

City of St. Cloud
Fire Protection Master Plan



**Progress Report to City Council and
Administration**

December 2008



Fire Department

The Honorable Dave Kleis
Mayor of St. Cloud
400 Second Street South
St. Cloud, MN 56301-3699

Dear Mayor Kleis,

I am pleased to submit to you this Progress Report for the Fire Protection Master Plan. As you are aware the Master Plan was completed in April of 2005 and provided short, mid, and long terms strategies for the provision of fire protection and emergency services for the City of St. Cloud. I am happy to report, and you will see detailed in the enclosed report, that the City of St. Cloud has made very good progress toward the completion of the identified goals.

I would hope that you would note I stated the City of St. Cloud has made this progress and not just the Fire Department. This has truly been a city wide effort involving most all departments and sections. I would specifically like to thank our City Human Resources Director Dede Gaetz, our Planning Director Matt Glaesman, our Finance Director John Norman, and City Administrator Mike Williams for all of the support, guidance, and help they and their staffs provided to the Fire Department in furtherance of the completion of these plans, goals and objectives.

Last, but certainly not least, our citizens contributed greatly to the completion of many of these goals by their approval of the Public Safety Referendum in November of 2006. Many of the identified goals and objectives required a significant financial investment by our taxpayers and they provided that support with the passage of the referendum.

Sincerely,

William M. Mund
Fire Chief

Dedicated to protecting life and property in our community through professionally delivered fire prevention and emergency services.
BACKGROUND

On August 23, 2004 the City Council approved contracting with Emergency Services Consulting, Inc (ESCi) to create a Fire Protection Master Planning Document. This Master Plan was completed and presented to the City Council on April 4, 2005. The Fire Protection Master Plan detailed a significant number of short, mid, and long term strategies for the delivery of fire protection services for the City of St. Cloud. These strategies were based in large part on three critical issues identified by our consultant. These critical issues were:

- 1. The department's organizational structure is divisive and dysfunctional. The lack of integration between career and paid-on-call resources is inefficient and produces inconsistent performance to the customers based on geography or time of day.**
- 2. The department's facility deployment is currently incapable of achieving the response time performance target identified by the department and this situation will worsen as growth continues in the south and southwestern parts of the current city limits.**
- 3. The department's staffing level is currently incapable of consistently producing adequate personnel for a four-person company response, unable to achieve a two-in and two-out initial incident action sequence, and unable to handle a medium risk incident simultaneous with any other emergency calls. As call volume increases and growth in the community occurs, this situation will worsen.**

The department also undertook a Strategic Planning process to prioritize and focus our efforts towards completion of the identified strategies contained in the Master Plan. A separate, more detailed, report has been provided to the City Administration and City Council updating our progress in completing those goals and objectives.

This report contains three sections:

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| Section 1 | Update on Long Term Strategies |
| Section 2 | Table showing Short and Mid Term Strategies and Progress Made |
| Section 3 | Short and Mid Term Strategies with more detail concerning progress made. |

Section 1: Fire Protection Master Plan Recommended Long Term Strategies

Facilities

Strategy	Status
<p>The relocation of Station #6, constructed for use by on-duty staffing, within a two to four year time frame.</p>	<p>This was the former south volunteer fire station. The facility has been replaced with the new Fire Station #5 located at 3850 Clearwater Road</p> <p style="text-align: center;">COMPLETED</p>
<p>The renovation of 3,000 square feet at station #5 to accommodate on-duty staffing, accommodated by relocation of existing tenant, within a one to three year time frame.</p>	<p>This was the former north volunteer fire station. Plan was updated as part of the pre-design efforts and the need to eventually renovate and staff this as a working fire station is no longer required. The building will be sold to the APO.</p> <p style="text-align: center;">COMPLETED</p>
<p>The addition of a new Station #7 in the southwestern section of the City, within a variable eight to fourteen year time frame.</p>	<p>Due to the changes in facility configuration made to date this would become fire station #6. It is currently estimated for construction between 2013 and 2019. A potential location has been identified in the Neenah Creek Regional Park Master Plan.</p> <p style="text-align: center;">FUTURE NEED - PENDING</p>

Apparatus

Strategy	Status
<p>The addition of one engine to the apparatus fleet when Station #7 is constructed.</p>	<p>This would be for the future Fire Station #6. Will be needed when this station is constructed.</p> <p style="text-align: center;">FUTURE NEED - PENDING</p>
<p>The future replacement of one existing engine with an additional "quint" for a total of three aerial devices, if ISO credit improvement for ladder company service is desired.</p>	<p>The department feels more research needs to be completed for this strategy. With the availability of several mutual aid aerial devices the need in our minds is questionable.</p> <p style="text-align: center;">PENDING</p>
<p>Continuing replacement of the current apparatus fleet according to an established schedule based on reasonable life expectancy.</p>	<p>This strategy is being met. Our current replacement schedule anticipates a new engine approximately every four years. This allows for 16 years of front line service and 9-10 years in reserve status.</p> <p style="text-align: center;">CURRENTLY ON SCHEDULE</p>

