

***TERRELL FIRE DEPARTMENT***

# ***ACE REPORT***

***ANNUAL CHIEF'S EVALUATION***

***2024***



***SHANE LECROY, FIRE CHIEF***

***APRIL 2025***



# TERRELL FIRE DEPARTMENT

## ACE REPORT

Annual Chief's Report

### INTRODUCTION:

This is the sixth edition of the Annual Chief's Evaluation (ACE) Report which is a review and evaluation of the department's professional progression from the perspective of the Fire Chief. The intent of this report, as well as all previous reports, is to provide department members with a historical source of reference on the department's continual evolution in response to an ever-growing demand for its services.

Our department's goals provide us with a "road map" for this evolution and our budget is the vehicle needed to get us there. We will critically evaluate the progress made on each goal as well as identifying and/or refining additional goals for the upcoming year.

It is extremely important that all members understand our strategic progression if we are to continue to grow our service capabilities and fulfill our stated mission "To provide the highest quality of fire suppression, emergency medical, fire prevention/education, fire code enforcement, and disaster services to the citizens of Terrell".

**"TO LOOK TO THE FUTURE, WE MUST FIRST LOOK BACK UPON THE PAST. THAT IS WHERE THE SEEDS OF THE FUTURE WERE PLANTED".**

**ALBERT EINSTEIN**





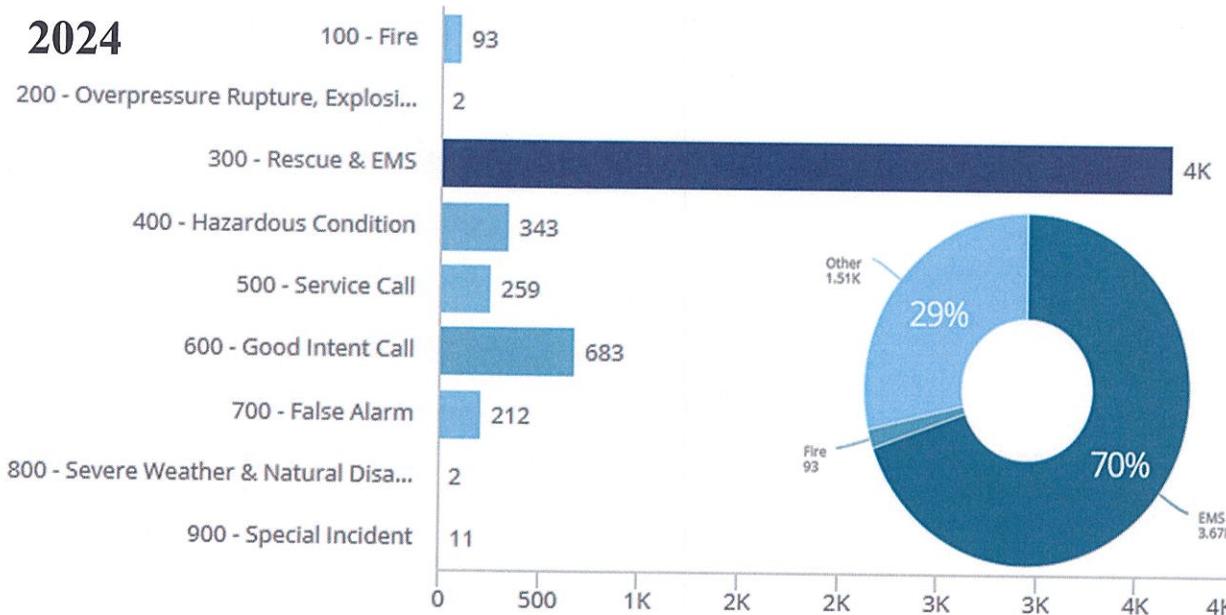
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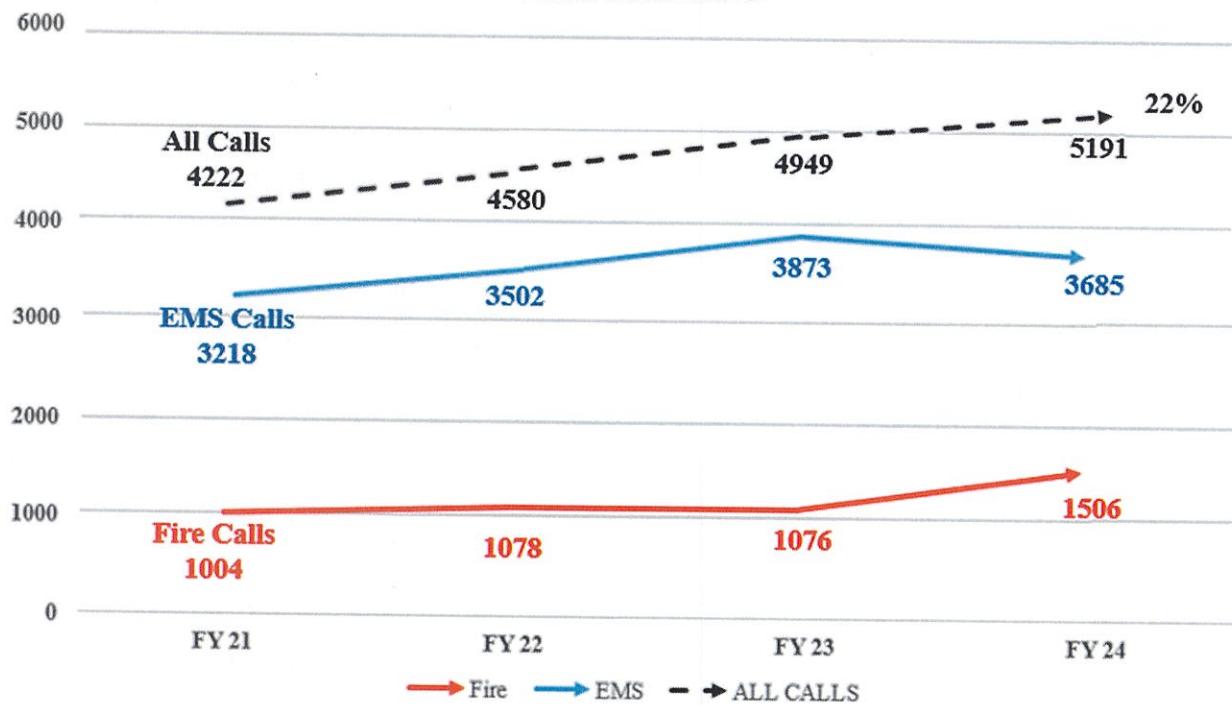
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### ANNUAL STATISTICAL SUMMARY:

