THE HOUSTON FIRE DEPARTMENT

"Courage, Commitment, Compassion"

FY2013 FY2015 STRATEGIC PLAN

Fire Suppression | Emergency Medical Services | Technical Rescue | Hazmat | Airport

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Letter from the Fire Chief

May 2012

It gives me great pleasure to present the Houston Fire Department FY2013-FY2015 Strategic Plan. Months of effort and input from all commands of the department have resulted in a document that lays a clear path to guide the Houston Fire Department into the future.

The plan is centered on three key goals:

1. Be Safe
    a. *Always ensure firefighter safety*
2. Be Nice
    a. *Continuously provide the highest level of customer service*
    b. *Demonstrate fiscal responsibility*
3. *Be Accountable*
    a. *Strengthen management and leadership skills*

Within the plan are long-term objectives that will enable the department to reinforce the goals of the Houston Fire Department. The objectives are further supported by critical tasks and measurable performance indicators. Ten work groups containing members from all areas of HFD helped create this document, and will ensure its implementation.

It is imperative that we as individuals and as an organization have a clear vision of what we want the Houston Fire Department to look like in the years to come. It is also important to have solid plans to guide us to that end. The strategic plan is a living document intended to be used as the foundation for decision making at all organizational levels: policy, administrative, management, and service. This plan includes a new online tool to track the progress of completion of the strategic plan objectives. HFD members will be able to easily access information concerning all parts of the strategic plan and to determine who is assigned a specific task. Combined with regular reviews, the online tool will help ensure a timely follow through on the implementation of objectives. This communication and transparency will help us report back to the members and the public about what is getting done.

I thank all of our members who helped create this document and hope the Strategic Plan will better inform our members and the public we serve about the challenges we face during these financially difficult times, and the initiatives that the HFD will undertake to better prepare us for the future.

This strategic plan will allow the Houston Fire Department to safely, effectively, and efficiently progress into the future. After all, it is the vision of the Houston Fire Department to be recognized as a premier public service organization, respected and admired by our peers and the community as the most diverse, innovative, and efficient public safety provider in the world.

Terry Garrison
Fire Chief

HFD Mission Statement

To save lives, protect property, and serve our community with courage, commitment and compassion.

HFD exists to serve our citizens (the public). Our menu of responsibilities is ever changing, but our basic areas of service are prevention and enforcement, public education, pre-hospital emergency care & transportation, and fire control. Our service has evolved to include hazardous materials, technical rescue, tactical medicine, swift water rescue, and social service calls. We are the "one-stop" shopping that citizens can rely on. When they call we only ask a few questions, respond quickly, solve their problems, and leave just as fast as we arrived. No red tape on either end….no other government agency works in quite the same way.

HFD Vision Statement

HFD will be recognized as a premier public service organization, respected and admired by our peers and the community as the most diverse, innovative, and efficient public safety provider in the world.

Where do we want to go?
To continually evolve to meet our customers' needs. We cannot stop growing. For instance, there are fire departments that felt they were in place to just run fire calls. They no longer exist and if they do, it is on a very small budget. We have always evolved; emergency medical services, hazardous materials, technical rescue, homeland defense are all services that we now identify as core services.

What do we want to become?
The best we can be for our community. The key is to play to your strengths and play your position.

What do we want to accomplish?
Exceed our customers' expectations…

How do we want to be seen/perceived?
As professional, knowledgeable, nice and caring… as a part of the Community.

How do we want to be treated by the Community and by each other?
With respect, consideration, understanding, acceptance and care. There is a direct connection between the way we treat each other & our customers and the way we are perceived.

We should understand, practice (train), implement and always ensure appropriate risk management. This is how we operate on EMS calls, fire incidents, driving, and around the station…Always.

HFD Slogan

Courage, Commitment, and Compassion

Courage

The mental and physical ability to face adversity with focus and determination.

Commitment

The act of dedicating one's self, through total effort, to that which is necessary to accomplish the mission.

Compassion

To be understanding, considerate, sympathetic, and kind hearted to others.

Core Department Values

Safety

The preservation of life remains the number one goal of the HFD beginning with the responder and extending to the public. Our citizens must be reasonably free from danger and harmful acts. With the best equipment and training, the department can reduce the risk to the public and its members at all emergency incidents. We commit to the health, safety, and welfare of our members, thus protecting them and enhancing capability and readiness. We aim to eliminate preventable work-related injuries and illnesses through the systematic management of our risks.

Reliability

Our commitment to the public we serve is unwavering and consistent. This commitment is fully expressed in our motto: “Courage, Commitment, and Compassion”.

Teamwork

Teamwork is the basis of our success. We work as a team because we value each other, the community we serve, and our commitment to the HFD mission.

Dedication

The faithful observance of duty beckons us to fulfill our obligations professionally and honestly.

Bravery

Courage is the foundation of our character. Bravery is the ability to overcome fear through fortitude, instinct, compassion for others and training.

Inclusive

The Department is committed to equal opportunity, diversity and inclusion. Connecting each firefighter's differences and life experiences to the department is essential in achieving a common goal of delivering the best public service.

HFD Scope of Service

The service provided by the Houston Fire Department has evolved over the years from a heavy emphasis on fighting structure fires to a more prominent role in providing pre-hospital care. In light of the events leading up to and including the terrorist attacks on September 11, 2001, the HFD has expanded its role in responding to all types of emergencies, such as hazardous materials incidents, technical rescue events, transportation accidents, utility-related incidents and acts of terrorism. The public demands and expects a courteous and professional response to all types of emergencies and requests for service.

The Houston Fire Department responsibilities include:

Fires – Structural and Non-structural

Traditional structural firefighting, vehicle fires, wild land fires, and rescue related to these events.

Emergency Medical Services

The bulk of the demand for services continues to increase in the area of pre-hospital care provided by the Houston Fire Department. HFD now provides a complete package of Emergency Medical Services, mass casualty management, decontamination, and patient transport.

Terrorist Acts – Chemical, Biological, Radiological, Nuclear, and Explosives

Issues arising from the recent rise in global terrorism necessitates that HFD personnel have the ability to respond to, and mitigate all acts of terrorism, both domestic and international. The Houston Fire Department has increased its readiness through aggressive planning, training and equipment acquisition. HFD has a liaison working with the Interagency Threat Assessment and Coordination Group within the National Counterterrorism Center in Washington, D.C.

Hazardous Materials Response

The City of Houston has long been recognized as the "Chemical Capital of the World." Consequently, the HFD Hazardous Materials Response Team has become a model for fire services around the world. The department continues to expand the capabilities of the HMRT to meet the ever increasing demand for response to chemical, biological, radiological, nuclear, and explosives events.

Technical Rescue

The Technical Rescue Team provides emergency response to incidents such as structural collapse, swift and rapid-rising water, trench rescue, confined space rescue, high angle emergencies, and vehicle extrication.

Transportation Incidents – land, air, water, and rail

The Houston Fire Department responds to emergencies involving all modes of transportation. It maintains and provides the Air Rescue and Fire Fighting (ARFF) capability for both of Houston's major airports – Bush Intercontinental and Hobby. HFD also works closely with the Port Authority of Houston and the US Coast Guard to provide response to water related incidents.

Catastrophic Weather Events – hurricanes, tornadoes, storms, floods and heat

Hurricanes, thunderstorms and the associated flooding and tornadoes pose an immediate danger to the citizens of this community. The HFD plays a vital role in protecting life and property from the consequences of weather related emergencies.

Fire Prevention – inspection, education, enforcement, and code development

Traditional fire prevention activities, such as inspection and enforcement continue to play a prominent role in protecting the community from fire related losses – life, property, and environment. A greater emphasis on public education and pro-active code development will be sought.

Fire Investigation – arson, origin/cause, intelligence, prosecution

The HFD Arson Division has a long-standing reputation for its efficiency in fire cause and determination. Working jointly with other police agencies and the Bureau of Alcohol, Tobacco, Firearms and Explosives to bring arsonists to conviction adds another element of fire prevention. Interaction with other enforcement agencies allows for collective intelligence sharing and enhances safety to our community.

Special Event Planning and Dignitary Protection

Houston is home to past President George H. Bush and more than 46 foreign consulates. HFD provides planning and response to many special events and dignitary visits. With the added threat of terrorism, special event planning and response takes on a whole new dimension and is no longer routine.

Professional Development

Workforce development is designed to enhance the department's overall operations be ensuring complete Fire and EMS training of qualified entry-level personnel. It is also the responsibility of HFD to produce proven leaders through the Officer Development program, which brings in the best trainers in the fire service to conduct management and leadership classes. The Officer Development Program provides officers an opportunity to improve their management skills and fire tactics through use of a state of the art training simulator and classroom instruction.