Staffing

Strategy	Status
An increase over the planning period to a total of ninety operations employees or FTE's	<p>This staffing level can actually be reduced due to the reconfiguration of facilities that was explained above. When the new fire station #6 (SW St. Cloud) is constructed the department will need to add an additional 12 positions. That would raise our total staffing to 78 FTE's. The current Operations staffing level is 66 FTE's.</p> <p style="text-align: center;">ON SCHEDULE - IN PROCESS</p>
An increase over the planning period to a total of twelve administrative and support employees or FTE's	<p>The department is currently at 6.8 Administrative and Support FTE's. This is with one position currently open. It should be anticipated that with one less station now included in our Master Plan we will eventually need to be at 9.5 to 10 FTE's to meet the recommended 12% ratios between Administrative/Support Staff to Operations Staff.</p> <p style="text-align: center;">IN PROCESS</p>

Organizational Structure

Strategy	Status
<p>The St. Cloud Fire Department should develop into a model combination staffed fire department, fully integrating career personnel with paid-on-call members in a single, unified organizational structure.</p>	<p>The recommended organizational structure contained in the Master Plan (page 142) very closely resembles the current structure in place at the fire department. We have made several efforts to unify the organization and make the change in culture with mixed results</p> <p>Our number of POC staff has been reduced to six personnel. We are currently budgeted for 12 positions but have not filled them due to the hiring freeze.</p> <p>The issue of availability has created difficulties. We have not found a way to consistently schedule our POC staff to meet the needs of the department. Their shifts are scheduled based on their availability.</p> <p>Further discussion and review is needed to better analyze if the combination system is right for St. Cloud and what are the costs versus benefits. With the availability of our mutual aid partners do we still want, need, or desire to maintain a POC force.</p> <p style="text-align: center;">SIGNIFICANT PROGRESS – STILL IN PROCESS</p>

SECTION 2: Fire Protection Master Plan Recommended Short and Mid-Term Strategies

Administrative and Management Strategies

STRATEGY	STATUS
1. The Fire Chief should receive a formal performance evaluation at least annually for the purpose of documenting performance and establishing personal objectives.	COMPLETE - ONGOING
2. Continue efforts to complete a revised set of Standard Operating Guidelines and clarify their application to “street-level” operations.	COMPLETE - ONGOING
3. Consider further revision of the policy documents to place administrative policies in a separate document or document section to clarify their application as firm and enforceable employee policy.	IN PROCESS
4. Eliminate any separate policy documents, whether administrative or operational, covering only the volunteer or on-call members. All such policies and procedures should be fully integrated into the St. Cloud Fire Department primary policy documents.	COMPLETED
5. The department’s job descriptions should be completely updated to reflect the most current activities, critical tasks, and necessary skills of each position as it exists today. This process should be conducted at intervals no greater than five years.	COMPLETED DECEMBER 2005
6. The organizational structure between the career and paid-on-call elements of the department, as designed by the 1995 merger agreement, is counterproductive and promotes a culture of divisiveness. The organizational structure, to be effective, must be overhauled to reflect a truly unified organization and must be supported by efforts to develop an accepted culture of trust, loyalty, and camaraderie.	COMPLETED

Administrative and Management Strategies

STRATEGY	STATUS
7. The department should maintain a “scrapbook” containing articles, pictures, documents and other items of historical interest to support the future ability to maintain a historical review of the organization.	ON-GOING, IN PROCESS
8. The department should assign a “historian” to maintain and organize items of historical interest for the organization.	IN PROCESS
9. The department should continue to develop the annual report and increase its availability to the general public.	COMPLETE – ON GOING
10. The fire department should complete a customer-centered strategic planning process within the organization involving stakeholders from various levels of the department.	COMPLETED - MAY OF 2005
11. Department officers and primary management staff should conduct more frequent staff meetings to enhance group problem-solving, communications, and support mechanisms.	COMPLETED
12. Minutes or summaries of staff meetings should be distributed and posted to enhance internal communications and allow employees/members to participate in organizational problem-solving.	NO PROGRESS
13. An occasional opportunity for open forum meetings of the department’s employees should be considered. An open forum “Chief’s Breakfast” could provide an informal setting to accomplish this goal.	COMPLETED
14. The department should consider establishing an employee/member newsletter to improve internal communications and allow informal exchange of employee information.	NO PROGRESS