**2024**



### CALL TRENDING





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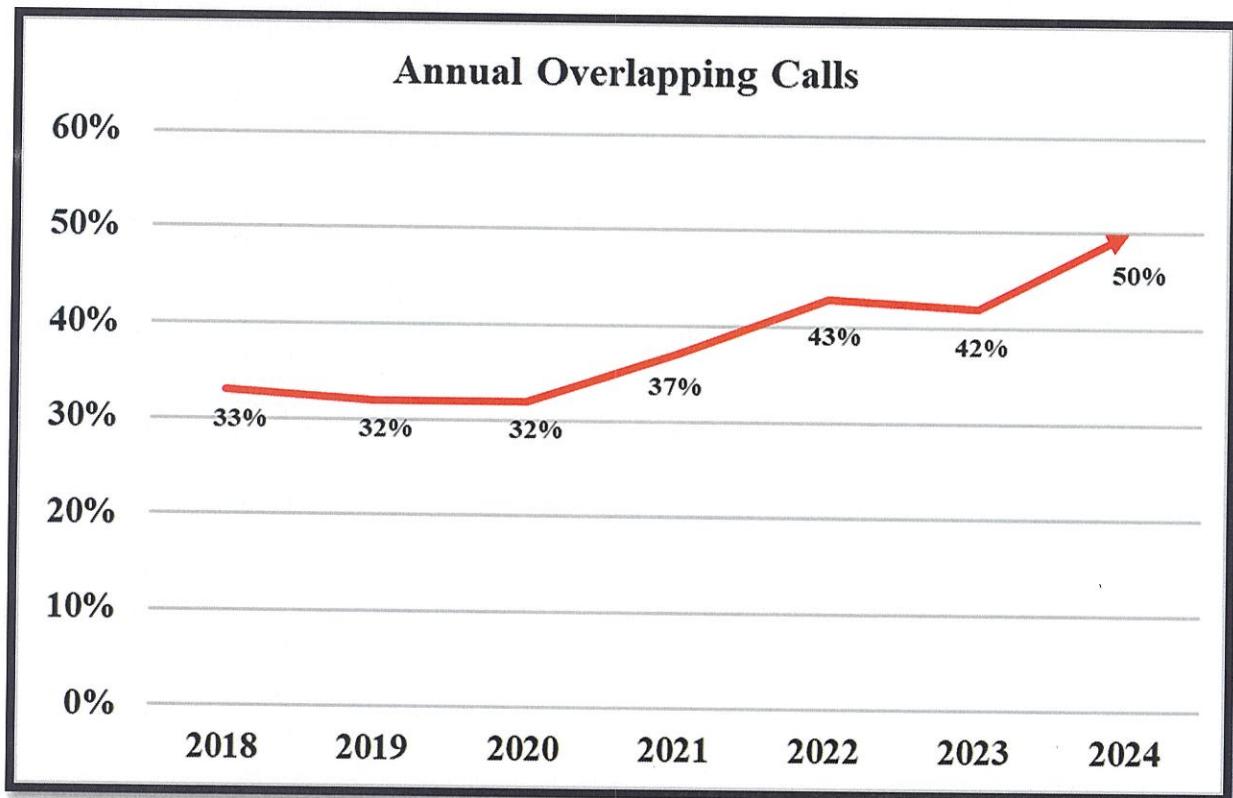
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### AVERAGE TURNOUT, RESPONSE, and ON SCENE TIMES:

STATION	AVERAGE TURNOUT TIME	AVERAGE RESPNSE TIMES	AVERAGE TIME ON SCENE
Station #1	0:00:49	0:05:58	0:18:01
Station #2	0:00:56	0:06:27	0:16:45
TOTAL AVERAGE	0:00:53	0:06:13	0:17:23

### OVERLAPPING CALLS:



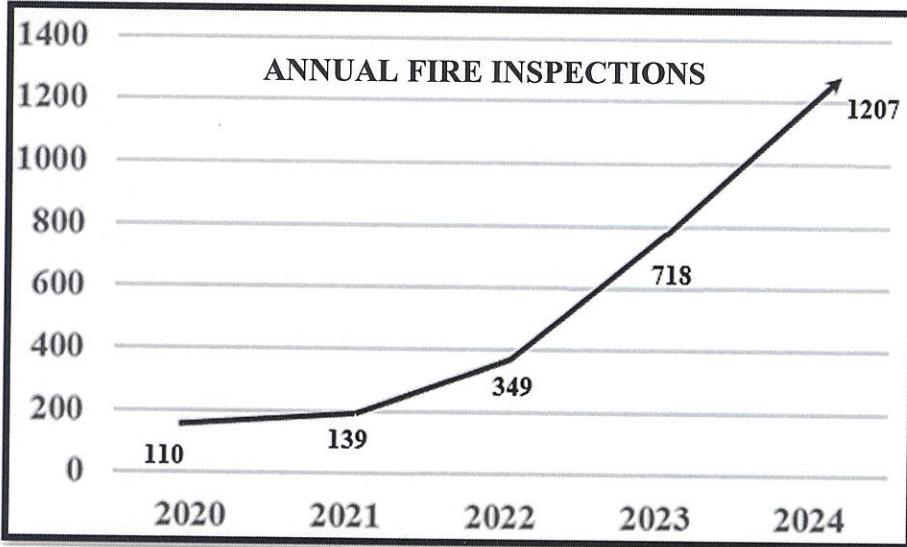


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### FIRE PREVENTION



### PROGRESS REPORT on 2024 GOALS:

We continue to make good progress towards completing our department's stated goals. As with past years, successful completion of our goals is dependent on our approved budget. Our finalized budget reflects the support from city management and the city council for us achieving these goals. This support is not automatic, however, but rather it must be earned by our actions on every call for service we make.

