



# Falcon Heights Fire Department

Internal Review and Audit 2020



# City of Roseville Fire Department

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## **Daytime Response**

The Falcon Heights Fire Department has a significant lack of daytime response availability. This, coupled with a firefighter recruitment need, is the most glaring need for the Falcon Heights Fire Department. In the past year, on three instances, the fire department has been unable to provide an emergency response vehicle for an emergency call. With the current administrative contract in place their response has a backstop from the Roseville Fire Department. However, this backstop is not a long-term fix. Assessing daytime availability of existing staff, recruiting daytime specific personnel, and potentially providing an incentive to daytime response are considerations that should be made to fill this gap.

Organizational changes may be necessary to meet the needs of an evolving fire department. An example of this would be to change the training structure (instituting daytime training) and the firefighter response tracking in regards to firefighters that work in the area and can respond during the day, but live outside the response time at night and on weekends.

The lack of daytime staffing and response availability is a long-term issue that should have been addressed in the department's past, and needs to be addressed rapidly going forward. As it takes 1-2 years, at a minimum, to hire and train a fully functional firefighter/emergency medical responder, true efforts to recruit and hire quality employees should have been done within the last 5 years in earnest to as not be in this position.

## **Personnel and Recruitment**

The fire department currently has 16 total firefighters, with one firefighter on an extended leave, one non-active for the past six months, and one with a pending retirement. This total amount of firefighters is down from previous years. In addition, there are several members that are at or near retirement age and have sufficient years of service credit in the Fire Relief Association for retirement. The combination of the total number and the potential for some retirements leads to a high priority for recruitment and refocused retention efforts.

## **Recruitment**

The recruitment of eligible and capable firefighters is a critical function facing the Falcon Heights Fire Department. Some recruitment has been done during the initial phases of the administrative contract; however, it is the goal of fire administration to ramp up recruitment efforts and start a recruitment committee that consists of:

- Fire Administration
- City Administrators
  - Falcon Heights
  - Lauderdale
- Three to four current firefighters

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The goal of this committee will be to brainstorm and discuss several different avenues for active recruitment that does not just meet the immediate approach to personnel levels, but is a long-term sustainable recruitment program that helps get the fire department to personnel levels consistently at the 20-25 firefighter mark going forward.

Any and all possible options to recruit should be assessed and vetted. This could include options and opportunities like:

- Expanding the response time to the fire station, allowing for a larger area to pull recruitment from.
- More focused recruitment at the University of Minnesota as well as local businesses in Falcon Heights and Lauderdale in pursuit of daytime available responders. A focused approach on daytime response and utilizing men and women that work in Falcon Heights or Lauderdale may be a focused recruitment that would be advantageous.

## **Retention**

The retention of firefighters is a vital task for any fire department, especially a paid on call fire department. As there are many different motivations and interests that keep firefighters involved, whether it be a retirement income and incentive, pay (secondary source of income), good training, camaraderie, preparation for a full-time fire service career, or giving back to the community. With this in mind, we have to approach retention as an important piece to our internal customer service.

### **Training**

One of these items has been addressed through training. Training is the bedrock of the organization and the one consistent item that brings firefighters to the fire station on a weekly basis. It is imperative to have focused, active, and engaging training that improves skill sets, increases teamwork, and provides motivation to be involved with the organization.

### **Firefighter Pay**

One area we would like to consider as part of our retention process is to elevate the hourly pay for the firefighters. While we understand this is a paid-on-call position and most firefighters are not with Falcon Heights to make a livable wage, a more suitable rate of pay for their job functions may improve participation and have an improvement in job satisfaction. As part of the 2021 budget process we plan to introduce a pay increase for all personnel to get them to a suitable level of pay that is comparable to their paid-on-call peers in the Twin Cities metro.

### **Strategic Planning**

A clear image of the future and goals is a profound and effective way to retain firefighters. A clear image, or strategic plan, assists firefighters in having a shared understanding of where the organization is currently at and what their goals are over the next 1-5 years. Improved roles and responsibilities, clear goals, and a path by which to take to get their can invigorate and motivate personnel to be a part of that goal and assist in the retention of firefighters.

