

HOUSTON FIRE DEPARTMENT

STRATEGIC PLAN (updated May 20, 2021)



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INTRODUCTION

Since its humble beginnings in 1838, the Houston Fire Department has grown to be the third largest fire department in the United States. Its mission has grown over time to include much more than putting out fires, and today it serves thousands of people on a daily basis but affects millions through its prevention programs. If HFD did not exist, the lives lost and the property destroyed would be catastrophic in nature.

A Strategic Plan is the highest-level plan that an organization creates to guide it on its mission. This plan helps to align all the people and priorities within the Fire Department as well as the department itself with the City of Houston and the various stakeholders that benefit from and/or contribute to HFD's mission. All other plans in HFD are based on the Strategic Plan and its priorities. As such, the Strategic Plan does not talk about everything HFD does; division plans do that in alignment with our strategic direction and priorities. Periodically the Strategic Plan is reviewed and updated to ensure that it is relevant to the current situation and will continue to serve HFD, which serves the City of Houston and the public.

This Strategic Plan was originally created in 2019 but with a new and dynamic nature that focuses on the right long-term goals and dynamic sprints to achieve them. This plan was reaffirmed in March 2021 following changes of Command Staff to allow new management to confirm priorities. This plan allows us to focus more on implementation and continuously analyze the changing situation around us and then take on new objectives as we fulfill the old ones. It is designed to be used in the management of the Fire Department on a weekly basis at all levels. As such, it is seen as a process rather than a project. The current document highlights long-term goals as well as specific goals, objectives, and metrics for the fiscal year 2022. In this highly volatile and ever-changing environment, it means our Strategic Plan will be relevant no matter what happens or who is leading.

The Strategic Plan was created with input from across HFD as well as from outside stakeholders, with a core team from across various divisions doing the heavy lifting. They have spoken to commanders, officers, firefighters and hundreds of stakeholders in person. They have invited all personnel to collaborate and have collected survey answers from over 350 Houston Fire Suppression personnel. They have compiled these results, organized them, and presented them to leadership and the Union for evaluation and feedback.

The Strategic Planning team, made up of the Fire Chief, the Assistant Chiefs, President of the Union Local 341, staff psychologist, the Medical Director and the core team, met 4 times in person, with weekly communication in between, to discuss each initiative and narrow them down to what is most important, urgent and feasible. The process was facilitated by Kristian Jaloway and John Oberg from Alignment Executive Coaching.



In some ways, this plan has nothing new. We have made an effort to read the situation of the City and the Fire Department and plot a path forward that ensures the fundamentals of ensuring public safety are in place and operating smoothly. At the same time this plan positions us to retake our place in fire leadership for the future.

Much remains to be done. We cannot do this without you, our Firefighters. You are our family and our friends.



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To Houston's Mayor, City Council, community, and fire department members,

I present to you the Houston Fire Department's strategic plan that aims to set a clear path in moving this department forward. Diligent efforts to implement the strategic plan will help Houston Fire Department continue to fulfill its mission "to save lives, protect property, and serve our community with courage, commitment, and compassion". The members of Houston Fire Department have done exemplary work and will continue to do so. It is a total team effort for this department to make an impact on a daily basis in the betterment of people's lives. This document cannot cover the full spectrum of the department's responsibilities, but it provides focus and establishes priorities that will improve overall operations.

During the development of the strategic plan, we encouraged our stakeholders to communicate their concerns and suggestions. The feedback from community organizations allowed us to gain a better understanding of their needs and form stronger relationships. I appreciate their ongoing support of this fire department and their investment in this effort.

Our own members represent one of the most important stakeholder groups and I admire their excellent work each day in providing public safety. Their input is invaluable since they see community needs directly serving in this honorable profession.

This document has successfully incorporated community and employee input and aligned priorities with the City of Houston's Plan Houston Core Strategies in planning for the future. The focus areas will help the Houston Fire Department be recognized as a premier public service organization that keeps the community safe, starting with our members.

Sincerely,

Sam Peña
Houston Fire Chief



CURRENT SITUATION

This SWOT analysis is a snapshot of some of the most important aspects of HFD and the situation it is currently in. While many more topics in each category were submitted by personnel all across HFD, these consistently came up as the most relevant today. For a complete list please write to hfdpubinf@houstontx.gov.

Strengths / Core Competencies (internal to HFD)

1. HFD has done a great job of fulfilling the mission with less than adequate resources.
2. The HFD is large and experienced. This leads to an incredible talent pool with great diversity, high call volume and good reputation with peers.
3. HFD has a good reputation across the city and with others outside of Houston as well.

Weaknesses (internal to HFD)

1. There is a lack of alignment and accountability both within the HFD and with the City of Houston. This comes largely from poor communication and has led to low morale as well as instability from the lack of a labor contract.
2. HFD equipment and facilities are behind schedule in maintenance and replacement.
3. Certain aspects of training are not up to minimum standards, such as CPR certifications, while other aspects are not being developed at the rate needed for our growth, such as leadership and professional development.

Opportunities (external to HFD)

1. The private and non-profit sectors in Houston are highly supportive of HFD, both from a partnership perspective as well as helping with grants and funding for specific needs.
2. Data and research are available from institutes of higher education and associations.
3. We see great innovation opportunities given our people and experience, such as Community Risk Reduction (CRR) and innovative communication methods.

Threats (external to HFD)

1. The city of Houston has grown denser and the needs have increased proportionally but there has not been a corresponding budget increase, partially because of the political atmosphere.
2. We have an aging population and some companies are leaving the city for the suburbs.
3. Recruitment and retention are suffering due to the wage scale that is about 18% below industry standards.