Strategic Planning Flow Chart

Strategic Plan

Sets goals and objectives for the department

Budget

Driven by the strategic plan

Programs

Driven by the budget and goals and objectives of the strategic plan

Critical Tasks ("to do" list)

Work to be done to complete the programs

Performance Measures (measure of accomplishment)

Measurement needed to ensure the tasks are in line with the program and meeting the intent of the goals and objectives of the strategic plan

Annual Review

Tasks and programs are reviewed to ensure they meet the intent of the strategic plan and are complete

Executive Management Update

HFD Key Goals

The Houston Fire Department has identified three key goal areas. The Strategic Plan includes specific objectives for achieving each of the stated goals. It is the intent to have all personnel, collectively and individually contribute to the accomplishment of these goals. Collectively, with a clear vision, we can improve and enhance the service we provide to both our members and the public we have sworn to protect.

Goal 1.0 Be Safe

- Enhance the health and safety of HFD members
- Improve fire prevention and public safety awareness
- Improve emergency response operations

Goal 2.0 Be Nice

- Strengthen and reinforce a positive public perception of the department
- Improve Customer Service
- Providing adequate resources
- Demonstrate fiscal responsibility
- Implement best business practices to increase organizational effectiveness, accountability and communications

Goal 3.0 Be Accountable

- Embrace Diversity and Fairness
- Strengthen management and leadership skill

Goal 1.0 Be Safe

- **Enhance the health and safety of HFD members**

The preservation of life continues to be the highest priority among fire service providers. The Houston Fire Department recognizes that our ability to protect human lives is greatly impacted by the health and safety of our personnel and their ability to provide adequate services. The Department's highest goal is to provide a safe and healthy work environment for its members. The NFPA's "Patterns of Firefighter Fireground Injuries" Report by Michael J. Karter**,** Jr., issued in January 2012 states that for the 2005-2009 period, there was an estimated annual average of 38,660 firefighter fireground injuries in the U.S. Of these, an average of 27,920 (72%) were minor, and 10,740 (28%) were moderate or severe. The leading types of moderate and severe injuries were: strains or sprain accounting for an annual average of 3,705 injuries a year, or 34%; thermal burn, accounting for 1,090 injuries (10%); pain only, accounting for 985 injuries (9%). Activities related to extinguishing a fire accounted for half of the moderate and severe injuries (5,440 or 51%). The leading causes of moderate and severe injuries were falls, slips, or trips (3,000 or 28%). The 2010 NFPA Firefighter Fatalities in the U.S. report indicated 53.4% of the firefighter fatalities were attributed to overexertion or stress. These are clear indications that mandate a pro-active approach to firefighter fitness and safety. The department seeks to instill and model a common philosophy that promotes firefighter safety and health…

- **Improve fire prevention and public safety awareness**

The absolute best method of reducing fire fatalities and property loss is through fire prevention and public education initiatives. Public fire safety education serves to extend fire prevention and life safety intervention through education by providing educational programs for schools, businesses and civic associations.

Aggressive development and enforcement of the fire codes and ordinances thorough fire investigative techniques will greatly reduce the number of accidental fire incidents. Fire and life safety inspections are required by law as a necessary and integral part of fire code enforcement within our business communities. The public expects enforcement of the fire codes to provide a safe environment in which to live their lives. Likewise, property must be protected from individuals that commit arson and the associated death, property loss, and fraud produced by this crime.

- **Improve emergency response operations**

The core mission of the Houston Fire Department is to provide superior emergency services to the citizens of Houston. Often, the first interaction between the public and the Houston Fire Department occurs during a time of personal tragedy for the requestor. The public sector expects and should receive timely, efficient, and superior professional services from our employees. All opportunities to enhance and improve the services we provide should be explored and implemented. The introduction of new technologies coupled with aggressive training and comprehensive professional development of our employees will allow the Houston Fire Department to achieve this goal.

Objective 1.01

Maintain existing grant funded partnerships to increase public safety announcements and billboard campaigns beyond the HFD smoke detector campaign.

Priority: 1 Tier:

Timeline: January 2012 - February 2013

Responsibility: E.O. Laura Hunter, Public Affairs Liaison & grant writer

Critical Tasks:

1. Partner with State Farm Insurance to diversify the HFD billboard campaign beyond the smoke detector agenda.
2. Choose three safety Initiative for April- (Texting Distracts), July, and October 2012
3. Obtain Command Staff approval of billboard initiatives for all three months, including:
    a. Design the billboards.
    b. Communicate with Clear Channel Outdoor for locations.
    c. Have the new billboards in place.
    d. Leverage the HFD image throughout program elements, including messaging, branding, and media outreach.
    e. Institute a media sign-in sheet during billboard unveiling press conferences to count the media impressions.

Performance Indicators:

1. April Safety Initiative unveiled by April 2012.
2. July Safety Initiative unveiled by July 2012.
3. October Safety Initiative unveiled by October 2012.
4. Media sign-in sheet established during billboard unveiling press conferences.
5. Media impressions have been documented and published for grant underwriters.

Expected Outcome:

Have local and national media impressions reinforce the branding of public safety and HFD. Fire protection will be extended, through corporate sponsorship, to communities with limited economic resources and funding will be maintained for future billboard campaigns to extend the reach of the HFD public safety messages beyond the HFD smoke detector campaign.

Objective 1.02

Collaborate with Labor for the development of a department wide wellness program.

Priority: 1

Timeline: May 2012 - May 2015

Responsibility: Captain Beda Kent, E.O. Laura Archibald, Dr. Sam Buser, Firefighter Support Network

Critical Tasks:

1. Create a position and hire a wellness coordinator for continued planning, development, implementation, and evaluation of a wellness program for HFD.
2. Enhance Fire Fighter Support Network Division through health programs for family well being, including:
    - Behavior Health
    - Relationship Health
    - Financial Health
3. Participate in National Health Study to provide department data for implementation of awareness/prevention programs.
4. Review fitness survey data from 2010 for membership input on the development of a fitness program.
5. Continue to provide holistic wellness education and resources to members (mental health, physical health, heart health, nutrition, etc.) based on membership data in the 2011 health assessment sponsored by CIGNA.
6. Arrange meeting with Labor and City of Houston Wellness Director to establish relationship and strategize wellness focus for HFD membership.
7. Conduct knowledge, skills and abilities pre/post test for various wellness programming.
8. Inventory fitness equipment at each station to determine usability.
9. Introduce new fitness program to HFD.
10. Track participants and progression towards health management goals.

Performance Indicators:

1. Hire Wellness Coordinator by Fiscal Year 2014.
2. Fire Fighter Support Network Division health programs are established.
3. Awareness and prevention programs based on National Health Study are established.
4. Wellness focus for HFD program is determined.
5. Wellness programming pre/post tests are complete.
6. Fitness equipment inventory is complete.
7. Executive and mid-management support for HFD employee wellness enhancement is established.

8. Program is implemented and progress of participants is tracked.

Expected Outcome:

Members are experience fewer injuries and illnesses because a more accurate data is being used to make key decisions and develop a need- based wellness program. Public safety is enhanced by keeping firefighters on the job and utilizing limited resources efficiently.

Objective 1.03

Improve firefighter safety through technology.

Priority: 1

Timeline: October 2011- October 2012

Responsibility: District Chief Jeff Cook, Training Task Force

Critical Tasks:

1. Ensure construction of new Grace Accountability boxes has been completed.
2. Complete master list of riding positions.
3. Provide Train the Trainer instruction for new system.
4. Schedule department wide training for Emergency Response personnel.
5. Provide and record training.
6. Distribute equipment.
7. Monitor implementation of system.
8. Address any issues with new system.

Performance Indicators:

1. Grace Accountability boxes are assembled.
2. Riding position master list is complete.
3. Training is occurring as scheduled.
4. Training is understood, hands on demonstration by student is complete.
5. Distribution of equipment is on schedule.
6. Follow up by instructor after three months in service is complete.
7. Modify use as indicated by follow up from instructors.

Expected Outcomes:

Members in the field should notice greater flexibility in the use of this system, with fewer communications necessary during the most difficult periods of the incidents. There is much improved use on-scene due to technological advances in both hardware and software of the system.

Objective: 1.04

Implement Marine Firefighting training for Land Based Firefighters

Priority: 1

Timeline: April 2009 - December 2012

Responsibility: Assistant Chief Mike Casey

Critical Tasks:

1. Apply for extension of Port Security Grant use.
2. Apply for and get reallocation approval of Grant funds to be used in construction of shipboard training prop.
3. Have designs and plan of training prop approved.
4. Complete construction of prop.
5. Instructor certification.
6. Schedule HFD personnel for classroom training.
7. Schedule HFD personnel for field training.

Performance Indicators:

1. Extension for Grant use approval (DHS).
2. Reallocation of funds approval (DHS).
3. Design approval, construction complete.
2. 250 personnel have successfully completed class room portion of training.
3. 250 personnel have successfully completed field portion of training.
4. Instructor feedback regarding training success is collected.
5. Monitor application of training as applied to emergency incidents through Post Incident Analysis or After Action Reviews.