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## **Effective Leadership**

Consistent and professional leadership is a significant factor when assessing personnel retention. The Fire Department has not had this in recent past. Consistent leadership and a command structure that is flexible to adapt to the needs of the department, coupled with a strategic plan will assist in retaining firefighters. In previous years, communication from Fire Administration down to the entire fire department was not common. It is imperative to develop transparent and effective leadership within the organization that allows the fire department to address operational and administrative goals and benchmarks. The fire department will have to be involved with developing this structure, though it may lead to changes in how the organization has been structured in the past.

## **Response Times and Call Volume**

In 2019 the fire department was dispatched and responded to 121 calls for service. Response times tend to vary depending on the time of day. As to be expected, daytime response times are slightly slower on the average versus night and weekend responses. Their overall response time for a fire suppression apparatus to arrive on scene is averaging around 10:00. A review of the 2019 call volume, call type, and response times are included in Appendix C.

It is important to note that the information provided in the 2012 audit and review of the Falcon Heights Fire Department had inaccurate information regarding response times. The 2012 audit noted the average response time was around six minutes. The six-minute response time that is noted is the arrival of a company or chief officer in their private vehicle responding directly to the scene. This is not the response time of an actual fire suppression and/or rescue apparatus. NFPA response time benchmarks measure and set goals for the response of a fire suppression apparatus as these units are required in order to mitigate an emergency. When looking at response times using proper NFPA guidance, 2012 response times are consistently comparable to what the current response times of Falcon Heights Fire.

## **Training, Certification Renewal, and Compliance**

Our assessment of the training division within the fire department showed gaps in hands-on and practical training for the firefighters to meet expectations of the Minnesota Fire Service Certification Board (MFSCB), Minnesota Board of Fire Training and Education (MBFTE), and Minnesota Emergency Services Regulatory Board (EMSRB). During the initial phase of our audit firefighters made mention they rarely, if ever, practiced actual fire tactics, like stretching hose-lines in an effective manner. We approached the first and second quarters of training in 2020 with an approach that utilized their interests and gaps we knew were present. Training is back on track with a “back to the basics” focus to improve competency and consistency.

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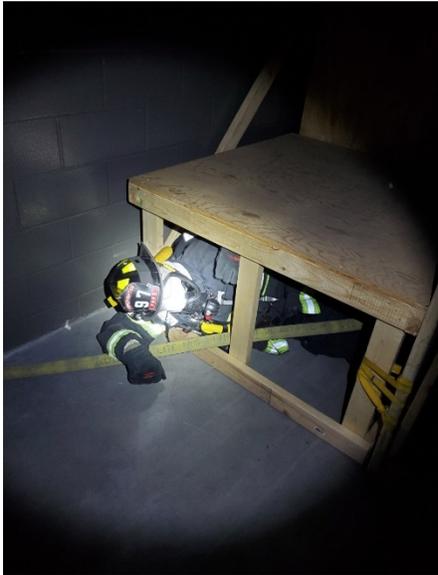
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Within the training we focused on the importance of having a FHFD member be a co-leader of the trainings. This could be the newest firefighter all the way up to the most senior firefighter.

This was established for two primary reasons:

1. To develop leadership and instruction skills for all firefighters and captains.
2. To allow them to be as autonomous as possible. Allow the RFD personnel to facilitate the training, but by leaving the majority of the instruction to the FHFD personnel it would allow for them to work better as a team.

With the first quarter of training complete and into the second quarter we are very pleased



with the progress of the firefighter's skill set as well as the willingness of all members to help teach and take ownership over their training program to assure a quality training experience for the fire department.

The fire department transitioned away from their previous emergency medical services (EMS) education provider and moved to Regions EMS. Regions EMS is a high quality education provider that provides education to more than 15 fire departments in the metro as well as western Wisconsin. They have a very hands-on focus to their fire departments they educate and we believe this will be an improved educational experience for the firefighters at a reduced cost from what the fire department was paying in the past. With the wide breadth of organizations that Regions EMS

provides education to, there is now an increase of opportunities to get in necessary training, as well as additional training opportunities that are multi-jurisdictional that the firefighters can participate in.

As part of a grant opportunity with the MBFTE we have implemented Target Solutions, an online training and tracking program to improve information sharing and training opportunities. This program will likely replace the existing SharePoint site that houses training information, standard operating procedures, calendars, and other departmental information.

All firefighters that were due for their bi-annual EMS certification renewal were recertified without issue.

