



Fire Department

Strategic Business Plan

Effective Date: July 1, 2015

Oklahoma City Vision

Oklahoma City seeks to further progress as a vibrant, diverse, safe, unified and welcoming community.

Oklahoma City Mission

The mission of the City of Oklahoma City is to provide exceptional service to residents and visitors. We do this by ensuring the safety of the public, delivering quality services, and maintaining infrastructure to support the growth of the city.

Department Mission

The mission of the City of Oklahoma City Fire Department is to provide emergency response, fire prevention, and public education services to the Oklahoma City community so they can have their lives and property protected. — Respond Quickly, Safely, Courteously – Meet the Need!

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Issues, Strategies, and Results

Issue 1: Fire Fatalities – Property Loss

The lack of awareness and application of personal safety measures by residents, if not addressed, will result in fire fatalities, injuries and property loss.

Strategies

- Conduct non-emergency community activities where a safety survey, home smoke alarm, safety messages or drills are provided.
- Increase improved life safety knowledge through safety education sessions.
- Distribute long life smoke alarms in targeted high fire risk areas.
- Provide online pre-inspection checklists.
- Provide CPR training to Oklahoma City employees.

Strategic Results

- By 2018, each year the structure fire fatality rate in Oklahoma City will be at or below the national average (1.01 per 100,000 residents based on the latest available data from NFPA).
- By 2018, the community of Oklahoma City will benefit from comprehensive fire safety and prevention education, as evidenced by:
 - 100% of elementary public schools in Oklahoma City limits receiving second grade fire safety presentations per year.
 - 50,000 non-emergency safety activities involving the community of Oklahoma City.

Issue 2: Increased Service Demand

Population growth, development, and changing demographics, coupled with an increasing role in EMS delivery, will lead to a growing demand on fire department services and resources, if not addressed, will result in:

- Increased response times leading to property loss
- Deterioration of patient condition
- Increasing delays in delivering other services

Strategies

- Complete upgrade of all Engine Companies to Advanced Life Support (ALS) as directed by the City Council.

- Concentrate recruitment and training efforts on increasing Oklahoma City Fire Department paramedics.
- Continue the planning and construction of new fire stations authorized as General Obligation Bond projects.
- Continue the implementation and training for enhanced communications and data systems.
- Continue integration with EMSA including the periodic analysis of the Medical Priority Dispatch System (MPDS) to ensure appropriate allocation of our EMS resources.
- Continue to work with local, state and federal organizations to assist and provide monitoring and detection for our citizens and responders at large venues and National security events.
- Collaborate with other City Departments to implement plans that are conducive for emergency responses to include faster routes and areas free of permanent obstructions.
- Collaborate with local educational institution, Medical Director, and transport agency to increase educational opportunities.

Strategic Result

- By 2018, each year the citizens of Oklahoma City, even anticipating growth in outlying areas, will receive emergency responses within 7 minutes 70% of the time in order to protect lives, assess and treat medical emergencies, and limit damage to property and the environment.

Issue 3: Aging Facilities and Fleet Replacement

A growing number of fire department facilities do not meet the needs of a modern fire service and the funding source for fleet replacement expires in 2018, if not addressed, will result in increased facility and fleet maintenance costs and a diversion of resources from direct services to the public.

Strategies

- Continue the planning and construction of new fire stations authorized as General Obligation Bond projects.
- Complete facility repairs authorized as General Obligation Bond projects.
- Work with City leadership to identify a funding source for Fleet replacement.
- Use MA+ Engineering facility assessment to prioritize building improvements throughout the Fire Department and identify a funding source.

Strategic Results

- By 2018, 100% of annual fleet replacement needs will have an identified funding source.



- By 2018, 100% of annual facility improvement needs will have an identified funding source.

Accomplishments

Operational Services Line of Business

- To focus on confining structure fires to the room of origin while emphasizing firefighter safety, a comprehensive city wide training program was developed utilizing a new fire training prop that was built at the training center. In the city wide training all personnel focused on scene size-up, 360 reports, and opportunities to deploy new fire tactics designed to improve firefighter safety.
- To ensure the safety of all firefighters and the customers served by the fire department, all personnel were trained to the awareness level in swift water rescue. Due to the inherent dangers of flood water during large scale flash flood related responses, all personnel received basic training on personal protective equipment as well as procedures to affect victim removal from a safe location.
- The Emergency Medical Services Work Section of the fire department provided comprehensive emergency first aid training to all Police Department personnel in an effort to provide a quick response to first responder needs as well as citizen assistance in dire situations. This was coupled with the City Employee CPR Program which was implemented to train interested city employees in CPR.
- Paramedic service was implemented at two outlying stations within the city which will provide a more robust emergency medical response to a larger portion of our citizens while focusing on the remote portions of the city.