#### 2024 Goals:

1. *Stimulate Professional Development and provide growth opportunities for both the Department and its members.*
  - a) Utilize anticipated raises for the 10-city survey used to gauge department salaries. **(100% Completed)**
  - b) Receive approval to promote 3 Driver/Engineers and 4 Captains in anticipation of the opening of Fire Station #3 in FY 25 **(90% Completed)**
  - c) If awarded FEMA's SAFER Grant, hire an additional 16 firefighters for station #3. If not awarded the Grant, budget and move forward with hiring the 16 needed for the staffing of Fire Station #3 in FY 25. **(On-Going)**
  - d) (Credentialing) Ensure all personnel in promoted positions meet the requirements defined in SOG 210.0.0 Promotional Process and Position Qualifications. **(75% Completed)**
  - e) Continue to expand/improve our Fire Department training offerings **(On-Going)**



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- f) Continue to prepare for applying in FY 25 for TFCA “Best Practices” recognition. **(30% Completed)**
- 2. *Current fire station locations, design, and numbers.*
  - a) Begin construction on Fire Station #3 in October 2024. **(Not Completed)** **(Construction started in January 2025)**
  - b) Determine the feasibility of purchasing land adjacent to Fire Station #2 to provide additional renovation considerations that are not currently available. **(25% Completed)**
  - c) Identify land purchase opportunities for Fire Station #1 relocation, and a site for a Fire Training Facility with attached Fire Admin. **(25% Completed)**
- 3. *Establish an effective Apparatus Replacement schedule.*
  - a) Finalize and receive delivery of the two new custom Pierce Fire Engines. **(90% Completed)**
  - b) Complete all loose tool purchases for both apparatuses. **(95% Completed).**
- 4. *Provide the Department’s Fire Prevention inspection program with the resources needed to carry out its enhanced fire safety initiative.*
  - a) Institute the shift-based inspection and fire pre-plan program with Fire Prevention Division oversight. **(25% Completed)**
  - b) Continual working towards having all high value (potential for large loss of life) **(95% Completed)** commercial businesses inspected annually and the remaining commercial structures inspected every other year. **(60% completed)**
  - c) Explore alternatives to assist with the over 2,000 commercial structures requiring annual inspections. **(On-Going)**
  - d) Continue to expand the Fire Prevention Division to meet the requirements of ISO and the needs of a growing city. **(On-Going)**
  - e) Continue to create and place into service, fire prevention SOGs. **(50% completed)**
  - f) Develop a Technical Standards Program. **(80% Completed)**
  - g) Provide additional Fire Prevention Education programs for the public. **(On-Going)**
- 5. *Provide the Department’s EMS with the support and oversight required for its newly attained ALS (Advanced Life Support) designation.*
  - a) Solidify approval to promote an additional Captain for the EMS Manger assignment. **(100% Completed)**
  - b) Revise our contract with CareFlite so that it supports our progressive EMS mission. **(90% Completed)**
  - c) Make all the necessary arrangements to carry anti-convulsive medications on all our in-service apparatus. **(75% Completed)**



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- d) Continue to explore options to reduce response times related to EMS transport. **(On-Going)**.
- e) Expand our current protocol to allow for additional advanced (ALS) treatment guidelines. **(75% Completed)**
- f) Explore, develop, and institute additional community outreach programs to promote public safety. **(50% Completed)**
- g) Continue to utilize our Q/A process to provide valuable feedback to personnel and to identify any training needs. **(On-Going)**
- h) Provide department members with more advanced EMS educational opportunities. **(On-Going)**
- i) Utilize incident data to identify possible “trends” in our EMS responses. **(On-Going)**

### 2024 GOALS SUMMATION:

As with previous years, our 5 main goals have remained constant from year to year. These goals are strategically broad by design yet specifically focused on supporting the department's mission, *“to provide the highest quality of fire suppression, emergency medical, fire prevention/education, fire code enforcement, and disaster services to the citizens of Terrell”*.

Utilizing this approach requires the department, city management and the city council to remain focused on our mission and committed to the objectives set for each goal. Once a goal's objective for a particular year has been accomplished, all subsequent objective(s) for that goal are created with the intent of building upon the following year's objective(s) so that collectively they keep the department moving methodically forward in a progressive manner.

In 2024, there were 27 objectives collectively identified for the 5 primary department goals. Positive progress was noted on all objectives with 9 objectives being identified as **“On-Going”**. On-Going, in this document, is a designation used to identify contiguous objectives that a percentage of completion would be misleading if provided.

In 2024, 11 objectives were identified to be in the range of **75% to 100% completed**, 3 objectives were **at least 50% completed**, and 4 objectives were rated **below 50% completed**.

**GOAL 1:** The Department's first stated goal *“Stimulate Professional Development and Provide Growth Opportunities for both the Department and its Members”* had six (6) objectives assigned for 2024. Of these six, 1 was 100% completed, 2 were 50% to 90% completed, 1 was considered 30% completed and 2 identified as “On-Going”.

In preparation for the FY 24 Budget, a salary survey was conducted utilizing each of the surveyed city's forecasted raises. The results of this survey were presented to the council during the FY 24 and FY 25 budget workshops. As a result of this survey and to make TFD salaries more



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competitive with surrounding agencies, an updated compensation plan was approved to be phased in beginning on November 15, 2023, and then on February 1, 2024 (both dates occurring within the FY 24 budget year). Since this increase initiative started in 2023 and concluded in 2024 (FY 24), the specific details of this increase were addressed in greater detail in the 2023 Ace Report. However, the accumulated total of these two pay increases, 5% across the board raise in 2023 and increasing the step 1 firefighter pay to \$62,000 in 2024, collectively totaling an approximate 10% increase across the board for civil service department members and accounts for a portion of the progress made in this year's annual report since we are looking at the calendar year.