## **Annual Equipment Testing Compliance**

Equipment testing and compliance is a vital piece to the safety of the firefighters as well as the longevity of the equipment. In the fire service there are several pieces of equipment and apparatus that need to be tested and evaluated on an annual basis:

1. Self-Contained Breathing Apparatus (SCBA)

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2. Apparatus Pump
3. Ground Ladders
4. Aerial Ladder Truck
5. Fire Hose

## Self-Contained Breathing Apparatus (SCBA)

The fire department currently uses a Mine Safety Appliances (MSA) Firehawk brand of SCBA. These SCBAs are seven years old (purchased in 2013). Per NFPA and OSHA regulations they have approximately three to eight years of time left of their adequate and appropriate use before consideration for replacement. This has been included in Appendix A, Capital Outlay. Per our records review and assessment, the SCBAs have received competent and appropriate testing in the last two years, with few repair issues or concerns.

Consideration for this equipment replacement should be a priority. Replacement for the SCBA and associated components should occur 2023-2028.

<b>SCBA</b>	Replacement Cost: <b>\$130,000</b>
SCBA's are a priority to budget for. They are currently sufficient, but per NFPA and OSHA regulations they should be replaced between 10-15 years (2023-2028).	

## Apparatus Pumps

The Fire Departments three large pieces of apparatus have received annual pump testing through Emergency Apparatus Maintenance (EAM). Minor repairs and maintenance needs for the fleet are performed EAM. Pump health and capacity appear to be adequate and appropriate.

The annual pump testing of three apparatus is an on-going annual cost of approximately \$2,000; without consideration of any maintenance work and follow ups on issues discovered during the testing process. Annual operational funds should be in place and considered for this test and maintenance needed.

## Ground Ladders and Aerial Ladder Truck

Through our evaluation and records review we found no results of any recent ground ladder and aerial testing. We believe the fire department may be several years behind with this annual test. Due to this concern, we believe this is a priority test and evaluation that needs to take place.

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The annual testing costs for FHFD's fleet is approximately: \$1,500. This includes 291 feet of ground ladder testing and the aerial ladder test.

<b>Ground Ladders</b>	Testing Cost: \$654.75
This is an annual requirement to test the safety and functionality of ground ladders in the fleet. Forgoing annual testing is a significant risk to personnel and dangerous. It is also a very effective way to discover the age and functionality of the ground ladders to better prepare the department for replacement.	

<b>Aerial Test</b>	Testing Cost: \$805.00
The usage and functionality of an aerial platform is critical for a fire department's fire-ground tactics and the safety of all firefighters working on or around this apparatus. From our records review we could not find any testing results or documentation for the 2014 Pierce Aerial ladder. It is overdue for testing and compliance.	

## **Fire Hose**

We were unable to locate annual hose testing results from our review; firefighters made mention that they have never tested their hose.

We recommend immediate testing of all fire hose this spring or early summer in an effort to assess the health and functionality of all fire hose. There is a potential, due to lack of testing, a significant amount of hose may fail and need to be replaced in an effort to maintain appropriate supply and Insurance Services Office (ISO) requirements and expectations. Once hose testing is completed we will have a better idea of replacement needs, if any.

<b>Fire Hose</b>	Annual Testing: \$2700
The current condition of the fire hose on the apparatus and in the fire station is in fair condition, replacement costs will be dependent on the success of the annual testing.	

## **Radios**

The current portable radio fleet for FHFD consists of 22 radios and the current mobile radio fleet for FHFD consists of 5 radios.

### **Portable Radio Analysis**

Nearly all (21 of 22) radios are from the original 2006 purchase process conducted by Ramsey County. These radios have reached the end of their effective life, and have officially reached end-of-life by Motorola. This means that repair or replacement parts are no longer available for these radios and their use as a life safety system for firefighting should be ended. FHFD currently has enough portable radios for all available riding seats on fire apparatus; NIOSH reports have indicated through post-incident analysis that every firefighter on the fire-ground should have a portable radio and be properly trained in its use as a firefighter safety component. It is our assessment that we should maintain the current number of portable radios at 22.

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We would recommend an aggressive replacement plan for the 21 portable radios over a 1-3 year timeframe. For long-term planning, a 12 year life-span for portable radios is suggested. Current per radio cost is **\$4,600.00**.