Support Services Line of Business

- Worked with MA+ Engineering to complete a detailed needs analysis of Fire Department facilities. This facility analysis will allow the department to determine needs of our facilities and prioritize future funding.
- Awarded contract and completed installation of a fuel management system that has modernized all of the fueling stations at our facilities and automated our fuel record keeping processes.
- Hired 92 new recruits for two academies starting on September 12, 2014 and May 8, 2015. The make-up of these classes was 88 males and 4 females. The ethnic diversity of the classes included 77 Caucasian, 7 Native American, 4 Black, 1 Hispanic, 1 Asian, 1 Pacific Islander, and 1 with two or more races.
- Secured land for two new fire stations (stations 21 and 29) and hired an architect for these projects. These station projects will be funded by the 2007 General Obligation Bonds. The locations of these stations are consistent with the recommendations of the 2006 Fire Station Location Study.
- Completed the conversion of all Self Contained Breathing Apparatus (SCBA) to the most current NFPA standard.
- All frontline and reserve apparatus had both semi-annual and annual preventative maintenance completed and had all NFPA required pump testing completed.

- Coordinated 22 different promotional exams and processes (5 for Sergeant positions, 10 for Captain/Major positions, and 7 for Battalion Chief or Deputy Chief positions).
- The Fire Department and EMSA activated use of the EMSA Radio Channel on July 30, 2014. This enables OKC Fire Companies to directly communicate via radio with EMSA Ambulances and EMSA Dispatch. This process allows quicker, more direct communication between the agencies, streamlining responses to medical emergencies.

Fire Prevention Services Line of Business

- Completed the 3rd Annual Project Life 5K Run. As a result of the event \$14,418.99 was raised and 434 citizens participated to help provide the citizens of Oklahoma City with lifesaving fire alarms.
- Created an expedited process for New Construction Inspections and Fire Protection Plan Review to assist with the demands of our City's growth. This has been a success for our citizens to receive an inspection or plan review within 3 business days of their request.
- 100% peer review on incendiary fires.
- 90% of investigators have IAAI National Certification.
- The City Auditor's Office conducted a comprehensive audit of the New Construction Inspection program during FY14-15 (completed September 9, 2015). As a result of the audit, there were 24 recommendations submitted. The work section is working diligently to adhere to the recommendations as written. There were nine (9) recommendations that will be addressed through an SOP (standard operating procedure) that should be ready for review by the OCFD SOP Committee by October 31, 2015. The remaining fifteen (15) recommendations will be addressed during FY15/16 pending any labor/management issues.

Lines of Business and Programs

Department Organization

Administrative Line of Business

- Executive Leadership Program

Fire Prevention Services Line of Business

- Fire Investigations Program
- Fire Prevention Inspection and Code Compliance Program
- Public Safety Education Services Program

Operational Services Line of Business

- Emergency Medical Services Program
- Fire Suppression Operations Program

Support Services Line of Business

- Fire Dispatch Program
- Fire Maintenance Services Program

Administrative Line of Business

The purpose of the Administrative Line of Business is to provide leadership, support and information to the department so it can achieve its strategic and operational results.

Programs and Key Measures

Executive Leadership Program



% of key measures achieved

Executive Leadership Program

The purpose of the Executive Leadership Program is to provide planning, management, administrative and reporting services to department employees and City leaders so they can achieve strategic goals and key results.

Program Managers: Keith Bryant and Clint Regier

Program Budget: \$10,619,947 (FY16)

Program Services:

- Agenda Items / Packets
- Audit Responses
- Budget Proposals
- Citizen Responses
- Continuity of Operations Plan
- Contract Compliance Reviews
- Contracts, Leases, and Agreements
- Executive Reports
 - City Manager Reports
 - Ad Hoc Reports
 - Special Project Reports
 - Performance Reports
- FMLA Authorizations
- Grant Applications
- Grant Status Reports
- Grievance Resolutions
- Internal Investigation Reports
- Legislative Recommendations
- Needs Analyses
- Open Record Responses
- Personnel Transactions
- Plans (i.e. Master, Strategic Business Plans)
- Policies and Procedures
- Presentations
- Project and Financial Impact Analyses
- Union Negotiations and Recommendations

Family of Measures

Results	 % of key measures achieved
	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year
	% of Fire Department applicants that are female and/or minority
	% of performance evaluations completed by the review date
	% of terminations submitted to the Personnel Department within 3 days of the termination date
Outputs	Dollar amount of operating expenditures managed
	# of full-time employees supported
	# of public information requests responded to

Fire Prevention Services Line of Business

The purpose of the Fire Prevention Services Line of Business is to provide education, enforcement and investigation services to the residents, business community and visitors of Oklahoma City so they can benefit from a reduced risk of loss from fire and other hazards.

