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HIAWATHA FIRE-RESCUE

MEMORANDUM

TO: HONORABLE MAYOR, HIAWATHA CITY COUNCIL

FROM: MIKE NESSLAGE, FIRE CHIEF

SUBJECT: EMERGENCY SERVICES MASTER PLAN

DATE: 5/9/2019

It is our pleasure to present to you the completed Emergency Services Master Plan. We are asking you to receive and place this on file. Upon doing that we will place the document on file with the Clerk and place it online on the City Website for public access. It has already been posted in the department's online library.

We came away with 50 recommendations. They were broken down into the following categories; Organizational, Management, Planning, Staff, Training, Fire Prevention/Community Risk Reduction (CRR), Communications, and Capital. ESCI also broke them down into short/mid range, and long range planning. Finally they assigned priority of 1 -3 with 1 being higher. They are attached to this in order that they listed them. I am maintaining a separate list that I can sort.

You will note that there are 15 recommendations that are highlighted in green. These are items that we have already taken some action on. Most of those actions are ongoing.

The day staff has met and reviewed the recommendations and set our own key issues for this year. They are, 1) recruitment and retention, 2) Health, Safety and Wellness, 3) Improve accountability for training and attendance along with a mentorship program, 4) Station improvements and 5) Improving data collection through Emergency Reporting training. These topics all fit within the 50 recommendations.

We will continue to keep you posted as we move through the Master Plan recommendations.

ESCI Emergency Services Consulting International

HIAWATHA FIRE-RESCUE

ITEM	Description	Term	Group	Priority	
1	Realign the existing organizational structure to reduce the span of control.	Short	Org	1	Paid medics were moved from reporting directly to Chief to reporting to Deputy Chief of EMS. Additional changes will be made as other staff changes are implemented.
2	Evaluate current communication techniques to determine effectiveness and implement changes as appropriate.	Ongoing	Mgt	1	
3	Evaluate the potential usage of other social media tools (i.e., twitter, snapchat, etc.).	Ongoing	Mgt	3	Currently the Department is using Facebook. We are investigating the use of Twitter or Instagram.
4	Implement the usage of a customer feedback survey to improve the ability of citizens to provide feedback to the fire department relative to performance and expectations.	Short	Mgt	2	We will implement a customer feedback tool for EMS calls this summer. In conjunction with the Citizens Advisory Panel we will institute a community feedback tool in the next year.
5	Implement the usage of a citizen's advisory panel to improve external communications.	Short	Mgt	2	We will establish a community advisory panel within the next year.
6	Continue to provide training focused on the identification of warnings signs leading to suicide and intervention procedures when warning signs are recognized.	Ongoing	Mgt	1	We continue to provide EAP, Counseling Services, Training, and Education on mental health.
7	Continue to work with EAP provider to ensure all counselors assigned to Hiawatha staff are "trauma trained" to ensure an appropriate treatment level occurs.	Ongoing	Mgt	1	We continue to work with our EAP provider and have insured they have counselors who are appropriately trained and experienced in working with public safety.
8	Continue to evaluate the recruitment and retention program and implement industry best practices as identified.	Short	Mgt	2	The department is in process of implementing a points system for volunteer members. The membership Committee will be working toward a recruitment program in the next year.
9	Implement industry best practices in preventing firefighter exposure to carcinogens	Short	Mgt	1	This is in progress and will be implemented in the next 6 months.
10	Establish a formal process for the regular review and update of its command SOPs to ensure the procedures remain current and relevant.	Mid	Plan	2	In the next two years the Command SOP's will be reviewed and converted to match the current SOP format. A Policy on review will be included.

