



2015

Marshall Fire / EMS Strategic Plan



City Of Marshall

2/26/2015



MISSION STATEMENT

The mission of the Marshall Fire Department is to serve the citizens of Marshall by providing the highest level of Fire Prevention, Fire Suppression, Emergency Medical Services, and Emergency Management through professionalism and compassion.

Mayor

Ed Smith - District 7

City Council Members

Gloria Moon – District 1

Open – District 2

John Flowers – District 3

Bill Marshall – District 4

Garrett Boersma – District 6

Vernia Calhoun -- District 5

Interim City Manager

Buzz Snyder

Fire Chief

Reggie Cooper

Assistant Fire Chief

Joey Hudson

A MESSAGE FROM THE FIRE CHIEF



It is with great pleasure that I present the Marshall Fire Department's Strategic Plan. As part of the City's Fire, Emergency Medical Services EMS, Fire Prevention, and Emergency Management responsibilities, I feel we must focus on the present and future needs of this city, its citizens, and the needs of the fire department converging together to provide the best quality care possible. As we embark on new endeavors, I feel that it is of great necessity to ensure that this department continuously provides the citizens of Marshall the very best possible service through professionalism and compassion while maintaining a proactive level of preparedness in every area.

ABOUT CHIEF COOPER

Chief Reginald Cooper was born and raised in Marshall, Texas. He began his career with the Marshall Fire Department on February 3, 1993. Chief Cooper spent eleven years in suppression, then was ready for a new challenge, and moved into the Fire Marshal's Office as an Inspector/Investigator in 2004. As a Captain, Reggie attended the Police Academy in 2005 obtaining a Basic Peace Officer Certification through the Texas Commission on Law Enforcement Officer Standard and Education. Next he was promoted to Assistant Fire Marshal. In 2007 Chief Cooper was appointed Assistant Fire Chief/ Fire Marshal of the Marshall Fire Department. In July 2014, Reggie Cooper was named Fire Chief.

Chief Cooper has remained active within the MFD serving positions on the hiring board, and Pension Board. Along with servicing needy citizens through Meals on Wheels, he also serves as a board member of the local Salvation Army and God's Men. All of these are organizations providing services within the community. Reggie also serves Marshall High School as a member of various committees. He is a member of the Texas Fire Chief's Association, the International Association of Arson Investigators, and serves as President of the East Texas Arson Investigator Association. As an experienced firefighter and investigator Chief Cooper now designates more time to the education of future firefighters through a position as an Instructor at Kilgore College's Fire Academy.

Reggie strongly supports education. Throughout his career he has obtained his Associate of Applied Science Degree at Texas State Technical Institute in Waco, Texas and a Bachelors Degree in Business through Wiley College in Marshall, Texas. Continued education is achieved through an array of classes and certifications held within the areas of EMS, TCFP, TCOLE, and many investigative courses. Chief Cooper has a TCFP Master Firefighter certification and is a graduated of the National Fire Academy's Executive Fire Officer Program in 2013.

INTRO

Education, awareness, extinguishment, medical response, investigation, and enforcement are just a part of the many attributes this department provides on a daily basis. Skills, education, proper tools to do the job, and retention of trained personnel are critical in accomplishing our quest to be the best. As a small department, we have had to, on many occasions, incorporate innovative and creative ideas in order to meet vital needs due to pressing budgetary constraints. Specialized apparatus built and designed to fit our needs will eliminate the need for other antiquated equipment that have become outdated and are becoming dangerous to operate.



Leadership would require the department to ensure that proper protection, direction, safety and order are all in place along with succession planning and a clear futuristic outlook for the department. Protection requires proper apparel, equipment, training, and vehicles needed to safely respond to various emergency incidents.

MFD must evaluate, incorporate, and re-evaluate for needed equipment, and changes in equipment that are necessary for our firefighter/paramedics to have the safest and most effective tools required for performance and safety. MFD has continuously improved in the elements of fire education, prevention, building and code enforcement; it is evident that our fire incidents have gone down. It is with the reduction of structure fires coupled with a massive influx of new firefighter/EMTs that our training needs must increase in volume, quality, and intensity. MFD can no longer use any current training facilities or props due to safety concerns.

With the recent changes in our EMS, such as contracts with Emergency Service Districts (ESD) and removing non-emergent transfers, modifications will be required going forward concerning our ambulances. MFD has recently made positive changes concerning out of town transfers and had encouraging results in the preservation of ambulances and personnel going forward.



MFD has come a long way and has a long way to go as we strive to be a thriving non stagnant department of excellence. MFD is confident that using this plan as a foundation will continuously propel this department while making a positive impact to our community as well as ease the budget process in the future. With this plan and the dedicated staff, we will be the fire department our citizens and visitors deserve. MFD will be completely equipped to be the pride of Marshall, operating at the highest level of professionalism.

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EXECUTIVE SUMMARY

The members of the Marshall Fire Department are excited about sharing our strategic plan with the leadership of the City of Marshall and its citizens. The path of excellence is a long journey and we feel this plan is the first step. It is our highest desires and wishes for our city leadership to hear the words in this plan and help us to continue to make the City of Marshall a progressive and safe city.

BOTTOM LINE

There are four critical issues in the department that need to be addressed now to continue the standard of service the City of Marshall expects. The single most problematic issue we are facing right now is firefighter/paramedic retention. Our most valued asset and number one priority are our employees. Secondly, we are in dire need of a front line fire/rescue engine, while other fire apparatuses, ambulance vehicles, and small vehicles will be evaluated and a schedule for replacement will be made. Thirdly, we must put into place an equipment replacement schedule. Our last critical issue is we currently have no training facilities. The construction of proper training facilities is imperative to the safe function of our department and individual firefighters.

PURPOSE

This document is designed to be a living document and updated regularly. Included are our Mission, Vision, Values, and Core Functions. As with any plan, assumptions were made and outlined in this document. We analyzed our strengths, weakness, opportunities, and threats and have developed broad goals and specific objectives to meet the following areas: Personnel Retention, Apparatus/Fleet, Training, EMS, Equipment, Facilities, Community Risk Reduction, Health and Safety, and Emergency Management.



MISSION/VISION/VALUES



MISSION

The mission of the Marshall Fire Department is to serve the citizens of Marshall by providing the highest level of fire prevention, fire protection, emergency medical services, and emergency management through professionalism and compassion.

VISION

The staff and members of the Marshall Fire Department share a common vision of developing a service for the Citizens of Marshall that is nothing short of excellence among fire education, investigations, emergency medical services, and emergency management.