Expected Outcomes:

With the reallocation of these funds, the Houston Fire Department will be able to train the entire department for the same price as sending two entire Districts to an offsite training facility. Members who have received this training display greater knowledge, skills and abilities at incidents involving shipboard fires. Incident Commanders more fully utilize the resources available at these incidents. Safer operations due to increased knowledge of these vessels will allow for smoother interactions with maritime experts on scene during shipboard incidents.

Objective: 1.05

Improve the quality, safety and effectiveness of incident management.

Priority: 2

Timeline: July 2012 – July 2014

Responsibility: Deputy Chief Fernando Herrera, Operations

Critical Tasks:

1. Provide IC software that is real time, providing dispatch details upon alert.
2. Identify all District Chief response vehicles that do not currently have Incident Command work stations and provide workstation availability.
3. Develop an emergency operations methodology to create better fire ground communications and operations department wide.
4. Early development of an effective Incident Management organization
5. Create an informal venue to encourage open lines of communication between Incident Commanders with the objective of sharing information—lessons learned, common challenges, new ideas.

Performance Indicators:

1. Emergency response information is graphically displayed in all responding units.
   Software allows IC's to check off completed benchmarks, track on scene units, perform PAR's and refer to running log of incident assignments. Incident information is integrated with current CAD, offers access to TEAPS and to various IC Forms.
2. All District Chief vehicles that requested a workstation are upgraded.
3. All members are knowledgeable of standardized reporting (i.e., size-up reports, progress reports, exception reports, etc.) and tactical operations (i.e., mobile vs. stationary command post, vertical vs. positive ventilation, etc.).
4. An effective incident management organization is developed and utilized in the Command Post by the early implementation of Operations, Planning, and Logistics Sections which would also include enhancing the role of the Incident Command Technicians and more effective staging and rehab.
5. Discussion groups have been established on all shifts and members are participating on a regular basis.

Expected Outcomes:

Incident Commanders, emergency responders, and those providing support functions are operating within a more organized environment. Public safety service delivery is enhanced due to improvements in organization, resource tracking, situational awareness, communications, Staging, Rehab, and the fundamental use of Incident Command Technicians.

Objective 1.06

Create two additional Assistant Chief Investigator positions for the Houston Arson Bureau (HAB) in order to maintain safety and accountability of personnel on a 24-hour basis.

Priority: 1

Timeline: April 2012- August 2013

Responsibility: Chief Arson Investigator Ed Arthur, HAB

Critical Tasks:

1. Research and compose justification for positions based on current need.
2. Obtain agreement between labor union and HFD management.
3. Present to City Official(s) for approval.
4. Upon approval, ensure amendment of Collective Bargaining Agreement (CBA) to reflect positions.
5. Revise organizational chart for the Houston Arson Bureau and assign positions as appropriate in order to ensure proper supervision on all shifts.

Performance Indicators:

1. Justification written and approved.
2. Positions created.
3. CBA reflects newly acquired positions as it relates to personnel.
4. All shifts covered by Chief Investigators to reflect consistent supervisory levels as maintained throughout all other HFD Divisions.

Expected Outcome:

Proper supervision of all shifts will be established to maintain continuity, enhance safety, and balance work-load, increasing accountability throughout the Houston Arson Bureau.

Objective 1.07

Ensure Code compliance in all City of Houston (COH) facilities including HFD facilities.

Priority: 1

Timeline: September 2012- September 2014

Responsibility: Assistant Fire Marshal John Valenti, Fire Prevention

Critical Tasks:

1. Identify and determine number of COH facilities, including HFD facilities, requiring inspections.
2. Determine if additional resources are required to achieve objective of code compliance in all COH facilities. If additional resources are required, determine additional personnel hours to achieve objective.
3. If required, coordinate with Labor-Management to request additional Inspectors to cover additional workload.
4. Coordinate with General Services Department to determine individual(s) ultimately responsible for ensuring Fire Code compliance.
5. Identify buildings requiring inspections by Special Teams, such as High Rise, Institutions, Haz-Mat, and High-Piled buildings.
6. Division of work load among Special Teams and District Fire Inspection Teams 1, 2, and 3.
7. Follow-up to all notices of violations.
8. Determine if permit required for facility.
9. Achieve code compliance.
10. Monitor Inspection and Activity Reports to determine the percentage of facilities inspected on a weekly basis.

Performance Indicators:

1. All COH facilities have been identified.
2. Baseline weekly performance estimates have been established based on occupancy types.
3. Code compliance achieved.
4. Permits have been obtained as required.

Expected Outcome:

By achieving a minimum level of Fire Code compliance through comprehensive Fire and Life Safety inspections, all city employees will have a safer work environment and customers will be ensured a safer place to visit and conduct city business.

Objective 1.08

Fire Service integration into the United States Intelligence Community.

Priority: 2

Timeline: September 2012- September 2013

Responsibility: Assistant Chief Tom Munoz, Deputy Chief Blake White, Homeland Security and Planning

Critical Tasks:

1. Develop an Intelligence Bulletin for distribution.
2. Develop Suspicious Activity Reporting (SAR) Guideline for HFD.
3. Identify Houston Arson Bureau (HAB) liaison to the Homeland Security Division.
4. Coordinate with Houston Regional Intelligence Service Center (HRISC) to identify Intelligence Liaison Officer (ILO) Training Program for Shift Commanders.
5. Train all Shift Commanders as ILOs.
6. Develop suspicious and terrorism activity awareness training for all HFD members.
7. Encourage members to attend executive level training at the National Fire Academy.
8. Coordinate with HRISC to establish committee to coordinate/develop Regional Sharing of Information and Intelligence.

Performance Indicators:

1. Intelligence Bulletin has been published.
2. Guideline has been developed and approved.
3. HAB liaison in place.
4. Shift Commanders have been trained.
5. All members have received terrorism awareness training through online or CE courses.
6. Regional Sharing Committee has been established.

Expected Outcome:

Homeland safety and security for both HFD and Houston citizens is increased through intelligence gathering and enhanced awareness, which will better serve HFD through planning, preparedness, response, and recovery from potential terrorist activity.

Objective 1.09

Translate and archive every public service message in Spanish and Vietnamese and select public service messages in Chinese so that the non-English speaking communities of Houston receive the same messages and a change in personnel will not affect the information flow to the non-English speaking communities of Houston.

Priority: 2

Timeline: April 2012- April 2013

Responsibility: Bilingual Liaisons George Salcedo (Spanish), Anh Tranh (Vietnamese) and Management Analyst Dong Sun (Chinese)

Critical Tasks:

1. Have each liaison create or add information into a file on the "I" drive of Public Affairs Files.
2. Publish translated public service announcements on HFD website
3. Distribute translated public service brochures to Spanish, Vietnamese, and Chinese community and culture centers.

Performance Indicators:

1. After one year 80% seasonal public service announcements in English should have a mirror in both Spanish and Vietnamese archived.
2. After one year 80% seasonal public service announcements in English should have a mirror in both Spanish and Vietnamese posted on the HFD website.
3. After one year 20% seasonal public service announcements in English should have a mirror in Chinese posted on the HFD website.
4. Brochures distributed to identified Spanish, Vietnamese, and Chinese community and culture centers.

Expected Outcome:

All information delivered to the diverse Houston community is equal in amount, quantity, and accuracy, increasing the entire Houston's community awareness of public safety issues.

Objective 1.10

Transfer to new graphic identification system (GIS) to more accurately plot already canvassed neighborhoods and identify areas of need for future canvassing and mass smoke detector installs efforts.

Priority: 1

Timeline: April 2012- April 2013

Responsibility: E/O Laura Hunter (Public Affairs Liaison and grant writer)

Critical Tasks ("to do" list):

1. Increase the form turn-in rated on smoke detectors given to fire stations and community leaders to raise the accuracy of the GIS system.
2. Attach liability release forms/address forms to every smoke detector by transitional personnel prior to being issued to third party distributors.
3. Establish protocol to allow liaisons to enter waiver forms into database system.
4. Have a quarterly accountability of forms and detector distributed to tract progress of forms being returned.
5. Evaluate program progress annually.

Performance Indicators (measure of accomplishment):

1. 90 % of release /address forms delivered with all smoke detectors are signed and returned to Public Affairs.
2. Protocol to enter waiver forms has been implemented.
3. Quarterly reports have been produced.
4. By April 2013 have a 10% increase in plotted smoke detectors distributed.

Expected Outcome:

By following these steps, HFD will be able to better track where HFD installed smoked detectors have an impact. Mapping areas will enhance the department's ability to determine the areas in need of smoke detectors, plus potentially decrease fire fatalities in that area by giving Public Affairs a way to focus smoke detector install-campaign efforts.

Objective 1.11

Continue implementation of high-rise sprinkler ordinance requirements.