THE CORE

The core of any organization is what gives it identity and meaning. This is not something that can be invented by a committee or leadership, rather it is discovered deep in the heart of an organization. While this may seem unimportant to some, it is what ultimately determines the culture of HFD and therefore it is extremely helpful to clarify what the core is. This strategic plan takes into consideration most of the fundamental elements of the core of HFD and are listed below. More work needs to be done though, so below you can find the plan for living the core with outcomes and key results. Understanding and using the core to create alignment across HFD will take time and effort, so here is a summary to begin with.

Core Values:

These are the principles that determine the culture of an organization. While the last strategic plan had several good values included, after extensive interviewing it was clear that few within HFD felt those were real core values. The values that most members knew and felt were meaningful were the three below that have been included in the mission statement for quite a while. Further work will establish clear Standards of Behavior that explain better what these mean for HFD and how these are lived out. For the time being, this is what HFD understands as their core values:

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

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

Compassion - To be understanding, considerate, sympathetic, and kindhearted to others.

Mission:

The mission is the purpose for which HFD exists. No changes have been made because it seemed that the majority of HFD personnel know and understand this mission. Everything HFD must be at the service of this mission. Below the statement is a paragraph explaining in more detail what this mission means. How that is done is what a strategic plan has to determine. The mission of HFD is:

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



People call us from all over the city of Houston, the region, and the world when there is a threat, real or perceived, to life or property. We respond quickly and solve their immediate threats through the highest quality and most efficient care possible. As a result, our community and world are safer so that all can continue to live, work and play, and we can go home to do the same.

Vision:

The vision is what happens when the mission is fulfilled. It is the big goal that unites an organization for a period of time. As such, the vision is not for external use, but rather for HFD personnel to understand the main goal. It takes into consideration the current landscape, which is certainly difficult in many aspects, and sets an audacious, difficult, and yet attainable goal so that everything done for the next several years can be directed toward achieving it. The paragraph below explains what it means in more detail and the "promise" puts it into words for those outside HFD. This is the current working goal or vision of success for HFD:

Make the Houston Way become THE way.

Our vision is to take a leadership role with other urban fire departments across the country. We want to achieve and then pass the industry standards in everything we do. We can achieve our mission and this goal faster by putting our Firefighters first. They are our family, our greatest resource, and without them nothing happens. We want to take care of them so they can take care of our city.

Our Promise:

The promise is what we offer to our clients: the public and the City of Houston. This is the flip side of our vision and what we tell others we do. It takes into consideration our mission and the needs of those we serve. We promise this in the sense that we feel a calling and obligation to do this always, despite the risk to ourselves. That of course in no way negates what we have said above about the need for putting Firefighters first. In fact, the two cannot be separated.

Save lives and protect property no matter what.



LIVING OUR VALUES AND MISSION

Above we laid out what the core of HFD is. This is a guide to strengthen the best aspects of our culture.

Outcomes:

- Clearly understand what our core values mean for us
- Find ways to create a sustainable culture that is lived across the HFD
- Create management tools to guide HFD in a positive way

As Measured by:

- Everyone in HFD knows what the Core is and what it means
- The Core Values are used in each decision within HFD

Key Results:

<i>What</i>	<i>Who</i>	<i>When</i>
Create a 5 person committee to work on this project for 1 year	Fire Chief Designee	July 2021
Create Standards of Conduct document based on Core Values	HFD Culture Committee	August 2021
Create pathways to live Core Values with leadership team	HFD Culture Committee	September 2021
Create pathways to live Core Values with entire HFD	HFD Culture Committee	October 2021
Incorporate Core Values into HR processes (hiring, onboarding, reviews)	HFD Culture Committee	November 2021



STRATEGIC GOALS

Determining the strategic goals for HFD is an extremely difficult task. There are many, many things we need to achieve to be successful. Yet we always have limited personnel, time, and resources. Strategy is learning to say no, so, although many ideas were offered by personnel across HFD and our stakeholders, all of which are important and even urgent, the strategic planning team had to narrow it down to an attainable number so that we can direct our efforts at specific things and move them forward. Being very important to us, the hundreds of remaining ideas will stay on our list of issues to address. Many are already being worked on by various levels of leadership and we will keep that list up to date and issue communications on what is happening for each item.

After nine months of listening, reflecting, debating, and deliberating we have determined that the most important and urgent goals for the Houston Fire Department at this point in our history are those below. Each 3-5 year goal has a corresponding 1 year goal. The fire chief and command staff will review progress towards each of these weekly. Every 90 days we will publish an update for the entire HFD and the City of Houston on the progress towards these goals. In the following pages these goals are then matched to objectives, metrics, key results, and specific next steps. The order of this list does not necessarily imply prioritization.