STATEMENT OF VALUES

We will hold true to the core values of service, bravery, excellence, professionalism and integrity while pursuing the ideals of compassion, respect, efficiency and innovation to accomplish our mission. We want to be proactive in stressing the need for identified hazards while consistently working toward reducing any risks associated with those hazards.

CORE VALUES

1. **Service** –Unwavering call to protect and serve.
2. **Bravery** – The ability to overcome fear through fortitude, instinct, compassion for others and training.
3. **Excellence** – Professionalism and quality service to our citizens is our primary goals.
4. **Professionalism** – Reduction of risks is the proactive stance we strive to meet.
5. **Integrity** – Being honest and respectful in our interaction with the community and all those we serve.

CORE FUNCTIONS

It is our valued citizens whom we work directly and diligently for. Our desire is to continuously provide quality service for our citizens on a daily basis. It is and will remain our duty to provide the very best quality service to each and every community within The City of Marshall. MFD will work with the tools and resources that we have at our disposal and assume the responsibility of working with key stakeholders, other city employees, our community residents and leaders too effectively and efficiently provide nothing but the best for our city in its entirety. As our mission statement implies, we will remain committed to providing the following at the highest level possible.



1. **Fire Prevention** – Fire education and prevention is the basis of a foundation of life safety and property preservation. We must continue to provide fire safety education to all of our citizens.
2. **Fire Suppression** – Deliver quality fire suppression efforts through the safest practices utilizing quality fire apparatus and equipment.
3. **Emergency Medical Services** – Maintain the highest level of professional life-saving advanced life support measures and techniques through proper training, and reliable equipment and response times.
4. **Emergency Management** – Prepare for and plan for the safety and security of our citizens from natural and man-made disasters through planning, collaboration and strategic objectives through solid working relationships with local, state, and federal agencies.

ASSUMPTIONS FOR PLANNING

Purpose, direction, and motivation are essential elements of a solid foundation in any organization. Though receiving outstanding reviews through a 2013 efficiency study as outlined by the Azimuth Group, we cannot be satisfied and become stagnant with our current level of service to our community.

The City of Marshall is a small city of 29 square miles providing fire protection for a little more than 23,000 citizens and EMS and rescue protection for both city and county residences which covers over 90 square miles. Slated for 50 personnel, at full staff the department handles in excess of 4,000 emergency calls yearly with 45 EMS/Fire Suppression personnel.

Maintaining adequate staffing of qualified, well trained Firefighter/Paramedics is critical to our providing superior customer service to our deserving citizens. 2014, for varied reasons, saw our department struggling to maintain proper staffing as we replaced 14 of the 16 openings. This was mostly due to people leaving for higher paying salaried jobs. Proper feasibility studies must be implemented that reflects a more realistic comparison to the cities we are losing our well trained, National Registry Paramedics, and commissioned Firefighters to.

Developing a training ground located at our Central Fire Station is imperative. With an increased emphasis on risk reduction, education, and pre-fire inspections thus causing a positive reduction in fires within our community, we must increase training through adequate training facilities and equipment.

We must find various ways of operating more efficiently. The introduction of new ordinances pertaining to false alarms coupled with fines, will possibly add to our revenue. However, it will definitely have a positive impact in reducing the risks associated with the hazards of running emergency to so many false alarms.

Each department will be asked of ways to operate more efficiently while providing the absolute highest level of service to our citizens in every way. MFD will continue to strive to be on the cutting edge of technology, maintain our fleet to proper standards, and increase our relationships with our community, its leaders, other city departments, and valued stakeholders.

S.W.O.T ANALYSIS

A critical portion to any strategic plan is the development of a **Strengths, Weaknesses, Opportunities, and Threats** analysis or **S.W.O.T.** analysis of our department. The analysis of strengths and weaknesses as listed below will aid us in providing a vision for our goals and strategic priorities.

STRENGTHS

- Motivated
- Aggressive firefighting
- Positive rapport with community and community leaders
- Partnerships with other City Departments
- Relationship and support from City Management
- Mayoral and City Council leadership and support
- Young Fire Department that currently still has experienced leadership
- Ability to think outside the box
- Support for higher education
- Increased moral and departmental ownership
- Development of a progressive, aggressive strategic planning process

WEAKNESS

- Staff Retention
- Maintaining personnel with paramedic level certification
- Training Facility
- Young Fire Department (Inexperience, confidence, and skills levels)
- Culture differences
- Lack of ethnic, community reflectivity
- Not an aggressive enough self-promotion for fire service jobs within our own community
- No apparatus replacement program
- No equipment (small vehicles) replacement program
- No defined health and wellness program
- Lack of aggressive local recruitment practices
- Lack of efficiency responding to emergencies and investigations

We must understand that through short and long term planning we can overcome our weaknesses while recognizing the opportunities we possess. Threats must continuously be identified to avoid future pitfalls that come our way.

OPPORTUNITIES

- Give back more to the community that supports us
- Demonstrate value to those served and stakeholders through education and service
- Growing department with future career advancement and family financial opportunities
- Growing city with quality, safe development
- Increased leadership continuity
- Salary and Step Plan more conducive to compete with threatening fire departments
- New apparatus and equipment
- Better recruitment practices
- Enhanced training facilities and opportunities
- Become a destination department instead of a training ground for other departments

THREATS

- Complacency
- Inability to adapt to change (internal and external)
- Inexperience
- Competitive neighboring salaries
- Employee retention
- Shortfalls in communication with community stakeholders
- Inadequate training facilities can lead to firefighter and/or civilian injury or death
- Facility security

GOAL SETTING

The results of the S.W.O.T. analysis gives us a defined list of known weaknesses and threats that can be worked on while capitalizing on the opportunities to continuously get better. Our yearly goals must be structured to address our short comings while realizing and polishing up on our strengths.

Personnel Retention

1. To maintain a professional staff of trained Firefighter/Paramedics at a level which will ensure the continued quality deliverance of service that maintains its current effectiveness, efficiency, and safety to both servant and recipient on a daily basis.
2. Increase public recognition of employees.

Apparatus / Fleet

3. Establish capital equipment replacement program (Ladder trucks, engines, ambulances, pickup trucks, utility vehicles)
4. Design and implement a smaller fleet of ambulances that still meet the needs of the citizens of Marshall.

Training

5. Develop high quality training in house and maximize the use of external fire and EMS instructors/programs.
6. Improve / develop career planning, employee development, and succession planning.
7. Design and construct a training facility consisting of tower, burn building, and props within three to five years.