Priority: 1

Timeline: April 2012- December 2017

Responsibility: Chief Marion Spann, Chief Inspector over High-Rise, Public Education, and General Occupancies

Critical Tasks ("to do" list):

1. Identify existing high-rise buildings that must comply with Appendix J, Automatic Sprinkler Systems in Existing High-Rise Buildings.
2. Create and obtain Letter of Intent from owner of high-rise buildings affected by Appendix J.
3. Create and obtain Letter of Compliance for water-supply to identify high-rise buildings that are 50% compliant.
4. Create and obtain Letter of Compliance to identify high-rise buildings that are 50% compliant.
5. Create and obtain Letter of Compliance to identify high-rise buildings that are 100% compliant.
6. Determine if additional resources are required to achieve objective of compliance with Appendix J, Automatic Sprinkler Systems in Existing High-Rise Buildings. If additional resources are required, determine additional personnel hours to achieve objective.
7. Coordinate with Labor-Management to request additional Inspectors to cover additional workload.
8. Enhance electronic database to include compliance schedule due dates.
9. Issue notices of non-compliance.
10. Monitor Inspection and Activity Reports to determine the percentage of high-rise buildings in compliance.
11. Evaluate and adjust available resources to evenly distribute inspection workload to ensure adherence to the Compliance Schedule.

Performance Indicators (measure of accomplishment):

1. Letter of Intent and Letter of Compliance for water supply have been obtained.
2. Letter of Compliance to identify high-rise buildings that are 50% compliant have been obtained.
3. Letter of Compliance to identify high-rise buildings that are 100% compliant have been obtained.
4. By December 2014, a minimum of 50% of the floors will be equipped with an operational automatic sprinkler system and verified by Sprinkler Ordinance Notice issued by Inspector.
5. By December 31, 2017, the total square footage of buildings will be equipped with an operational automatic sprinkler system and verified by Sprinkler Ordinance Notice issued by Inspector.

Expected Outcome:

By achieving a minimum level of Fire Code compliance through comprehensive Fire and Life Safety inspections, all city employees and residents of high-rise buildings will have a safer work environment and customers will be ensured a safer place to visit and conduct city business.

Objective 1.12

Continue implementation of non-high-rise atrium sprinkler ordinance requirements.

Priority: 1

Timeline: April 2012- December 2017

Responsibility: Chief Inspector John Garcia and Senior Inspector Joe Leggio over Special Operations

Critical Tasks ("to do" list):

1. Identify existing non-high-rise atrium buildings that must comply with Appendix I, Automatic Sprinkler Systems Fire Alarm and Detection Systems in Non-High-Rise Atrium Buildings.
2. Create and obtain Letter of Intent from owner of existing atrium buildings affected by Appendix I.
3. Create and obtain Letter of Compliance for alarm systems and smoke detector or Automatic Sprinklers to identify atrium buildings that are in compliance.
4. Enhance electronic database to include compliance schedule due dates.
5. Monitor Inspection and Activity Reports to determine the percentage of atrium buildings in compliance.
6. Issue notices of non-compliance.

Performance Indicators (measure of accomplishment):

1. Letter of Intent and Letter of Compliance have been obtained from owners who have chosen to install an alarm system and smoke detectors in accordance with subsection 1 of Section I103.1.
2. Letter of Intent and Letter of Compliance have been obtained from owners who have chosen to install sprinkler system in accordance with subsection 2 of Section I103.1.
3. Owners who have chosen to install an alarm system and smoke detectors in accordance with subsection 1 of Section I103.1 will have equipped the total square footage of their building with an operational fire alarm system by January 1, 2010, or within two years of annexation within the jurisdiction.
4. Owners who have chosen to install an automatic sprinkler system in accordance with subsection 2 of Section I103.1 will have equipped a minimum of 50% of the floors of their building with an operational automatic sprinkler system with the capability to alarm all occupants throughout their building by January 2013, or within five years of annexation of the building into the jurisdiction.
5. Owners who have chosen to install an automatic sprinkler system in accordance with subsection 2 of Section I103.1 will have equipped 100% of the floors of their building with an operational automatic sprinkler system with the capability to alarm all occupants throughout their building by January 2015, or within seven years of annexation of the building into the jurisdiction.

Expected Outcome:

By achieving a minimum level of Fire Code compliance through comprehensive Fire and Life Safety inspections, all employees and residents of non-high-rise, atrium buildings will have a safer work and residential environment, where customers and residents will be ensured a safer place to visit and conduct business. Two additional Inspector positions have been created by City Ordinance and dedicated to non-high-rise, atrium building inspections and evacuation training.

Objective 1.13

Establish a regional response for Emergency Medical Services, which includes, but is not limited to, AMBUS, Tactical Medical Program, MCI trailer, Medical Surge tents (Field Hospital), and Multi-Purpose EMS Climate-Controlled tents.

Priority: 1

Timeline: July 2012- June 2017

Responsibility: Medical Director Dr. David Persse, Assistant Chief David Almaguer, EMS

Critical Tasks ("to do" list):

1. Maintain the regional funding for maintenance, equipment, manpower, fuel, apparatus, training, gear, and all other necessary components of the program.
2. Identify and secure equipment, apparatus, and training.
3. Develop MOA for apparatus deployment of regional assets.
4. Develop MOU for personnel responding to regional incidents.
5. Create HFD Guideline for AMBUS.
6. Complete HFD Guideline for the MCI.
7. Increase number of Tactical Medics per shift.
8. Create a Tactical Medic Station(s).

Performance Indicators (measure of accomplishment):

1. Funding secured.
2. Secured maintenance program, equipment, manpower, fuel, apparatus, training, gear, and all other necessary components of the program.
3. MOA and MOU have been created and signed by appropriate parties.
4. MCI and AMBUS Guidelines completed and published.
5. Tactical Medics increased from two to four per shift.
6. Tactical Medic Station established and functioning.

Expected Outcome:

Enhance the ability of the department to respond and provide Emergency Medical Services within and outside the City of Houston.

Goal 2.0 Be Nice

- **Strengthen and reinforce a positive public perception of the department**
- **Improve Customer Service**

Perception is everything. If our members and external customers perceive that HFD is well managed and provides superior services, then that is true. An opposite perception of poor management and substandard service is also true. Perceptions are the precursors to attitudes. The Houston Fire Department must have a plan to develop positive perceptions from our members and the people we serve. HFD must pay special attention to our relationship with the media. The media can solidify our standing in the community or destroy the confidence of citizens in the department. There must be a comprehensive plan to maximize positive publicity and reduce negative stories. The primary means of accomplishing this goal is through service excellence. The department must pursue opportunities to showcase the achievements of the department to our members and the public. This not only provides morale enhancements, but it also details the value of an effective fire department pursuing excellence in public safety. The public will support a public sector agency if they believe that superior service is being provided with their tax contributions.

- **Provide adequate resources**
- **Demonstrate fiscal responsibility**

It is vital to the success of the Houston Fire Department to provide adequate funding to support the mission. We must create a budget plan that reflects the vision of the department and supports the activities necessary to achieve its mission and goals. Not only is it important to create an adequate budget process, it is vital to create systems to address preventative maintenance of assets and ensure sufficient operating supplies. All employees must utilize department assets efficiently and effectively while avoiding unnecessary financial impacts.

- **Implement best business practices to increase organizational effectiveness, accountability and communications**

Best practices are management ideas, which assert that there is a technique, method, process, activity, incentive, or award that is more effective at delivering a particular outcome than any other technique, method, process, etc. The idea is that with proper processes, checks and testing, a process can be rolled out and completed with fewer problems and unforeseen complications. The Houston Fire Department must have a plan to identify those areas of the Command where there are marginal business practices or processes. Once areas in need of improvement are identified, the Department will seek a solution from a number of relative best practices to be recommended to the fire chief. The Department will pursue business practices that will enhance organizational effectiveness, improve financial accountability and continue to open the communications between the various departments.

Objective 2.01

Increase Public Safety Announcement (PSA) press conferences to 12 and community speaking engagements to 110 equating to a 10 % increase by the HFD Public Affairs Division and local fire stations, to reinforce the HFD slogan of Courage, Commitment and Compassion.

Priority: 3

Timeline: January 2012 - January 2013

Responsibility: Administrative Specialist Alicia Whitehead, Public Affairs

Critical Tasks:

1. Create invitations for public speaking engagements and PSA press conferences.
2. Create a gateway between Operations and Public Affairs to mitigate high profile incidents.
3. Document all request on liaison forms and firehouse reporting system.
4. Review numbers on quarterly reports to adjust the number of events to reach expected goals.

Performance Indicators:

1. Public speaking engagements and PSA's press conference have increased.
2. Protocol for communication channel between Operations and Public Affairs has been established.
3. Metric quarterly goals- PSA(3)
4. Metric quarterly goals- Speaking Engagements(27)

Expected Outcome:

The HFD will maintain the department's high confidence rating with the public, and raise awareness about current safety campaigns and fulfilling the HFD core values.

Objective 2.02

Partner with corporations and community organizations to raise awareness and extend fire protection to low socioeconomic communities by increasing citizen contacts and detector installations by 10% each year, maintaining the HFD image of Courage, Commitment and Compassion.

