

Westlake Fire-EMS Department

Introduction and Background Significance

Who We Are



Values
Focused &
Intellectua
lly Driven



Leader of
Character
Culture



High
expectation
s - hiring,
onboarding,
promotion
standards



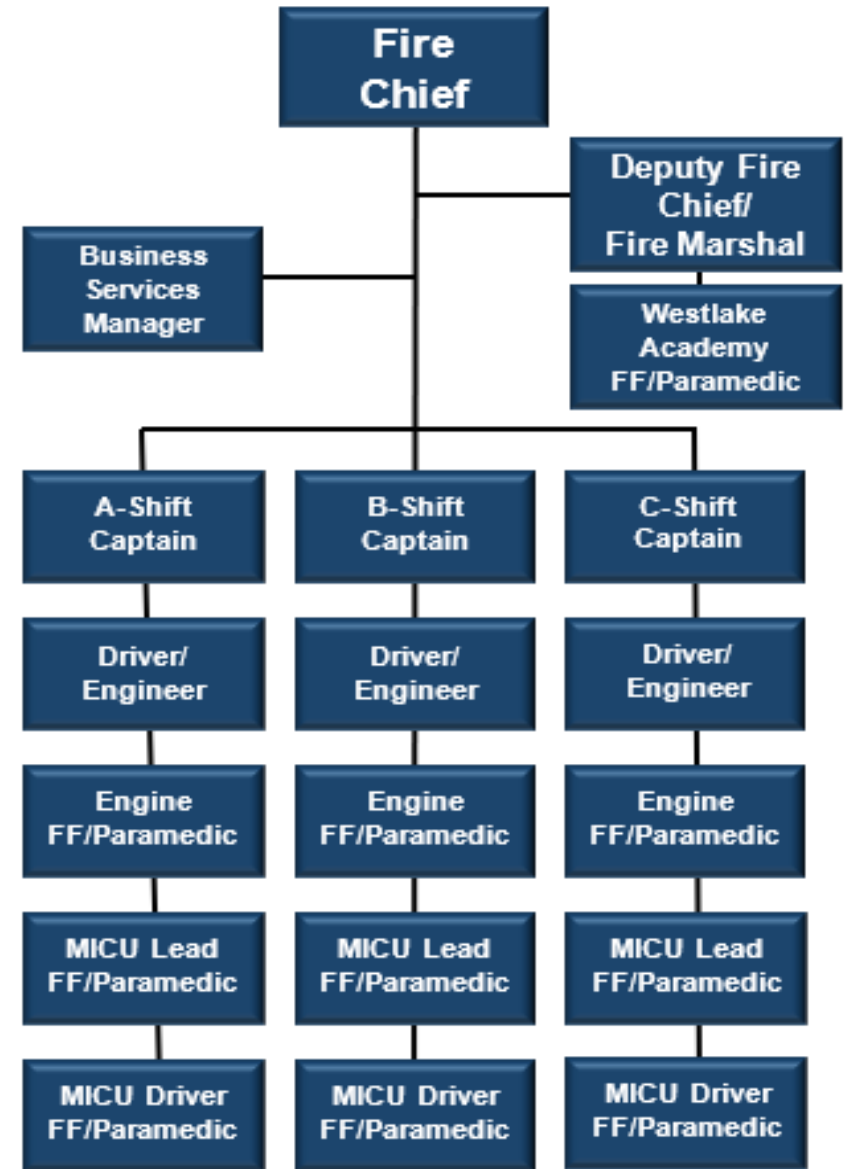
Highly
educated
workforce -
over 75% of
staff have a
Bachelors
degree and
all the
Administratio
n staff have
a Masters
degree



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

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?

HOW DID WE DO?

Please take a couple of minutes to tell us! Scan the QR code to access a quick survey to help us continuously improve the Westlake Fire-EMS Department.



Town of Westlake
Fire-EMS Department
2000 Dove Road
Westlake, TX 76262

817-490-5780
www.westlaketx.gov

- 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

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%)

Effective 10/1/2023								
		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
Firefighter	Annual	\$ 74,460.15	\$ 77,405.89	\$ 80,474.85	\$ 83,686.78	\$ 87,023.93	\$ 90,458.34	\$ 94,073.88
7101	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

	Other Cities	Town of Westlake
Incentive Pays		
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 -

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

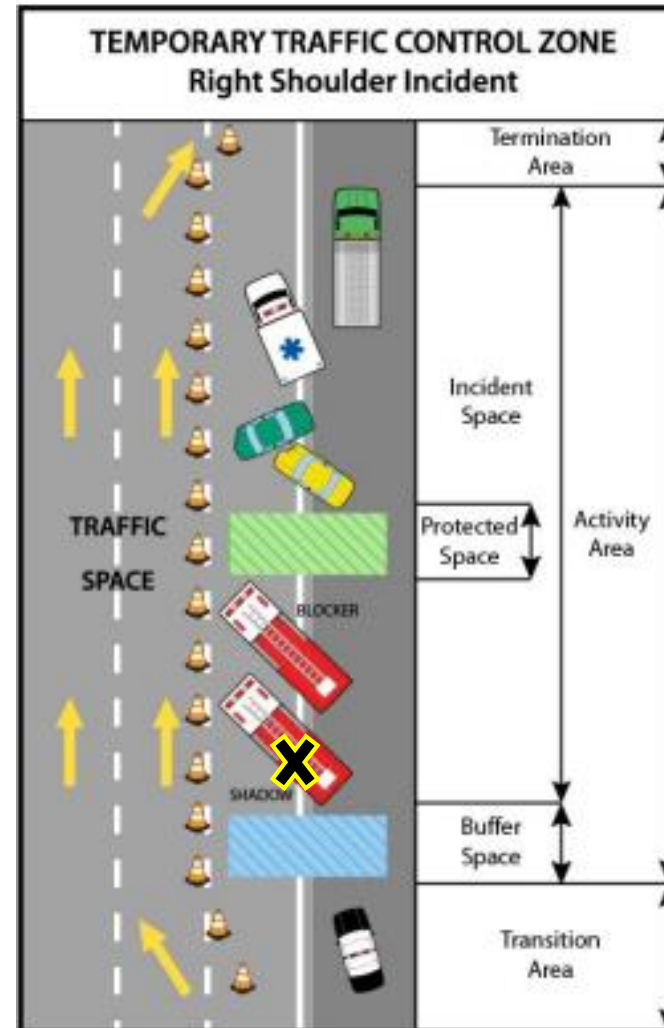
Common Responsibilities for Residential Structure Fire

Initial Full Alarm Assignment	10,000 ft ²
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
Total	19/20

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



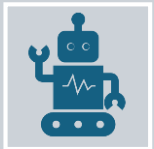
Critical Needs - Solutions



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