Also, within the 2024 calendar year, an additional 4% increase in salaries and an increase of 63% in longevity pay (\$4 a month for every year of service to \$3 a pay period for every year of service) was adopted in the FY 25 budget which was approved by the city council for October 1, 2024. Both increases are scheduled to take effect on January 1, 2025, but since it was approved in 2024 and relates to making salaries competitive, I have provided it in this year's report.

We will soon reach completion with our objective of filling three (3) additional Driver/Engineer positions, and four (4) additional Captains positions. These additional positions were approved and funded in the FY 25 budget and the civil service commission has set the dates for the promotional examinations: April 9<sup>th</sup> for the Captain's promotional exam and April 10<sup>th</sup> for the Driver/Engineer promotional exam.

Of the four (4) additional captain positions, three (3) positions will be assigned operationally in anticipation of the opening of Fire Station #3 and one (1) position will be assigned administratively to fill the EMS Manager assignment which has been approved to move to the rank of captain.

The three (3) additional Driver/Engineer positions will be assigned operationally to maintain one (1) Driver/Engineer per fire station per shift. As a result of the captain promotions, four (4) Driver/Engineers positions will become vacated. In all, seven (7) Driver/Engineer positions will need to be filled during this promotional process.

It is important to have these positions filled prior to the anticipated April 2026 opening of Fire Station #3 so that these newly promoted personnel have time to adjust to their new roles and responsibilities. Equally important, having these personnel in position will allow the department to place an additional apparatus into service, dependent on staffing levels, to provide the necessary assistance with our increasing call volume.

This objective shall become completed following the conclusion of the promotional processes set to occur in April 2025.



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We were unsuccessful in receiving funding under the FY 23 FEMA SAFER Grant application period this past year. However, we provided a plan for this possibility in the FY 25 Budget and received approval to begin hiring in April 2025. This objective is considered as "On-Going".

Personnel have continued to make strides towards attaining advanced certifications which have been identified for each specific rank and/or assignment (department initiatives). These advancements in certifications are part of the department's professional development focus and overall session planning. The average completion percentage for these department initiatives has increased 3% from 2023 and now sets at 75% complete.

As a department, we have and will continue to make available training opportunities for all personnel. We are committed to expanding the department's ability to safely respond to and mitigate low frequency high risk events. In 2024, we identified thirty-four (34) additional certifications attained by personnel which was an increase of 89% from 2023. This increase demonstrates our personnel's commitment to the department's objective.

Our final objective under this goal has been to prepare and apply in FY 25 for the Texas Fire Chiefs Best Practice recognition. We are approximately 30% complete, but we still have work ahead of us if we are to be in position to make application in FY 25. The TFCA Best Practices Recognition Program will measure all aspects of our service delivery, administrative protocols, and operational readiness with a 12-part process designed to evaluate the department first with a self-assessment and then a third-party evaluation. This program will provide a set of metrics, performance guidelines, and best practices to help ensure our department meets its operational goals and fulfills its obligations to the community we serve.

**GOAL 2:** The Department second goal is to continuously evaluate "*current fire stations locations, design, and numbers*". This goal contained three (3) associated objectives of which two were identified as being 25% complete and one was not completed.

Our first objective identified under this goal was to start construction on Fire Station #3 by October 2024. This date was pushed back to allow for more discussion with our city council, architects, construction manager, and consultant on the feasibility and need for this additional fire station. The groundbreaking ceremony occurred on January 28, 2025, with construction activities occurring shortly after. Completion is projected for April 2026.

The department's second objective under this goal was to "*Determine the feasibility of purchasing land adjacent to Fire Station #2 to provide additional renovation considerations that are not currently available*". I determined that this objective is only 25% complete at this time. Although we have determined that this needs to be an option when full renovations to Fire Station #2 occur, a complete feasibility study will need to happen prior to moving any further with requesting approval to purchase.



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The last objective for this goal was to “*Identify land purchase opportunities for Fire Station #1 relocation, and a site for a Fire Training Facility with attached Fire Administration*”. I also place this objective at only 25% complete. We have determined that a new/updated fire station master plan needed to be done to complete this objective. This process is set to begin in February 2025.

**GOAL 3:** The Department third goal is to “*Establish an effective Apparatus Replacement schedule*”. This goal had two (2) primary objectives for 2024 to be completed. Both were determined to be 90% complete or higher. It should be noted that this goal is “On-going” to keep the department’s fleet in good order and response ready. Operational apparatus should follow a 20-year life span with 10-years frontline and 10 years reserve. However, this 10-year in-service 10-years reserve must also consider workload and mileage.

In January 2023, the council approved the purchase of 2 new Fire Engines. One of these Engines will replace our in-service 2016 Engine so that it can be moved to reserve status and our out-of-date 2000 E1 can be replaced. The other new Engine will be purchased and assigned to Fire Station #3. Both Engines are tentatively scheduled to arrive for service in March 2025.

All the “loose equipment” for these new engines has been delivered. Upon the new apparatus arriving in Texas from the manufacturer, this equipment will be mounted prior to going into service.

**GOAL 4:** The Department fourth goal “*Provide the Department’s Fire Prevention inspection program with the resources needed to carry out its enhanced fire safety initiative*” had eight (8) objectives to be accomplished. Of these eight, I identified four (4) objectives considered 50% or more complete, and four (4) identified as “On-going”.

Our first objective under this goal was to institute a shift-based inspection and fire pre-plan program with Fire Prevention Division oversight. I have identified this objective to be “On-going” since we still have work to be done in this area.

Our annual/biennial inspection program is a crucial part of our public safety initiative. Periodic inspections provide us with an opportunity to work with business owners and occupants to assist in preventing an emergency from occurring in their facility and/or ensure their safety and the safety of their patrons in the event an emergency does occur. Compliance with the current Fire Code is utilized to identify potential issues so that they may be rectified by the owner/occupants.

Equally important to our public safety mission is our pre-fire planning program. This program provides the department with critical life safety details on specific businesses and/or public places of assembly that will assist responders when/if an emergency at that location occurs. All information gathered during the pre-fire planning process is utilized in the development of a comprehensive response plan based on identified building characteristics and life safety priorities.