Priority: 2

Timeline: April 2012- April 2013

Responsibility: Alicia Whitehead, Administrative Specialist- Public Affairs

Critical Tasks:

1. Partner with community leaders and corporations to increasing staffing of installs; ultimately increasing the HFD's geographic reach.
2. Re-engage CERT organization to increase geographic reach of smoke detector installs.
3. Count the number of installs on the quarterly accomplishments insuring that we are on track to meet the desired goal.
4. If quarterly goals are not met, additional installs will be scheduled in future quarters to meet the yearly goal.

Performance Indicators:

1. Increase the amount of smoke detectors installed by 10% (4236) and Carbon monoxide detectors by 10% (110).
2. Establish ability to track lives potentially saved by smoked detectors, which were installed by HFD.

Expected Outcome:

By increasing the number and geographic area of installs a potential reduction in fire fatalities is obtained.

Objective 2.03

Maintain agreement with ATF to continue and enhance Arson Canine Handler program and replacement as needed.

Priority: 1

Timeline: September 2013- December 2016

Responsibility: Acting Administrative Chief Joe Boening, HAB

Critical Tasks:

1. Pre-apply for new canine unit.
2. Maintain and/or modify existing Memorandum of Understanding with ATF.
3. Research grant funding possibilities and secure funding.
4. Provide appropriate vehicle per ATF requirements.
5. Explore assignment pay for canine handler.
6. Accept responsibility for new canine as well as care, well-being, and training.

Performance Indicators:

1. ATF paperwork completed and submitted.
2. MOU agreed, signed by appropriate parties, and in place.
3. Canine vehicle acquired and maintained.
4. Received new canine unit without lapse in coverage.
5. Annual certification completed.
6. Annual report of national and local responses submitted to ATF.

Expected Outcome:

Maintain continuous coverage and quality of accelerant evidence collection utilizing accelerant detection canine. Best possible sample collected and submitted for testing purposes to increase possibility of convictions of incendiary fires.

Objective 2.04

Create an Asset Forfeiture Fund for the Houston Arson Bureau.

Priority: 1

Timeline: June 2012- June 2013

Responsibility: Acting Chief Arson Investigator Ed Arthur, HAB

Critical Task:

1. Evaluate Texas Code of Criminal Procedures (CCP) as it relates to the legality of such a fund.
2. Meet with Deputy Director Neil DePascal and City Attorneys to identify the process to ensure these funds are used for law enforcement purposes within the Houston Arson Bureau (HAB) as per CCP Title I Chapter 59 Forfeiture of Contraband.
3. Meet with Deputy Director Neil DePascal to identify and establish an HFD account in which to deposit funds garnered from asset forfeiture.
4. Establish the proper authority of the fund.
5. Meet with the Asset Forfeiture Division of the Harris County District Attorney's office to identify HFD's role/responsibility in order to properly handle the seized property as well as the legal filings.
6. Memorandum of Understanding agreed upon by the Harris County District Attorney and the HFD Fire Chief.
7. Coordinate with the Asset Forfeiture Division of the Harris County District Attorney's office to develop and implement training for HAB Investigators.
8. Identify an HAB liaison to coordinate efforts with the District Attorney's Office.
9. Address financial and legal issues that arise as a result of the establishment of this fund.
10. Establish electronic tracking mechanism through SAP.

Performance Indicators:

1. Process identified and agreed upon between HAB and Deputy Director of Finance.
2. Memorandum of Understanding signed and in place.
3. Fund is created in SAP.
4. Asset Forfeiture Training Program for HAB Investigators developed and delivered.
5. Monthly financial report generated and evaluated to track balance and activity.

Expected Outcome:

The Asset Forfeiture Fund will be utilized to provide additional funds over and above the approved allocated budget for the HAB. These funds will provide necessary and current equipment, training, technology, and supplies to allow HAB to become a premier law enforcement agency.

Objective 2.05

Improve Arson Crime Lab workflow and consistency by hiring a civilian Crime Lab Evidence Technician/Property Room Manager to assist in maintaining evidence chain of custody within the Houston Arson Crime Lab.

Priority: 1

Timeline: September 2013- December 2016

Responsibility: Senior Investigator Alfredo Martinez

Critical Tasks ("to do" list):

1. Research the responsibilities and limitations of an Evidence Technician and/or Property Room Manager.
2. Develop job description for position and post job opening.
3. Review current job classifications within the city to find a match from other departments.
4. Research grant funding possibilities and secure funding.
5. Research available certifications for Evidence Technicians.
6. Research available certifications for Property Room Managers.
7. Request staffing of civilian lab assistant.
8. Interview and select applicant for position.

Performance Indicators (measure of accomplishment):

1. Job description created and appropriate classification identified.
2. Funding secured.
3. Request for Evidence Technician/ Property Room Manager created and submitted for approval.
4. Position filled.
5. Attended training and obtained certification for the position.

Expected Outcome:

A permanently assigned Evidence Technician/ Property Room Manger provides consistency in all evidence related issues and frees up certified manpower within the Arson Division to be assigned other duties. Arson Lab Supervisor is able to divert more attention to administrative duties, such as writing policies and obtaining new equipment. The Arson Division does not have to use a certified investigator as an Evidence Technician/Property Room Manager. Chain of custody remains intact and property room is kept in proper order.

Objective 2.06

Update the Arson Crime Lab as it relates to equipment, certification, and policies/procedure.

Priority: 1

Timeline: September 2013- December 2016

Responsibility: Senior Investigator Alfredo Martinez

Critical Tasks ("to do" list):

1. Create and maintain new policies/procedures for all lab related activities.
2. Maintain and/or modify existing policies and/or procedures.
3. Obtain new equipment for Crime Lab, such as a fuming chamber and an alternative light source apparatus to assist in processing fingerprints.
4. Research lab certification/ accreditation.
5. Research individual certifications, such as *Evidence Technician, Fingerprint Examiner, Forensic Photographer*
6. Research grant funding possibilities and secure funding.
7. Research classes and training seminars.

Performance Indicators (measure of accomplishment):

1. New policies created, submitted for approval, and published.
2. New equipment acquired and maintained.
3. Lab certification completed.
4. Training and certification classes and/or seminars have been identified and attended.
5. Obtained individual certifications in different disciplines.
6. Certifications are maintained and kept current.

Expected Outcome:

New equipment and better trained individuals provide a great service to the Houston Fire Department and the citizens of Houston by assisting Arson Investigators in bringing criminals to justice.

Objective 2.07

Change the HFD decision making process regarding the preparation of the annual operating budget through the use of performance budgeting (link spending with results). Develop accountability for budget results.

Priority: 1

Timeline: March 2012- March 2014

Responsibility: Deputy Director Finance & Administration

Critical Tasks ("to do" list):

1. Abandon the status quo, reprioritize spending, and align spending with community and customer outcomes.
2. Evaluate current budget quality relative to the Department's risk management profile.
3. Develop a budget profile with the highest tier of activities being the most critical to operations and the lowest tier of activities being those activities that are not mission critical or where funds may be redirected to higher priority activities.
4. Create an understanding of how funding relates to a specific service and how that service relates to the change in outcome.

Performance Indicators (measure of accomplishment):

1. Realistic budget targets for those activities determined to be tier 1 (highest priority) are developed.
2. An underlying spending plan to successfully achieve the desired budget target for tier 1 is developed.
3. The effectiveness and efficiency of those department activities not in the highest budget tier have been determined. A balanced scorecard to measure the manager's performance related to the management of the assigned cost center budget has been developed.
4. Year-end recognition to the manager that best manages his/her annual budget has occurred.

Expected Outcome:

Budget decisions are based on choices among alternatives which are aligned with funding. There is cost center manager accountability for desired budget outcomes. The current need and practices in these areas are critically challenged.

Objective 2.08

Improve HFD Commands' access to available financial information.

Priority: 2

Timeline: March 2012- March 2014

Responsibility: Deputy Director Finance & Administration

Critical Tasks ("to do" list):

1. Determine the user financial and risk management needs.
2. Determine that all financial information is presented in a format understandable by the non-financial user/reader.
3. Format standard report profiles that satisfy the user needs.
4. Determine the schedule to promulgate information for the annual budget preparation, the quarterly review budget meetings, and to be posted on the HFD desktop website.

Performance Indicators (measure of accomplishment):

1. Report format, content, and timeliness are approved by the users.
2. New ideas for financial report and meeting content has been received.
3. A scorecard for information availability and accuracy is maintained.
4. A rotation schedule for the HFD desktop website to insure only recent content is posted and maintained.

Expected Outcome:

The decision-making process is enhanced as the personnel involved in these actions are better informed of the financial and risk issues. Budgeting and funding issues are more transparent.

Objective 2.09

Enhance documentation and oversight of Educational Institution Exit drills performed each month schools are in session.

Priority: 1

Timeline: April 2012- August 2013

Responsibility: Chief Melvin Young

Critical Tasks ("to do" list):

1. Evaluate current electronic information system and data quality.
2. Add "Exit Drills Written Documentation" to Notice of Violation.
3. Senior Inspector to train Inspector to obtain Exit Drill Written Documentation.
4. Inspectors collect documentation for current year and past three school years during scheduled annual inspections.
5. Inspectors input documentation into electronic database.
6. Maintain documentation on annual basis.

