

# Memorandum

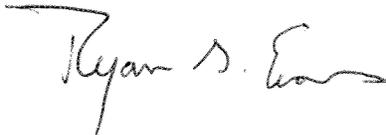


Date: May 2, 2007

To: Dr. Elba Garcia, Chair  
and Members of the Public Safety Committee

Subject: Berkshire Implementation Update

The Public Safety Committee will be briefed on the Berkshire Implementation Update on May 5, 2008.

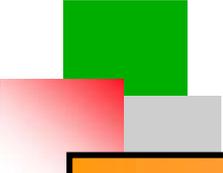
A handwritten signature in cursive script that reads 'Ryan S. Evans'.

Ryan S. Evans  
First Assistant City Manager

Attachments



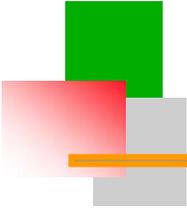
# DALLAS FIRE-RESCUE



## MANAGEMENT AND EFFICIENCY STUDY UPDATE

May 5, 2008

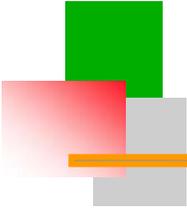




## Task Force Update

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- The Berkshire Study was completed on July 2007. Dallas Fire-Rescue presented the findings of the Berkshire Study in August 2007. In January 2008 an update on the Berkshire implementation was presented to the Public Safety Committee.
- The Berkshire Study recommended a 4-year implementation plan at the cost of \$15.7M. The implementation phase of the study began with the formation of four task forces. These four task forces subdivided to explore the details behind the implementation of recommendations:
  - Service Customization task force
  - Operations, Prevention, and Arson Collaboration task force
  - Emergency Medical Service and Berkshire Collaboration task force
  - Training task force

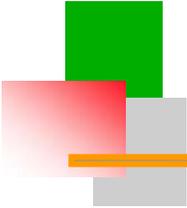


## Task Force Update - Service Customization

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In order to ensure geographic accountability for the quality and integration of the full range of services in six areas of the City, the organization of Dallas Fire-Rescue has been substantially revised.

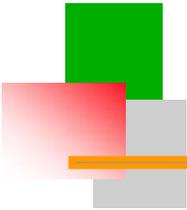
- The Service Customization Task Force was charged with improving service delivery to the citizens by customizing services based on needs.
- Accomplishments of the task force:
  - City has been divided into 6 geographical areas:
    - A Deputy Chief (DC) has been assigned to each area. The DC will be responsible for coordinating and directing customization of services in the area.
    - Demographics have been detailed in each area.
    - Fire Prevention Officers have been assigned to each fire station for increased communication.
    - Vetted recommendation of adding 1 Shift Captain to each zone (North and South).
    - Will meet with Council members on district needs.
    - Procedures being written with reporting structure identified.



# Service Customization Task Force

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- Accomplishments of the task force: (Continued)
  - Resources for customization of services identified:
    - Organizations/associations identified for education/awareness in each geographical region
    - Area coordination with DPD
    - Station/community open houses
    - Health fairs to provide educational resources
    - Injury Prevention data evaluated
    - Themes for community presentations have been established
    - American Red Cross collaborating on education/awareness programs
    - Business cards for Operations officers on order

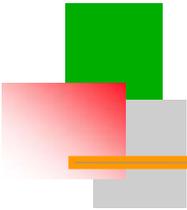


# Operations, Prevention & Arson Collaboration Task Force

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In order to work together in a more synergistic way and achieve common objectives, the various units within the Department have achieved the following:

1. Management systems and structures have been developed that support the synergistic nature of the services the Department provides.
  - Two positions added:
    - Assistant Chief of Human Relations and Professional Standards (April 16, 2008)
      - Manages and oversees the division which included the following areas: Chaplain's office, workers compensation, employee group liaison, Internal Affairs, grievance process and procedures, Manual of Procedures, Civil Service promotional process, City Attorney's office liaison, EEOC, and special projects



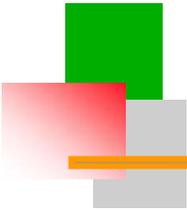
# Operations, Prevention & Arson Collaboration Task Force (Continued)

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- Two positions added: (Continued)
  - Assistant Chief of Service Delivery and Integration (April 30, 2008)
    - Manages and oversees the division which includes the following areas: Berkshire implementation, CAD project, EMS Vision plan, and special projects

## 2. Fire Prevention, Education and Inspection Division:

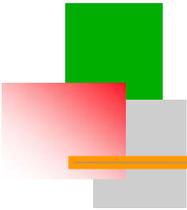
- Defined the high pay off activities of each rank in FPE&I
- Developed two plans for integration
- Created inspection schedule and priority list
- Determined that high-risk Haz/Mat and high rise occupancies should be a priority
- Began Haz/Mat class



## Operations, Prevention & Arson Collaboration Task Force (Continued)

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3. Fire Prevention, Education and Inspection Division: (Continued)
  - Aggregated 10 years of fire fatality data to determine high risk groups in terms of age, gender, race and occupancy. Zip code aggregation in progress.
  - Determined most deaths result in apartment and residence fires. Therefore, prevention efforts should continue to focus on these occupancies.
  - Researched peer cities in regards to Fire Prevention Investigators' reporting structure and location.
  - Discussed the need to involve citizen volunteer organizations in prevention efforts.
  - Evaluated training of Fire Prevention Inspectors; increasing training.