Annual inspections conducted on all high value commercial businesses (high value is defined as businesses with the potential for a large loss of life if an emergency occurs) and biennial



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inspections conducted on all remaining businesses were also identified as an objective under this goal. The Fire Marshal's office has made good progress, and I estimate that we are approximately 95% with completing the objective. The progress made on the remaining biennial inspections is estimated at 60% complete.

I anticipate further progression to meet both objectives once Fire Station #3 becomes operational and our current call volume can be divided amongst three stations instead of two. This dispersion of calls will allow more availability for station personnel to assist the Fire Marshal's office in these important fire prevention activities.

Although we believe that shift-based inspections will have an important positive impact on the Fire Marshal office's ability to meet its inspection goals, additional assistance will most likely be needed based on the number of commercial structures operating within the city. There are currently over 2000 commercial businesses in the city and that number has continued to grow each year. Additional alternatives will need to be identified and developed as we move forward so that we may ensure we are continuously meeting our public safety mission. Based on this evolving process, I have identified this objective as "On-going".

Also identified as "On-going" is our objective under this goal to continually meet the community risk reduction requirements of ISO so that we may maintain our Public Protection Rating of class 2. The areas of community risk reduction evaluated by ISO are fire prevention, public fire safety education and fire investigation. As the city continues to grow, we must organizationally expand to keep pace with this growth so that these required areas of our fire prevention program meet current and future service demands.

The Fire Department's fire prevention division has continuously evolved over the past few years and has had demands for its service increase exponentially. Part of the evolutionary process has been to proceduralize in our SOGs how its services are to be provided. This objective is approximately 50% complete. Additional procedures will still need to be developed as we move forward.

Also, because of the growth experienced and anticipated growth yet to come in the fire prevention division, the development of a technical standards program has been underway and is approximately 80% complete.

The final objective listed for this goal is to provide additional Fire Prevention Programs for the public. I have identified this objective to also be "On-going" as we move forward. The fire prevention division has added public education opportunities this past year such as providing fire extinguisher training to area businesses. However, this as well as other programs will continually be offered and provided as a service of our Fire Marshal Office upon request.

**GOAL 5:** The Department's fifth goal is to "*Provide the Department's EMS with the support and oversight required to maintain its ALS (Advanced Life Support) designation*". For this goal, nine (9) objectives were identified for 2024. Of the nine (9) identified, one (1) is considered 100% completed, four (4) were 50% or higher completed, and four (4) are considered "On-going".



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The first objective under this goal for 2024 was to receive approval and funding for raising the EMS Manager assignment to the rank of Captain. This was approved for the FY 25 budget but not scheduled to occur until April 9, 2025. I show this to be 100% complete based on the approval of the FY 25 budget which occurred in September 2024.

The defining of rank required for this assignment will allow for an expansion in overall EMS responsibilities needed to manage an expanding ALS FRO service. The responsibilities of this assignment will include the supervision of EMS personnel and shift Paramedic Preceptor FTOs; overall Quality Assurance (Q/A) of Medical Services and Documentation; Facilitating/Providing EMS Continual Education Program and Oversight of the Department's Paramedic Preceptor Program; Equipment Ordering and Maintenance Tracking; Controlled Substances Ordering/Accountability/Destruction; Liaison with contracted Transport Agency; and Overall Coordination of the Department's EMS Division.

The contract negotiation with our transport agency (CareFlite) has been completed and is awaiting approval by the City Manager and city Council. I show it to be 90% complete at this point. During the negotiation process, all areas within the contract were reviewed and discussed. Some areas received revisions to clarify the Department's expectations of the transport agency and to support the Department's EMS progressive direction. Our current contract is set to expire in August 2025.

Another identified objective for this goal was to make all the necessary arrangements to carry anti-convulsive medications on all our in-service apparatus. I defined this objective as 75% complete. For the Department to carry the appropriate medication (a schedule IV Controlled Substance, Versed) needed to treat someone actively seizing, the Department must acquire a DEA controlled substance license. We are currently working on instituting all the provisions that are required to make application for this license. I anticipate completion sometime before May 1, 2025.

Also identified under this goal was to continue to explore options to reduce response times related to EMS transport. I have identified this as a "On-going" objective since we will always be exploring ways to improve our EMS service delivery. In 2024, we met the intent of this objective while negotiating our contract with our transport agency. Several possibilities were discussed and revisions to the contract were made to allow possible transport alternatives that we will be continually exploring.

Relevant to our objective to carry anti-convulsive medications, we defined an objective to expand our current protocol to allow for additional advanced (ALS) treatment guidelines. This was completed for the delivery of Versed once department licensing is completed. I show this objective to be 75% complete to date. Other potential treatment advancements are being considered which would require additional protocol approvals such as the ability to administer a schedule II Controlled Substances if and/or when we decide and/or ready to move in that direction.



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We have continued to explore, develop and provide community programs, such as citizens CPR training, to promote public safety throughout the year. I rate this objective to be 50% complete since I feel we have additional programs that we are considering but have yet to be developed and instituted such as the “Stop the Bleed” program. I anticipate further movement on this objective in the coming year.

Our objective to utilize information gleaned from our Q/A process to provide useful feedback to personnel and identifying department training needs will continue to be “On-going”. Our Q/A process produces very valuable information to ensure that our EMS delivery meets our citizen’s and organizational expectations. Areas found to be falling short of these expectations can be identified and either addressed individually with personnel or organizationally with all personnel.

Also considered to be “On-going” is our objective to continuously provide department members with advanced EMS educational opportunities”. If we are to continue to raise the bar of service delivery to our community, we must continually provide our members with the knowledge and tools in which to do so.

Identification of trends related to the type of calls for service is extremely important for our organization to prepare accordingly as well as proactively develop community awareness and educational opportunities to reduce these trends from year to year. This objective is considered “On-going” and a vital element for our public safety mission. This past year we have seen an uptick in seizure related calls which has stimulated our pursuit for more advanced treatment options including the ability to administer anti-convulsant (Versed).