Performance Indicators (measure of accomplishment):

1. Electronic system is identified.
2. Documentation is collected and electronically stored.
3. Senior Inspector verifies input of documentation.

Expected Outcome:

Improved documentation of Educational Facility Exit Drill Inspections ensures facilities are in compliance with state mandates, which enhances safety of occupants. There is enhanced Life Safety data collection, which has a direct impact on Accreditation and ISO ratings.

Objective 2.10

Conduct a needs assessment for upgrading all laptops assigned to Emergency Operations, Houston Arson Bureau (HAB), hand-held notebook computers assigned to Life-Safety Bureau (LSB), and peripherals. Conduct an analysis of resource software programs that provide suppression personnel, inspectors and investigators a more efficient and effective use of materials.

Priority: 2

Timeline: July 2012- December 2013

Responsibility: Senior Inspector Joe Leggio, Special Operations; Acting Chief Investigator Joe Boening, Administrative Chief; Chief Jeff Cook, Emergency Response; Patrick Plummer, Chief Technology Officer

Critical Tasks ("to do" list):

1. IT, Emergency Operations, LSB, and HAB coordinate to determine workable options.
2. Explore and implement pilot programs to determine effectiveness of using a particular device in the fields of Inspection, Investigations, and Emergency Operations.
3. Explore and implement pilot programs to determine what applications cannot be made to work on native tablet applications in the fields of Inspection and Investigations.
4. Explore and implement pilot programs to determine possible security levels for a particular device.
5. Identify and secure funding for new and upgraded computers and associated software.

Performance Indicators (measure of accomplishment):

1. Pilot Programs completed.
2. IT, Emergency Operations, LSB, and HAB assess and determine effectiveness and efficiency of tested products.
3. IT determines which products can be purchased per city policies and contracts.
4. New and upgraded computers and associated software is purchased and distributed.

Expected Outcome:

Improved efficiency and effectiveness of Emergency Operations, LSB, and HAB personnel through the use of upgraded and premier electronic equipment.

Objective 2.11

Implement a new Patient Care Reporting (PCR) system. The new Image Trend software will be developed specifically to meet the needs of HFD. The hardware will be the Armor x-10 gx tablets and vehicle docking stations. They will be issued to all frontline emergency medical response apparatus for completion of their PCR.

Priority: 1

Timeline: July 2012- June 2017

Responsibility: Assistant Chief David Almaguer, EMS

Critical Tasks:

1. Install vehicle docking stations for the Armor x-10 gx tablet on all frontline emergency medical response apparatus.
2. Deploy the Armor x-10 gx tablet on all frontline emergency medical response apparatus.
3. Develop and test the new PCR.
4. Establish a training curriculum.
5. Create a training schedule that allows 8 stations per day to be trained.
6. Identify and secure locations to accommodate personnel and apparatus for training.

Performance Indicators:

1. Tablets and docking stations installed on all frontline emergency medical response apparatus.
2. The final approval of the new software prior to implementation.
3. Training curriculum approved and published.
4. Deploy the new software to the field upon completing training.
5. 100 % of HFD fire stations are trained on new software and are operating on the new system.

Expected Outcome:

All frontline emergency medical response apparatus will be using the new software and hardware. The user friendly software should lead to a more efficient and billable record. It will aid in the records reconciliation process and monitoring quality assurance.

Objective 2.12

Develop calendar documenting apparatus placed out of service to better coordinate training, apparatus maintenance and apparatus stand-by.

Priority: 2

Timeline: March 2012-March 2013

Responsibility: Assistant Chief Mike Casey, District Chief Josef Gregory, Operations

Critical Tasks:

1. Develop calendar on HFD Desktop.
2. Define user needs and methodology for entering data
3. Identify list of users to enter data.
4. Activate and institute test period.
5. Review testing and refine data entry from tests.
6. Implement Department wide calendar.

Performance Indicators:

1. Data entry on calendar.
2. Uniformity of data entry across all Shifts and Divisions of the Department is achieved.
3. Establish performance measures to record heavy apparatus Resource Management declarations by OEC.
4. Even training scheduled throughout calendar year and reflected on calendar.

Expected Outcomes:

Coordinated scheduling of HFD apparatus that will be out of service for any non-emergency training, special events or vehicle maintenance, will provide managers and supervisors across all Shifts and Divisions with better time management of HFD resources.

Objective 2.13

Maintain Insurance Services Office (ISO) Public Protection Classification (PPC) 1 rating.

Priority: 1

Timeline: April 2012- December 2013

Responsibility: Assistant Chief Thomas Munoz, Homeland Security and Planning

Critical Tasks ("to do" list):

1. Review "Sustaining the City Houston's ISO Public Protection Classification" document and identify opportunities for maximizing the ISO grading point total.
2. Determine feasibility of implementing recommendations.
3. Develop plan to implement feasible recommendations.
4. Implement and track progress of programs.
5. Prepare for site visit.

Performance Indicators (measure of accomplishment):

1. Opportunities identified.
2. Plan to implement recommendations is developed and presented.
3. Tracking tool created.
4. ISO PPC 1 rating maintained.

Expected Outcome:

Maintain ISO PPC 1 rating, ensuring lower fire insurance premiums for the citizens of Houston.

Objective 2.14

Enhance current trend analysis capabilities.

Priority: 3

Responsibility: Assistant Arson Investigator Cynthia Vargas

Critical Tasks:

1. Evaluate current electronic information system and data quality.
2. Identify operator deficiencies.
3. Obtain appropriate training on capabilities of current system to mitigate deficiencies.
4. Train appropriate members of division.
5. Implement new trend analysis capabilities and incorporate statistics into Dashboard Report.
6. Maintain documentation on monthly basis.

Performance Indicators:

1. Pros and Cons of current electronic system are identified.
2. All appropriate members have been trained.
3. Data is reported and recorded on Dashboard Report on monthly basis.

Expected Outcome:

Improved documentation and statistical analysis, and the ability to better target and address areas of concern through proactive measures.

Objective 2.15

Maintain CFAI Accreditation for HFD and achieve Re-accreditation in 2016.

Priority: 1

Timeline: September 2012- March 2016

Responsibility: Management Analyst Heather Gallagher

Critical Tasks:

1. Complete 2012, 2013, 2014, and 2015 Annual Compliance Reports.
2. Update Standard of Cover in Fall 2012 and 2014.
3. Update Strategic Plan in Fall 2013, 2014, and 2015.
4. Attend CFAI training in October 2014.
5. Present process to Command Staff in early January 2015.
6. Assemble team of Subject Matter Experts (SME's) to complete the performance indicators.
7. Present Kick-off Presentation to Command Staff and SME's in late January 2015.
8. Create spreadsheet to track performance measure assignments and references.
9. Submit to Command Staff and Fire Chief for approval.
10. Improve marketing in regards to HFD's accredited status as world's largest Accredited Municipal Fire Department.

Performance Indicators:

1. Annual Compliance Reports completed and approved.
2. Standard of Cover update completed.
3. Strategic Plan update completed.
4. Electronic tracking developed.
5. HFD Re-accredited in 2016.
6. Accreditation logo included in correspondence and on website.

Expected Outcome:

Maintain accredited status and receive re-accreditation status in 2016. Examine past, current, and future service levels and performance as compared to industry best practices. Improved service delivery by helping HFD determine community risk and safety needs, evaluate the performance of the department, and establish a method for achieving continuous organizational improvement.

Goal 3.0 Be Accountable

The "**HFD Process of Accountability**" described below must be addressed in sequence. The elimination of any step will have a negative impact on our ability to move forward in a constructive way and diminish support of our employees in the process.

1. **Establish (agreed upon) Organizational Expectations**

   This step is absolutely the most critical step in the process. It is our opportunity to describe exactly what the job should look like. Our expectations should match the mission of our organization and describe the work that should be done. The greater detail described and the more time we spend outlining our expectations the better off we will be as we move forward. You deserve to know what is expected from you. You should also know how your role and work supports the overall mission of the organization.

2. **Train on Those Expectations**

   The training element is important because it gives you an opportunity to understand then apply strategic, tactical and task level expectations. The type of work that is performed will determine how much time is spent during the training phase. In firefighting, extensive training is required due to the high risk, low frequency type of incidents we respond to. The higher the risk of the work that is being performed, the more important it is for us to identify problems of performance and correct them. Mistakes that are identified in a training setting are not lethal. Training will include station routine also; such as identifying when a "good joke goes bad" and what the supervisor's role is in managing the situation.

3. **Monitor Performance**

   The most effective accountability we have in the fire service is self accountability, and most of the time that is all that is needed. However, there are times when self-accountability or self-discipline breaks down and our employees perform below standards. In these cases the supervisors' role is to step in and correct performance. This is best done with a "right then, right now" approach. Supervisors are basically in the "don't run with scissors" business. They should address issues as they see them. Supervisors should never walk by a mistake. If they do they will definitely see it again. Value statement: Supervisors are not empowered to compromise safety procedures, and Command Officers do not have an option as to whether or not to follow up on those compromises. Seat belt usage is a great example of this.

