



The way we do business

Fire Department

Strategic Business Plan

Effective Date: July 1, 2020

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!

Table of Contents

Issues, Strategies, and Results 3

Issue 1: Life Safety – Property Loss.....3

Issue 2: Increased Service Demand4

Issue 3: Aging Facilities and Fleet Replacement5

Accomplishments 6

Lines of Business and Programs 9

Department Organization9

Administrative Line of Business10

Executive Leadership Program..... 11

Public Relations and Marketing Program 12

Fire Prevention Services Line of Business13

Fire Investigations Program 14

Fire Code Compliance Program 15

Public Safety Education Services Program..... 16

Operational Services Line of Business17

Emergency Medical Services Program..... 18

Fire Suppression Operations Program 19

Support Services Line of Business20

Fire Dispatch Program..... 21

Fire Logistics and Facilities Maintenance Program..... 22

Issues, Strategies, and Results

Issue 1: Life Safety – Property Loss

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

Strategies

- Conduct community risk reduction activities where a safety survey, home smoke alarms, healthcare needs, and 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 and provide regular inspections.
- Provide CPR training to Oklahoma City employees and residents.

Strategic Results

- Annually, the structure fire fatality rate in Oklahoma City will be at or below the national average (1.05 per 100,000 residents based on the latest available data from the National Fire Protection Association (NFPA).
- Annually, Oklahoma City will achieve a cardiac arrest resuscitation rate of 33%.
- Annually, the community of Oklahoma City will benefit from comprehensive fire and life safety and prevention education, as evidenced by:
 - 100% of elementary public schools in Oklahoma City limits participating in Community Risk Reduction activities.
 - 40,000 community risk reduction activities involving the community of Oklahoma City.

Issue 2: Increased Service Demand

The growing demand on Fire Department services and resources caused by population growth, development, and changing demographics, coupled with an increasing role in EMS delivery, if not addressed, will result in:

- Increased response times leading to property loss
- Deterioration of patient condition
- Increasing delays in delivering other services
 - Hazardous Materials
 - Technical Rescue
 - Water Rescue
 - High Angle Rescue
 - Trench Rescue
 - Confined Space Rescue
 - Structural Collapse Rescue
 - Wildland Urban Interface
 - Agency Assist

Strategies

- Continue to review and upgrade the Advanced Life Support Program (ALS) to meet City Council directives.
- 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 residents 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 institutions, Medical Director, local law enforcement, state and federal organizations, and medical transport agencies to increase educational opportunities.

Strategic Result

- Annually, the residents 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 lack of ongoing capital funding for Fire Department facilities and fleet replacement, 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 funded by General Obligation Bonds and Fire Sales Tax Fund.
- 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 2028, 100% of annual fleet replacement needs will have an identified funding source.
- By 2021, 100% of annual facility improvement needs will have an identified funding source.

Accomplishments

Fire Administration

- Created new payroll Kronos interface for the Leave Management Database (LMDB).
- Administered the Staffing for Adequate Fire and Emergency Response (SAFER) Grants for 39 firefighting personnel.
- Managed the Fire Department budget, purchasing, contract management and payroll oversight.
- Development, maintenance and updating of the fire department leave management database (LMDB), Fire Investigations database, the station database, and Target Solutions Training Platform. This year a new entry portal was created for the LMDB.

Fire Prevention Services

- Established an agreement with Brycer (The Compliance Engine) to become our third-party record keeping company. This will help us identify our businesses that contain life safety systems as well as improved tracking of fire code compliance for our city.
- Established the Apartment Inspection Team, which breaks down our highest risk (multi-family dwellings) into 3 regions (North, Central, and South). The team consists of 3 inspectors which will complete fire inspections on all apartment complexes (approximately 700) once every 2 years.
- Deliver OK CHILD Injury Prevention program in 75% of Oklahoma City elementary schools. This goal was not able to be attained due to school closures statewide.
- Developed and implemented the Prescribed Burn procedures for OKCFD. The Prescribed Burn procedures have been established and implemented. This program is scheduled to resume July 1, 2020.
- New Dual certified gear for Investigators to take the place of standard structural Gear (2) sets per Investigator. Gear received and in service.
- Complete install of new Report Management System through OCPD. System install complete and functional.

