



Killeen Fire Department

Killeen, Texas

MASTER PLAN

Bill Boyd
Project Manager



Emergency Services Consulting International

Scope of Work:

ESCI was retained by KFD to conduct a Long-Term Master Plan and make recommendations and implementation strategies.

- **Review of KFD Background information**
 - Local census & demographic data
 - Community Growth Management & Hazard Mitigation Plans
 - Budgets
 - SOG's
 - Facilities & Apparatus
 - RMS Data and EMS incident records
 - GIS Data
 - Site Visit



Administrative & Management Observations

- **Significant changes in senior leadership present opportunities for collaborative strategic planning.**
- **Community engagement through social media channels is lacking.**
- **With the exception of a current strategic plan, the Department planning processes and methods are contemporary.**



Personnel Management Observations

- **Performance Evaluations are not consistently applied.**
- **The Officer promotional process is not contemporary.**
- **The Department has experienced a 10% turnover in personnel over the past three years.**
- **There are no driver-engineer promotional positions.**
- **Diversity within the Department does not reflect the diversity within the Killeen community.**



Capital Facilities/Equipment Observations

- Average age of the fire stations is 26 years.
- The Support Services building may be structurally compromised, along with other *significant safety issues*.
- Station tours revealed common issues, including:
 - Lack of space to store reserve and support apparatus
 - No vehicle exhaust systems in apparatus bays
 - Improper storage of turnout gear
 - Lack of readily available station safety equipment
 - Incompatible use of space (exercise areas in apparatus bays)
- Fleet maintenance is hindered by lack of space and equipment.
- Fleet replacement planning is appropriate and contemporary.



Training Program Observations

- **Significant resources and attention is given to operating the Fire Academy.**
- **The duties performed by the Training Captain are more in line with Chief officer duties.**
- **Documentation and recording of training is inefficient.**
- **Training grounds and live fire props are too small and incompatible with surrounding environments.**



Life Safety Services Observations

- **There is no routine commercial building inspection program.**
- **Fire Inspector/Investigators are primarily focused on arson investigations due to the number of suspicious fires.**
- **Due to Civil Service rules, succession planning for the Fire Marshal position is problematic.**
- **Life Safety Public Education programs are limited.**



Rescue & Haz Mat Program Observations

- **The Department has a robust and well equipped technical rescue and hazardous materials response capability.**
- **Rescue standard operational procedures need to be created and maintained.**



Emergency Management Program Observations

- **A civilian Emergency Manager is responsible for coordinating the City's EM programs, and an additional EM full-time position is being added as well.**
- **An adequately sized and configured EOC facility is needed.**
- **Winter Storm Uri identified EOC facility shortcomings that need to be addressed.**



Key Short-Term Master Plan Recommendations

- **Create a KFD Strategic Plan, spanning a three-to-five-year period as a follow-up to this Master Plan.**
- **Create Driver/Engineer positions.**
- **Review and revise EMS response modes.**
- **Identify a short-term suitable storage, vehicle, and equipment repair site and move out of the Support Services Building.**
- **Continue with plans to add Medic 22.**



Key Mid-Term Master Plan Recommendations

- **Seek Ground Emergency Medical Transport (GEMT) Subsidy Funding.**
- **Create and implement a commercial occupancy life safety inspection program and a pre-incident planning program, and add personnel to the Fire Prevention Division.**
- **Upgrade the Training Captain to a Chief Officer rank.**
- **Evaluate employee turnover.**

