

# Westlake Fire-EMS Department

Introduction and Background Significance

# Who We Are



Values Focused  
& Intellectually  
Driven



Leader of  
Character  
Culture



High  
expectations –  
hiring,  
onboarding,  
promotion  
standards



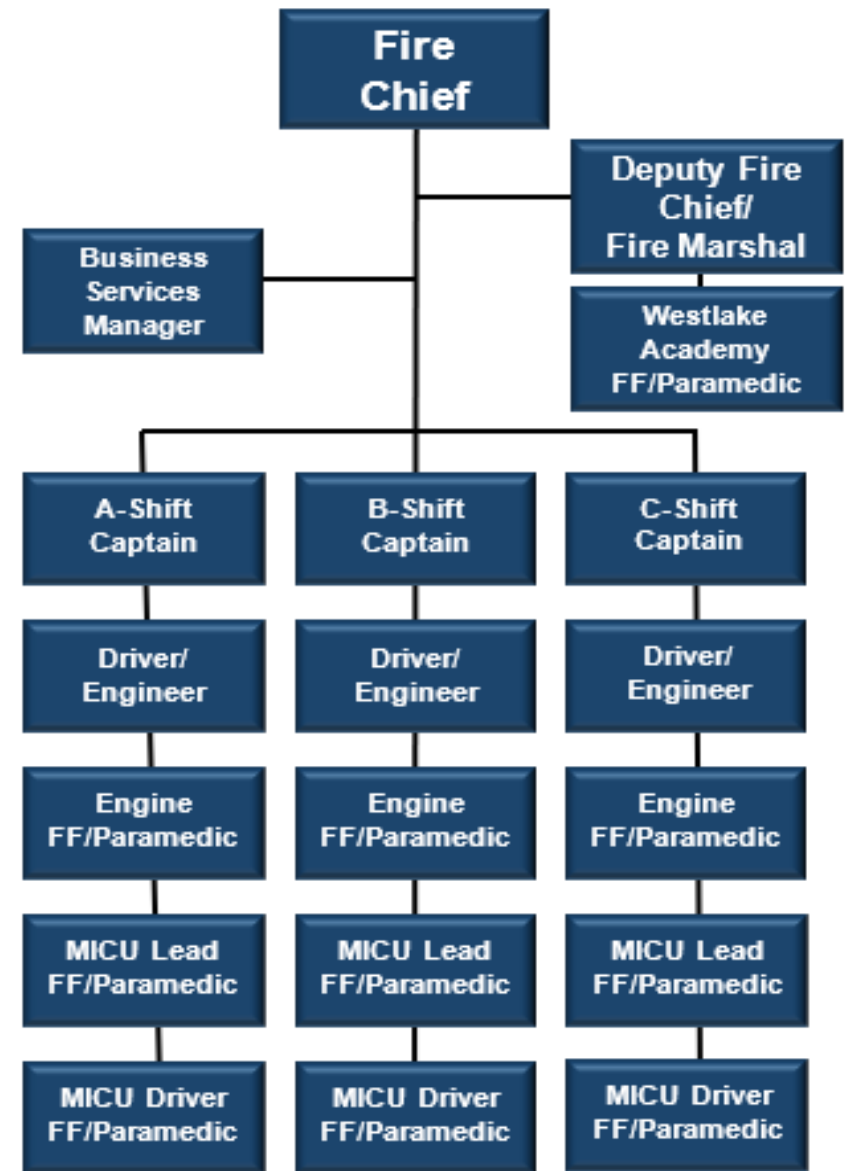
Highly educated  
workforce – over  
75% of staff have  
a Bachelors  
degree and all the  
Administration  
staff have a  
Masters degree



Performance  
measures for  
Operations,  
Training, & Risk  
Reduction

# Organizational Chart

- Minimum Operations daily staffing
- Engine
  - 2 personnel
- Ambulance (MICU)
  - 2 personnel



# Divisions

## Administration

- Payroll, Invoicing, Budget Monitoring & Preparation, Human Resource Mgmt., Mental Health Support

## Operations

- Emergency and Non-Emergency Responses, Training, Program Mgmt.

## Risk Reduction

- Fire Inspection and Testing, Plan Review, Fire Investigations, Arson Investigations, Public Education

## Emergency Management

- Maintain and Support Town and Academy Emergency Operation Plans (EOP)
- Monitor Threats to the Town (e.g., severe weather)
- Maintain and Activate Outdoor Weather Sirens (OWS)
- Provide EOP Training (e.g., drills, exercises, tabletops, etc.)