11	Establish formal automatic aid agreements with adjacent neighboring agencies for high risk/high consequence incidents.	Ongoing	Plan	1	This is ongoing. As of May 15, 28E agreements have been established with Monroe and Robins. Conversations are underway with Cedar Rapids
12	State through a formal resolution **Hiawatha's** philosophy and support of regionalizing emergency response procedures and capabilities whenever possible.	Short	Plan	2	This will be placed before council in the next 6 months.
13	Take a leadership role in regionalization discussions and planning wherever possible.	Ongoing	Plan	2	**See Item 11. Chief Nesslage is working with Marion and CR chief's** along with other regional chiefs.
14	Continue to develop and maintain an effective pre-fire plan process.	Ongoing	Plan	1	We currently have a pre-plan process in place with copies in all frontline apparatus. A procedure and policy will be established in the next year.
15	Establish specific timeframes for implementation for each recommendation and action item with an associated person responsible for implementation.	Ongoing	Plan	1	This document.
16	Provide a quarterly update to the City Council as to the status of each action item within the strategic plan.	Ongoing	Plan	2	This document, monthly council reports.
17	Actively work to involve constituent groups in departmental planning activities.	Short	Plan	2	See Item 5 above.
18	Complete the process of establishing formally adopted values and vision statements.	Short	Plan	1	Will be completed in the next year.
19	Maintain an active role in the development of emergency management planning with the County.	Ongoing	Plan	1	Chief Nesslage is an active participant in Emergency Management **Program and Drills. We will be exposing Chief's Jellison and Powers** to drill opportunities in the future.
20	Evaluate the addition of two paramedics to allow for 24-hour coverage seven days per week.	Mid	Staff	2	This item was written when there was only 1 full time medic. There are currently two full time medics. The intent of this item is for there to be THREE full time medics, thus 24x7 coverage.
21	Establish performance metrics to ensure the department is able to effectively complete all fire prevention activities.	Mid	Staff	1	Performance metrics for fire prevention activities will be established in the nextyear.
22	Evaluate the feasibility of adding an administrative support position to the department.	Mid	Staff	2	Pending funding and approval needed.
23	Establish certification as Firefighter I level to be completed prior to beginning interior fire suppression operations.	Short	Train	1	This has been established and will be clarified in written policy within the next 6 months.

24	Establish a formal Officer Development Program.	Mid	Train	2	This is being investigated. Current turnover has made this a challenge.
25	Establish training goals and objectives to ensure the department is achieving desired outcomes.	Short	Train	1	Training Committee has met annually and established training goals. They will work to clarify those goals
26	Establish an annual minimum number of hours each member is expected to achieve.	Short	Train	2	Staff will review the policy in the next 6 months to establish and publish expectations
27	Implement an accountability program designed to ensure all members of the department are held to an established standard relative to attendance at training sessions.	Short	Train	2	Staff will review the policy in the next 6 months to establish and publish expectations.
28	Implement an online training program to further maximize the training opportunities of departmental members.	Ongoing	Train	2	Online training has been implemented and we are seeking new ways to utilize the system.
29	Establish a formal multiagency training calendar to include all mutual aid partners.	Ongoing	Train	2	Officers from Robins, Monroe, and Hiawatha have met and established targeted training days, in addition to agreeing to open training for each other.
30	Establish and adopt a formal training manual to be used during all departmental training activities.	Mid	Train	1	Over the next 2 years training officer and committee will adopt formal training documents to be used during training. For example NFPA 1410 was used to develop several training evolutions.
31	Explore the feasibility of establishing a dedicated training location within the City.	Short	Train	2	FD has requested that the city allocate space for a local training facility. Funds are in CIP.
32	Develop an annual report to be used in communicating departmental activity.	Short	Train	1	Staff will publish annual report starting with 2019 year end.
33	Develop and implement a formal risk reduction plan that is update annually.	Mid	CRR	1	In the next 3 years, staff will develop a community risk reduction plan utilizing data from RMS, concentrating fire prevention activities including inspections, pre plans, and education to reduce identified risk.
34	Transition to a full-time Fire Marshal position with limited additional duties to maximize code enforcement and risk reduction activities.	Short	CRR	1	FD Staff recommends the appointment and funding of a full time fire marshal.
35	Add one or more full-time Fire & Life Safety Inspectors, trained to NFPA 1031 standards (could be cross-trained to perform firefighter and/or EMS functions as part of their assigned duties).	Ongoing	CRR	2	Two officers have been trained to NFPA 1031 and are currently pursuing ICC Certification as fire inspectors.