Administrative and Management Strategies

STRATEGY	STATUS
15. The department should consider establishing a community newsletter, published perhaps annually, to distribute specific fire department or safety related information to the public.	MINIMAL PROGRESS
16. The department should develop a truly progressive website with improved access to public information and services.	MINIMAL PROGRESS
17. The department should consider establishing a citizen's advisory group to meet at least twice annually, providing the customer perspective on service delivery, planning and budgeting.	NO PROGRESS
18. The department should update it records management software to enhance the ability to conduct in-depth performance analysis. In addition, the agency should seek to enhance its ability to work with and utilize Geographic Information Software in deployment, performance, workload, and prevention analysis.	MINIMAL PROGRESS
19. Stations security should become a greater priority and accessibility should be limited. Policies for regularly locking stations should be established and enforced	PROGRESS BEING MADE
20. Locking codes and keyed locks should be changed on an occasional basis.	IN PROCESS
21. The department should consider installation of security alarm systems to protect fire stations while unattended.	IN PROCESS
22. Department computers should be set for automatic log-off after the passage of a few minutes and policies should be enforced for limiting unauthorized computer access.	ADDRESSED IN NEW CITY IT POLICIES

Administrative and Management Strategies

STRATEGY	STATUS
23. The department should consider the elimination of all petty cash.	UNDER CONSIDERATION
24. The department, upon becoming involved in EMS first responder services, should appoint a HIPAA compliance officer and institute strict policies to guide compliance on security of medical records	COMPLETE
25. Enhance internal communications tools to facilitate the sharing of information; solicitation of member input, and continued open communications for Fire Company planning.	COMPLETE – ON GOING
26. Consider establishing and implementing a customer oriented, long-term departmental strategic plan.	COMPLETED IN MAY OF 2005
27. Implement an aggressive campaign of pre-incident plan development, training and distribution.	IN PROCESS
28. Confirm that all EHS facilities within the SCFD service area have been identified; ensure that a local plan has been developed, and that fire company operations have been coordinated with it.	IN PROCESS ON GOING
29. Confirm that MSDS (Material Safety Data Sheet) forms are being received, reviewed, properly filed, and available for training and use during emergency responses	IN PROCESS
30. Consider conducting periodic community surveys to ensure the SCFD priorities match those of the community.	ON GOING
31. Consider establishing a Fire Department Citizen's Advisory Committee/Board.	MINIMAL PROGRESS

Administrative and Management Strategies

STRATEGY	STATUS
32. Enhance the interaction between the SCFD and their Risk Manager.	SOME PROGRESS
33. Conduct annual physical capacity testing of career and paid-on-call emergency response personnel.	SOME PROGRESS
34. Confirm that the SCFD Hazard Control (Safety) Committee is organized commensurate with the recommendations of N.F.P.A. Standard #1500.	IN PROCESS
35. Confirm that the entrance and bi-annual medical screening for employees and members meet the recommendations of NFPA 1582.	SOME PROGRESS
36. Develop an ongoing physical fitness program for all emergency response personnel using NFPA #1583 as a model.	MINIMAL PROGRESS
37. Confirm the role of the Volunteer Division in the SCFD's risk management, safety committee, and health and wellness programs.	COMPLETE
38. Consider increasing the Fire Department's general liability insurance coverage.	COMPLETE
39. A clear and unambiguous disciplinary process should be described in written policy and should provide for appropriate progressive application of discipline. Levels of disciplinary authority for officers should be included.	PROGRESSING ON GOING
40. Disciplinary training should be provided to each company and shift officer.	IN PROCESS
41. Establish and maintain adequate performance evaluation systems for both career and paid-on-call personnel.	COMPLETE

Administrative and Management Strategies

STRATEGY	STATUS
42. Analyze the Deputy Chief of Training and Administration to determine whether the position should be reallocated to Assistant Chief or assigned in the chain of command between the Fire Chief and the Assistant Chiefs.	COMPLETE
43. The job description for the position of Captain at Station #1 describes supervisory activities that are not reflected on the organizational chart. The position does not appear to perform at the advanced supervisory capacity indicated in the job description and should be considered for downgrading to Lieutenant.	COMPLETE

Capital Asset Strategies

STRATEGY	STATUS
1. Follow the recommendation of the Community Facilities Assessment Study.	SIGNIFICANT PROGRESS IN PROCESS
2. Develop and adequately fund a long-range facilities management plan in accordance with recommendation for projected service delivery for all stations.	SIGNIFICANT PROGRESS
3. Initiate efforts to correct existing deficiencies as indicated in the evaluations.	SIGNIFICANT PROGRESS
4. Provide for automatic exhaust removal system at Station #5.	NO LONGER REQUIRED
5. The City should consider developing and funding an apparatus replacement program that anticipates replacement schedules (as in the example replacement schedule provided) and builds necessary funding in order to spread cost over multiple years.	PROPOSALS MADE TO ADMINISTRATION