# What We Do - Scope of Services

- Fires – Structural and Non-structural
- Emergency Medical Services
- Social Services
- Active Shooter/Hostile Event Response (ASHER)
- Risk Reduction – Inspection, Education, Enforcement, and Code Development
- Fire Investigation – Arson, Cause/Origin, Intelligence, Prosecution
- Terrorist Acts – Chemical, Biological, Radiological, Nuclear, and Explosives
- Hazardous Materials Response
- Technical Rescue
- Transportation Incidents – Traffic Incident Management
- Catastrophic Weather Events – Tornadoes, Storms, Hail, Lightning, Floods & Heat
- Special Events
- Emergency Management

# Partnerships and Public Education

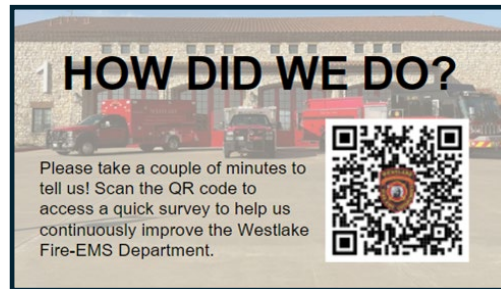
## Partnerships

- Westlake Academy
- Westlake Area Network Group (WANG)
- Northeast Fire Department Association
- North Tarrant Regional ???

## Initiatives

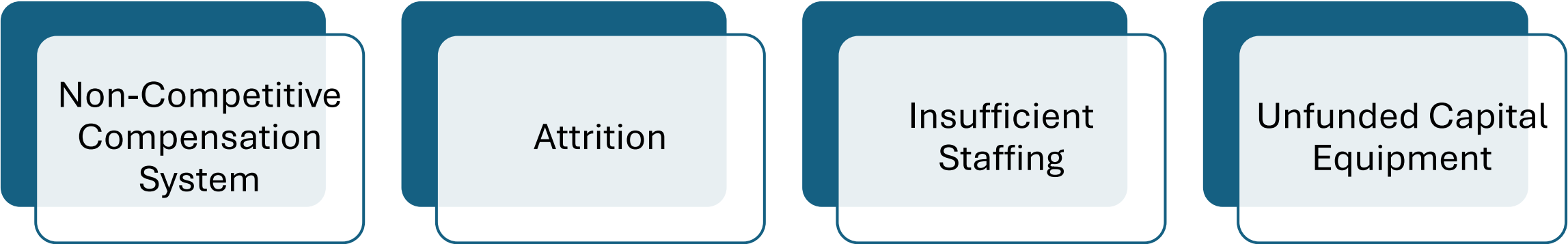
- Offer CPR and Stop the Bleed Training
- Offer car seat inspections
- Offer home safety inspections
- Fire Extinguisher demonstrations
- Annual Open House
- Station Tours

# What does the community say about us?



- Very caring and attentive. They represent the best of our community. 2/11/2024 04:49 PM
- They were so great at helping me with my car seat. Such nice men, glad we have them! 2/15/2024 11:52 AM
- I wish I'll never have to need your services, but if I ever do... You have our complete trust and respect. 4/29/2024 10:24 AM

# Threats

The diagram consists of four identical, horizontally aligned boxes. Each box is composed of a dark blue rectangular background with rounded corners, and a light blue rectangular foreground with rounded corners. The foreground boxes are slightly offset to the right and bottom relative to the background boxes, creating a layered effect. Each foreground box contains a text label.

Non-Competitive  
Compensation  
System

Attrition

Insufficient  
Staffing

Unfunded Capital  
Equipment



# Non-Competitive Compensation System

- All fire department personnel are drastically below market
- We need a current salary market analysis
- We need a comprehensive pay policy
- We need a current adopted competitive pay plan

Example:

Firefighter/Paramedic left our organization in December of 2023 to Lewisville FD.

Westlake paid him a salary of \$67,995.00 (2-year firefighter)

Lewisville offered him lateral pay of \$90,458.34

Difference: \$22,463.34 (33%)

City of Lewisville

Effective 10/1/2023									
			Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
Firefighter 7101	Annual	\$	74,460.15	\$ 77,405.89	\$ 80,474.85	\$ 83,686.78	\$ 87,023.93	\$ 90,458.34	\$ 94,073.88
	Monthly	\$	6,205.01	\$ 6,450.49	\$ 6,706.24	\$ 6,973.90	\$ 7,251.99	\$ 7,538.20	\$ 7,839.49
	Hourly (2080)	\$	35.7981	\$ 37.2144	\$ 38.6898	\$ 40.2340	\$ 41.8384	\$ 43.4896	\$ 45.2278
	Hourly (2912)	\$	25.5701	\$ 26.5817	\$ 27.6356	\$ 28.7386	\$ 29.8846	\$ 31.0640	\$ 32.3056