In Appendix A we noted to begin a capital investment of \$32,200 per year to begin the replacement of all radios (7 radios per year). This will allow a full replacement over the course of three years, then a process of replacing two radios per year starting in 2028. We believe a set amount annually in this line item will be the most advantageous to maintain a well-functioning radio fleet.

## **Mobile Radio Analysis**

All mobile radios installed in FHFD apparatus are from the original 2006 purchase conducted by Ramsey County. While these radios are important to the operations of the department, they do not share the same life safety concerns that a portable radio being utilized by an individual physically on the fire-ground. We recommend a phase-in replacement plan covering the next three years to replace the current mobile radios with newer models. **The current models utilized in FHFD apparatus no longer are able to be serviced if a failure does occur.**

Current Per Radio Cost: **\$5,000.00**

Installation per-vehicle: **\$775.00**

**Total: \$5,775.00 (x5) = \$28,875.00**

In total we have approximately **\$125,000** of radio costs that need to be addressed as a priority in the 3-4 years.

## **Annual Radio Maintenance**

To properly operate, 800Mhz radios need to be optimized annually and periodically require re-programming due to outside influences. Outlined below are operational costs for annual optimization, and costs associated with periodic programming.

Annual Optimization Costs (full radio fleet): **\$1,485.00**

Radio Programming (4 year cycles full fleet): **\$1,485.00**

These funds should be considered operational costs, not capital.

## **Personal Protective Gear**

A firefighter's personal protective gear is the absolute most important piece of equipment for a fire department to maintain and invest in. Turnout gear review was one of our first priorities under the new contract for administrative services.

As part of the 2020 budget we have funds available for new fire helmets; the current fire helmets are well beyond their useful life and current guidance of NFPA standards. In the first 120 days of this administrative contract new helmets will be purchased and likely already in service.

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In addition to the fire helmets is fire resistant hoods. These specially designed fire resistant hoods provide important heat and carcinogen protection to firefighters operating in a fire or other hazardous environment. The most recent hood replacement we could find were purchased more than 10 years ago and also past their useful and recommended life span. We have since replaced all hoods at a cost of approximately \$550.

Much of the existing turnout gear is near or beyond the NFPA standards and guidelines for firefighters and is an immediate replacement priority. With taking out a helmet and a hood (already replaced) a turnout gear ensemble will cost approximately \$2700 per firefighter. This includes a turnout jacket, pants, boots, and gloves. From our review we found the following immediate replacement needs (at or beyond 10 years):

7 Pants

6 Jackets

15 Boots

With current pricing Falcon Heights is looking at a minimum of \$16,850 to address the immediate gear replacement needs.

<b>Turnout Gear</b>	Replacement Cost: <b>\$16,850</b>
This is for all current boots in service, and any jacket or pant at 10 years of age or older. An additional concern is the fire department has no back-up gear available that is functional.	

Note that the total replacement costs associated with subsequent gear purchases will be an additional \$15,000-\$20,000 over the next 2-4 years (2021-2024). Also note that this replacement is for current staff. If we are to recruit and add an additional 3-6 members, it would increase by approximately \$2600 per firefighter.

## Apparatus

The Falcon Heights Fire Department currently maintains three large pieces of apparatus and one pick-up truck. Overall the apparatus fleet is in fair health. The department has two engines and one ladder truck. The engines are performing adequately however during recent pump testing some repairs were noted. However, Engine-752 is nearing the end of its useful life based on recommendations by NFPA. It is a 2001 Freightliner Custom Pumper. While this apparatus is still functioning appropriately as a back-up engine, a replacement should be considered by 2025 to assure reliable fire apparatus are available for emergency response.

Engine-753 acts as the first out engine for fire-related calls. It is a 2005 Sterling Custom Fire Pumper. It is functioning appropriately as a first-out engine, but will be in a good position to transition to a back-up engine after the replacement of Engine-752 is in place in the next 3-5 years.

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Ladder-757 is a 2014 Pierce Aerial ladder truck. It is utilized for most mutual and auto-aid responses, as well as rescue-related emergencies. This vehicle has passed recent pump tests. It is a well-functioning apparatus and, with proper care and maintenance, should remain in the fleet for another 15-20 years.

<u>Apparatus</u>	<u>Year</u>	<u>Needs/Concerns</u>
Engine-752	2001	Nearing the end of useful life, but likely still a functional apparatus for several more years in a back-up/reserve capacity.
Engine-753	2005	Functions well, but should be transitioned to a back-up apparatus in next 3-5 years.
Ladder-757	2014	In great condition, no significant needs or concerns at this time.
Utility 755		Operational and functional at this time, no immediate replacement needs.