### **2024 ACCOMPLISHMENTS:**

To emphasize the significance of the accomplishments achieved in 2024, each notable item will be discussed under the specific Department Division responsible for its success.

### **FIRE ADMINISTRATION:**

For our organization to successfully continue its progressive path, it is imperative that administration provides effective leadership, direction, communications and support. Additionally, it is equally important that administration continuously shares our organizational vision with those who represent the focus of our vision. This is essential if we are to secure the capital necessary to make our vision a reality.

Collectively, the following interactions, presentations and resulting approvals conveyed our organizational vision in 2024 and a sturdy foundation in which to build upon in the coming years.



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**January 2024 -** *Fire station #3 task order #2A & #2B (2023C-01)* schematic design approved. This task order requested approval from the council so the Fire Station #3 project could move to the schematic phase of construction planning. This phase of the project will then provide the interior layout and exterior design components which could be reviewed with the council and staff. Request was approved.

**Resolution #2137** - application for FEMA's FY-23 Safer Grant submittal for 16 Firefighters. These 16 firefighters will be needed to staff Fire Station #3 when it opens. Resolution approved by the council authorizing application.

**February 2024 -** Received delivery of *Department's first Blocker Truck*.

**Increased firefighter step 1 to \$62,000.00 annually.** As a Result of this increase to a step one firefighter, all ranks received an increase of 2.5%.

**March 2024 -** *Fire station #3 task order #3A & #3B (2023C-01) design development*, construction documents, and architectural and construction procurement approved.



*Application for FEMA's Safer Grant submitted (EMW-2023-FF-00315).*

**New Apparatus** - Pre-Build site visit took place at Pierce Manufacturing by our Apparatus Committee.



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*April 2024 -*

*Blocker Truck placed into service.*



*May 2024 -*

*Fire Station #3 Meeting* with Architect and CM – Foundation. Fire Administration toured with Mayor and City Manager Saginaw new Fire Station.

*Meeting in TVCC* to discuss possible joint venture in building a Fire Department training facility.

*June 2024 -*

*ISO notification of pending inspection by Robert Herrera*, compliance officer. Meeting set for July 2, 2024.

*July 2024 -*

*Budget Workshop Presentation for FY 25.*

*ISO compliance inspection* conducted by Robert Herrera.

*10 - Year Capital Planning Meeting* discussed present borrowing for 2 Fire Engines in FY 25 and future borrowing for a Fire Ladder Truck needed in FY 28.



*August 2024 -*

*Fire Station #3 Early Release Package – AIR-24-119.* Switch gear, Panels, and generator. Passed.

*Council FY 25 Budget Workshop* Meeting and Presentation.

*Civil Service Local Rules* updated.

*September 2024 - ISO Update and Fire Station #3 and Fire Station #2 renovations presentation to City Council.*



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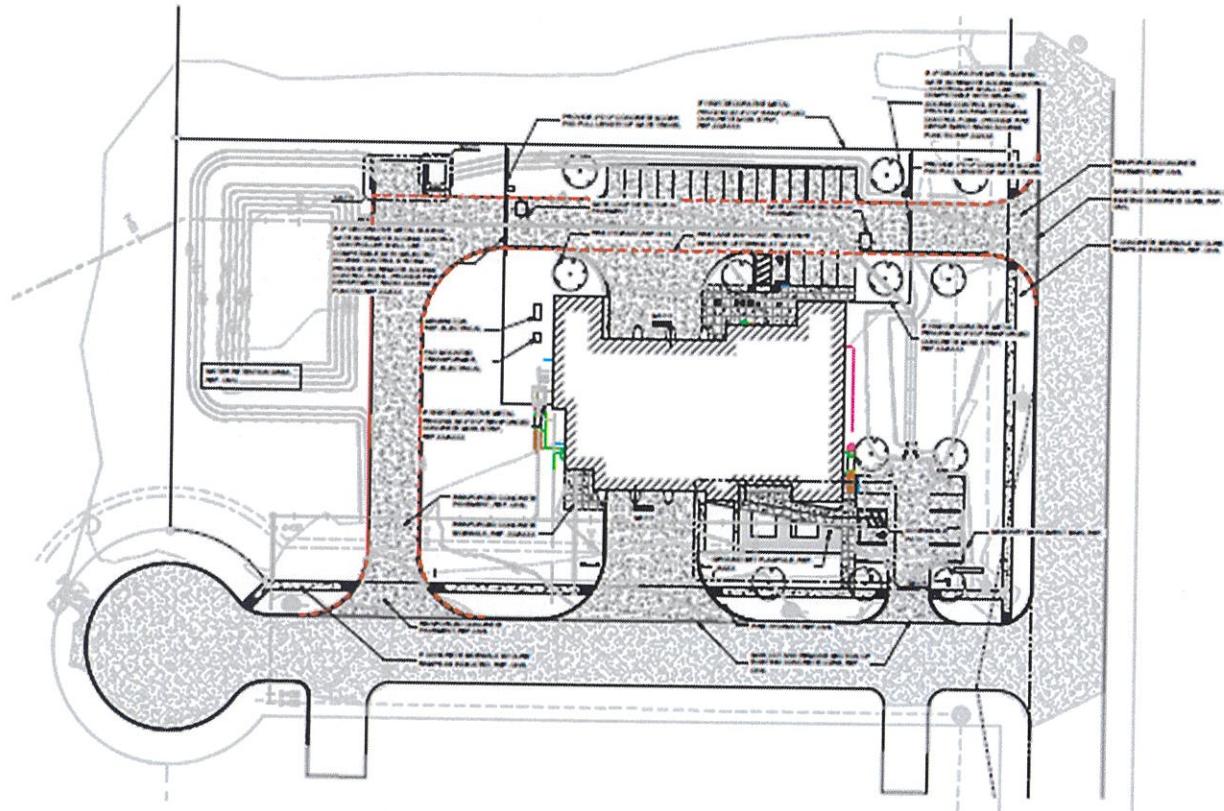
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***CareFlite Contract Negotiations.*** Our contract with CareFlite is set to expire in August 2025. We have begun the process of reviewing our existing contract and making any revisions deemed appropriate for the type of services we are requesting and requiring.