3-5 years	1 year
Make this a great place to work for everyone: pay and a contract, communication internally and with city management	Labor contract (see collective bargaining process) Communication plan
Training: in person centralized vs decentralized, need more PT and professional development. Individualized and consistent	Professional development and certifications
Health and safety of personnel	Annual physicals, cancer prevention
Equipment and facilities	Fleet replacement schedule that is clear and public
Build emergency capabilities to match community needs, improved customer service	Identify and prioritize community needs to better match with resources



GOAL 1: COMMUNICATION PLAN

Communication is defined as what happens when a message has been sent and received, and ideally, the sender knows it has been received. The basic steps to good communication are:

- A. Know your audiences
- B. Know what you want the effect of the message to be
- C. Know your organization's Core well, including Principles, Purpose and Promise
- D. Craft the message to be received effectively by your audience (why, how, tone)
- E. Decide on delivery venues and modes
- F. Decide when it will happen
- G. Confirm that the audience has received it as intended

Outcomes:

- The message of HFD will reach people who need it
- We need to know it reached people (they got the message and modified behavior)
- Know if the information is pertinent and useful

As Measured by:

- Random quality assurance calls
- Surveys opens and completions
- Compliance amongst Firefighters

Key Results:

<i>What</i>	<i>Who</i>	<i>When</i>
Begin creating internal communication plan	Core Team and PIO	July 2021
Implement internal plan	Fire Chief, Command Staff, PIO	September 2021
Create comm plan for City of Houston	Core Team and PIO	October 2021
Implement City plan	Fire Chief, Command Staff, PIO	November 2021
Create plan for stakeholders	Core Team and PIO	December 2021
Implement plan for stakeholders	Fire Chief, Command Staff, PIO	January 2022



GOAL 2: TRAINING

Outcomes:

- Increase the level of professional service to be more competent at our jobs
- Increase the professional and leadership skills of our officers to provide better service for our people

As Measured by:

- Meeting the standardized certifications for all personnel
- EMS: Resuscitation rates, complaints
- Survey transport patients for quality assurance
- Classes and certifications achieved
- How well do we live out the Principles and standards of behavior?
- Fewer preventable accidents and injuries

Key Results:

<i>What</i>	<i>Who</i>	<i>When</i>
Update department on current status of training, specifically on leadership dev and certifications	Training Chief	September 2021
Define needs for HFD training	Training Chief, Command Staff	October 2021
Develop plan with curriculum to meet HFD training needs	Training Chief	November 2021
Create a training schedule that fits HFD needs	Training Division	December 2021
Identify trainers/providers and prepare them	Training Division	January 2022
Begin implementing training	Training Division	February 2022

Notes:

See appendix for list of required certifications for each division.



GOAL 3: HEALTH AND SAFETY

Outcomes:

- Implement the Wellness Fitness Initiative
- Mandatory, non-punitive annual physicals and cancer screenings aligned with industry best practices
- Risk reduction for cancer and cardiovascular disease
- Improve Firefighter survival and quality of life during and after employment

As Measured by:

- Compliance and support (preventative measures)
- Number of cases (lower it to general population)
- Fewer preventable accidents and injuries

Key Results:

<i>What</i>	<i>Who</i>	<i>When</i>
Determine baseline health standards	Command Staff, Union Health Initiative	September 2021
Plan implementation of WFI	Project Mgr of AFG grant	January 2022
Negotiate discount direct w/ provider	Fire Chief	January 2022
Find funding (grant request in process)	Fire Chief	February 2022
Phase in physicals as funding available	Fire Chief	July 2022



GOAL 4: HFD FLEET

Outcomes:

- Give our Fire Fighters the best equipment possible to support their mission
- Provide better service to those who call HFD for help

As Measured by:

- *Availability* of front-line vehicles according to determined standards
- *Replacement* schedule meets established standards
- *Preventative maintenance* according to manufacturer's recommendations

Key Results:

<i>What</i>	<i>Who</i>	<i>When</i>
Define what the standards of maintenance and replacement are and get agreement with Command Staff	Chief Lozano, Command Staff	July 2021
Create written Service Agreement with agreed on standards	Chief Lozano and Public Affairs with Fleet	August 2021
Put standards and list of current state of fleet on transparent platform	Chief Lozano, Alicia Whitehead and IT dept	September 2021
Education of FF's on fleet usage, preventative maintenance & accident prevention	Training Academy/Fleet	October 2021
Get replacement cycle on track and create clear expectations around it	Chief Peña and Chief Lozano with Fleet	November 2021
Push for proper and realistic maintenance schedules	Chief Lozano with Fleet	December 2021



GOAL 5: MATCH NEEDS WITH RESOURCES

Outcomes:

- Provide exceptional service to those who request HFD
- Be the best stewards of public funds whenever possible by matching resources to needs

As Measured by:

- Resource vs. risk management
- Maintaining determined metrics of customer service per call

Key Results:

<i>What</i>	<i>Who</i>	<i>When</i>
Formalize and publish standards of performance for all HFD divisions	Fire Chief with each assistant chief	July 2021
Affirm community expectations and needs	City Council liaison and Public Affairs Division	August 2021
Determine where we want to be in a year	Fire Chief with Command Staff and Finance Deputy Assistant Director	February 2022
What does it cost to get there?	Fire Chief with each assistant chief and Finance Deputy Assistant Director	March 2022
Create plan to better match those needs to specific resources	Fire Chief with Command Staff	May 2022



APPENDIX A: PROPOSED ACTION ITEMS

The following table lists proposed action items compiled from Houston Fire Department's strategic plan development process. The presence of a proposed action item on this list does **not** indicate that Houston Fire Department intends to commit resources in pursuing a respective action item. Future editions of the strategic plan may incorporate these concepts.