Capital Asset Strategies

STRATEGY	STATUS
6. Correct any apparatus deficiencies or problems as noted in the apparatus evaluations.	COMPLETE
7. Develop and fund a small equipment replacement program that anticipates replacement schedules and builds necessary funding in order to spread cost over multiple years.	NO PROGRESS
8. Review equipment to determine if duplicate equipment represents unnecessary redundancy and can be eliminated.	COMPLETE
9. Establish a record system for maintenance, uses and repairs of small equipment.	IN PROCESS, SOME PROGRESS
10. Ensure the contract mechanic possesses Emergency Vehicle Technician (EVT) certification.	REVIEWED – NO PROGRESS
11. Do not permit vehicle maintenance and repair to be conducted by unqualified individuals.	COMPLETE
12. Develop and fund a replacement program that anticipates replacement of turnout gear.	NO PROGRESS
13. Consider the purchase of a commercial extractor and mobile turnout drying rack.	NO PROGRESS
14. Establish a semi-annual turnout gear inspection and cleaning plan.	COMPLETE
15. Establish a record system for maintenance, cleaning and repair of turnout gear.	SIGNIFICANT PROGRESS ON GOING

Emergency Service Delivery Strategies

STRATEGY	STATUS
1. Negotiate an acceptable agreement for dispatching services from the Stearns County Sheriff's Department Communications Center. Decommission the SCFD Dispatch Center and reassign firefighters to response duty	SOME PROGRESS, ON GOING
2. Improve the department's capability to collect and evaluate incident data to ensure its ability to evaluate performance and effectiveness in the future.	MINIMAL PROGRESS
3. Adopt performance objectives for emergency services that clearly define response performance expectations in measurable terms.	IN PROCESS
4. Discontinue the separation of the city into volunteer and career response areas. Develop a dispatch plan that sends the closest appropriate response unit regardless of its career versus paid-on-call status.	COMPLETE
5. Discontinue sending three response units to fire alarm activations. Send only a single engine unless it is verified that an actual emergency is in progress.	COMPLETE
6. Consider adopting local law that creates a penalty for excessive numbers of false fire alarms at a given location.	MINIMAL PROGRESS

Emergency Service Delivery Strategies

STRATEGY	STATUS
7. The Saint Cloud Fire Department's distribution of resources and historical response time performance indicates the agency could provide beneficial services to the City's emergency medical system. An integration of fire and police first response at the basic life support level, along with advanced life support paramedic transport services, will meet or exceed the NFPA 1710 performance benchmarks for EMS services. This project should be moved forward.	COMPLETE
8. Develop a resource deployment plan that will allow the fire department to meet established performance objectives now and as the community grows	COMPLETE, ON GOING
9. Improve the department's ISO rating by developing the capability to deliver sufficient water supply to areas not served by fire hydrants.	IN PROCESS

Training Program Strategies

STRATEGY	STATUS
1. Establish a training committee comprised of representative members of the Volunteer and Career Divisions to provide the needed input into a well-balanced departmental training program.	COMPLETED
2. Achieve State certified instructors for the Department; especially the Deputy Chief of Training and Administration.	COMPLETED
3. Enhance officer training to ensure their skills and knowledge remains current.	COMPLETED, ON GOING

Training Program Strategies

STRATEGY	STATUS
4. Address the training disparity between the Career and Volunteer Divisions. A centralized, consistent approach to accomplishing training for both Divisions needs to be implemented.	COMPLETED, IN PROCESS
5. Consider increasing individual training hours to 240 hours per year as a minimum needed to ensure proficiency and prevent degradation of skills.	IN PROCESS
6. A safety officer should be appointed on all manipulative training sessions undertaken by the Department in accordance with NFPA recommendations.	COMPLETE
7. Implement a night drill/training program.	IN PROCESS
8. Implement a multi agency training program.	IN PROCESS
9. Inventory the Department library and implement a process whereby members/employees may "checkout" materials.	COMPLETE
10. Expand attendance opportunities at the NFA throughout the officer ranks and those developing their officer skills.	COMPLETE, ON GOING
11. Implement a competency-based training program.	COMPLETE

Fire Prevention Strategies

STRATEGY	STATUS
1. Consider implementing a formal, citywide development authorization review process.	COMPLETE
2. Clearly identify the number of properties that should be inspected.	COMPLETE – ON GOING
3. Establish the frequency these properties should be inspected by level of risk.	ON GOING
4. Identify the resources needed to conduct inspections, re-inspections, plan review, tests, fire investigations, life and fire safety education and other related responsibilities.	IN PROCESS
5. Develop a comprehensive records management system so that the results of inspections can be recorded, inspections tracked and next inspection dates identified to the inspector.	MINIMAL PROGRESS
6. Explore automation of inspection files.	MINIMAL PROGRESS
7. Explore charging fees for required fire inspections.	IN PROCESS
8. Consider utilizing in-service fire station personnel to complete fire code inspections.	NO ACTIVITY
9. Modify the SCFD’s life and fire safety education culture from an “as can” attitude to a priority mission for the Department.	COMPLETE – ON GOING
10. Enhance basic origin and cause determination training for incident commanders.	IN PROCESS
11. Consider adding a “good intent” category for reporting incidents involving detection and suppression systems.	IN PROCESS

Fire Prevention Strategies

STRATEGY	STATUS
12. Implement a Departmental data collection and analysis process where all entities of the Department routinely and jointly accomplish data analysis to set the direction and mission of the Fire Department.	IN PROCESS

SECTION 3: Fire Protection Master Plan Recommended Short and Mid-Term Strategies Additional Detail

Administrative and Management Strategies

The Master Plan provided 43 short and mid-term strategies in the area of Administration and Management. These strategies were offered as recommendations for improving the administrative and management functions within the department. The individual strategies are listed along with an update of any changes and progress made.