Emergency Medical Services

8. Develop high quality training maximizing the use staff personnel and outside EMS instructors/programs
9. Strive to have 100% Paramedic staffed department.
10. Be more visible to the public through public outreach.

Equipment

11. Develop a department equipment replacement schedule.

Facilities

12. Perform a study projecting the future needs of the city in regards to upgrades to stations and station placement.
13. Increase security at facilities.

Community Risk Reduction

14. Reduce the overall risks associated with targeted community hazards while increasing citizen Fire/EMS education.
15. Reduce risks of severe injuries and fatalities associated with child involved motor vehicle accidents.

Health and Safety

16. Develop a standardized physical fitness program.
17. Develop 10% of employees as Incident Safety Officers.

Emergency Management

18. Utilization of Incident Action Plans for non-emergent events.



FIRE DEPARTMENT HISTORY

Several large-scale fires punctuate the early history of Marshall, but it was one in 1870 that threatened to sweep across the city that led to the establishment of the city's first fire department.

First organized was the Salamander Volunteer Fire Company, which was formed by legislative act on December 1, 1871 and was composed of 57 charter members. They dressed in blue and set the competitive pace for the additional companies that soon followed.



Instrumental in organizing the Salamander Company was William E. Singleton, who held assorted illustrious positions, including a soldier of the Confederacy and a member of the first Board of Aldermen of Marshall after the war, when he assisted in organizing the city government. He later was Deputy District Clerk, Sheriff, County Commissioner, United States Marshal, Clerk of the United States District Court, and Deputy in Charge of the United States Circuit Court.

The Salamander Company was soon followed by another, the Stonewall Volunteer Fire Company No. 1 which later added the Stonewall Hook and Ladder Company. The Stonewall Company became the prime assistants, and competitors of the Salamanders. The Stonewall Firemen dressed in red, and tales report that the color opposites were chosen so that all bystanders could quickly see which company was first at a fire and more heavily engaged in the combat.

The Texas and Pacific Railroad Fire Company and the North Star Fire Company were added during this time. But by 1876, there were three primary organizations that were actively serving the city: The Salamander Fire Company, the Stonewall Fire Company, and the Texas and Pacific Railroad Fire Company. On June 1, 1876, in a great example of unity and service, these three principle organizations agreed to join together for 25 years into a "body corporate under the general laws of the state".



With this charter, the combined companies gained the less colorful designation as the Fire Department of the City of Marshall. But the companies held their original names within that overall title, still occupied their separate stations, and they maintained their competitive spirit.

Near the end of the 25 year compact, City Commission records show that several of the remaining Volunteer Fire Companies petitioned the Commission to appoint a single Chief of the Department. Mr. John B. Tullis first served in this position, but only briefly. Mr. Samuel A. Griffin was chosen to serve as the Fire Chief for the City of Marshall Fire Department on May 12, 1908.



Since the early beginning, the City of Marshall Fire Department has evolved into a municipal and civil service emergency response organization. MFD responds to fire, EMS, and rescue incidents within the city limits of Marshall, Texas and throughout Harrison County.

Comprised of 50 personnel, all of whom are dual certified as firefighters through the Texas Commission on Fire Protection *and* as EMT's or Paramedics through the Texas Department of State Health Services, the department delivers emergency response through three strategically placed fire stations throughout the city.

KEY DATES OF INTEREST:

December 1, 1871 – The Salamander Volunteer Fire Company is formed, becoming the first official fire department in the city's history.

June 1, 1876 – The Salamander Volunteer Fire Company, the Stonewall Volunteer Fire Company, and the Texas and Pacific Railroad Fire Company join forces to become chartered as the Fire Department of the City of Marshall.

April 1877 – The Salamander Volunteer Fire Company purchased and erected a fire bell. The bell, made by R. Register and Sons of Baltimore, MD, weighed 900 lbs and was 28 inches in diameter.

June 8, 1899 – The second brick courthouse erected in 1887-1888 was completely destroyed by fire.

1902 – Fire Station No. 2 (the original T&P Station) was built on Price Street.

May 12, 1908 – Mr. Samuel A. Griffin is chosen to serve as the Chief of the City of Marshall Fire Department.

February 20, 1911 – City ordinances that created the position of Fire Marshal, Building Inspector, and adopting a Building Code were passed by the city commission.

March 1916 – The Marshall Fire Department took possession of a 1915 American LaFrance "Type 12" automotive fire apparatus.

June 15, 1917 – Sam L. Lindsay was appointed Fire Chief and Fire Marshal. Chief Lindsay



would serve the city and department until his death in 1941.

1925 – The Marshall Fire Department occupied a new central fire station located at 110 W. Houston Street.

February 1945 – Fire Station No. 4 at South Washington and Washington Place South was occupied.

1950 – Fire Station No. 3 was built at North Bolivar Street and East Avenue.

1967 – Two new sub-stations were built and occupied in February of 1968. These two stations replaced the older sub-stations and moved to reflect the growth of the city. These stations were designed to house ambulances and fire engines.

1968 – The introduction of a fire service based ambulance service was introduced in Marshall when the department took over the ambulance service from the police department. This service delivered the very basic levels of first aid and was primarily a “ride” to the hospital.

1974 – The Police and Fire Municipal Complex was built at 303 W. Burleson Street. This was the location of the Jewish Synagogue which held the former Moses Montefiore Congregation in Marshall since 1900.

September 25, 2008 - The Marshall Fire Department received a grant of \$316,275 to increase the number of firefighters and support their work as first responders. The funding came through the Staffing for Adequate Fire and Emergency Response (SAFER) grant program, which helps fire departments increase their number of firefighters. Personnel changed from 14 fire fighters per shift to 15 fire fighters per shift.