Proposed Action Item	FESSAM Criteria 9 th Edition	Source
Increase exposure of department mission statement.	1A: Governing Body	FESSAM Review
Improve access to the comprehensive department organization chart.	1B: Agency Administration	FESSAM Review
Improve communication between life safety bureau and emergency operations	1B: Agency Administration	Station Input
Assess Communitywide Hazardous Materials (Hazmat) Risk that encompasses fixed sites, rolling stock, airport, ship channel, and pipeline risks.	2B: All-Hazard Risk Assessment and Response Strategies	FESSAM Review Annual Evaluation: Technical Rescue Annual Evaluation: Hazmat External Input: University of Houston-Downtown Peer Assessor Report Recommendations
Conduct Risk-Based Fire Inspections of Airport Facilities	2B: All-Hazard Risk Assessment and Response Strategies	Annual Evaluation: ARFF
Develop maps for school districts on who provides emergency services for respective areas.	2B: All-Hazard Risk Assessment and Response Strategies	School Districts
Establish a standardized pre-incident planning program that supports emergency operations knowledge of facilities within their respective district territory.	2B: All-Hazard Risk Assessment and Response Strategies	FESSAM Review External Input: Archdiocese of Galveston-Houston External Input: Galleria External Input: Houston Area Women's Center External Input: Rice University - Environmental Health and Safety External Input: St. Thomas University External Input: University of Houston Mutual Aid: Tomball School Districts Station Input
Identify high risk individuals for emergency calls.	2B: All-Hazard Risk Assessment and Response Strategies	External Input: Interfaith Ministries
Keep emergency operations personnel informed on weather and traffic conditions.	2B: All-Hazard Risk Assessment and Response Strategies	Station Input
Track safety and remediation programs for each planning zone.	2B: All-Hazard Risk Assessment and Response Strategies	FESSAM Review
Communicate response time expectations and performance to response personnel.	2C: Current Deployment and Performance	FESSAM Review



Proposed Action Item	FESSAM Criteria 9 th Edition	Source
Establish a methodology to monitor and distribute information regarding emergency operations performance that includes separate components of response times and operational outcomes	2C: Current Deployment and Performance	Peer Assessor Report Recommendations
Evaluate operational performance at the appropriate levels of geographic detail.	2C: Current Deployment and Performance	Peer Assessor Report Recommendations
Expand Information Provided on technical rescue operations.	2C: Current Deployment and Performance	Annual Evaluation: Technical Rescue
Provide services that mitigate risks, especially for identified community hazards especially medical emergencies, active shooters, hazmat, transportation-related accidents, and weather events	2C: Current Deployment and Performance	External Input: American Red Cross External Input: Asia Society External Input: Generic Survey External Input: Upper Kirby Station Input
Continue to work with the FACETS Consulting Group and evaluate the final report for implementation of recommendations that would assist with increased effectiveness in work demands analysis, evaluation of the safety and efficiency of staffing, deployment and resources.	2D: Plan for Maintaining and Improving Response Capabilities	Peer Assessor Report Recommendations
Implement identified solutions that would increase operational effectiveness such as the reduction or response times.	2D: Plan for Maintaining and Improving Response Capabilities	Peer Assessor Report Recommendations
Implement policies and invest resources to sustain a quality assessment/quality improvement (QA/QI) continuous improvement process for emergency medical services (EMS).	2D: Plan for Maintaining and Improving Response Capabilities	Peer Assessor Report Recommendations
Integrate community risk reduction efforts in projections of future service demands and expectations.	2D: Plan for Maintaining and Improving Response Capabilities	FESSAM Review
Project trends in emergency response performance.	2D: Plan for Maintaining and Improving Response Capabilities	FESSAM Review
Review Team Selection Process for special operations.	2D: Plan for Maintaining and Improving Response Capabilities	Annual Evaluation: Technical Rescue
Revise dispatch protocols to align resource deployment with risk.	2D: Plan for Maintaining and Improving Response Capabilities	FESSAM Review External Input: Rice University - Environmental Health and Safety Station Input
Ensure easy access to the strategic plan for the public and membership.	3A: Strategic Planning	FESSAM Review



Proposed Action Item	FESSAM Criteria 9 th Edition	Source
Ensure alignment between goals and objectives with department mission, vision, and values.	3B: Goals and Objectives	FESSAM Review
Establish a mechanism for community feedback when revising department goals and objectives.	3B: Goals and Objectives	FESSAM Review
Attend meetings of civic organizations to provide them updates on department activities and events.	3C: Implementation of Goals and Objectives	External Input: Hispanic Chamber of Commerce External Input: Houston Area Women's Center External Input: Houston Heights Association External Input: Spring Branch West Superneighborhood 10
Establish continuous communication between HFD and the school districts.	3C: Implementation of Goals and Objectives	School Districts
Establish stronger communication with Public Works	3C: Implementation of Goals and Objectives	Annual Evaluation: Technical Rescue FESSAM Review
Identify expertise in the community to support department efforts to accomplish its goals and objectives.	3C: Implementation of Goals and Objectives	FESSAM Review
Identify, train, and activate civilian support groups for disaster-related events.	3C: Implementation of Goals and Objectives	External Input: Archdiocese of Galveston-Houston External Input: Asia Society
Leverage resources to support fire victims.	3C: Implementation of Goals and Objectives	External Input: Catholic Charities
Partner with professional associations, community organizations, and other municipal departments to increase awareness of fire inspection expectations.	3C: Implementation of Goals and Objectives	External Input: Houston Heights Association External Input: Houston Restaurant Association
Partner with the local universities for research initiatives.	3C: Implementation of Goals and Objectives	External Input: University of Houston-Downtown
Partnering with third parties to acquire grants.	3C: Implementation of Goals and Objectives	External Input: Hispanic Chamber of Commerce School Districts
Use venues of community partners as a hub for public safety education events and resources.	3C: Implementation of Goals and Objectives	External Input: Houston Heights Association External Input: Islamic Da'wah Center School Districts
Establish a methodology to engage community stakeholders in reporting department performance.	3D: Measurement of Organizational Progress	FESSAM Review
Establish a methodology to ensure accountability in pursuing department goals and objectives.	3D: Measurement of Organizational Progress	FESSAM Review
Link impact to community as part of budget requests justifications.	4A: Financial Planning	FESSAM Review
Understand the budget as a reflection of organizational priorities.	4A: Financial Planning	External Input: Hispanic Chamber of Commerce