# Non-Competitive Compensation System

## Sample Comparison

	Westlake	Flower Mound	Lewisville	Southlake	Flower Mound, Lewisville, & Southlake Average	Difference between Average & Westlake
Firefighter/EMT - Step 1	\$59,987.20	\$76,148.80	\$74,460.15	\$63,324.68	\$71,311.21	\$11,324.01
Firefighter/Paradic - Step 1	\$64,093.12	\$80,167.80	\$77,460.15	\$78,459.28	\$78,695.74	\$14,602.62
Firefighter/Paramedic - Step 5	\$70,179.20	\$90,242.88	\$90,023.93	\$86,582.04	\$88,949.62	\$18,770.42
Driver Engineer - Step 1	\$86,136.96	\$102,327.68	\$103,160.19	\$97,545.94	\$101,011.27	\$14,874.31
Lieutenant - Step 1	\$94,057.60			\$110,519.55	\$110,519.55	\$16,461.95
Captain - Step 1	\$98,512.96	\$124,371.52	\$120,321.77		\$122,346.65	\$23,833.69

# Non-Competitive Compensation System

Common public safety incentive pays offered by other cities

Incentive Pays	Other Cities	Town of Westlake
Longevity Pay	Yes	No
Certification Pay	Yes	No
Education Based Pay	Yes	No
Out of Class Pay/Interim Status Pay	Yes	No
Standby/On-call Pay	Yes	No
Tuition Reimbursement	Yes	No
Paramedic Pay	Some	No
Assignment Pay: FTO, MICU, etc.	Some	No

# Attrition



Disruptive



Hardship



Time



Energy



Lost knowledge



Lost Experience



Very Costly

## Facts:

- 12 personnel replaced in 4.5 years
- 10 hiring process completed
- Hiring process takes 4 months

# Insufficient Staffing - Independent Studies

Three independent services recommended more personnel and resources

## **1. Mike Pietsch, P.E. Consulting Services, Inc. (ISO Evaluation, 2013)**

- Westlake have in service two (2) engine companies and one (1) ladder truck company deployed from two (2) fire stations
- Note: Company implies both the apparatus and staffing required to operate the apparatus
- Largest deficiency were the result of insufficient engine company staffing and no ladder company (2013 and 2017)

## **2. Comprehensive Plan Update, Mesa Planning (2015)**

- Identified Westlake will need 27 firefighters at build out, which does not include the driver/engineers, company officers, battalion chiefs, or ambulance staffing
- At build out, it is estimated the total fire personnel is 56 (2 Engines, 2 MICUs, 1 Truck, & Administration)
- Two fire stations and illustrates one station located at Dove Road and Davis Blvd, and a second fire station located near Hwy 170 and Roanoke Road

# Insufficient Staffing - Independent Studies

## **3. Community Risks Assessment/Standards of Cover, ESCI (2020)**

### **Current Recommendations**

- Four personnel is critical for firefighting operational tasks
- First-arriving companies staffed with three and four firefighters are more efficient
- Add one (1) Fire Inspector/Public Education Coordinator
- Add one (1) Shift Commander/Training Battalion Chief
- Add one (1) ladder truck with 4 personnel

### **Future Recommendations**

- Add second station with training facility at or around 2050 Roanoke Rd. to improve total response time goals of 9:20 90% of the time
- Add one (1) ALS engine for Station 2 with four (4) personnel
- Add one (1) Ambulance (MICU) with two (2) personnel

# Insufficient Staffing - Industry Best Practices

## **National Fire Protection Association (NFPA)**

**NFPA 1710:** Organization and Deployment of Fire Suppression Operations

- First arriving company must consist of four (4) firefighters

**NFPA 1730:** Organization and Deployment of Fire Prevention Inspection and Code Enforcement

- Add a Fire Inspector based on workload calculations

## **National Institute of Standards and Technology (NIST)**

Four-person crews are able to complete time-critical fireground tasks 25% faster than 3-person crews

## **Occupational Safety and Health Administration (OSHA)**

2-in /2-out Rule

Two firefighters in Immediate Danger to Life and Health (IDLH) and two firefighters outside prepared to perform rescue operations