4. **Hold People Accountable**

   Holding people accountable for both positive and negative performance is important. When supervisors witness good performance they should acknowledge it with praise. When poor performance occurs the supervisor's role is to correct the behavior. The purpose of discipline is to improve performance and is most effective when it is delivered as corrective, progressive, and lawful.

- **Embrace Diversity and Fairness**

The management and members of the Houston Fire Department are keenly aware of the importance of creating a winning, balanced workplace in which people of all cultures and backgrounds have an

opportunity to succeed. We recognize that diversity creates many opportunities and benefits, because it includes all ethnicities, cultures, genders, religious beliefs, lifestyles, and physical challenges. The Houston Fire Department will continue to work toward encouraging all members to embrace and accept the differences within the department, as well as those within the community we serve, through training and allocating appropriate funding for accomplishing our diversity and inclusion goals.

- **Strengthen management and leadership skills**

There is a distinct difference between management and leadership. Both are vital to the success of any organization, and because they are, it is critical to understand the difference. Leadership is defined as having the ability or capacity to lead. It focuses on doing the right things. Management focuses on doing things right. In order to secure success in the efforts of the Houston Fire Department's mission, we must cultivate and educate leaders from within our organization. It is important to mention that leadership is not rank, title, privileges, or money. It is responsibility. All members of this organization should be encouraged to embrace their responsibilities to the City, this department, its members and the citizens we serve.

Effective management, doing things right, will only come through comprehensive training and education of our employees. All members of the Houston Fire Department must accept responsibility for the development of this organization and be encouraged to "do the right things right".

Objective 3.01

Develop management training skills for newly promoted officers to include instruction on proper supervisor/personnel behavior as it pertains to disciplinary issues.

Priority: 1

Timeline: March 2012- March 2014

Responsibility: District Chief Terry Stone, Assistant Chief Mike Casey, Operations

Critical Tasks:

1. Create an organizational Accountability Manual for the Department.
2. Distribute and train with the handbook as a reference, to reinforce the organization's cultural expectations of our members.
3. Modify the current Behavior Manual to better reflect the expectations of the organization, with an emphasis on better understanding of the discipline process.
4. Present Newly Promoted Officers with the Alternative Dispute Resolution Guideline.
5. Acquire budget resources to fund 80 hour training classes for newly promoted Captains and Senior Captains.
6. Identify specific knowledge and skills the newly promoted Captains and Senior Captains will need to manage HFD personnel safely and effectively in both emergency and non-emergency operations.
7. Determine the priorities of the knowledge and skills needed by the newly promoted officers in order to focus training toward the critical issues.
8. Develop the class curriculum to address the specific knowledge and skills identified, and focused on the critical issues.
9. Recruit instructors with knowledge and expertise in the different subjects to be taught.
10. Train the instructors on the class curriculum.
11. Deliver the class to newly promoted Captains and Senior Captains.
12. Evaluate the class using input from students, instructors, and Command Officers.

Performance Indicators:

1. Accountability Manual for the Department has been distributed, and members have been trained accordingly.
2. Revised Behavior Manual for the Department has been distributed, and members have been trained accordingly.
3. All Newly Promoted Officers have received training on the Alternative Dispute Resolution Guideline.
4. Budget for Newly Promoted Officer's Class is approved.

5. The curriculum is developed.
6. Instructors are recruited and trained to teach the class.
7. The Newly Promoted Officer's Class is delivered and evaluated upon completion.

Expected Outcomes:

Newly promoted Captains and Senior Captains will safely and efficiently manage HFD personnel in both emergency and non-emergency operations. There is a reduction in grievances and complaints and an increase in utilization of Alternative Dispute Resolution.

Objective: 3.02

Enhance officer development through improved leadership training at all levels.

Priority: 1

Timeline: July 2012 – July 2015

Responsibility: Assistant Chief Mike Casey, District Chief Josef Gregory, Captain King, Captain Matthew Corso, Operations

Critical Tasks:

1. Identify a training program that provides an approved, progressive learning system which is specific to the fire service.
2. Determine the timeline appropriate for institutionalization of the training, as related to the promotional system.
3. Conduct Labor-Management negotiations to have course completion tied to the promotion system, providing progressive training for the position prior to the acquisition of that position. Discussion to include the following:
    - Tie Texas Commission on Fire Protection Driver Operator Program to the Engineer/Operator examination.
    - Tie Texas Commission on Fire Protection Fire Officer I to Captain's examination.
    - Tie Texas Commission on Fire Protection Fire Officer II to Senior Captain's examination.
    - Tie Texas Commission on Fire Protection Fire Officer III to District Chief's examination.

Performance Indicators:

1. A training program specific to the fire service has been identified.
2. Implementation timeline has been established.
3. Establish a percentage reduction in emergency operation's training needs, which are identified during performance review processes.
4. Bring the Officer Specific training up to 12 hours annually from 8 as recorded in the database.
5. Contract is amended to reflect changes in promotional system.

Expected Outcomes:

Officers at all levels are more rounded, both administratively and on the incident scene, through defined expectations during both emergency and non-emergency situations. HFD produces not only great firefighters, but also the development of marketable, validated and recognized Chief Officers.

Objective 3.03

Develop a master training plan for the Houston Arson Bureau (HAB) to include outside agencies.

Priority: 2

Timeline: September 2013- December 2016

Responsibility: Senior Investigator Tim Ware, Training Officer, HAB

Critical Tasks:

1. Coordinate with training officers at Val Jahnke Training Facility to identify potential funding, revenue, and grants to support the program.
2. Enhance Basic Fire Investigator program to attract outside agencies in order to generate a revenue stream.
3. Develop specialized themed training classes to attract outside agencies in order to generate a revenue stream.
4. Create data base of specialized instructors.
5. Identify requirements for TCLEOSE/TCFP trainers and Instructor Certification levels of division members.
6. Increase TCLEOSE/TCFP Instructor Certification levels of division members.
7. Develop master plan to identify and secure funding to create state-of-the art facilities and training aids.
8. Research current training methods by attending nationally recognized training programs.
9. Market HAB Training Programs to outside agencies to solicit participation and revenue.
10. Create an internship program through coordination with universities.

Performance Indicators:

1. Positive revenue stream has been created for the HAB.
2. Number of participants from outside agencies is documented and course evaluations are reviewed.
3. Hours of mentoring students and/or investigators are recorded and monitored.
4. Increase number of TCLEOSE/TCFP certified instructors to 30 Intermediate Level TCFP and 10 TCLEOSE instructors.
5. Annual training report published.

Expected Outcome:

The Houston Arson Bureau is recognized as a premier fire and explosion investigatory agency and a national leader in producing highly qualified and trained personnel.

Objective 3.04

Develop an internal master training plan for the Arson Division.

Priority: 1

Timeline: September 2013- December 2016

Responsibility: Senior Investigator Tim Ware, Training Officer, HAB

Critical Tasks:

1. Evaluate and explore management database systems.
2. Maintain mandatory CE Training with TCLEOSE and TCFP.
3. Provide mandatory TCLEOSE/TCFP CE hours in-house.
4. Identify requirements for TCLEOSE/TCFP trainers and Instructor Certification levels of division members.
5. Increase TCLEOSE/TCFP certification levels of division members.
6. Continue and enhance in-house Basic Fire Investigator School as needed.
7. Ensure newly promoted members acquire Peace Officer Certification.
8. Identify funding for training opportunities.
9. Create reference library.
10. Assist three members per year with obtaining nationally recognized certification/leadership training.
11. Improve network and information sharing internally and with other agencies.
12. Train line officers in proper procedures for scenes involving LODD, civilian fatalities or severely injured, potential arson scenes, and proper information release for potential arson scenes.
13. Assign newly created investigator positions to training.

Performance Indicators:

1.1.1 Newly assigned personnel trained to Basic Peace Officer and Arson Investigator.

1.1.2 Increase in TCLEOSE/TCFP certification levels by 10% and nationally recognized certification and/or leadership training for three members.

1.1.3 CE hours of all division members completed within appropriate time period.

1.1.4 Increase number of TCLEOSE/TCFP certified instructors to 30 Intermediate Level TCFP and 10 TCLEOSE instructors.

1.1.5 Training program for line officers developed and delivered.

1.1.6 Annual training report published.

1.1.7 Increased CE hours provided in-house that satisfies TCLEOSE mandates.

Expected Outcome:

Houston Arson Bureau is recognized as a premier fire and explosion investigatory agency and a national leader in producing highly qualified and trained personnel.

Objective 3.05

Maintain and enhance skills-based continuing education for EMT's and Paramedics as set forth by Medical Director.