***City Council FY 25 Budget Approval.*** The highlights of this approved budget contained a ***4% salary increase*** for civil service personnel, ***2%*** for non-civil service, to begin in January 2025; the approval to ***hire 16 firefighters*** for Fire Station #3 to start in April 2025; Overall budget increased to accommodate 16 additional salaries and equipment; ***Promoting 4 additional Captains and 3 additional Driver Engineers*** for Fire Station #3 and one EMS Manager; ***Change in Longevity Pay*** from \$4 per month for every year of service to ***\$3 per pay period*** for every year of service to begin January 2025.

December 2024 – Fiscal Year Update Presentation to City Council (consent agenda), **Fire Station #3 Plat AIR-24-219-PDF, approved.**





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### **FIRE OPS:**

Department personnel have continued to move forward with their professional development and obtaining additional training/certification to assist our service delivery mission. In 2024, the following accomplishments were noted:

<b>TCFP CERTIFICATION ADVANCEMENTS:</b>	<b>2018</b>	<b>2023</b>	<b>2024</b>
TCFP Basic Firefighter certification	15	11	7
TCFP Intermediate Firefighter certification	2	10	13
TCFP Advanced Firefighter certification	4	5	9
TCFP Master Firefighter certification	1	5	6
<b>ADDITIONAL TCFP CERTIFICATIONS:</b>	<b>2018</b>	<b>2023</b>	<b>2024</b>
TCFP Wildland Firefighter certification	19	15	29
TCFP Fire Instructor certification	6	19	29
TCFP Fire Officer I & II certification	1	4	17
TCFP Fire Inspector certification	1	8	13
TCFP DRV/Pumper certification	0	16	18
TCFP Fire Investigator certification	1	4	4
TCFP Arson Investigator certification	1	2	2
TCFP Fire Marshal certification	0	0	2
TCFP Incident Safety Officer certification	0	1	3
<b>SPECIALIZED TRAINING/ CERTIFICATIONS:</b>	<b>2018</b>	<b>2023</b>	<b>2024</b>
Hazardous Material Technicians	0	9	9
Blue Card Incident Command	0	12	12
Swift/High Water Rescue Tech.	0	12	12
High Angle Rescue	0	3	3
Confine Space Rescue	0	3	3
Tactical Medic	0	4	4
TDSHS Paramedic Certification	1	15	19



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### **EMS OPS:**

We have continued to evolve our EMS operations from year to year. The assignment of an administrative EMS Manager has, and will continue, to enhance the Department's ability to meet its stated mission which is "to provide the highest quality of Emergency Medical Services to the citizens of Terrell". Quality assurance oversight, trending identification, advanced training offerings, and community outreach programs are all critical components for a successful progressive service delivery system and what our assigned EMS Manager will continue to provide.

We were provided with approval in January of this year to make the EMS Manager assignment available on an "interim" basis. This assignment is considered "interim" pending final approval to promote an additional Captain to be assigned as the EMS Manager. The responsibilities, oversight and accountability placed on this assignment require, at a minimum, the rank of Captain to be successful. The FY 25 budget, which was approved in October of this year, has approved this additional Captain position and is scheduled to be filled in April 2025.

Since filling this assignment in January, the interim EMS Manager has facilitated 6 CPR/first-aid outreach programs for 37 citizens; provided additional advance medical training including: TECC (Tactical Emergency Casualty Care), PHTLS (Pre-Hospital Trauma Life Support), EPC (Emergency Pediatric Care), PALS (Pediatric Advance Life Support) and ACLS (Advanced Cardiac Life Support) courses.

Additionally, the EMS Manager has created and received medical direction approval for TFD's own C.E. program and to become certified as a NAEMT (National Association of Emergency Medical Technicians) training facility. This has allowed us to develop training courses specific to our needs and medical trends which we have identified. All these courses count towards our TDSHS continual education requirements for individual re-certification.

### **FIRE PREVENTION:**

Although only comprised of two assigned personnel, the Fire Prevention Division has made substantial progress in its ability to meet the ever-increasing service demands placed on them from year to year. For this Division to remain progressive and proactive, it will need the support to expand its service delivery to keep pace with the demands of a growing city.

In 2024, the Fire Prevention Division performed 864 inspections which included 122 certificates of occupancy (COs), 340 Annual inspections, and 232 Re-Inspections. This is an increase of 59% from what was accomplished in 2023. Personnel assigned to this Division responded to 181 Fire/EMS incidents to provide service when no other operational units were available. Similarly, the Fire Marshal responded to an additional 162 calls for service to assist our Police Department.

The Fire Prevention Division has continued to move our newly instituted Pre-Incident Planning program forward. This year, we have added more building diagrams of businesses, noting critical areas of interest for fire suppression and life safety, to our ever-growing database. This



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information will assist us tremendously in our mitigation efforts if or when an emergency occurs at these locations. Pre-Incident Planning, as well as our Inspection Program, are both proactive activities to prevent emergencies from occurring and/or at a minimum, provide an opportunity to address any issues that could hamper our abilities if a fire emergency or other life-endangering event were to occur at these locations. These two critical programs benefit not only our response, but those we are sworn to protect.

As of 2024, we have a total of 9 shift-based inspectors, 12 total including administrative personnel in the organization. Shift-based inspectors, when available, will provide the additional assistance needed to obtain our Fire Prevention goals such as inspecting all businesses on an annual basis and having pre-incident plans on all buildings inspected. However, due to our increasing call volume, we have not had the opportunity to utilize these shift-based inspectors to their full capacity. We anticipate that this will change once Fire Station #3 becomes operational in 2026 and assists with reducing each station's call volume.

### **EMERGENCY MANAGEMENT:**

In 2024, the Emergency Management Division completed revisions on the City's emergency management plan which included 24 annexes. This revision process is vital to ensure the city's emergency management plan remains up-to-date and current with recommended industry standards.