1. The Fire Chief should receive a formal performance evaluation at least annually for the purpose of documenting performance and establishing personal objectives. **COMPLETE - ONGOING**

Currently meet annually with City Administrator for Evaluation and Goal Setting. That is followed by quarterly progress and update meetings.

2. Continue efforts to complete a revised set of Standard Operating Guidelines and clarify their application to “street-level” operations. **COMPLETE - ONGOING**
3. Consider further revision of the policy documents to place administrative policies in a separate document or document section to clarify their application as firm and enforceable employee policy. **IN PROCESS**

Administrative polices are being moved to a separate section of our Standard Operating Procedures Manual. The department desires to still maintain one document with both our SOG's and Policies.

4. Eliminate any separate policy documents, whether administrative or operational, covering only the volunteer or on-call members. All such policies and procedures should be fully integrated into the St. Cloud Fire Department primary policy documents. **COMPLETED**
5. The department’s job descriptions should be completely updated to reflect the most current activities, critical tasks, and necessary skills of each position as it exists today. This process should be conducted at intervals no greater than five years. **COMPLETED DECEMBER 2005**
6. The organizational structure between the career and paid-on-call elements of the department, as designed by the 1995 merger agreement, is counterproductive and promotes a culture of divisiveness. The organizational structure, to be effective, must be overhauled to reflect a

The organizational structure changes were implemented in January of 2006. More work needed on the use of POC Fire Fighters. POC Fire Fighters have been integrated into the department.

7. The department should maintain a “scrapbook” containing articles, pictures, documents and other items of historical interest to support the future ability to maintain a historical review of the organization. **ON-GOING, IN PROCESS**
8. The department should assign a “historian” to maintain and organize items of historical interest for the organization. **IN PROCESS**

The department is currently working with a local historian who has agreed to compile a history of the SCFD in written form.

9. The department should continue to develop the annual report and increase its availability to the general public. **COMPLETE – ON GOING**

The report is currently posted on the City of St. Cloud website. Limited print copies are made due to costs of printing. A smaller, condensed version (2-4 pages) could be considered in the future for mass distribution.

10. The fire department should complete a customer-centered strategic planning process within the organization involving stakeholders from various levels of the department. **COMPLETED - MAY OF 2005**
11. Department officers and primary management staff should conduct more frequent staff meetings to enhance group problem-solving, communications, and support mechanisms. **COMPLETED**

Quarterly officer meetings are now held with Senior Fire Department Staff.

12. Minutes or summaries of staff meetings should be distributed and posted to enhance internal communications and allow employees/members to participate in organizational problem-solving. **NO PROGRESS**

To date we do not keep formal minutes or post them for all department employees to review. This will be discussed at our next officers meeting.

13. An occasional opportunity for open forum meetings of the department’s employees should be considered. An open forum “Chief’s Breakfast” could provide an informal setting to accomplish this goal. **COMPLETED – ONGOING**

Quarterly Crew meetings are held. This process is being changed slightly as we can not bring everyone to one location for these meetings. Currently the plan is for the Chief and Deputy Chief to visit each station and each crew quarterly for these informal meetings.

14. The department should consider establishing an employee/member newsletter to improve internal communications and allow informal exchange of employee information. **NO PROGRESS**
15. The department should consider establishing a community newsletter, published perhaps annually, to distribute specific fire department or safety related information to the public. **MINIMAL PROGRESS**

The department has and will continue to use the City Newsletter/Magazine to accomplish this strategy.

16. The department should develop a truly progressive website with improved access to public information and services. **MINIMAL PROGRESS**
17. The department should consider establishing a citizen's advisory group to meet at least twice annually, providing the customer perspective on service delivery, planning and budgeting. **NO PROGRESS**
18. The department should update its records management software to enhance the ability to conduct in-depth performance analysis. In addition, the agency should seek to enhance its ability to work with and utilize Geographic Information Software in deployment, performance, workload, and prevention analysis. **MINIMAL PROGRESS**

The department has held discussion with our IT Division and expressed our needs to them. We will pursue this along with the other major City IT Upgrades being considered.

