazardous Condition	9	15	11	19	28	18	8	18	22	13	21	20	202
Overpressure	2	5	0	2	1	1	1	2	2	0	1	0	17
EMS	497	369	409	378	423	401	459	437	455	380	396	512	5116
Service	46	32	52	44	36	43	49	45	59	54	49	62	571
Special	5	1	4	7	7	3	8	6	3	0	5	1	50
	663	499	579	540	585	565	616	642	630	556	586	728	7189

EMERGENCY MEDICAL SERVICES (EMS)

EMS Section Objective:

The EMS division and the paramedics at NRHFD have proven themselves to be an effective system intent on saving lives, reducing suffering and speeding recovery from injuries and illnesses. Currently, the delivery of emergency medical services to the citizens of North Richland Hills plays a major role in the operation of the North Richland Hills Fire Department, 68.83% of our emergency response activity is emergency medical in nature. The EMS division will evaluate alternate response methods in an effort to improve effectiveness while maintaining a reasonable cost to the citizens. W

EMS Goal Statement:

- **Short-term** (2018-19)
 - Implement Emergency Medical Dispatching Program
 - Evaluate EMS subscription service
- **Mid-term** (2019-21)
 - Increase ambulance capabilities to four
 - Add one staff person in the EMS Division
 - Active participation in local events as a Fire/EMS standby
- **Long-term** (2021-28)
 - Increase ambulance capabilities to five
 - Deliver EMS safety tips to the community by way of social media and web site.

EMS Summary:

Maintain advanced EMS care to our residents will always be the highest EMS priority. Increasing EMS transport capability in order to satisfy increase in calls for service will be reviewed each year. Advanced EMS equipment, supplies and protocols are also constantly evaluated.

EMERGENCY MANAGEMENT

Emergency Management Section Objective:

To ensure that appropriate steps have been taken to prevent disasters from occurring, minimizing the impact of those that do occur, and prepare the City in the management of response and recovery operations for large scale emergencies.

The primary components of our emergency management efforts are building community partnerships with business, industry and citizens, proactive steps to mitigate emergencies and planning and preparation efforts for response and recovery operations.

The Fire Department is charged with the responsibility of overseeing the City's emergency management effort. The Tarrant County Emergency Plan will continue to serve as the focal point for emergency response operations and preparedness.

Emergency Management Goal Statement:

- **Short-term** (2018-19)
 - Conduct annual training of Emergency Operations Center tiered activation with Directors, City Management and Elected Officials
 - Evaluate EMPG funding
- **Mid-term** (2019-21)
 - Finalize upgrade all public safety radios to digital
 - Upgrade siren poles
- **Long-term** (2021-28)
 - Expand division to include full time assistant EMC.

Emergency Management Summary:

Focus will remain on EOC procedure development and training and transition to digital on the public safety radio system. Evaluation of EMPG funding as a revenue source for an assistant EMC.

SPECIAL OPERATIONS – NEFDA

Special Operations Section Objective:

To prevent hazardous materials releases from occurring and to mitigate releases that do occur in a safe, effective and efficient manner, thereby protecting people, property, and the environment. To provide technical rescue capability with the necessary equipment and training in order to provide for a safe, effective, and efficient outcome. EOD ?

NRH has active members on each of the Hazardous Material, Technical Rescue and Explosive Ordinance Disposal teams.

Hazardous Materials Response Team

Our hazardous materials response team meets or exceeds current competencies for a technician level team. The hazardous materials response team shall task force from Fire Stations 3 on each of the three shifts.

Training

Training requirements for technician level consists of an initial 40-hour hazardous materials technician course that is supplemented by a minimum of 8-hours of continuing education annually as required to maintain skills and competencies that are required by Federal Regulations.

All other Department personnel are trained to a minimum of first responder operations level. Ongoing annual training for “first responder” must meet the training skills and competencies that are required by federal regulations.

Technical Rescue (TRT)

Definition: Technical rescue is defined as rescue situations that present more complex and dangerous circumstances than what are routinely encountered.

These types of incidents require a higher degree of training and specialized

equipment to conduct safe operations. Several types of emergency incidents require this level of response, including confined space rescue, trench and evacuation collapse, high and low angle rope rescues from buildings and rough terrain, structural collapses, and non-typical/unique accidents.

Our capabilities have increased substantially through equipment purchases and training. Capabilities include rope rescue, confined space, and structural collapse. Equipment includes rope harness systems, vehicular extrication equipment, and trench rescue shoring (available as a NEFDA resource).

Training

Initial training will require Basic Technical Rescue training for each selected team member. This will be conducted by the Department and considered entry level training for the team. NEFDA currently offers a quarterly continuing training program.

Special Operations Goal Statement:

- **Short-term** (2018-19)
 - Identify Grant funding for all special operations
 - Review training methods and requirements
- **Mid-term** (2019-21)
 - Develop cost sharing plan for training and response for NEFDA cities
 - Increase use of hazmat and EOD at special events
- **Long-term** (2021-28)
 - Conduct overall needs analysis annually for all teams

Special Operations Summary:

Focus will remain on grant funding, training and include developing an operational cost sharing plan. Long-term goals include conducting annual needs assessments for all teams.

FIRE PREVENTION, EDUCATION AND INSPECTION

Fire Prevention, Education & Inspection Section Objective:

In 2017 NRHFD began an annual community risk reduction review distributed as an independent publication titled the “Annual Risk Reduction Plan” (ARRP)

EMERGENCY RESPONSE APPARATUS

Apparatus Section Objective:

In 2017 NRHFD began an annual apparatus review distributed as an independent publication titled the “Annual Apparatus Replacement Plan” (AARP)

FACILITIES

Facility Section Objective:

In 2017 NRHFD began an annual facilities review distributed as an independent publication titled the “Annual Facilities Plan” (AFP)

EQUIPMENT

Equipment Section Objective:

Provide a well-maintained inventory of major equipment. This is critical to the safe delivery of effective and efficient emergency services.

Equipment will be replaced when its reliability becomes questionable or when technological improvements make it clearly obsolete. Personnel safety, public safety, and customer service will be major considerations in equipment purchases.

High value items will be included on an equipment replacement schedule to improve long term planning and budgeting.

Equipment Goal Statement:

- **Short-term** (2018-19)
 - Establish combined equipment replacement schedule
- **Mid-term** (2019-21)
 - Replace breathing air compressor
 - Add computers to training room for software training.
- **Long-term** (2021-28)
 - Improve replacement schedule of Personal Protective Equipment
 - Increase number of electric fans

Equipment Summary:

Focus will remain on developing and improving the replacement schedule. These items are paramount to providing efficient and effective services for our citizens.

Maintaining the best equipment available improves our service delivery.