Proposed Action Item	FESSAM Criteria 9 th Edition	Source
Propose Cost Recovery Schedule for technical rescue operations	4B: Financial Practices	Annual Evaluation: Technical Rescue
Adopt up-to-date fire code that addresses new and emerging risks such as active shooter and hostile events.	5A: Community Risk Reduction Program	FESSAM Review School Districts
Conduct pre-event checks and permits to ensure safe environment for events	5A: Community Risk Reduction Program	External Input: Asia Society
Consider start dates of different school districts when scheduling inspections.	5A: Community Risk Reduction Program	School Districts
Ensure entities information on points-of-contact for code compliance and permitting.	5A: Community Risk Reduction Program	External Input: Galleria External Input: Rice University - Environmental Health and Safety External Input: St. Thomas University School Districts
Establish and implement a risk-based fire inspection schedule for occupancies.	5A: Community Risk Reduction Program	FESSAM Review
Focus on fixing issues instead of punitive actions for fire inspection violations, especially for one-time events.	5A: Community Risk Reduction Program	External Input: Archdiocese of Galveston-Houston
Funding sources be identified to provide an adequate number of code reference sets to support the work of the code enforcement staff.	5A: Community Risk Reduction Program	Peer Assessor Report Recommendations
Have EMS and fire marshal present during community events.	5A: Community Risk Reduction Program	External Input: Galleria
Identify and enforce fire lanes.	5A: Community Risk Reduction Program	External Input: Islamic Da'wah Center
Improve consistency in fire code enforcement by sharing checklists and templates.	5A: Community Risk Reduction Program	School Districts
Improve data collection of fire inspection data to improve data sharing and analyze trends.	5A: Community Risk Reduction Program	FESSAM Review
Include school district officials, not just principals, in communicating fire marshal reports.	5A: Community Risk Reduction Program	School Districts
Monitoring fire drills for high occupancy buildings.	5A: Community Risk Reduction Program	External Input: Islamic Da'wah Center
Provide more input in the construction process of new facilities.	5A: Community Risk Reduction Program	School Districts



Proposed Action Item	FESSAM Criteria 9 th Edition	Source
Provide training to school staff: *Attend and provide instruction for staff in-service meetings *Cover emerging topics, especially for nurses, such as fentanyl *Training on how to answer 911 dispatchers.	5A: Community Risk Reduction Program	School Districts
Review emergency and evacuation plans for high risk facilities including schools	5A: Community Risk Reduction Program	External Input: Houston Area Women's Center School Districts
Study feasibility for an informational call center.	5A: Community Risk Reduction Program	School Districts
Adjust public education program to be based on community-specific risks and knowledge gaps, including for active shooter/hostile event, major disaster, and medical-related incidents.	5B: Public Education Programs	FESSAM Review External Input: Archdiocese of Galveston-Houston External Input: Spring Branch West Superneighborhood 10 External Input: University of Houston-Downtown External Input: Upper Kirby School Districts
Collect public safety education data consistently with the information readily available to department staff.	5B: Public Education Programs	Annual Evaluation: Public Education
Continue the Juvenile FireStoppers Program and accept students as needed.	5B: Public Education Programs	School Districts
Coordinate public safety education programs alongside community partners including educational, non-profit, and faith-based organizations.	5B: Public Education Programs	Annual Evaluation: Public Education External Input: American Red Cross External Input: Generic Survey External Input: Interfaith Ministries External Input: Islamic Da'wah Center
Demonstrate willingness to market itself.	5B: Public Education Programs	External Input: Hispanic Chamber of Commerce
Develop a public education program targeting common code violation to increase compliance and reduce re-inspections.	5B: Public Education Programs	FESSAM Review
Develop public education on how to navigate dispatched units, understanding the need for ambulance v personal transportation, services provided, and how to respond to dispatch questions.	5B: Public Education Programs	External Input: St. Stephen's United Methodist External Input: University of Houston
Diversify public safety education program offerings to better match the Houston area demographic and cultural needs	5B: Public Education Programs	Annual Evaluation: Public Education FESSAM Review
Establish regular, recurring public safety education programs	5B: Public Education Programs	Annual Evaluation: Public Education