Priority: 1

Timeline: July 2012- June 2017

Responsibility: Medical Director Dr. David Persse, Assistant Chief David Almaguer, EMS

Critical Tasks:

1. Secure funding for back-fill positions and funding for tuition.
2. Identify and secure an educational vendor.
3. Establish curriculum.
4. Identify and secure location to accommodate personnel and apparatus.
5. Prioritize personnel in need of training.
6. Create schedule that coincides with needs of HFD daily staffing.

Performance Indicators:

1. Funding secured.
2. Educational vendor identified.
3. Curriculum developed and published.
4. 80% of credentialed EMT's and Paramedics completed required CE per year as set forth by Medical Director.

Expected Outcome:

Enhance the quality of Emergency Medical care delivered to the citizens by the department. HFD will expect to see a decrease in Medical Incident Reviews and citizen complaints. HFD will maintain or exceed cardiac arrest survival rate.

Objective 3.06

Establish an initial EMT and Paramedic training program as set forth by Medical Director.

Priority: 1

Timeline: July 2012- June 2017

Responsibility: Medical Director Dr. David Persse, Assistant Chief David Almaguer, EMS

Critical Tasks:

1. Secure funding for EMT and Paramedic initial training program.
2. Identify and secure a nationally accredited EMT and Paramedic training institution.
3. Establish curriculum.
4. The nationally accredited EMT and Paramedic training institution will include sufficient parking and all other associated amenities needed to complete the training.
5. Create the application and requirements for eligibility for Paramedic School.
6. Create a Paramedic School schedule that coincides with the needs of HFD daily staffing.

Performance Indicators:

1. Funding has been secured.
2. Nationally accredited EMT and Paramedic training institution has been identified.
3. Curriculum approved by Medical Director.
4. Fill each Paramedic Training Class with the appropriate amount of personnel.
5. Nationally accredited EMT and Paramedic training institution must have a minimum success rate of 80% Paramedics and 100% EMT's nationally registered, in the initial class.

Expected Outcome:

Maintain a sufficient amount of nationally registered firefighter paramedics and EMT's to meet the needs of HFD daily staffing.

Objective 3.07

Continue the design, development, and implementation of programs, policies and strategies that establish and support diversity and foster inclusion within the Department.

Priority: 1

Timeline: April 2012- December 2015

Responsibility: Assistant Chief Lisa Campbell, Human Resources; Assistant Chief Tom Munoz, Homeland Security and Planning

Critical Tasks:

1. Publish and distribute diversity statement.
2. Develop and implement training on the subjects of diversity, workplace behavior and conduct.
3. Coordinate with other commands and city departments to ensure achievement of organizational diversity goals including outreach to Houston's under-represented communities.
4. Develop performance measures to ensure leadership accountability for implementing diversity and inclusion initiatives.
5. Conduct performance audits and climate surveys to identify strengths and weaknesses and address deficiencies as appropriate.
6. Identify funding to support program initiatives.
7. Establish criteria to identify members for Diversity Advisory Committee (DAC).
8. Establish DAC along with its mission statement and goals.

Performance Indicators:

1. Mission has been established and quantifiable measures of success have been identified.
2. Performance audits and climate surveys have been conducted and strengths and weaknesses of adopted programs and policies have been identified.
3. Increase diversity in the department based on current demographic needs with the combined effort of the department's classified recruiting and human resources department.
4. Funding has been secured.
5. DAC members have been identified, and mission statement, goals, and work groups have been established.

Expected Outcome:

Leaders at all levels have accepted and commit to promoting a diverse workforce free of harassment and discrimination. Leaders have created and maintained an environment with no tolerance for any type of discrimination or harassment.

Objective 3.08

Implement revised Behavior Manual.

Priority: 1

Timeline: April 2012- August 2013

Responsibility: Captain Anthony Milligan; Deputy Chief Terry Stone; Captain Iris Rodriguez; HR Supervisor Wanda Andrews

Critical Tasks:

1. Identify work group to review and revise HFD Rules/Regulations.
2. Revise HFD Rules/Regulations.
3. Make corresponding revisions in Behavior Manual.
4. Present revised HFD Rules/Regulations and Behavior Manual to various HFD members in the field for input.
5. Make revisions based on relevant input.
6. Present final drafts to City Legal and make revisions as required.
7. Present final drafts to Fire Chief for approval.
8. Develop Behavior Manual training for HFD members that is consistent with the Officer Development Program.
9. Present face-to-face training to HFD members.

Performance Indicators:

1. Work group has been formed.
2. Rules and Regulations and Behavior Manual have been revised.
3. Fire Chief has approved the Rules and Regulations and Behavior Manual.
4. Training has been developed.
5. All HFD members have received face-to-face training.

Expected Outcome:

HFD members are empowered to accept responsibility for their actions and institute a culture of personal accountability. Members have clearly defined roles and expectations for behavior that are consistent with organizational philosophy and responsibilities.

Objective 3.09

Develop a community service and awareness program for non-sustained complaints against HFD members.

Priority: 3

Timeline: September 2012- December 2013

Responsibility: Assistant Arson Investigator Cynthia Vargas, Captain Eugene Thomas, Staff Services Division

Critical Tasks:

1. Identify members with multiple non-sustained complaints.
2. Modify database to identify members with multiple non-sustained complaints.
3. Modify database to include tracking of Policy and Procedure (PAP) referrals.
4. Develop and input training class into Moodle.
5. Establish Community Service Program.
6. Identify additional means to address non-sustained complaints.
7. Develop feedback questionnaire.
8. Review questionnaire and alter program as necessary for quality assurance.

Performance Indicators:

1. Members with multiple non-sustained complaints have been identified through modified database.
2. Database modified to include tracking of PAP referrals.
3. Staff Services training class available on-line via Moodle.
4. Community Service Program developed and available for implementation.
5. Results of questionnaire reviewed for effectiveness of program.

Expected Outcome:

Improved public perception, internal harmony, and accountability of HFD members through community service and awareness programs.

Objective 3.10

Develop a permanent Alternative Dispute Resolution (ADR) Program that utilizes the mediation process to help resolve conflicts and disputes between classified personnel, non-classified employees, and citizens in any combination.

Priority: 1

Timeline: September 2012- July 2013

Responsibility: Senior Captain Don Turley, Captain Alvin White, Investigator Doug Adams, and Captain Bryan Sky-Eagle, ADR Advisory Board

Critical Tasks:

1. Secure a mediation conference room with appropriate furnishings and supplies.
2. Create an application and interview process to select the best candidates that show a true interest in mediation and conflict resolution.
3. Select and train personnel that are diverse in both race and gender to serve as mediators and third-party experts (i.e. CISM members, HR personnel).
4. Develop an annual training requirement that includes at least eight hours of continuing education and one mediation performed. Training would include outside community opportunities like the Harris County Dispute Resolution Center, City of Houston Human Resources, and Small Claims Court mediations.
5. Develop an ADR Handbook for mediators that details HFD's expectations, required qualifications, support and training requirements, and ethical standards.
6. Establish an evaluation form or other system to evaluate and give feedback about the mediators. This also includes a mediator's evaluation of co-mediators as required by newly licensed mediators.
7. Develop or obtain computer software to track the legal deadlines of ADR cases and mediator assignments as well as store the ADR forms and completed mediation cases.
8. Develop video to explain mediation process.

Performance Indicators:

1. Mediation conference room with appropriate furnishings and supplies has been secured.
2. Expand the list of available mediators by two per year.
3. Database has been developed to track completion of training requirements for mediators
4. The evaluation form has been developed and evaluated, and corrective actions to achieve the outcome have been incorporated into the implementation plan.
5. ADR handbook has been developed.
6. Video has been developed.

Expected Outcome:

Managers embrace and utilize performance measures and targets to adjust processes and services that are delivered to meet the needs of all customers, internal and external. Internal relations improve resulting in improved customer service. A continuous quality improvement program for mediation services based on time management performance, evaluations forms from the parties, and internal data on mediation trends.

Update Timeline

As with any plan, it is of little use unless periodically examined for its effectiveness. Each command will review the Strategic Plan for applicability of the objectives, progress on the critical tasks, and needed revisions. Each command is responsible for monitoring and updating the online tracking tool in regards to completing the objective critical tasks. It is imperative that strategic plan goals and objectives are considered and incorporated into funding requests of each year's budget.

Bi-Annual Review- Each objective due to be completed in the next six months will be reviewed. Anything performance indicators reported to be done will be compared against the critical tasks to determine completion. A report will be provided to the Command Staff confirming completion or recommending further revision of the objective. Completion/Non-complete status will be determined by the command Staff.

Executive Management Yearly Planning Session- Review what has been completed during the past year, as well as what needs to be added/deleted/revised. Compare completed objectives against expected outcome and progress in accomplishing the respective goal.

Three-Year Review- Perform a comprehensive analysis of the review and updating process to determine its effectiveness in meeting outcomes and accomplishing our mission. Begin in- depth revision of Strategic Plan objectives.

Work Group Contributors

This Strategic Plan is the result of a collaborative effort made by the following members of HFD:

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