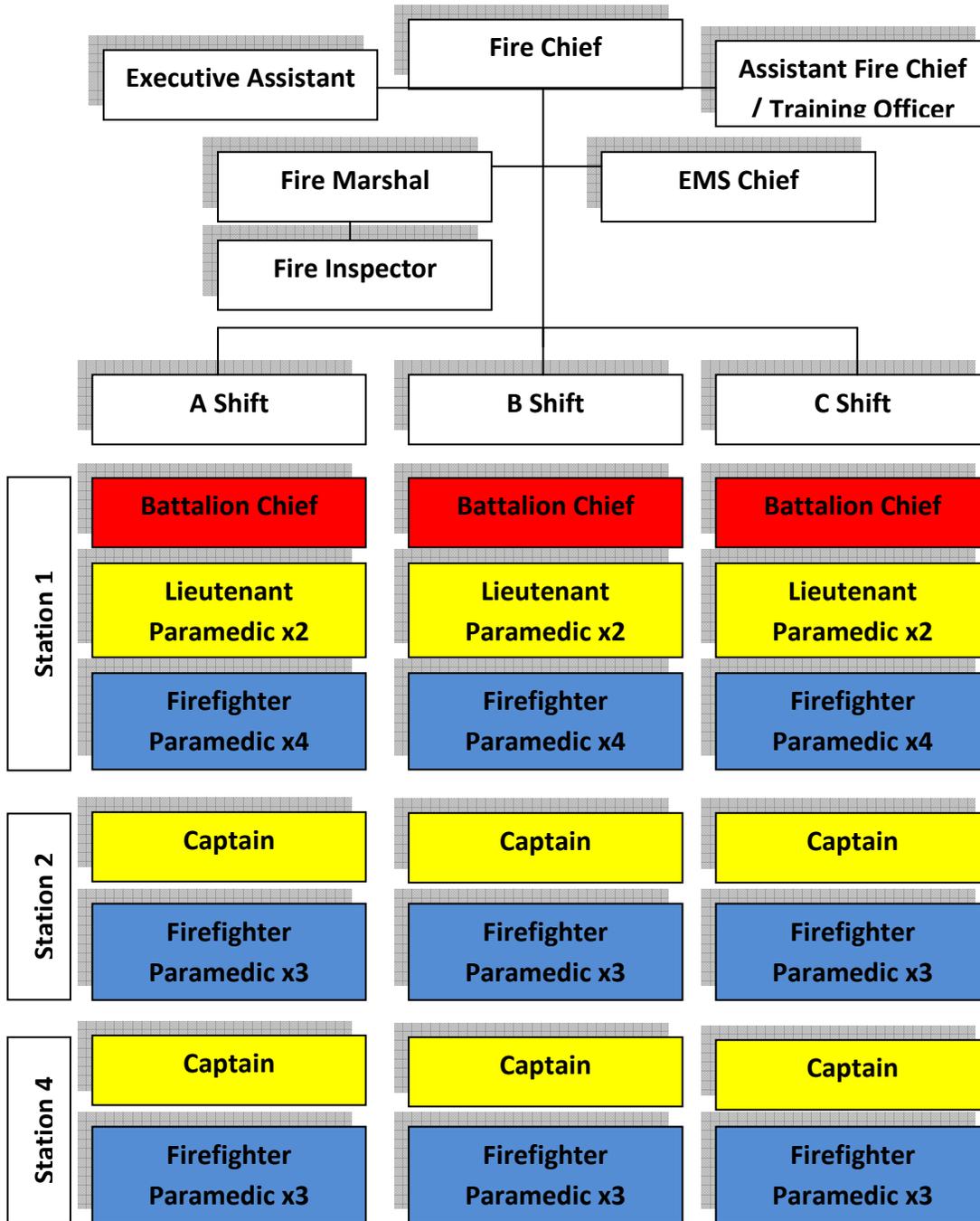
October 31, 2008 - The Marshall Fire Department placed its first Compressed Air Foam System fire engine into service. The fire engine, manufactured by Ferrara Fire Apparatus, is located at Fire Station #2 on Indian Springs Road.

2010 – The new Central Fire Station was built at 601 S. Grove Street from funds provided in a much needed bond election held in November of 2006.

January 1, 2014 – The Marshall Fire Department eliminates long distance out-of-town transfers as recommended by department staff and an efficiency study.



ORGANAZATIONAL CHART AT FULL STRENGTH



PERSONNEL RETENTION

The Marshall Fire Department provides services of education, fire prevention, suppression, and emergency medical provisions at a superior level. We have recently been assigned the duties of Emergency Management. It is critical that we strive to meet minimal staffing standards as close as possible as set forth by NFPA, TCFP, IAFF, IAFC and ISO to ensure that we are operating at a level that is not only efficient but also safe. At full staff, 90% of our personnel are assigned to Operations (Fire/EMS) with 10% assigned to Administration. Though our operations staffing levels do not meet minimal requirements as set forth by industry standards, we must make our minimal staffing levels a priority. Last year, we operated well below our staffing limits for the greater portion of the year.

We must continually strive to maintain our designed minimal staffing levels in order to optimize safe practices. TCFP requires a minimum of 4 firefighters and an incident commander for interior fire attack. Currently our fire apparatus are cross manned by ambulance personnel; this means there are times when a fire attack is delayed until more units can arrive.

2014 was especially taxing due to an extremely high volume of firefighters leaving our system for better paying jobs. From March to the end of the year we replaced 16 firefighters. Each of the three crews averaged 12 firefighters and struggled to maintain our 11 firefighter minimum staffing. This was detrimental to national standards for safe firefighting and morale.



Our most valued asset and number one priority are our employees. Over the past few years we have suffered a constant barrage of firefighters leaving our department. Though reasons have varied, including the normality of retiring personnel, our number one reason for our losses has been due to inadequate pay. Current pay for skilled firefighter/paramedics has not come close to those departments we are losing our personnel to. Realizing that we as a small city cannot become equals to our counterparts, a better focused feasibility study centered on departments we are actually losing personnel to would be better served.

Our system of qualified professionals relies on a culture based on ownership, confidence and trust, among many others, which helps make our system what it is. It is critical to make every attempt to retain our highly trained firefighter/paramedics. A tremendous amount of time and monetary investment goes into each and every certified firefighter and nationally registered paramedic. Having valuable experience increases our personnel safety and it affects the quality service delivered to our citizens.

References and/ or Standards

Texas Commission on Fire Protection §435.17 – The fire department shall develop written procedures that comply with the Occupational Safety and Health Administration’s Final Rule, 29 CFR Section 1910.134(g)(4) by requiring: a team of four firefighters must be assembled before an interior fire attack can be made when the fire has progressed beyond the incipient stage.

NFPA 1201, §9-3.2 – The fire department shall identify minimum staffing requirements to ensure that a sufficient number of members are available to operate equipment and apparatus safely and effectively and to respond with each company or response.

PERSONNEL RETENTION GOALS

1. Maintain a professional staff of trained Firefighter/Paramedics at a level which will ensure the continued quality deliverance of service that maintains its current effectiveness, efficiency, and safety to both servant and recipient on a daily basis.

Objective 1.1:Timeline: 1-6 Months

Create a focused feasibility study centered on departments we are actually losing trained personnel to.