Operations Division

- Officer Development Track established and initiated on Target Solutions.
- Continued with the Restaurant Inspections Program.
- Developed and Delivered Station Level Discipline Class through Microsoft Teams.
- Developed and Delivered the “Specifics on Specific Occurrences” training on Target Solutions.
- Development and acceptance of Public Safety COA for UAV operations.
- Began utilizing Microsoft Teams for Daily/Weekly Live Updates.
- Developed and implemented a COVID-19 Risk Assessment App with assistance from Microsoft and City I.T.
- Began development of joint OKCFD/OCPD helicopter rescue operations.
- Contracted with Curt Varone, Attorney at Law and provided a two (2) day “Managing Disciplinary Challenges in the Fire Service” for personnel from the Fire Department, Personnel Department, City Legal, and the IAFF Local 157.

- Began and continued to work on Automatic Aid agreements with the cities of Moore and Norman along with City Planning, City I.T.
- Completed two (2) Recruit Academies.
- Nineteen personnel started paramedic school at OSU-OKC and EOC Technology Center.
- Opioid data provided to City Legal for opioid lawsuit.
- Worked with PD instructors on Narcan usage concerns for their upcoming in-services.
- Attended Whole Blood Academy in Austin TX to research the potential to carry and administer Whole Blood at a few of our outlying stations.
- IFAK (Individual First Aid Kits) issued to non-suppression personnel.
- Attended Crisis Intervention Team (CIT) training with OKC Police to supplement the Department's Community Risk Reduction – Citizen's Advocate program.

Support Services Division

- Awarded contracts for six (6) mid-mount aerial ladders and three (3) mobile water tankers, and ten brush pumper trucks.
- Took delivery and put in service a new heavy rescue and hazmat rescue.
- Provided logistical support during the Covid-19 operational period with no lapse in service or availability of PPE or EMS supplies.
- Incorporated the program management of the departments PPE, bunker gear, dual cert gear, and thermal imagers into the Centralized Logistics Division.
- Completed construction on New Fire Station 29.
- Made various repairs and upgrades at work sites based on MA+ Engineering report.
- Updated and upgraded all Fire Stations due to Covid-19 social distancing communication/learning. This included installation of smart boards with cameras for the remaining non-chief officer station.
- Purchased and programmed rugged books for all fire stations. This will also be used for social learning; company inspections and real time incident reporting.
- Completed 10 retirement packages for employees that retired between July 1 – Dec. 31, 2019.
- Completed 48 retirement packages for employees that retired from Jan. 1 - June 30, 2020.
- Paper files have been transferred to electronic files.
- Implemented a Fire Cadet program with Metro Tech, Douglass High School and all intercity schools
- Had virtual communication with and held informative phases about the OKC FD with the Urban League.
- Continued to make improvements by decreasing the amount of time it takes to dispatch emergency incidents and meeting the LFR goal of dispatching incidents within one-minute 90% of the time. Met this goal starting July 2019 and have continued to meet this every month since.



Safety

- Update the Pregnancy/Parenthood Policy for Fire Department personnel.
- Chief of Safety acted as the Safety Officer and the Planning Section Chief for the Oklahoma City Fire Department Incident Management Team.
- Cleared out Old Fire Station 23 to be used as the COVID-19/Flu testing site for City Employees to be tested.
- Identified site for Personal Protective Clothing Maintenance (ISP) at Special Operations.
- Researched the possibilities of an electronic application that can be used by firefighters with fitness/nutrition/mental wellness information available 24/7.

Public Relations and Marketing (PRM)

- Public Relations and Marketing (PRM) continued to inform and educate the community through robust use of social media platforms. Instagram was added as a new platform and is experiencing rapid growth

Lines of Business and Programs

Department Organization

Administrative Line of Business

- Executive Leadership Program
- Public Relations and Marketing Program

Fire Prevention Services Line of Business

- Fire Investigations Program
- Fire 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 Logistics and Facilities Maintenance 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 and strategic results achieved

Public Relations and Marketing Program



% of photography/videography/graphic arts projects completed on time

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: Richard Kelley and Clint Regier

Program Budget: \$11,947,586 (FY21)

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
- Recruitment Status and Diversity Reports

Family of Measures

Results	 % of key measures and strategic results achieved
	% of performance evaluations completed by the review date
	% of Fire Department applicants that are female and/or minority

Public Relations and Marketing Program

The purpose of the Public Relations and Marketing Program is to provide informational, educational and promotional services to residents, the media, the business community and departmental personnel so they will be aware and informed of Fire Department programs, activities, and emergency service delivery.