Proposed Action Item	FESSAM Criteria 9 th Edition	Source
Facilitate applicable public safety training to local businesses and non-profit organization personnel.	5B: Public Education Programs	External Input: Galleria External Input: Houston Area Women's Center
Facilitate Vial of Life of program	5B: Public Education Programs	External Input: Interfaith Ministries
Focus public safety education efforts on high-risk populations	5B: Public Education Programs	Annual Evaluation: Public Education External Input: Catholic Charities
Give public safety education participants take-home materials	5B: Public Education Programs	Annual Evaluation: Public Education
Improve cardiopulmonary resuscitation (CPR) and public access defibrillation training availability.	5B: Public Education Programs	FESSAM Review
Improve the delivery of the puppet show to match current community needs	5B: Public Education Programs	Annual Evaluation: Public Education
Increase support from public affairs to the fire stations for public safety education efforts including training operations-level personnel.	5B: Public Education Programs	Annual Evaluation: Public Education FESSAM Review Station Input
Integrate a smoke detector distribution program into the overall social services available in the community.	5B: Public Education Programs	External Input: American Red Cross External Input: Interfaith Ministries
Participate in career days and emphasize the jobs of firefighters in public safety education programs	5B: Public Education Programs	Annual Evaluation: Public Education School Districts
Partner with school districts in administering the juvenile fire setter intervention program.	5B: Public Education Programs	FESSAM Review
Provide guidance for special needs students.	5B: Public Education Programs	School Districts
Provide public education program administrators data on emergency response trends.	5B: Public Education Programs	FESSAM Review
Reach out to community partners to schedule public safety education programs instead of depending on self-selection	5B: Public Education Programs	Annual Evaluation: Public Education
Standardize delivery of public safety education programs	5B: Public Education Programs	Annual Evaluation: Public Education
Conduct emergency management training with community partners.	5D: Domestic Preparedness, Planning, and Response	External Input: University of Houston-Downtown External Input: Upper Kirby
Improve Communication with Fusion Center	5D: Domestic Preparedness, Planning, and Response	Annual Evaluation: Hazmat
Improve physical security of department critical infrastructure, especially fire stations.	5D: Domestic Preparedness, Planning, and Response	FESSAM Review Station Input



Proposed Action Item	FESSAM Criteria 9 th Edition	Source
Involve school district law enforcement agencies in Houston OEM meetings.	5D: Domestic Preparedness, Planning, and Response	School Districts
Acquire additional medical transport units to meet demands.	5F: Emergency Medical Services (EMS)	Station Input
Facilitate meetings for paramedics to discuss emerging trends in emergency care research.	5F: Emergency Medical Services (EMS)	Station Input
Integrate school nurses in EMS responses.	5F: Emergency Medical Services (EMS)	School Districts
Determine needs in upgrading hazardous materials (hazmat) response capabilities.	5H: Hazardous Materials	FESSAM Review Annual Evaluation: ARFF
All simulated alerts, which are routinely conducted, continue to be time measured and documented for program compliance.	5I: Aviation Rescue and Firefighting Resources	Peer Assessor Report Recommendations
Assess need for additional resources at Hobby Airport.	5I: Aviation Rescue and Firefighting Resources	FESSAM Review
Continue to pursue a pilot project involving the installation of a "listen-only" connection to the HEC that would aid in documenting agency ARFF activity at both airports.	5I: Aviation Rescue and Firefighting Resources	Peer Assessor Report Recommendations
Document each tabletop exercise to evaluate its effectiveness for continuous improvement and knowledge sharing, especially for ARFF.	5I: Aviation Rescue and Firefighting Resources	Peer Assessor Report Recommendations
Enhance ARFF Team Participation in Apparatus Development	5I: Aviation Rescue and Firefighting Resources	Annual Evaluation: ARFF
Streamline Information regarding ARFF requirements and performance	5I: Aviation Rescue and Firefighting Resources	Annual Evaluation: ARFF
Develop and implement plan to replace or renovate stations that have surpassed their service life.	6A: Physical Resources Plan	FESSAM Review Annual Evaluation: Hazmat
Conduct comprehensive assessment of fire station conditions with a focus on health and safety concerns including air quality.	6B: Fixed Facilities	FESSAM Review
Develop processes to ensure timely station repairs.	6B: Fixed Facilities	FESSAM Review Annual Evaluation: ARFF
Establish station inspections based on National Fire Protection Association (NFPA) 1500 guidance.	6B: Fixed Facilities	FESSAM Review
Evaluate Feasibility for Work Condition Improvements for OEC	6B: Fixed Facilities	Annual Evaluation: Communications Systems
Fund equipment and/or services for station grounds maintenance.	6B: Fixed Facilities	Station Input



Proposed Action Item	FESSAM Criteria 9 th Edition	Source
Identify financial or in-kind support to ensure fire station grounds are well-maintained.	6B: Fixed Facilities	FESSAM Review
Identify improvements to comply with American Disabilities Act (ADA) to ensure safe public access to facilities.	6B: Fixed Facilities	FESSAM Review
Install exhaust removal systems at the stations	6B: Fixed Facilities	Station Input
Invest in fire station maintenance especially on issues affecting quality of life such as major appliances, roofing, and air conditioning/heating.	6B: Fixed Facilities	Station Input
Provide appropriate equipment storage areas.	6B: Fixed Facilities	Station Input
Provide garage door openers for apparatus.	6B: Fixed Facilities	Station Input
Develop a data-driven and needs-based replacement cycle for vehicles and apparatus.	6C: Apparatus and Vehicles	FESSAM Review Annual Evaluation: Hazmat Station Input
Match selection of vehicles with expected functions including for services provided by the Arson Division and Life Safety Bureau.	6C: Apparatus and Vehicles	FESSAM Review
Pre-equip reserve apparatus.	6C: Apparatus and Vehicles	Station Input
Standardize the heavy apparatus fleet.	6C: Apparatus and Vehicles	FESSAM Review
Continue to support emergency vehicle technician (EVT) certifications for fleet maintenance mechanics.	6D: Apparatus Maintenance	FESSAM Review Peer Assessor Report Recommendations Station Input
Develop a process to ensure apparatus repairs are based on department priorities.	6D: Apparatus Maintenance	FESSAM Review
Improve access to apparatus maintenance resources for the outskirts of the jurisdiction.	6D: Apparatus Maintenance	FESSAM Review Station Input
Determine Feasibility of Enlisting Third-Party Equipment Maintenance Support	6E: Tools, Supplies, and Small Equipment	Annual Evaluation: Hazmat
Ensure mission-critical equipment is repaired or replaced in a timely manner.	6E: Tools, Supplies, and Small Equipment	FESSAM Review
Improve accountability of equipment conditions at a station-level.	6E: Tools, Supplies, and Small Equipment	FESSAM Review
Improve communication to fire stations on equipment acquisitions and maintenance.	6E: Tools, Supplies, and Small Equipment	Station Input
Modify procurement policies to allow for expedited acquisition of mission-critical equipment and supplies.	6E: Tools, Supplies, and Small Equipment	FESSAM Review