Related Tasks:

- Increase salaries to within 5-7% of fire departments we are losing personnel to
- Increase step pay
- Look into Paramedic Assignment pay
- Educate the public and city leaders

2. Increase public recognition of employees.

Objective 2.1:Timeline: On-going

Maximize the use of social media and other media outlets.

Related Tasks:

- Increase public awareness of Fire Department activities
- Design a more thorough media report
- Improve public perception of the fire department

PERFORMANCE INDICATORS:

- Decrease in turnover rate
- Increased morale
- Increase in skilled certified employees
- Sense of worth



Firefighter Cost	*Non Certified	TCFP Certified/ EMT Basic	TCFP Certified/ EMT Paramedic
Salary / Month	\$ 3,065.23	\$ 3,279.02	\$ 3,279.02
Certification Pay / Month		\$40.00	\$300.00
Fire Academy Online (Kilgore College)	\$ 800.00		
Fire Academy Skills Camp (Kilgore College)	\$ 1,100.00		
Fire Academy Essentials Book	\$ 100.00		
TCFP Certification Charges	\$ 85.00		
Background/ Fingerprint Fees	\$ 44.00	\$ 44.00	\$ 44.00
Bunker Gear	\$ 1,805.00	\$ 1,805.00	\$ 1,805.00
Physical / Drug Screen	\$ 84.00	\$ 84.00	\$ 84.00
Psychological Exam	\$ 125.00	\$ 125.00	\$ 125.00
Uniforms	\$ 280.00	\$ 280.00	\$ 280.00
EMT Basic Tuition (Kilgore College)	\$ 100.00		
EMT Books, ect...	\$ 400.00		
Immunizations	\$ 110.00		
FISDAP with Background check fees (Clinicals)	\$ 140.00		
EMT Paramedic Books (Panola College)		\$ 600.00	
FISDAP with Background check fees (Clinicals)		\$ 140.00	
School and Gear Total	\$5173.00	\$3078.00	\$2,338.00
Pay and School Total	*\$14,368 - \$26,649	**\$42,426 - \$118,044	*\$5,617
	*3-7 months	**12-36 months	***1 month
* Estimated timeline for employees without TCFP or EMT Basic certification to become certified is 3 - 7 months.			
** Estimated Timeline for employees with TCFP and EMT Basic certification to receive EMT paramedic certification 12 - 36 months.			
*** Estimated Timeline for employees with TCFP and EMT Paramedic Certification is 1 month			

APPARATUS / FLEET

Currently the Marshall Fire Department has two class-A fire engines, two class-A fire trucks, three Mobile Intensive Care Units (M.I.C.U) ambulances, and a Command pick-up as frontline units. There are two class-A fire engines, three M.I.C.U. ambulances, one brush truck, and one rescue truck with pump capabilities in reserve.



NFPA 1901 Annex D is the recommendations used for frontline and reserve fire apparatuses. It recommends that after 15 years of frontline service a fire apparatus be moved to reserve status and may stay in reserve status for 10 more years as long as it meets the standards of NFPA 1912. Units that cannot be upgraded to NFPA 1912 standards or older than 25 years should be removed from service.

Currently we have one of our frontline fire engines (unit #8, 22 years old) seven years past moving into reserve status per NFPA 1901 Annex D and two older reserve fire engines (units #1,#4) that do not meet NFPA 1912. Unit #1 is 27 years old and cannot be upgraded to meet NFPA 1912. Unit #4 is 22 years old and is riddled with mechanical issues that will not allow it to meet NFPA 1912 standards. The replacement of unit #8 as a frontline unit has become a vital necessity. We have brought this issue to city management multiple times in the past and the purchase of an engine was even accepted into the budget in 2010. However, when we learned that some city employees might be losing their jobs we asked that the purchase be delayed. Recently, we went after it again but when pressed we reverted to the positive choice of getting out of the non-emergent transfer business for personnel reasons.

The average safe lifespan of our large box ambulances is approximately 200,000 miles before the need of replacement averaging \$200,000. With a fleet of 6 total ambulances, a proper replacement of one ambulance per year would be necessary. We propose going to a smaller style ambulance costing the city \$150,000, and ultimately replacing bi-annually with remounts costing approximately \$90,000 - \$130,000, thereby realizing substantial savings. Presently, there is no replacement plan for small vehicles such as our pickup trucks. We propose a plan to replace our command, EMS, and Fire Marshal's vehicle after 10 years of service. All while continuously working with the police department for old units to maintain at least two all purpose vehicles.

APPARATUS / FLEET GOALS



3. Establish a written capital equipment replacement program (Ladder trucks, engines, pickup trucks, utility vehicles.)

Objective 3.1:

Timeline: 6-18 Months

Immediately replace unit #8 as a frontline engine with a multi-purpose class-A engine.

Related Tasks:

- Select a brand that can be easily serviced
- Utilize a committee to spec out the engine to best suit the city's needs
- Upon arrival immediately place unit #8 in reserve and make necessary upgrades
- Strip and send units #1 and #4 to auction

Objective 3.2:

Timeline: 6-12 Months

Establish capital equipment replacement program.

Related Tasks:

- Evaluate current vehicles based on age and serviceability
- Create a schedule for purchases to ease the budget process

4. Design and implement a smaller fleet of ambulances that still meet the needs of the citizens of Marshall.

Objective 4.1:

Timeline: On-going

Design a new ambulance to meet the needs of the citizens.

Related Tasks:

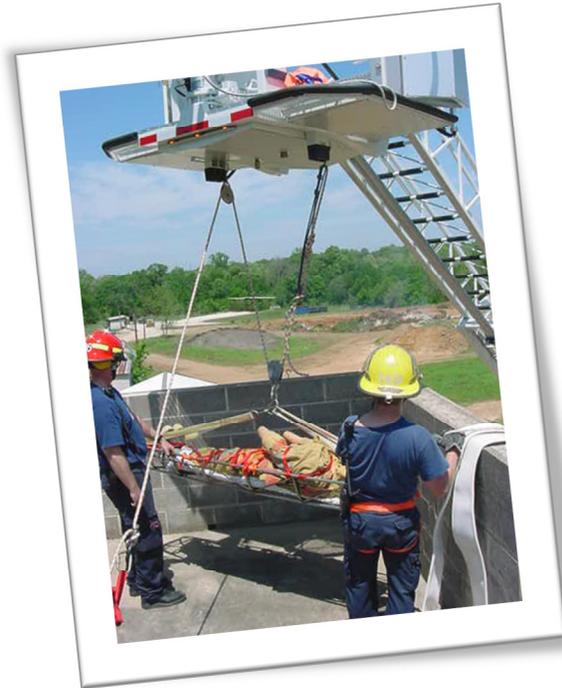
- Use a chassis that can be serviced locally
- Look and gather information from other EMS departments on their current ambulances
- Work with vendors in specific needs
- Continue the current purchase schedule of at least one ambulance per year until smaller fleet is established
- Once smaller fleet is established purchase new ambulances every two years and supplement with remounts when applicable