Program Managers: Richard Kelley and Benny Fulkerson

Program Budget: \$10,000 (FY21)

Program Services:

- Coordinating Special Events
- Citizen Engagements
- Citizen Responses
- Emergency Incident Responses
- Graphic Design Projects
- Social Media Communications
- Media Requests
- News Releases
- Open Records Requests
- Photography/Video Productions
- Public Speaking Events
- Websites Updates


Family of Measures	
Results	 % of photography/videography/graphic arts projects completed on time
Outputs	# of photography/videography/graphic arts projects completed
	# of social media posts
	# of new social media followers
	# of social media engagements
	# of Fire apparatus appearance requests
	# of Smoke Alarm requests via OKC Fire website in English
	# of Smoke Alarm requests via OKC Fire website in Spanish

Fire Prevention Services Line of Business



The purpose of the Fire Prevention Services Line of Business is to provide community risk reduction education, compliance 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 incendiary (set fire) fire investigations referred to the district attorney for prosecution of arson

Fire Code Compliance Program

-  % of fire protection system plan reviews completed within 7 business days of receipt
-  % of initial new construction inspections completed within 2 business days of request


Public Safety Education Services Program

-  % of elementary public schools in Oklahoma City limits participating in Community Risk Reduction activities
-  # 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:	Harold Thompson and Randy Williams	
Program Budget:	\$2,249,400 (FY21)	
Program Services:	<ul style="list-style-type: none"> ▪ Fire Investigation Consultations / Testimony and/or Depositions ▪ Fire Investigations / Reports ▪ Fire Investigation Case Files 	

Family of Measures	
Results	 % of incendiary (set fire) fire investigations referred to the district attorney for prosecution of arson
	% of fire investigations resulting in a cause determination of accidental, incendiary, or natural
Outputs	# of fire investigations conducted
	# of investigations resulting in a cause determination of incendiary
	# of juveniles referred to the Operation Fire Safe Program

Fire Code Compliance Program

The purpose of the Fire Code Compliance Program is to provide compliance through specialized inspections, testing and consultation services to the residents, property and business owners, and industry professionals so they can live in a safe and secure community.



Program Managers: Harold Thompson and Prince Morgan

Program Budget: \$2,844,148 (FY21)

Program Services:

- Certification Tests
 - Code Interpretations
 - Consultations
 - Enforcement Actions
 - Expedited Inspections
 - Expedited Plan Reviews
 - Fire Protection Plan Reviews
 - Fire Protection System Acceptance Tests
 - Safety/Community Board Meetings
 - Fire Watch Education Services
 - Incident Reports
 - Inspections
 - Knox Box Security Services
 - Self-Inspection checklists
 - Occupant Load Certifications
 - Permits, Licenses, and Fees
 - Property / Environmental Surveys
 - Special Event Coordination and Preplans
 - Telephone Inquiry Responses
-

Family of Measures

Results	 % of fire protection system plan reviews completed within 7 business days of receipt
	 % of initial new construction inspections completed within 2 business days of request
	% of identified high-risk commercial businesses inspected annually
Outputs	# of requests for service completed (re-inspections, surveys, open records requests, training sessions, and monthly permits)
	# of identified high risk commercial businesses

Public Safety Education Services Program



The purpose of the Public Safety Education Services Program is to provide community risk reduction activities to the community of Oklahoma City so they can prevent and better prepare for emergencies to have a reduced risk of loss from fire, injury, or illness.

Program Managers: Harold Thompson and Kevin Berry

Program Budget: \$1,525,532 (FY21)

Program Services:

- Business Emergency Operations and Evacuation Plans
- Community Fire Academy
- Community Meetings
- Educational Sessions
- Emergency Consultation Sessions
- Fire Extinguisher Training Sessions Inter-Agency Health and Safety Updates
- Health and Safety Sessions and Materials
- Media Fire Safety Information Demonstrations
- Public Policy Consultations
- Safety Displays
- Safety Materials
- School Mentoring Sessions
- Smoke Alarms
- Youth Fire-Setter Intervention Sessions
- Resident First Aid and CPR Training Sessions



Family of Measures	
Results	 % of elementary public schools in Oklahoma City limits participating in Community Risk Reduction activities
	% of youth referred to Fire Prevention Services that have previously attended Operation Fire Safe
Outputs	 # of Fire Department public safety education participants served
	# of hours spent on Community Risk Reduction requests for service
	# of elementary students in the Oklahoma City limits participating in Community Risk Reduction activities
	# of smoke alarms distributed to residents
	# of Health and Safety Sessions provided

Operational Services Line of Business



The purpose of the Operational Services Line of Business is to provide innovative emergency response and Community Risk Reduction activities to residents and visitors in our community in order to minimize life and property loss from fires and reduce injury and death from medical emergencies as well as 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
-  % of cardiac arrest patients receiving resuscitative efforts where return of spontaneous circulation is achieved

Fire Suppression Operations Program

-  % of structure fire incident responses within 5 minutes and 20 seconds or less from being dispatched to arrival
-  # of structure fire fatalities per 100,000 residents
-  # of structure fire rescues per 100,000 residents
-  # of Fire Department Community Risk Reduction activities

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 residents and visitors of Oklahoma City, so they can receive immediate medical assessment and treatment that will improve, resolve or stabilize their condition.