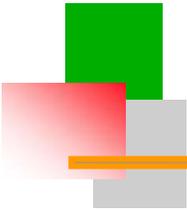


## Operations, Prevention & Arson Collaboration Task Force (Continued)

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### 4. Arson Division:

- Evaluated criteria for sending Arson Investigators to fires vs. Battalion Chief evaluation at accidental fires
- Evaluated training of Arson Investigators; increasing certifications
- Evaluated request for more Arson Investigators; concluded need to reduce Arsons, as opposed to increasing Investigators
- Evaluated elimination of Deputy Chief position in Arson; recommended one Section Chief over Administrative duties and one Section Chief over Case Management
- Evaluated schedule of Arson Investigators

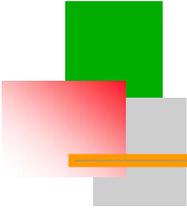


## Operations, Prevention, and Arson Collaboration Task Force (Continued)

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In order to enhance public safety, the Department is detailing the frequency and type of fire/life safety inspections required for various occupancies.

- Development of the Firebase program was initiated to determine the workload for inspection activities for both Operations and FPE&I. A combination of databases is producing a comprehensive database. GIS, CIS and DFR are working together on this project.
- Shortly after data management issues were resolved, a windshield survey began on April 28<sup>th</sup>. A survey field guide was prepared before the windshield survey began.
- The survey should take 18 days to complete (June 1). Once the Firebase program is available for data entry, the workload will be defined.
- Further updates on the inspection workload will be given at that time.

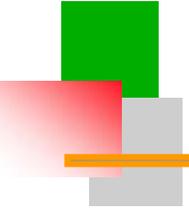


## EMS/Berkshire Collaboration Task Force

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In order to strengthen the quality assurance function, additional EMS supervisory positions should be established.

- QA/QI Coordinator position established and filled with a temporary assignment until funded.
- “Shift Duty Officers” have been changed to “EMS Field Supervisors.” The roles and responsibilities are being defined.
- The roles and responsibilities of the Operations Station Officers in supervising Paramedics and EMTs is being defined.
- The A-B-C-D-E First Responder program is being finalized and will be adopted with training given for all station personnel.



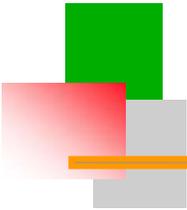
## Training Task Force

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In order to improve training and development, the Department has taken steps to improve coordination of all training related activities and develop a comprehensive workforce development plan.

Management capabilities will be strengthened as training is coupled with a program of professional development.

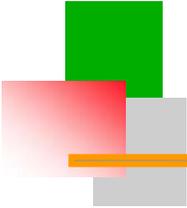
- Department leaders will develop new management capabilities through:
  - Officer Development pilot program in progress:
    - Train all officers on the Fire Instructor I (*48 hours*) level by end of calendar year (2008). This will assist with equipping our officers with the skill sets needed to effectively train Firefighters during CE training at the fire stations.



## Training Task Force (Continued)

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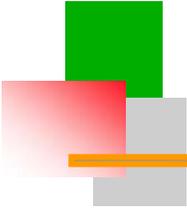
- Officer Development pilot program in progress: (Continued)
  - Train and Certify all officers (Lieutenant and above) to the Texas Commission on Fire Protection's Fire Officer I (*64 hours*) level (Calendar year 2009). This would enhance officer performance with the fire simulation training along with teaching of administrative skills required of all officers.
  - Train and Certify Captains and Battalion Chiefs to the Texas Commission on Fire Protections' Fire Officer II (*64 hours*) level (Calendar year 2010). Emphasizes fire emergency simulations training. This assists officers by putting them in the "hot seat" and allowing them to make critical decisions.



## Training Task Force (Continued)

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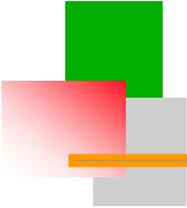
- Officer Development pilot program in progress: (Continued)
  - DFR Officer Training (*40 hours*) (2010): Training for all DFR officers on administrative/fire tactics skills which are specifically tailored for the unique needs of our Department. This training will:
    - Be based on our internal procedures (departmental and city). Topics will include workers compensation paperwork, accident investigation procedures
    - Arson investigation procedures, etc.
  - Develop and implement a Staff to Operations training program (2008). This program provides officers who have been in staff assignments for extended periods of time or those with military backgrounds with essentials skills needed to function as officers in Operations. This also provides confidence to officers and the firefighters going through the program as they transition back to the fire station after prolonged periods away from these assignments.



## Training Task Force (Continued)

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- Officer Development pilot program in progress: (Continued)
  - Incident Command Training (2010 or 2011). This training will be provided to all officers for the purpose of honing their fire tactics and strategies skills. DFR has submitted an application to the Communities Grant Foundation to fund a Command Training Building. Computer hardware, software, and furniture would also be funded through this Grant.
- “Leadership Strategies” draft course completed
- Five-year training plan developed; resource needs being determined
- Adjunct Instructors have been added
- Station Officer program – exceptional officers are being interviewed to help determine curriculum and delivery
- Supervisory and management courses tied to core competencies

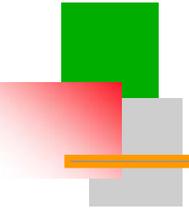


## EMS Vision and Berkshire Collaboration Task Force

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In order to provide respite to staff assigned to Emergency Medical Response vehicles, the Department should explore alternative approaches:

- Funding for Advanced Life Support (ALS) Engines and Medical Strike Teams have been requested in the budget
- Recertification of Paramedics and certification of Emergency Medical Technicians will begin in the summer of 2008
- A paramedic recognition/reward program has been drafted
- The review period for the EMS Vision Process has been completed. Recommendations will be reviewed by leadership and afterwards task forces will be formed and recommendations will be implemented.
- The EMS Vision Process recommendations are in the finalization phase.



***Next Berkshire Update: August 4, 2008***

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***QUESTIONS?***