19. Stations security should become a greater priority and accessibility should be limited. Policies for regularly locking stations should be established and enforced. **PROGRESS BEING MADE**

New facilities have incorporated security systems compatible with other city systems. Existing stations need to be updated. Policies and procedures concerning station security are being updated and modified.

20. Locking codes and keyed locks should be changed on an occasional basis. **IN PROCESS**
Will be contained in the new policies discussed in item #19.

21. The department should consider installation of security alarm systems to protect fire stations while unattended. **IN PROCESS**
22. Department computers should be set for automatic log-off after the passage of a few minutes and policies should be enforced for limiting unauthorized computer access. **ADDRESSED IN NEW CITY IT POLICIES**
23. The department should consider the elimination of all petty cash. **UNDER CONSIDERATION**

The use of petty cash has been reduced with the city/department credit card program. There are still times when petty cash is the quickest and least complicated process.
24. The department, upon becoming involved in EMS first responder services, should appoint a HIPAA compliance officer and institute strict policies to guide compliance on security of medical records. **COMPLETE**
25. Enhance internal communications tools to facilitate the sharing of information; solicitation of member input, and continued open communications for Fire Company planning. **COMPLETE – ON GOING**
26. Consider establishing and implementing a customer oriented, long-term Departmental strategic plan. **COMPLETED IN MAY OF 2005**
27. Implement an aggressive campaign of pre-incident plan development, training and distribution. **IN PROCESS**
28. Confirm that all EHS facilities within the SCFD service area have been identified; ensure that a local plan has been developed, and that fire company operations have been coordinated with it. **IN PROCESS, ON GOING**
29. Confirm that MSDS (Material Safety Data Sheet) forms are being received, reviewed, properly filed, and available for training and use during emergency responses. **IN PROCESS**
30. Consider conducting periodic community surveys to ensure the SCFD priorities match those of the community. **ON GOING**

Survey cards are handed out to residents who use our services. No formal survey has been conducted specific to the fire department. Funding such a survey would be an issue.

31. Consider establishing a Fire Department Citizen's Advisory Committee/Board. **MINIMAL PROGRESS**

This concept has been discussed with administration but no further action taken.

32. Enhance the interaction between the SCFD and their Risk Manager. **SOME PROGRESS**

SCFD actively participates in the City Safety Committee and we do have a department Hazard Control Committee.

33. Conduct annual physical capacity testing of career and paid-on-call emergency response personnel. **SOME PROGRESS**

Currently conduct annual respirator physicals as required. Full physicals are not completed on an annual basis.

34. Confirm that the SCFD Hazard Control (Safety) Committee is organized commensurate with the recommendations of N.F.P.A. Standard #1500. **IN PROCESS**

35. Confirm that the entrance and bi-annual medical screening for employees and members meet the recommendations of NFPA 1582. **SOME PROGRESS**

To meet full compliance with NFPA 1582 would require a significant financial investment.

36. Develop an ongoing physical fitness program for all emergency response personnel using NFPA #1583 as a model. **MINIMAL PROGRESS**

The standard is quite extensive, full compliance would be extremely difficult. Discussions have taken place with employees groups about how to proceed in this direction.

37. Confirm the role of the Volunteer Division in the SCFD's risk management, safety committee, and health and wellness programs. **COMPLETE**

All separate rules, regulations, policies, and procedures have been eliminated. All personnel follow the same department directives.

38. Consider increasing the Fire Department's general liability insurance coverage. **COMPLETE – ON GOING**

Insurance coverage is reviewed annually.

39. A clear and unambiguous disciplinary process should be described in written policy and should provide for appropriate progressive application of discipline. Levels of disciplinary authority for officers should be included. **PROGRESSING, ON GOING WITH CITY HR DEPARTMENT**
40. Disciplinary training should be provided to each company and shift officer. **IN PROCESS**
41. Establish and maintain adequate performance evaluation systems for both career and paid-on-call personnel. **COMPLETE**
42. Analyze the Deputy Chief of Training and Administration to determine whether the position should be reallocated to Assistant Chief or assigned in the chain of command between the Fire Chief and the Assistant Chiefs. **COMPLETE**

Addressed in reorganization.

43. The job description for the position of Captain at Station #1 describes supervisory activities that are not reflected on the organizational chart. The position does not appear to perform at the advanced supervisory capacity indicated in the job description and should be considered for downgrading to Lieutenant. **COMPLETE**

Addressed in reorganization.

Capital Asset Strategies

The following short and mid-term strategies are offered as recommendations on issues related to the capital assets of the agency.

1. Follow the recommendation of the Community Facilities Assessment Study. **SIGNIFICANT PROGRESS, IN PROCESS**
2. Develop and adequately fund a long-range facilities management plan in accordance with recommendation for projected service delivery for all stations. **SIGNIFICANT PROGRESS, IN PROCES**
3. Initiate efforts to correct existing deficiencies as indicated in the evaluations. **SIGNIFICANT PROGRESS, ON GOING**
4. Provide for automatic exhaust removal system at Station #5. **NO LONGER REQUIRED**

This was the old south volunteer station that will be disposed of. All new facilities have exhaust removal systems. Current grant application pending to retrofit existing fire stations #1 and #3.