Programs and Key Measures

Fire Investigations Program



% of arson cases referred to the district attorney for prosecution

Fire Prevention, Inspection and Code Compliance Program



Average # of inspections per new construction permit



% of fire protection system plan reviews completed within 10 business days of receipt



% of initial new construction inspections completed within 3 business days of request

Public Safety Education Services Program



% of elementary public schools in Oklahoma City limits receiving second grade fire safety presentations per year



of Fire Department public safety education participants served

Fire Investigations Program

The purpose of the Fire Investigations Program is to provide investigation services to prosecutors, property owners, and property insurers so they can receive fire cause determinations that allow them to receive (or provide) appropriate compensation and prosecute alleged arsonists.

Program Managers: Kellie Sawyers and Randy Williams

Program Budget: \$1,833,136 (FY16)

Program Services:

- Fire Investigation Case Files
 - Fire Investigation Consultations / Testimony and/or Depositions
 - Fire Investigations / Reports
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Family of Measures	
Results	 % of arson cases referred to the district attorney for prosecution
	% of fire investigations resulting in a cause determination
Outputs	# of accidental or undetermined fire investigations conducted by Fire Investigators
	# of arson investigations conducted
	# of juveniles referred to the Operation Safe Fire Program
Demands	# of fire investigations required

Fire Prevention, Inspection and Code Compliance Program

The purpose of the Fire Prevention, Inspection and Code Compliance Program is to provide specialized inspections, testing and consultation services to the citizens of Oklahoma City, property and business owners, and industry professionals so they can be in compliance with fire safety codes and ordinances.

Program Managers:	Kellie Sawyers and Harold Thompson
Program Budget:	\$2,238,275 (FY16)
Program Services:	<ul style="list-style-type: none"> ▪ Certification Tests ▪ Code Interpretations ▪ Consultations ▪ Enforcement Actions ▪ Expedited Inspections ▪ Expedited Plan Reviews ▪ Fire Protection Plan Reviews ▪ Fire Protection System Acceptance Tests ▪ Incident Reports ▪ Inspections ▪ Occupant Load Certifications ▪ Permits and Licenses ▪ Property / Environmental Surveys ▪ Special Event Coordination and Preplans ▪ Telephone Inquiry Responses

Family of Measures	
Results	 % of fire protection system plan reviews completed within 10 business days of receipt
	 % of initial new construction inspections completed within 3 business days of request
Outputs	# of requests for service completed (re-inspections, surveys, monthly permits, etc.)

Public Safety Education Services Program

The purpose of the Public Safety Education Services Program is to provide life safety education services to the community of Oklahoma City so they can prevent and better prepare for emergencies to have a reduced risk of loss from fire and injury.

Program Managers: Kellie Sawyers and Kevin Berry

Program Budget: \$1,228,597 (FY16)

Program Services:

- Business Emergency Operations and Evacuation Plans
 - Citizens Academy
 - Community Meetings
 - Educational Sessions
 - Emergency Consultation Sessions
 - Fire Extinguisher Training Sessions Inter-Agency Health and Safety Updates
 - Juvenile Fire-Setter Intervention Sessions
 - Media Fire Safety Information Demonstrations
 - Public Policy Consultations
 - Safety Displays
 - Safety Materials
 - School Mentoring Sessions
 - Smoke Alarms and Batteries
 - Train the Trainer Health and Safety Sessions and Materials
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Family of Measures

Results	 % of elementary public schools in Oklahoma City limits receiving second grade fire safety presentation per year
	% of juveniles referred to Operation Fire Safe Program for the first time
Outputs	 # of Fire Department public safety education participants served
	# of hours spent on Fire Department Public Safety requests for service
	# of second grade students in the Oklahoma City limits educated in the fire safety trailer presentations
	# of smoke alarms distributed to citizens

Operational Services Line of Business

The purpose of the Operational Services Line of Business is to provide emergency and non-emergency responses to all residents and visitors in our community so they can have their lives and property protected from fires, medical emergencies and other hazards.

Programs and Key Measures

Emergency Medical Services Program



% of Fire Department emergency medical responses provided within 5 minutes or less from being dispatched to arrival

Fire Suppression Operations Program



of Fire Department non-emergency public safety contacts



% of fire incident responses within 5 minutes or less from being dispatched to arrival



Structure fire fatalities per 100,000 residents

Emergency Medical Services Program

The purpose of the Emergency Medical Services Program is to provide response to life threatening emergencies and medical assistance services to all citizens and visitors of Oklahoma City so they can receive immediate medical assessment and treatment that will improve, resolve or stabilize their condition.