PERFORMANCE INDICATORS:

- Increased capability with new engine
- More serviceable apparatus and fleet
- Eased budgetary planning

TRAINING

Training is the base for emergency operations. We train not only to be prepared to save lives and property, but to ensure the safety of the firefighters. The need for realistic training has never been more important than right now. The recent influx of probationary firefighters has made fire ground training evolutions a top priority. A challenge faced by fire department supervisors in providing this training is a lack of safe facilities to perform there in. The training buildings located at the city waste facility have fallen into disrepair and are no longer safe to perform training in. Advancing professionalism and achieving excellence in the fire service is conquered through quality training, professional development, and pro-



active succession planning. Developing our current and future fire service leaders is an essential component for increasing safety, delivering quality services as well as cultivating a pre-emptive professional culture. Embracing organizational excellence through professional credentialing programs can enrich the professional image of the fire service and improve community safety.

TRAINING GOALS

5. Develop high quality training maximizing the use staff personnel and outside instructors/programs.

Objective 5.1:

Develop and facilitate a training committee of Training Officer and Shift Personnel.

Timeline: 6 Months

Related Tasks:

- Evaluate existing Annual Training Plan to ensure quality, and value
- Develop standards across all shifts
 - Engine/Truck company performance standards and operations
 - Establish a daily training curriculum
- Design curriculum, training facilities, props, and tests
 - Probationary firefighter training
 - Engine / Truck company operations
 - Aerial operations training
 - Confined space training
 - High and low angle training

- Customer service training
- Public safety education training
- Officer/leadership training
- Emergency vehicle operator training
- Communication Training
- Focus training on High-Risk Low Frequency events

Objective 5.2:

Timeline: On-Going

Develop a department wide training/certification program comprised of national and state certification standards.

Related Tasks:

- National Incident Management System (NIMS) training
- Incident Command System (ICS) training
- Incident safety officer training
- Hazardous material training
- Emergency vehicle operator training
- Technical Rescue Technician and operations training
- Medical continuing education and re-certification

Objective 5.3:

Timeline: 24 Months

Evaluate and update the fire department library.

Related Tasks:

- Inventory library
- Sell, Donate, Recycle out of date or sub-standard text
- Evaluate the training and promotional text and updated as needed
- Purchase needed texts
- Utilize internet and electronic sources when available

6. Improve / develop career planning, employee development, and succession planning.

Objective 6.1:

Timeline: 36-48 Months

Create or enhance career development programs for all positions within the organization.

Related Tasks:

- Evaluate existing career development programs and identify deficiencies
- Identify potential funding sources to support employee development
- Utilize leadership seminars when available
- Develop mentorship program
- Facilitate leadership programs

Objective 6.2: Timeline: On-Going
Encourage development through professional designation programs.

Related Tasks:

- Promote and sponsor Fire Marshal credentialing
- Assist personnel with National Fire Academy Attendance

7. Design and construct a training facility consisting of tower, burn building, and props within three to five years.

Objective 7.1: Timeline: 6-12 Months
Develop, training props and facility, priorities and needs, of the department.

Related Tasks:

- Inventory all equipment available in the department
- Gather information from other fire departments in the area of available equipment
- Look and gather information from other fire departments on their current training props and facilities
- Prioritize props and facilities needed with budgetary process in mind

Objective 7.2: Timeline: 6-24 Months
Designate training facility location(s) and design location layout.

Related Tasks:

- Find and locate available land and space needed and layout facility
- Design location infrastructure i.e. water hydrants, hard tops, drainage and water reclamation
- Design Rescue Tower
 - Multi-level, Multi-approach, Multi-access
 - Sprinkler system with fire department connections
 - Exterior Fire Escape
 - High-angle rescue capable
 - Low-angle rescue capable
- Design Burn Building
 - Multi-level, Multi-approach, Multi-access
 - Realistic Interior props
 - Movable interior walls
 - Smokehouse maze
- Design Props
 - Liquid Propane Gas Fire
 - Automobile Fire

- Roof ventilation
- Confined Space

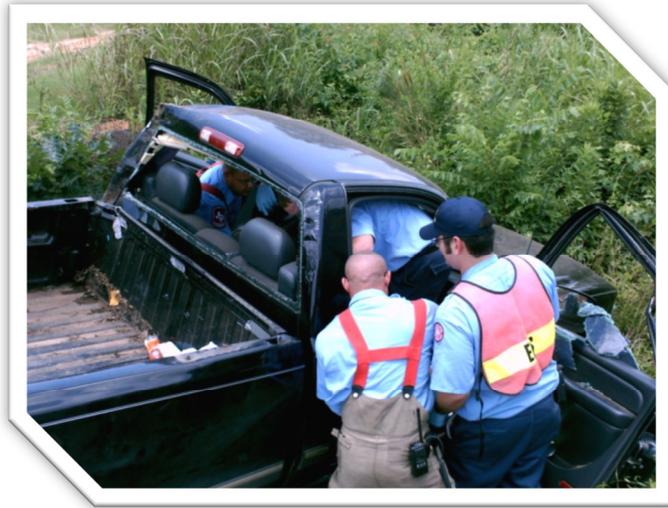
PERFORMANCE INDICATORS:

- Attendance and participation of training opportunities
- Quality assurance results indicate development and training programs provide value
- Increase in certifications and credentialed employees
- Multiple pathways available to pursue career development opportunities
- Increase confidence and operational effectiveness
- Results of promotional processes
- Annual performance evaluation results
- Customer service feedback
- Statistics on Firefighter injuries and loss time from injuries

FY 2015-2020		
Item	Total Cost	Reoccurring or New
Career Development Programs / Certification courses for all Ranks	\$15,000	Reoccurring & Grant Funds
Library update	\$5,000	New
Maintain Library update	\$1,500	Reoccurring
Construction of Training Facility	Undetermined	New
maintain training facility certification	Undetermined	Reoccurring

EMERGENCY MEDICAL SERVICES

For the past years the bulk of the demand for services continues to increase in the area of pre-hospital care provided by the Marshall Fire Department. A Fire Department of this size will constantly struggle to balance man power for fire protection and EMS. The MFD is going through a period of rapid transition in which we have seen the departure of many young skilled employees. This has created an influx of new employees that will require training. The need to train and retain paramedics is crucial to maintain the level of care the citizens deserve.