Also in 2024, the Emergency Management Division began planning for the total eclipse which was to happen on April 8, 2024. Meetings with other county officials began in March to ensure the city and county had a unified response to the challenges brought on by this event as well as the mitigation of any issues occurring during this event. Areas of specific concern centered primarily around the potential for large crowds, traffic hampering emergency responses, and communication issues. To ensure emergency services were not negatively affected by this event, an IAP (Incident Action Plan) was created and facilitated by the Emergency Management division.



No substantial issues resulted from this event and emergency services went uninterrupted.

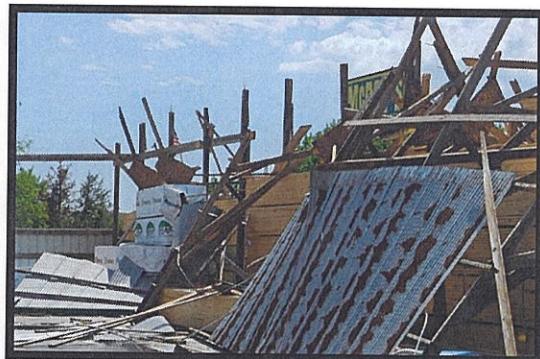


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On the morning of May 28, 2024, the city was hit by a sudden significant weather event which caused high winds and torrential rainfall. As a result, the city was inundated with downed trees and powerlines, high profile vehicles overturned, and sporadic damage to buildings and signs.



Although significant property damage was reported, no serious injuries occurred. Over 6,500 residents lost electric power immediately following the storm and TFD responded to some 200 calls for services in a 48-hour period. The Emergency Management Division, in conjunction with the Department's Operational Division, worked collaboratively to ensure an effective efficient response during and after this event.

In the subsequent days and months following the storm, the Emergency Management Division leveraged the city's social media outlets to provide citizens with up-to-date communications regarding federal and state assistance programs, clean-up efforts, and available local resources.



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### **EVALUATION OF FY 25 BUDGET RESULTS:**

The budget for **FY 25** illustrates the support, understanding, and approval of City Management and our City Council for us to achieve our stated mission:

*“To provide the highest quality of fire suppression, emergency medical, fire prevention/education, fire code enforcement, and disaster services to the citizens of Terrell”.*

The FY 25 budget for the Fire Department was approved at **\$7,131,120**. This is an **18%** increase from our FY 24 amended budget which was **\$6,034,715**. The increase seen in this budget was predominately needed to hire and outfit the additional **16 firefighters** to staff Fire Station #3 scheduled to open in **April 2026**. Other areas considered for this budget include:

- 4% increase in salaries for all civil service employees effective January 1, 2025.
- Increase in longevity pay, \$3 per year of service per pay period.
- Promotions for 4 Captains and 3 Driver/Engineers
- Extractor replacement

Although not part of the Fire Department's FY 25 budget but included in the FY 25 Capital Outlay (CO) borrowing, **2.2 million** for the purchases of 2 new Fire Apparatus scheduled to arrive in **March 2025**.

### **FY 25 GOALS:**

1. *Stimulate Professional Development and provide growth opportunities for both the Department and its members.*
  - a) Utilizing the 10-city survey and their anticipated salaries for Fy 25, increase department salaries to achieve mid-range.
  - b) Promote 3 Driver/Engineers and 4 Captains in anticipation of the opening of Fire Station #3 in FY 25.
  - c) Hire an additional 16 firefighters to staff station #3. Apply for FEMA's SAFER Grant to assist in supplementing these salaries.
  - d) (Credentialing) Ensure all personnel in promoted positions meet the requirements defined in SOG 210.0.0 Promotional Process and Position Qualifications.
  - e) Continue to prepare for applying in FY 25 for TFCA “Best Practices” recognition.
2. *Current fire station locations, design, and numbers.*
  - a) Monitor construction on Fire Station #3 to achieve the April 2026 opening date.
  - b) Revise the Department's Fire Station Location Master plan and provide the study's recommendations to the city council.



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- c) Identify land purchase opportunities for Fire Station #1 relocation, and future Fire Stations locations with a site for a Fire Training Facility with attached Fire Admin. At one of these sites.
- 3. *Establish an effective Apparatus Replacement schedule.*
  - a) Receive delivery of the two new custom Pierce Fire Engines and place both into service when staffing allows.
  - b) Begin researching cost and delivery time for T621 replacement.
- 4. *Provide the Department's Fire Prevention inspection program with the resources needed to carry out its enhanced fire safety initiative.*
  - a) Institute the shift-based inspection and fire pre-plan program with Fire Prevention Division oversight when staffing allows.
  - b) Continual working towards having all high value (potential for large loss of life) commercial businesses inspected annually and the remaining commercial structures inspected every other year.
  - c) Explore alternatives to assist with the over 2,000 commercial structures requiring annual inspections.
  - d) Hire 2 administrative Fire Inspectors to expand the Fire Prevention Division to meet the requirements of ISO and the needs of a growing city.
  - e) Continue to create and place into service, fire prevention SOGs.
  - f) Complete the Technical Standards Program.
  - g) Identify additional Fire Prevention Education programs that may be provided to the public.
- 5. *Provide the Department's EMS with the support and oversight required for its newly attained ALS (Advanced Life Support) designation.*
  - a) Promote an additional Captain for the EMS Manager assignment.
  - b) Revise our contract with CareFlite so that it supports our progressive EMS mission.
  - c) Begin carrying anti-convulsive medications on all our in-service apparatus.
  - d) Continue to explore options to reduce response times related to EMS transport.
  - e) Continue to expand our current protocols to allow for additional advanced (ALS) treatment options.
  - f) Explore, develop, and institute additional community outreach programs to promote public safety.
  - g) Continue to utilize EMS FTOs in our Q/A process to provide valuable feedback to personnel and to identify any training needs.
  - h) Provide department members with the most advanced EMS educational opportunities so we continue to raise our service delivery bar.



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- i) Monitor incident data to identify “trends” to ensure our EMS response is efficient and effective.

*Shane LeCroy*  
*Shane LeCroy, Fire Chief*

*4-1-25*  
*Date*