36	Consider the long-term establishment of the position, paid or volunteer, of Community Outreach Coordinator, assigned to the Fire Marshal, to ensure the development, delivery, and enhancement of necessary community outreach and risk reduction program elements.	Long	CRR	2	This item will be included in future staffing plans. The City should pursue funding this position in conjunction with full time fire marshal and fire inspectors.
37	Train and certify all fire officers and the Fire Marshal in accordance with NFPA 1033 and NFPA 921 in order to ensure investigations are properly conducted and balance staffing requirements with recognized models of efficiency and available funding.	Long	CRR	3	We currently use State Fire Marshal and Mutual aid for fire cause determination. Several members are trained to the aforementioned standards, however, training and maintaining proficiency with our call volume is nearly impossible.
38	Consider the regular use of RMS to assist with community risk reduction and response performance benchmarking.	Ongoing	CRR	1	We currently use RMS (Run Management System) to collect data both on responses and on occupancies to evaluate risk. This is ongoing.
39	Actively work with LCSO to ensure compliance with NFPA 1221: *Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems.*	Ongoing	Comms	1	We are in continued conversations with Linn County regarding this topic.
40	Actively work with LCSO to ensure the ability of Hiawatha to achieve performance standards identified within NFPA 1720: *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the Public by Volunteer Fire Departments.*	Ongoing	Comms	1	We are in continued conversations with Linn County regarding this topic.
41	Take an active role in development of the Multi-Jurisdictional Hazard Mitigation Plan.	Mid	CRR	1	Hiawatha FD, along with other city components has participated in the Linn County Regional Hazard Mitigation Plan (LCRHMP). An updated plan was recently released.
42	Ensure personnel are equipped and trained to respond to each of the risks identified in the County's hazard mitigation plan.	Mid	CRR	1	This is ongoing. We use the LCRHMP , along with other data to ensure we are addressing community risk.
43	Establish a common set of written procedures to standardize the entry and recording of emergency response data.	Mid	Plan	1	Within the next year we will provide additional training in the use of Emergency Reporting and publish additional guidelines.

44	Conduct an analysis of the existing facility using *NFPA 1500: Standard on Fire Department Occupational Safety, Health, and Wellness Program*, and *NFPA 1720: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments*	Mid	Capital	1	In the next two years we will conduct evaluation of the station against the mentioned documents.
45	Develop and adopt a formal fleet replacement program to be used as a guide in planning for the replacement of emergency response vehicles.	Mid	Capital	2	A formal fleet replacement plan will be created in the next year.
46	Work collaboratively with mutual-aid partners to establish a regionalized approach to the types and size of specific emergency vehicles.	Mid	Capital	3	Ongoing: We participate in discussions where we can identify needs and means to benefit from resources regionally. For example, Special Ops from CRFD, and Haz Mat from Linn County
47	Develop a funding strategy that will fully meet future vehicle replacement needs.	Mid	Capital	1	See Number 45 above.
48	Establish demand zones as soon as possible.	Mid	Plan	1	Ongoing. We have established demand zones. As the city increases in size, and changes (Infill) we will update demand zones to provide the best data.
49	Relocate the existing fire station to a more optimal location.	Long	Capital	1	
50	Construct a second fire station using pre-determined performance criteria.	Long	Capital	2	

RESOLUTION NO. 19-
City Council

RESOLUTION ACKNOWLEDGING AND PLACING ON FILE THE EMERGENCY SERVICES MASTER PLAN

BE IT RESOLVED BY THE CITY COUNCIL OF HIAWATHA, IOWA, to acknowledging and place on file the Emergency Services Master Plan, outlining goals and strategies and establishing a vision to guide future fire and ambulance decisions in the City of Hiawatha.

AYES:
NAYS:
ABSENT:

PASSED AND APPROVED this 15th day of May, 2019.

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Bill Bennett, Mayor

ATTEST:

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Amy Scheer, Deputy City Clerk