EMS GOALS

8. Develop high quality training maximizing the staff personnel and outside EMS instructors/programs.

Objective 8.1:

Timeline: 6 Months

Develop and facilitate an EMS training committee of EMS Officers and Shift Personnel.

Related Tasks:

- Evaluate existing Annual Training Plan to ensure quality and value
- Develop standards across all shifts
 - EMS Standard of Procedures
 - Probationary training
 - Establish a daily training curriculum
 - Emergency vehicle operator training
- Schedule training on shifts or make attendance mandatory

Objective 8.2:

Timeline: On-Going

Develop 25% of employees as instructors for training/certification programs comprised of national and state certification standards.

Related Tasks:

- AHA Basic Life Support (BLS)
- AHA Advanced Cardiac Life Support (ACLS)

- AHA Pediatric Advanced Life Support (PALS)
- NAEMT Pre-hospital Trauma Life Support (PHTLS)
- NAEMT Advanced Medical Life Support (AMLS)

Objective 8.3:

Timeline: 24 Months

Evaluate and update the EMS department library.

Related Tasks:

- Inventory library
- Sell, Donate, Recycle out of date or sub-standard text
- Purchase needed texts
- Utilize internet and electronic sources when available

9. Strive to have a 100% Paramedic staffed department.

Objective 9.1:

Timeline: 12-24 Months

Improve / revise current Pre-Employment & Acknowledgment Agreement to assist with employee retention.

Related Tasks:

- Evaluate existing paramedic contract and identify deficiencies
- Develop criteria for EMT-Basic's to meet in order to be considered for department sponsored paramedic program
- Develop a mentorship program to nominate EMT-Basic's for department sponsored paramedic program

10. Be more visible to the public through public outreach.

Objective 10.1:

Timeline: 6-12 Month

Develop Public Outreach program.

Related Tasks:

- Develop Public Service Announcements
- Continue working with Good Shepherd Marshall at public events
- Man booths at public events with well checks and Hands only CPR
- Offer CPR Classes to the public

Objective 10.2:

Timeline: 24-60 Months

Develop an EMS program with Marshall independent School District.

Related Tasks:

- Work with MISD in developing an EMS program with high school students

- Develop an Explorer program that allows student to train and ride out with the department

PERFORMANCE INDICATORS:

- Attendance and participation of training opportunities
- Quality assurance results indicate development and training programs provide value
- Increase in certifications and credentialed employees
- Increase confidence and operational effectiveness
- Increase of paramedics that stay working for the department
- Annual performance evaluation results
- Customer service feedback
- EMS Statistics

FY 2015-2020		
Item	Total Cost	Reoccurring or New
Instructor Development Programs	\$5,000	New
Library update	\$5,000	New
Maintain Library update	\$1,500	Reoccurring
New Ambulance	\$200,000	New

EQUIPMENT

Without the proper tools to do the job a fire department is nothing more than informed bystanders. We use our equipment, whether it is the Jaws of Life to station furniture, and they are used to capacity and beyond. It is vitally important to understand what we have, service it when capable, and replace equipment when needed. For example, EMS stretchers and Self Contained Breathing Apparatus are used constantly and are currently under a service contract. However, there will be a time when these items will no longer be able to be serviced. We need to know when that is and be prepared to replace when the time comes.

EQUIPMENT GOALS

11. Develop a department equipment replacement schedule.

Objective 11.1:

Timeline: 6 Months

Develop a Fire/Rescue equipment replacement schedule.

Related Tasks:

- Inventory all Fire/Rescue equipment
- Inspect each item for serviceability
- Identify any new equipment needed
- Create a list of replacement based on need and expected life span

Objective 11.2:

Timeline: 6 Months

Develop an EMS equipment replacement schedule.

Related Tasks:

- Inventory all EMS equipment
- Inspect each item for serviceability
- Identify any new equipment needed
- Create a list of replacement based on need and expected life span

Objective 11.3:

Timeline: 6 Months

Develop a station equipment/furniture replacement schedule.

Related Tasks:

- Inventory all station equipment/furniture
- Inspect each item for serviceability
- Identify any new equipment needed
- Create a list of replacement based on need and expected life span

PERFORMANCE INDICATORS:

- Increased capability with new equipment
- Eased budgetary planning

FACILITIES



The construction and maintenance of facilities play a major role of importance of the overall management and responsibility of our department. The Marshall Fire Department consists of Central Fire, constructed in 2010, and two substations built in 1967. Ideally, the relocation of station 4 would place it further south while major upgrades are necessary for station 2. Major maintenance issues and mold problems plagued both of these aging stations. The substations were not designed to accommodate modern fire apparatus. We must look into the future development and possibly moving or creating new fire stations based on the needs and the growth of the city. Second, we need to secure our facilities. Fire Stations are targets for criminals and at times are unmanned. We need secure facilities to protect city investments and our personnel's equipment.

FACILITIES GOALS

12. Perform a study projecting the future needs of the city in regards to upgrades to stations and station placement and facilities.

Objective 12.1:

Timeline: 24-36 Months

Perform a study projecting the future needs of the city in regards to upgrades to stations and station placement.

Related Tasks:

- Look at data on City growth
- Utilize studies that have already been completed i.e. ISO
- Define any needs of stations
- Define potential Locations of new stations

Objective 12.2

Timeline: 6-24 Months

Increased parking for community room.

Related Task:

- Work with training committee on location of parking

Objective 12.3Timeline: 6-12 Months

Enhance recycling programs.

Related Tasks:

- Look at what other city departments are doing to increase recycling or decreasing carbon footprint
- Look into ways to go paperless and more efficient when possible

13. Increase security at facilities.

Objective 13.1Timeline: 12-24 Months

Increase security at facilities.