# Insufficient Staffing – Structure Fire

## Westlake Fire-EMS Dept.

Engine: 2 personnel

Ambulance: 2 personnel

### Challenges:

Engine staffing

Ambulance availability

Mutual aid availability

Arrival time of resources

## Common Responsibilities for Residential Structure Fire

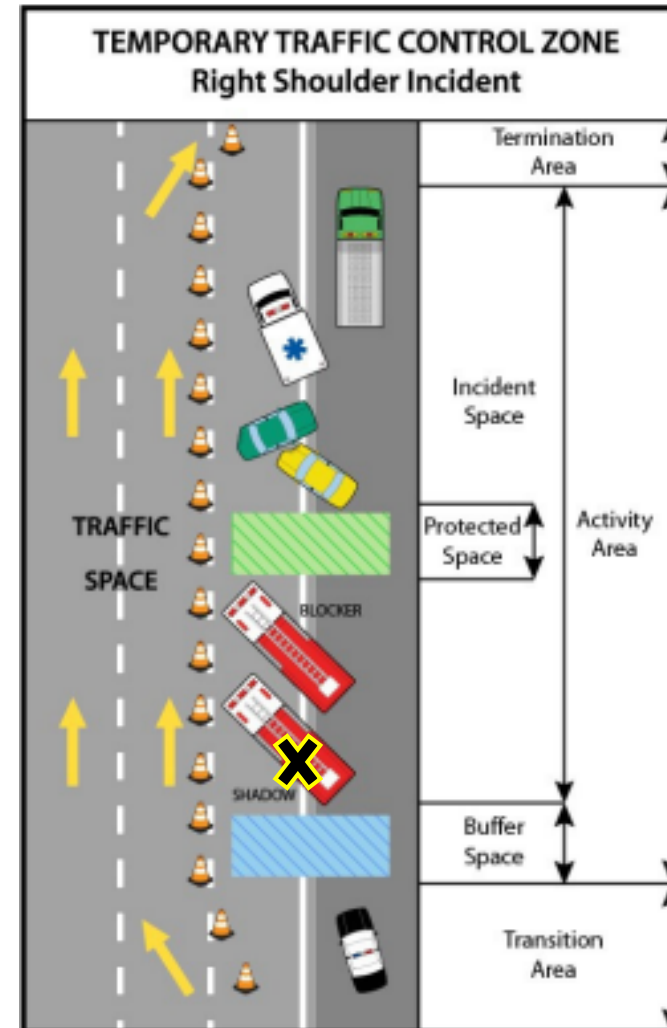
Initial Full Alarm Assignment	10,000 ft <sup>2</sup>
Incident Commander	1
Water Supply Operator	1
2 Application Hose Lines	4
1 Support member per line	2
Victim Search and Rescue Team	2
Ground Ladder Deployment	2
Aerial Device Operator	1
Incident Rapid Intervention Crew (4 FF)	3/4
Safety Officer	1
Medical	2
<b>Total</b>	<b>19/20</b>



# Insufficient Staffing – Motor Vehicle Accident

## Critical Tasks

- Incident Command
- Scene Safety
- Vehicle Stabilization
- Patient Care
- Fire Control
- Patient Extrication
- Hazardous Materials





# Insufficient Staffing – Medical Emergency (CPR)

## Critical Tasks

- Scene Safety
- Airway
- Compressions
- IV/IO Drugs
- Cardiac Monitoring
- Lead Medic
- Patient Moving & Transport
- Bystanders (e.g., family)





# Unfunded Capitol Equipment and Vehicle Replacement Plan

## Capital Equipment Plan

- Cardiac Monitors
- Portable Radios
- Bunker Gear (PPE)
- Lucas Device (CPR compression machine)

## Apparatus Replacement Plan

- Ambulances
- Engines
- Attack trucks
- Support vehicles



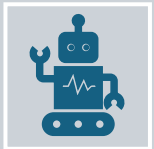
# Critical Needs -Solutions



Implemented Competitive Pay Plan



Three (3) additional Firefighter/Paramedics (one per shift)



One (1) Engine Replacement

# Future Needs

- Three (3) additional Firefighter/Paramedics (one per shift) - Engine
- One (1) Ladder Truck
- Four (4) Firefighter/Paramedics – Ladder Truck
- One (1) Fire Inspector
- One (1) Fire Inspector Vehicle
- One (1) Emergency Management Coordinator
- One (1) Shift Commander
- Second Fire Station Site

# Closing Remarks

We strive to be the best we can be

We deliver a broad range of services

We are highly skilled and efficient at what we do

We lack the resources to effectively and safely deliver  
emergency services

The industry experts supports more staffing and resources