5. The City should consider developing and funding an apparatus replacement program that anticipates replacement schedules (as in the example replacement schedule provided) and builds necessary funding in order to spread cost over multiple years. **PROPOSALS MADE TO ADMINISTRATION**
6. Correct any apparatus deficiencies or problems as noted in the apparatus evaluations. **COMPLETED**
7. Develop and fund a small equipment replacement program that anticipates replacement schedules and builds necessary funding in order to spread cost over multiple years. **NO PROGRESS**
8. Review equipment to determine if duplicate equipment represents unnecessary redundancy and can be eliminated. **COMPLETE**
9. Establish a record system for maintenance, uses and repairs of small equipment. **IN PROCESS, SOME PROGRESS**
10. Ensure the contract mechanic possesses Emergency Vehicle Technician (EVT) certification. **REVIEWED – NO PROGRESS**
11. Do not permit vehicle maintenance and repair to be conducted by unqualified individuals. **COMPLETE**

Our maintenance is completed by using in house staff, a ¼ time city mechanic position, and local vendors and shops. In our view they are all qualified. Our consultant suggests they be EVT certified. The department will continue to look into EVT certification, but at this time it is not a priority.

12. Develop and fund a replacement program that anticipates replacement of turnout gear. **NO PROGRESS**
13. Consider the purchase of a commercial extractor and mobile turnout drying rack. **NO PROGRESS**
14. Establish a semi-annual turnout gear inspection and cleaning plan. **COMPLETE – PERFORMED ANNUALLY**
15. Establish a record system for maintenance, cleaning and repair of turnout gear. **SIGNIFICANT PROGRESS, ON GOING**

Emergency Service Delivery Strategies

The following short and mid-term strategies are offered as recommendations on issues related to the delivery of emergency services by the department.

1. Negotiate an acceptable agreement for dispatching services from the Stearns County Sheriff's Department Communications Center. Decommission the SCFD Dispatch Center and reassign firefighters to response duty. **SOME PROGRESS, ON GOING**
2. Improve the department's capability to collect and evaluate incident data to ensure its ability to evaluate performance and effectiveness in the future. **MINIMAL PROGRESS**

The department hopes to address this along with other major city IT issues if and when the city technologies are updated.

3. Adopt performance objectives for emergency services that clearly define response performance expectations in measurable terms. **IN PROCESS**
4. Discontinue the separation of the city into volunteer and career response areas. Develop a dispatch plan that sends the closest appropriate response unit regardless of its career versus paid-on-call status. **COMPLETE**
5. Discontinue sending three response units to fire alarm activations. Send only a single engine unless it is verified that an actual emergency is in progress. **COMPLETE**
6. Consider adopting local law that creates a penalty for excessive numbers of false fire alarms at a given location. **MINIMAL PROGRESS**

This concept has been discussed in the budget process but has not been crafted into an agreeable policy. The department will continue to evaluate.

7. The Saint Cloud Fire Department's distribution of resources and historical response time performance indicates the agency could provide beneficial services to the City's emergency medical system. An integration of fire and police first response at the basic life support level, along with advanced life support paramedic transport services, will meet or exceed the NFPA 1710 performance benchmarks for EMS services. This project should be moved forward. **COMPLETE**
8. Develop a resource deployment plan that will allow the fire department to meet established performance objectives now and as the community grows. **COMPLETE, ON GOING**

9. Improve the department's ISO rating by developing the capability to deliver sufficient water supply to areas not served by fire hydrants. **IN PROCESS**

Training Program Strategies

The following short and mid-term strategies are offered as recommendations on issues related to the training programs of the agency. Individual narrative text describing the issues associated with these recommendations may be found in the appropriate sections of this report.

1. Establish a training committee comprised of representative members of the Volunteer and Career Divisions to provide the needed input into a well-balanced departmental training program. **COMPLETED**
2. Achieve State certified instructors for the Department; especially the Deputy Chief of Training and Administration. **COMPLETED**
3. Enhance officer training to ensure their skills and knowledge remains current. **COMPLETED, ON GOING**
4. Address the training disparity between the Career and Volunteer Divisions. A centralized, consistent approach to accomplishing training for both Divisions needs to be implemented. **COMPLETED, IN PROCESS**
5. Consider increasing individual training hours to 240 hours per year as a minimum needed to ensure proficiency and prevent degradation of skills. **IN PROCESS**

For 2007 the department average the following hours for Annual Training:

Paid on Call Personnel	64.58 hours/year
Career Suppression Personnel	141.54 hours/year
Command Staff	70 hours/year
Prevention Staff	29.33 hours/year

6. A safety officer should be appointed on all manipulative training sessions undertaken by the Department in accordance with NFPA recommendations. **COMPLETE**
7. Implement a night drill/training program. **COMPLETE**

8. Implement a multi agency training program. **IN PROCESS**
9. Inventory the Department library and implement a process whereby members/employees may “checkout” materials. **COMPLETE**
10. Expand attendance opportunities at the NFA throughout the officer ranks and those developing their officer skills. **COMPLETE, ON GOING**
11. Implement a competency-based training program. **COMPLETE**

Fire Prevention Strategies

The following short and mid-term strategies are offered as recommendations on issues related to the fire prevention programs of the agency.