Proposed Action Item	FESSAM Criteria 9 th Edition	Source
Upgrade Equipment Strategically	6E: Tools, Supplies, and Small Equipment	Annual Evaluation: Hazmat
Acquire sufficient number of personal protective equipment extractors.	6F: Safety Equipment	Station Input
Assess feasibility of purchasing additional sets of personal protective equipment.	6F: Safety Equipment	Station Input
Maintain compliance with Texas Commission on Fire Protection and NFPA standards for safety equipment.	6F: Safety Equipment	FESSAM Review
Develop a comprehensive staffing plan that meets service demands for all divisions.	7B: Recruitment, Selection, Retention, and Promotion	FESSAM Review Annual Evaluation: ARFF Annual Evaluation: Communications Systems Annual Evaluation: Technical Rescue
Highlight minorities and women in the fire service.	7B: Recruitment, Selection, Retention, and Promotion	External Input: Hispanic Chamber of Commerce
Increasing cultural awareness training to Houston Fire Department staff – possibly to new cadets.	7C: Personnel Policies and Procedures	External Input: Islamic Da'wah Center
Develop training requirements based on the needs of each position.	7D: Use of Human Resources	FESSAM Review
Identify professional development opportunities, which includes supporting personnel efforts in higher education, TCFP certifications, and Center for Public Safety Excellence credentialing, to develop leadership within the department.	7D: Use of Human Resources	FESSAM Review External Input: Hispanic Chamber of Commerce External Input: University of Houston-Downtown Mutual Aid: Bellaire Station Input
Provide leadership training opportunities to department personnel	7D: Use of Human Resources	Station Input
Publish personnel job descriptions along with the organization chart.	7D: Use of Human Resources	FESSAM Review
Continue access to pay information.	7E: Personnel Compensation	FESSAM Review
Establish a near-miss reporting system that includes evaluation of reports, and training based on the respective evaluations.	7F: Occupational Health, Safety, and Risk Management	FESSAM Review Station Input
Evaluate Need for Station Traffic Control	7F: Occupational Health, Safety, and Risk Management	FESSAM Review Annual Evaluation: Hazmat
Invest in infrastructure improvements to reduce risk to occupational exposures to diseases and chemicals.	7F: Occupational Health, Safety, and Risk Management	FESSAM Review
Develop cancer screening and cardiac assessment processes as recommended by the 10th edition by the Fire and Emergency Services Self-Assessment Manual	7G: Wellness/Fitness Programs	Station Input



Proposed Action Item	FESSAM Criteria 9 th Edition	Source
Improve access to quality exercise equipment especially those that support job-related functions.	7G: Wellness/Fitness Programs	FESSAM Review Station Input
Incentivize improved health and wellness of individual members.	7G: Wellness/Fitness Programs	Station Input
Include psychological evaluation as part of the initial hiring process.	7G: Wellness/Fitness Programs	FESSAM Review
Increase reach of wellness/fitness training including for mental health, exercise, and nutrition.	7G: Wellness/Fitness Programs	FESSAM Review
Invest in suicide prevention training.	7G: Wellness/Fitness Programs	Station Input
Provide fitness evaluations based on recommendations from the Wellness-Fitness Initiative (WFI).	7G: Wellness/Fitness Programs	FESSAM Review Station Input
Provide medical evaluations based on NFPA standards.	7G: Wellness/Fitness Programs	FESSAM Review Peer Assessor Report Recommendations Station Input
Research and implement programs that mitigate cancer risks.	7G: Wellness/Fitness Programs	FESSAM Review
Collaborate with partner public safety entities in implementing Blue Card Incident Command System.	8A: Training and Education Program Requirements	Mutual Aid: Jersey Village Mutual Aid: Pearland
Conduct training on grounds at identified high population venues.	8A: Training and Education Program Requirements	External Input: Galleria
Conduct training with mutual aid departments for potential joint responses.	8A: Training and Education Program Requirements	FESSAM Review Mutual Aid: Atascocita Mutual Aid: West University Place Mutual Aid: Westlake VFD
Continue training and promote compliance with the Blue Card Incident Command System for emergency operations and communications personnel.	8A: Training and Education Program Requirements	FESSAM Review
Expand Training Opportunities for OEC	8A: Training and Education Program Requirements	Annual Evaluation: Communications Systems
Explore Additional Training Opportunities for ARFF	8A: Training and Education Program Requirements	Annual Evaluation: ARFF
Explore training opportunities to increase the capabilities of the technical rescue team.	8A: Training and Education Program Requirements	Peer Assessor Report Recommendations Annual Evaluation: Technical Rescue
Facilitate cross-training across special operations, fire suppression, and communications personnel.	8A: Training and Education Program Requirements	FESSAM Review Annual Evaluation: Communications Systems Annual Evaluation: Technical Rescue Station Input
Identify Funding Support to expand hazmat Training	8A: Training and Education Program Requirements	Annual Evaluation: Hazmat