Program Manager: Mike Walker and James Blocker

Program Budget: \$85,391,848 (FY21)

Program Services:

- Advanced Life Support Call Responses
- Basic Life Support Call Responses
- Cardiac Arrest Responses
- Community Advocacy Program Services
- Community CPR and First Aid Courses
- Medical Responses
- Medical Assessments
- Quality Assurance Audits
 - Cardiac Incidents, OBGYN Incidents, Poisoning/Ingestion Incidents, Trauma Incidents
 - Procedures Performed (12 lead ECG, IV's, Chest Decompressions, etc.)
 - Medication administered and if there is patient improvement (Narcan, Fentanyl, Glucose, Morphine, Nitro, etc.)
- Trauma Responses

Family of Measures

Results	 % of Fire Department emergency medical responses provided within 5 minutes or less from being dispatched to arrival
	 % of cardiac arrest patients receiving resuscitative efforts where return of spontaneous circulation is achieved
	% 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
	% of time Fire apparatus arrives on scene prior to EMSA
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 residents, so they can realize minimized property loss, reduced injuries and fatalities.

Program Manager: Mike Walker

Program Budget: \$37,966,471 (FY21)

Program Services:

- Community Service Liaison Responses
- Community Risk Reduction Activities
 - Hydrant Inspections
 - Smoke Alarm Distribution, Installation, and Checks
 - Wildland Urban Interface Services
- Fire Company Code Inspections
- Personal Assistance Responses
- Map Updates
- Mobile Property Incident Responses
- Mutual and Automatic Aid Responses
- Special Operations Responses
 - Hazmat
 - Natural Disaster Incidents
 - Technical Rescues
- Structural Fire Incident Responses
- Wildland Incident Responses

Family of Measures	
Results	% of structure fire incident responses within 5 minutes and 20 seconds or less from being dispatched
	% of other fire incident responses within 5 minutes 20 seconds or less from being dispatched
	# of structure fire fatalities per 100,000 residents
	# of structure fire rescues per 100,000 residents
	% of structure fires contained to the room of origin
Outputs	# of Fire Department Community Risk Reduction activities
	# of Fire Department daily training hours per Operations position
	# of structure fire incident responses provided
	# of other fire incident responses provided
	# of people assisted by the Fire Department Community Service Liaison
	# of special operations responses provided by the Fire Department
	# of structure fire rescues
# of structure fire fatalities	

Support Services Line of Business

The purpose of the Support Services Line of Business is to provide Dispatch, Fire Information Technology, Fire Logistics 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 Logistics and Facilities Maintenance Program



% of time the fire apparatus is available for use (not down for maintenance)



% of Priority 1 facility work orders completed within 24 hours

Fire Dispatch Program

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


Program Managers: Tony Davis and Jason Smith

Program Budget: \$2,441,655 (FY21)

Program Services:

- 911 Call and Radio Audio Productions
 - 911 Call and Text Responses
 - Coordinated Emergency Responses
 - Emergency Call Prioritizations
 - Emergency Incident Dispatches
 - Non-Emergency Incident Dispatches
 - Continuing Education Trainings
-

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
	% of medical responses dispatched within 20 seconds or less from Emergency Medical First Responders (EMFR) initiation
Outputs	# of incidents dispatched to the Fire Department
Demands	# of 911 telephone calls received
	# of EMFR initiated responses

Fire Logistics and Facilities Maintenance Program



The purpose of the Fire Logistics and Facilities Maintenance 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: Tony Davis, Brent Pierce and Shawn Bray

Program Budget: \$7,609,248 (FY21)

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
- PPE (Personal Protective Equipment) Cleaning, Inspection and Repair Services
- Self-Contained Breathing Apparatus (SCBA) Services and Repairs
- Vehicle Purchase Recommendations

Family of Measures	
Results	 % of time the fire apparatus is available for use (not down for maintenance)
	 % of Priority 1 facility work orders completed within 24 hours
	% of total maintenance hours that are scheduled
	% of repairs outsourced
	% of fleet direct labor hours realized
Outputs	# of fleet direct labor hours realized
	# of Priority 1 Fire Department facility work orders completed