1. Consider implementing a formal, citywide development authorization review process. **COMPLETE**

The AS 400 operating system was revised to include a plan review process for: Planning, Engineering, Fire and subsequently Building, whom issues the Certificates of Occupancy. The process includes an approval step to allow the plan to proceed and also provides a section for comments that may concern other departments. This system has been in place since 2006 and is frequently revisited

2. Clearly identify the number of properties that should be inspected. **COMPLETE – ON GOING**

The ICMA annual report and assistance from Assessing, Finance and Planning has helped this endeavor, in the past it was not practice to maintain occupancy specific building lists. Most recently the number of Assembly occupancies, sprinkled buildings and establishments that have grease hoods has been added. A common road block in this area is that each list has to be created, maintained and shared individually; there is no centralized software program to store and track this information collectively. An improved Master Property access and search feature is used daily

3. Establish the frequency these properties should be inspected by level of risk. **ON GOING**

A brief snapshot of the history of the inspection program is apartments, and other sleep occupancies, assembly occupancies and drinking and dining establishments. Many of our inspections are conducted on a complaint basis. A combined effort between Health and Fire Prevention is

underway to initiate a restaurant grease hood inspection program. Potential occupancies to be added include hotels & motels, schools, and care facilities; all of these would be fee based inspections and potentially offset the cost of the additional Inspector it would take to accomplish them.

4. Identify the resources needed to conduct inspections, re-inspections, plan review, tests, fire investigations, life and fire safety education and other related responsibilities. **IN PROCESS**

Adjustments have annually been made to permit fees and in general are based on one hour of inspection time, this covers most typical inspections. It is the fire departments belief that a permit fee should be associated with an inspection. Re-inspections have not been billed and are currently conducted at a taxpayer cost. A re-inspection fee could be added. Plan review fees are charged by some departments as an addition to permit fees. This is a potential revenue stream, but would also require staff time to bill and maintain. Fire investigations and fire safety education have always been difficult to budget for and take time away from daily inspection availability. In 2006 a conscious effort was made to assign more staff time to public education, in addition more frequent involvement in fire safety education by fire crews has helped substantially and this trend continues.

5. Develop a comprehensive records management system so that the results of inspections can be recorded, inspections tracked and next inspection dates identified to the inspector. **MINIMAL PROGRESS**

The department's current "Fire Programs" software inspections module has never been activated and made available to staff because of usability issues. Inspections have to be recorded and tracked manually. While efforts to improve our system are always ongoing, this is and has been a longstanding impediment to the inspection program.

6. Explore automation of inspection files. **MINIMAL PROGRESS**

Available programs have been considered, but have not been realized because of budgetary or IT issues, one alternative could be to use an inspection format that is available from the State Fire Marshal's Office. This would immediately help fire prevention, but would not help in sharing citywide information.

7. Explore charging fees for required fire inspections. **IN PROCESS**

There are several options available to add revenue streams to the fire prevention department, these include adding occupancy inspections, plan

review fees and violation fines. An accompanying increase in staff management time would also need to be considered.

8. Consider utilizing in-service fire station personnel to complete fire code inspections. **NO PROGRESS**

Staff time has not been available to work toward this strategy. We expect to work on it in 2009 and 2010.

9. Modify the SCFD's life and fire safety education culture from an "as can" attitude to a priority mission for the Department. **COMPLETE – ON GOING**

Since 2007 public fire safety education has taken priority within the department. Crews are frequently participating in fire safety house and health fair events, firefighters are being called back to staff these functions and a significant amount of fire prevention staff time is dedicated to public education.

10. Enhance basic origin and cause determination training for incident commanders. **IN PROCESS**

Recently a presentation on fire prevention operations was made to new firefighters with positive evaluations. There is intent to do a similar, expanded presentation to officers as time and staffing allows.

11. Consider adding a "good intent" category for reporting incidents involving detection and suppression systems. **NO ACTIVITY**

12. Implement a Departmental data collection and analysis process where all entities of the Department routinely and jointly accomplish data analysis to set the direction and mission of the Fire Department. **IN PROCESS**

There is frequent communication among department staff to identify potential issues and patterns. The dispatch run book is reviewed continuously for repetitious responses and generally identified issues are resolved by either inspection visits or public education.