Proposed Action Item	FESSAM Criteria 9 th Edition	Source
Increase availability of training opportunities for public safety education staff.	8A: Training and Education Program Requirements	FESSAM Review
Increase participation from school districts in training related to fire, chemical release, weather events, and active shooters.	8A: Training and Education Program Requirements	School Districts
Properly prepare for active shooter and hostile events through training, which includes collaboration with community partners and other public safety entities.	8A: Training and Education Program Requirements	External Input: St. Thomas University External Input: University of Houston Mutual Aid: Jersey Village
Provide additional hands-on and skills-based training – forced entry, incident management, high-rise, vehicle extrication.	8A: Training and Education Program Requirements	Station Input
Implement Annual Skills Checkoff for Emergency Operations personnel.	8B: Training and Education Program Performance	Annual Evaluation: Technical Rescue Station Input
Obtain feedback from students on training courses.	8B: Training and Education Program Performance	FESSAM Review Station Input
Explore increasing access to the Val Jahnke Training Facility to serve as a regional training facility, reinvesting the revenue to further develop the facility's capabilities.	8C: Training and Education Resources	Peer Assessor Report Recommendations Mutual Aid: Webster
Improve accessibility of training resources (props and books) at each district.	8C: Training and Education Resources	FESSAM Review Annual Evaluation: Technical Rescue
Ensure accountability in conducting hydrant inspections.	9A: Water Supply	FESSAM Review Peer Assessor Report Recommendations
Provide information on hydrant inspections and incident runs with response times to interested community organizations.	9A: Water Supply	External Input: Sharpstown Civic Association
Sync hydrant data with Public Works.	9A: Water Supply	FESSAM Review
Assess Effectiveness in Practices for Recalling Off-Duty Personnel	9B: Communications Systems	Annual Evaluation: Communications Systems
Ensure accountability in reporting and remedying areas of poor emergency scene communications.	9B: Communications Systems	FESSAM Review
Improve Interoperability with Partner Public Safety Agencies, which may include investments in equipment and support communications personnel	9B: Communications Systems	Annual Evaluation: Communications Systems Mutual Aid General Mutual Aid: Katy Mutual Aid: Missouri City Mutual Aid: Tomball Mutual Aid: Webster Peer Assessor Report Recommendations



Proposed Action Item	FESSAM Criteria 9 th Edition	Source
Develop a written policy that establish the framework on how department documents are managed and revised.	9C: Administrative Support Services and Office Systems	FESSAM Review
Ensure front line personnel for special operations remain involved in guideline development.	9C: Administrative Support Services and Office Systems	Annual Evaluation: ARFF Annual Evaluation: Technical Rescue
Establish a Replacement Cycle for Technology	9C: Administrative Support Services and Office Systems	Annual Evaluation: Communications Systems
Evaluate feasibility of an in-house geographic information systems (GIS) analyst.	9C: Administrative Support Services and Office Systems	FESSAM Review
Evaluate the feasibility expanding information technology (IT) application and technology support to 24 hours availability.	9C: Administrative Support Services and Office Systems	Peer Assessor Report Recommendations
Improve wireless technology capabilities at the stations to support training and report writing capabilities.	9C: Administrative Support Services and Office Systems	FESSAM Review
Integrate computer systems with other City of Houston departments to avoid duplication of effort.	9C: Administrative Support Services and Office Systems	External Input: Houston Apartment Association
Provide cell phone applications to support operational needs.	9C: Administrative Support Services and Office Systems	Station Input
Standardize annual evaluation process for department programs.	9C: Administrative Support Services and Office Systems	FESSAM Review
Adopt policies and procedures to allow for increased compatibility with mutual aid partners.	10A: External Agency Relationships	Mutual Aid: Atascocita
Build spreadsheet/maps of mutual aid assets, especially of resources that HFD does not have significant stock (tenders, brush trucks).	10A: External Agency Relationships	Mutual Aid General Mutual Aid: Jersey Village Mutual Aid: Webster
Build trust in working with volunteer and combination departments.	10A: External Agency Relationships	Mutual Aid: Atascocita Mutual Aid: Jersey Village Mutual Aid: Tomball
Develop maps and identify hazards in automatic and mutual aid response areas.	10A: External Agency Relationships	FESSAM Review Mutual Aid General
Increase communication with partner public safety entities and mutual aid departments including through joint meetings.	10A: External Agency Relationships	Mutual Aid: Bellaire Mutual Aid: Missouri City Mutual Aid: Jersey Village
Move towards collaborative emergency response service system within the region that increases effectiveness and efficiency.	10A: External Agency Relationships	Mutual Aid: Tomball Mutual Aid: Webster Mutual Aid: West University Place



Proposed Action Item	FESSAM Criteria 9 th Edition	Source
Share incident data and after-action reports with partner entities including mutual aid departments and other relevant government/non-profit organizations.	10A: External Agency Relationships	External Input: American Red Cross External Input: University of Houston Mutual Aid: Bellaire Mutual Aid: Missouri City Mutual Aid: Pearland School Districts Mutual Aid: West University Place
Establish a methodology in reviewing external agency agreements that involves consultations with identified partners.	10B: External Agency Agreements	FESSAM Review
Include a conflict resolution process in future mutual aid agreements.	10B: External Agency Agreements	FESSAM Review