Program Manager: James Blocker

Program Budget: \$90,471,320 (FY16)

Program Services:

- Advanced Life Support Call Responses
 - Basic Life Support Call Responses
 - Cardiac Arrest Responses
 - Citizen CPR and First Aid Courses
 - Medical Responses
 - Medical Assessments
 - Quality Assurance Audits
 - Trauma Responses
-

Family of Measures

Results	 % of Fire Department emergency medical responses provided within 5 minutes or less from being dispatched to arrival
	% of Fire Department emergency medical responses where treatment is indicated and condition is improved or stabilized
	% of Fire Department emergency responses provided with Advanced Life Support (ALS) staff and equipment
Outputs	# of Fire Department emergency medical responses
	# of Fire Department emergency medical responses where treatment is provided
Demands	# of Fire Department emergency medical calls dispatched

Fire Suppression Operations Program

The purpose of the Fire Suppression Operations Program is to provide fire protection and emergency response services to our citizens so they can realize minimized property loss, reduced injuries and fatalities.

Program Manager: Richard Kelley

Program Budget: \$19,665,747 (FY16)

Program Services:

- Community Service Liaison Responses
- Handicapped Assistance Responses
- Hydrant Inspections
- Map Updates
- Mobile property Incident Responses
- Mutual Aid Responses
- Smoke Alarm Distribution, Installation, and Checks
- Special Operations Responses
 - Hazmat
 - Technical Rescues
 - Natural Disaster Incidents
- Structural Fire Incident Responses
- Wildland Incident Responses

Family of Measures	
Results	 % of fire incident responses within 5 minutes or less from being dispatched
	 Structure fire fatalities per 100,000 residents
	% of structure fires contained to the room of origin
Outputs	 # of Fire Department non-emergency public safety activities
	# of Fire Department daily training hours per Operations position
	# of fire incident responses provided
	# of people assisted by the Fire Department Community Service Liaison
	# of special operations responses provided by the Fire Department

Support Services Line of Business

The purpose of the Support Services Line of Business is to provide Dispatch, Fleet, Equipment and Facility Management Services to the Fire Department so they can receive timely dispatches and properly maintained fleet, equipment and facilities.

Programs and Key Measures

Fire Dispatch Program



% of incidents dispatched within 60 seconds of receipt at Fire Dispatch

Fire Maintenance Services Program



% of hours the front line Fire apparatus fleet is available



% of total maintenance hours that are unscheduled

Fire Dispatch Program

The purpose of the Fire Dispatch Program is to provide coordinated response services to citizens in need so they can receive immediate and appropriate emergency and non-emergency assistance.

Program Managers: Chris Goodwin and Brian Stanaland

Program Budget: \$2,218,381 (FY16)

Program Services:

- 911 Call and Radio Audio Productions
 - 911 Call Responses
 - Coordinated Emergency Responses
 - Emergency Call Prioritizations
 - Emergency Incident Dispatches
 - Non-Emergency Incident Dispatches
 - Public Burn Permit Inquiry Responses
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Family of Measures

Results	 % of incidents dispatched within 60 seconds of receipt at Fire Dispatch
	% of 911 telephone calls answered within 15 seconds or less from transfer to Fire Dispatch
Outputs	# of incidents dispatched to the Fire Department
Demands	# of 911 telephone calls received

Fire Maintenance Services Program

The purpose of the Fire Maintenance Services Program is to provide fleet, equipment and facilities services to the Oklahoma City Fire Department so it can have safe and reliable facilities and equipment to respond.

Program Managers: Chris Goodwin, Brent Pierce, and Shawn Bray

Program Budget: \$11,202,236 (FY16)

Program Services:

- Building Repair Service Calls
 - Equipment Tests
 - Firefighting Tools and Rescue Equipment
 - Fleet/ Equipment Repairs
 - Fleet/ Equipment Reports
 - Fleet/Equipment Inspections
 - Fleet/Equipment Specifications
 - Maintenance Services and Repairs
 - Monthly Fuel Reports
 - Parts, Station and EMS Inventories Self Contained Breathing Apparatus (SCBA) Services and Repairs
 - Vehicle Purchase Recommendations
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Family of Measures

Results	 % of hours the front line Fire apparatus is available to respond
	 % of total maintenance hours that are scheduled
	% of repairs outsourced
Outputs	# of Fire Department facility work orders completed
	# of Fire Department fleet work order jobs completed
Demands	# of Fire Department facility work orders requested