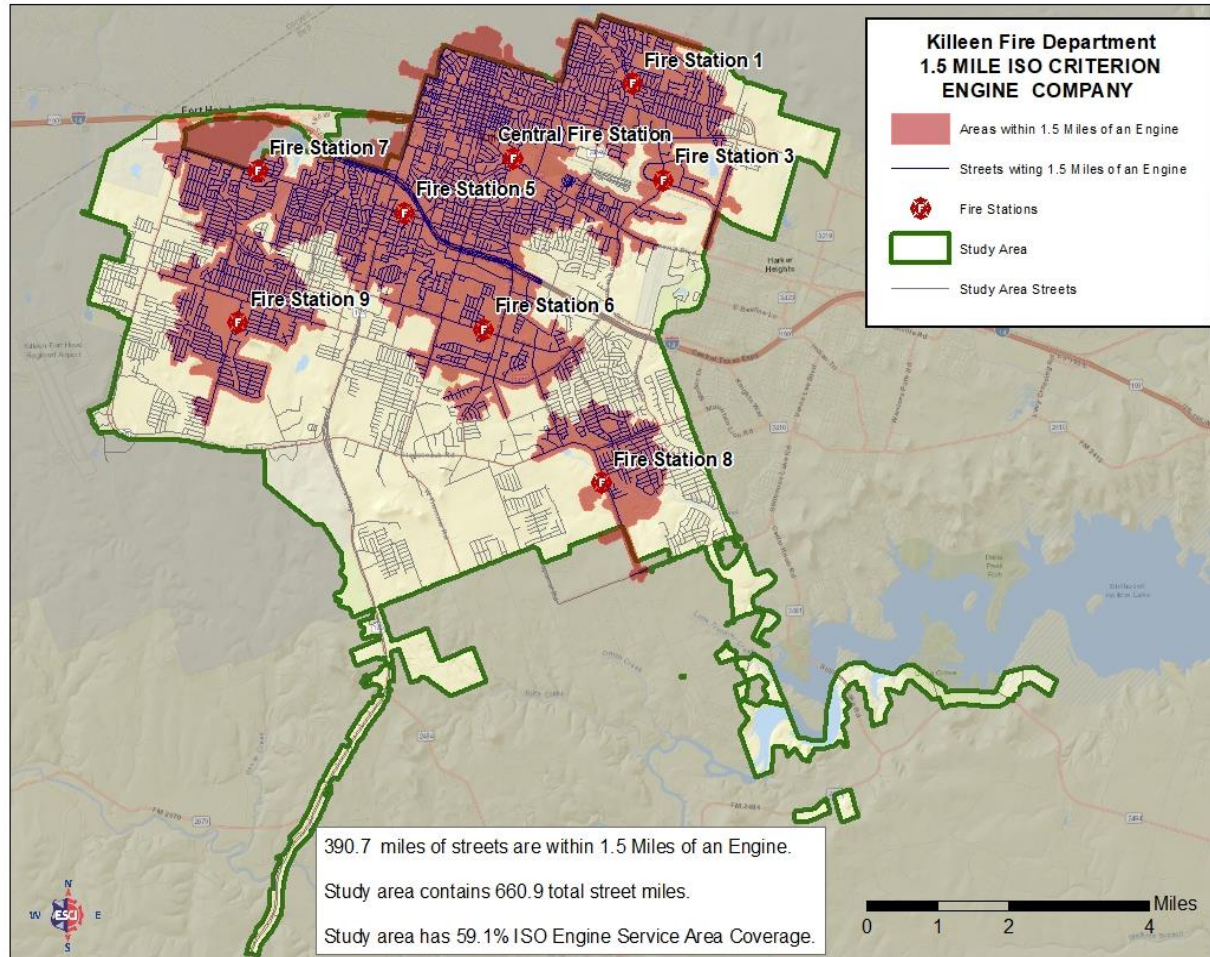


Key Long-Term Master Plan Recommendations

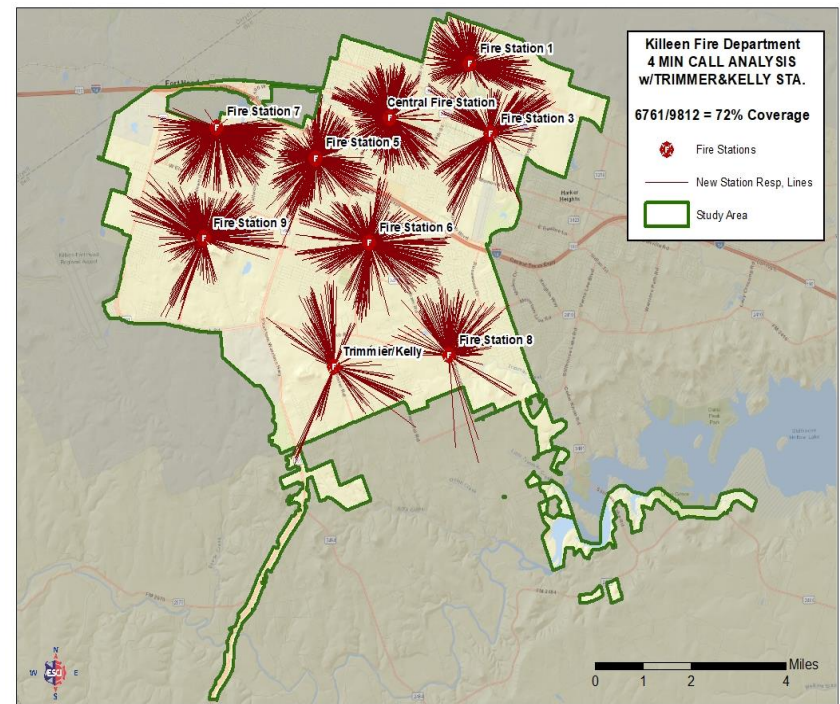
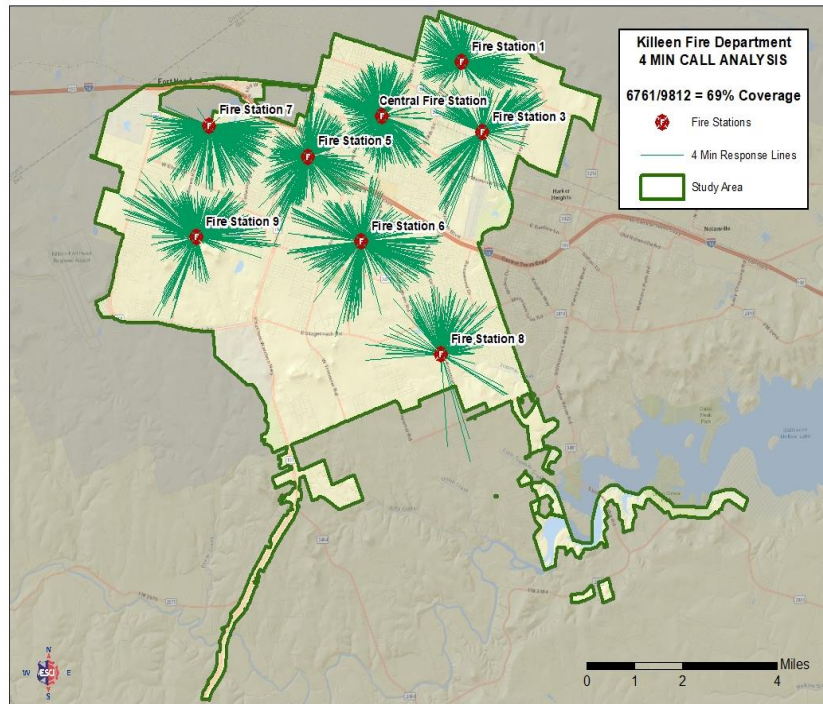
- **Explore the feasibility of implementing a Community Paramedic Program.**
- **Build and staff a new fire station in the south-central Killeen city area.**



1.5 Mile ISO Travel Distance Calculations



New Station Coverage Analysis



New Station Construction/Operating Estimate Summary

Cost Component	2021	2022
Construction	\$6.3 million	\$7.9 million
Engine Apparatus	\$839 thousand	\$1 million
Ambulance	\$325 thousand	\$396 thousand
Onboarding costs (4-person crew)	\$115 thousand	\$123 thousand
4-person crew operating costs	\$1.23 million	\$1.46 million
Station operating costs	\$90 thousand	\$96 thousand
Total First Year Cost Estimate	\$8.9 million	\$10.98 million



QUESTIONS?