Related Tasks:

- Security cameras
- Lighting
- Fencing around station

PERFORMANCE INDICATORS:

- Improved response times
- Improve response districts
- Decreased carbon footprint
- Increased security at facilities
- Eased budgetary planning



COMMUNITY RISK REDUCTION

As a part of the Fire Marshal's Office and every firefighter personnel's responsibility, risk reduction must remain a number one priority toward community service. Risk reduction focuses on prevention through public education, fire inspections, pre-fire planning and constant interaction with the public, and the investigations of all fires. The hazards associated with



firefighting, EMS, Emergency Management preparedness and public awareness, along with the responses to these incidents are inherently present. . We must continually work toward the betterment of each and every program associated with these hazards in order to reduce the risks related to them. Smoke detector programs, fan drives, community program involvement, and a more overall aggressive and proactive stance toward each, will become part of our new initiatives.

COMMUNITY RISK REDUCTION GOALS

14. Reduce the overall risks associated with targeted community hazards while increasing citizen Fire/EMS educations.

Objective 14.1:

Reduce total fires within the city by 20%.

Timeline: 24-36 Months

Related Tasks:

- Collect data associated with and targeting high risk areas.
 - Utilize Firehouse (FH) software to query information
 - Develop questionnaire addressed to citizens targeting special needs
 - Utilize water billing for inserts
 - Utilize Quarterly reports through water billing
- Develop public educational programs on and off site
- Increase Business Inspections
 - Newly acquired electronic tablets and FH software will allow for increased business inspection speed and efficiency

Objective 14.2:

Increase fire and carbon monoxide detection and notification to residential and business occupants.

Timeline: On-Going

Related Tasks:

- Analyze and revitalize smoke/carbon dioxide detector program.
 - Increase education concerning the need for working smoke detectors.
 - Increase smoke detector availability awareness
- Increased radio broadcasts through KMHT addressing fire education.
- Utilize Social Media
 - Fire Department website
 - City of Marshall website
 - KMHT and other affiliated websites

Objective 14.3:Timeline: 24 Months

Increase emergency medical services (EMS) first response training to citizens.

Related Tasks:

- Offer CPR education and training officer educational programs pertaining to the use of automatic external defibrillators (AED)

15. Reduce risks of severe injuries and fatalities associated with child involved motor vehicle accidents.

Objective 15.1:Timeline: 24 Months

Re-establish car seat program.

Related Tasks:

- Utilize Assistant Fire Marshal/Fire Inspector to head up and run program.
- Increase public education pertaining to car seat necessity, function, and proper installation.
- Utilize community room for scheduled educational programs to public
- Educate the public with public service announcements

PERFORMANCE INDICATORS:

- Improved fire statistics
- Decreased fire damage through planning and inspections
- Decrease in carbon monoxide injuries
- Educated public
- Reduction of injuries and fatalities associated with children in MVAs

HEALTH AND SAFETY

With our employees being our most valuable assets, enhancing and promoting the safety of our Firefighter/paramedics will remain a priority. Supporting and facilitating a safety culture in our daily activities is pivotal in our efforts to physically, medically, and mentally prepare our firefighter/medics for the day to day operations and strenuous challenges the face on a constant basis. Proper diet and exercise are imperative in the prevention of injuries associated with the job. Each member and crew will be encouraged to establish suitable wellness program focusing on common firefighter tasks as a proactive stance of safety and preservation according to NFPA 1583.



HEALTH AND SAFETY GOALS

16. Develop a standardized physical fitness program.

Objective 16.1:

Timeline: 6-12 Months

Create a committee of shift personnel to develop a physical fitness program.

Related Tasks:

- Utilize physical trainer certified personnel
- Utilize other fire departments physical fitness plans
- Create a written Physical Fitness Policy
- Educate the employees of opportunities available

17. Develop 10% of employees as Incident Safety Officers.

Objective 17.1:

Timeline: 60 Months

Develop 10% of employees as Incident Safety Officers.

Related Tasks:

- Utilize regional training centers such as TEEK for certification courses

PERFORMANCE INDICATORS:

- Increased capability and readiness of department
- Decrease in on duty and off duty injuries

EMERGENCY MANAGEMENT

Our most formidable objective concerning emergency management relies in preparedness. Being prepared means there is no substitute for planning, training, and exercising potential incidents of low-frequency and high-risk responses. The primary components of our emergency management efforts allow for the establishing of partnerships with local, regional, and state stakeholders to ensure proactive steps are being taken to mitigate emergencies while planning and preparing for response and recovery operations.



Whether natural or manmade, a preparedness plan has been developed specifically designed for the City of Marshall and the most probable issues we may incur. The Emergency Management Plan is comprised of a Basic Plan and 21 Annexes with respectable appendices that support the basic plan.

The Emergency Plan will continue to serve as the focal point for emergency response operations and preparedness.

EMERGENCY MANAGEMENT GOALS

18. Evaluate and improve upon all aspects of emergency management necessary.

Objective 18.1:

Timeline: 12 Months

Determine current level of city personnel readiness and prepare for necessary training.

Related Tasks:

- Formulate a City Wide inquiry of all essential personnel pertaining for NIMS compliance.
- Plan for necessary training for individuals that are noncompliant in NIMS and other vital courses needed for emergency operations
 - Utilize official TDEM website for upcoming courses and potential in house training

Objective 1.2:

Timeline: On-Going

Ensure readiness factors for citizens and emergency personnel are in place.

Related Tasks:

- Emergency Management Plan updates and management
- Monthly Emergency Weather Siren operations
- Increase awareness and preparedness education for citizens
 - Provide information through water billing inserts
 - Utilize social media outlets of city, fire, police, and local media.
- Evaluate EOC readiness to be implemented
 - Work with Police Chief and IT department for equipment readiness factor.
 - Improve inter-action and preparedness with other city departments
 - Organize EOC layout and increase preparedness of facility
 - Train on EOC activation, response, and set-up.
- Manage, train and facilitate severe weather plan for all employees
- Establish criteria and work with city staff and facilitators to utilize NIMS/ICS protocols during planned events
 - Fire Ant Festival
 - Parades
 - Graduations
 - Down Town Celebrations
- Work toward conducting annual table-top and/or functional exercises.
- Identify Critical Infrastructure Hazards
 - Utilize Geographical Information System (GIS) mapping tools to identify critical areas.
- Identify and develop Critical Infrastructure and Key Resources (CIKR) to provide emergency protective measures
 - Develop CIKR maps utilizing GIS mapping tools.
- Develop a Community Hazard Emergency Response-Capability Assurance Process (CHER-CAP) methodology for any potential major event
 - Reassess community hazards
 - Improve emergency plans
 - Involving key community members
 - Assessing response capabilities
 - Exercising emergency plans
 - Continuing to improve preparedness

PERFORMANCE INDICATORS:

- Better prepared city
- Increase in educated city employees and citizens