## **Administrative Review**

### **Standard Operating Procedures/Guidelines (SOP/SOG) Review and Committee**

The Falcon Heights Fire Department has many outdated and obsolete SOPs, some are redundant as well as conflicting with each other. The initial review process and the subsequent committee development for review is a necessary step to improve clarity of job roles and responsibilities, response procedures, and department expectations. It is our goal to develop revised standards to meet the needs and expectations of the Falcon Heights Fire Department, the cities of Falcon Heights and Lauderdale, and the firefighters. We anticipate the committee review and development process to take 3-6 months with a goal of fall 2020 for completion.

### **Job Descriptions**

In the first 120 days of the administrative contract we created job descriptions for Firefighter and Captain. The evolution of these job descriptions was a group effort as we sought feedback, edits, and development from the firefighters and captains. These job descriptions are located in Appendix B. We will be working with staff on the development of a Fire Chief job description as well as other chief officer positions once we have a more defined organizational structure for the future.

### **Medical Examinations**

Per OSHA, firefighters are required to receive an annual medical examination that includes an SCBA mask fit testing and a certain list of functions to be tested and reviewed. As part of the leadership transition we have decided to work with a clinical vendor that better meets the needs of the fire service and works with many fire departments in the metro. Health Strategies will assist with the medical examinations for new hires, annual medical examinations, and any fit testing needed by the fire department. They are a reputable organization and have competitive pricing.

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As part of the leadership transition we will work with the firefighters to evaluate and address any additions we would like to add to the annual medical examination process. This is done in an effort to be proactive with health concerns for firefighters, especially as firefighters age.

## **Priority Summary**

1. Daytime (Weekday) Response
  - a. Firefighter Recruitment and Retention Efforts and Working Group
    - i. Immediate attention needs to be focused on recruitment and retention, especially daytime available firefighters.
    - ii. Effort should be placed on getting many into the testing phase and on-board prior to the start of the next Firefighter I program in late fall/winter 2020.
    - iii. Assess and evaluate organizational changes that will need to occur with the recruitment of daytime only responders that live outside of the response area, but can respond and lend aid during the day.
      1. Training times and attendance opportunities.
      2. Response requirements for good standing as an employee and Relief Association credit.
2. Capital Improvement Considerations
  - a. Assess 10-year capital improvement outlay
    - i. Turnout gear in 2021-2023: High Priority
    - ii. Radios in 2021-2023: High Priority
3. Operational Considerations
  - a. Improve and streamline annual testing requirements of hose testing, ground ladder testing, SCBA pack and bottle testing, and pump capacity.
  - b. Organizational development, structure, and leadership development.
  - c. Continue to upgrade training involvement, participation, and practicality to better meet the needs and expectations of the firefighters.

**City of Falcon Heights**

Capital Improvement Plan: **Fire Vehicle & Equipment Fund**

**Appendix A**

**Expenditure Detail**

Key	Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
V	Engine 753	\$ -	\$ -	\$ -	\$ -	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 550,000
V	Engine 752	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
V	Ladder 757	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
V	Utility 755	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000	\$ -	\$ -	45,000
E	Exercise room-fitness equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
E	Self contained breathing apparatus	\$ -	\$ -	\$ -	\$ -	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ -	130,000
E	Ventilation fans	\$ -	\$ -	\$ 800	\$ -	\$ -	\$ 800	\$ -	\$ -	\$ -	\$ 800	2,400
E	Power equipment	\$ -	\$ -	\$ -	\$ 2,500	\$ -	\$ -	\$ -	\$ -	\$ 2,500	\$ -	5,000
E	Personal Protective Equipment-gear-boots-helmets	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	45,000
E	Exhaust system equipment	\$ -	\$ -	\$ -	\$ -	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000	4,000
E	Medical bags and O2 bags	\$ -	\$ -	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ -	2,000
E	Training equipment	\$ -	\$ -	\$ -	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	1,000
E	Camera to assist with rescue/firefighting	\$ 5,500	\$ -	\$ 5,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,500	\$ -	16,500
E	Portable radios- 3 per year replacement	\$ 45,000	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,800	\$ 13,800	117,600
	Mobile radios 1 per year	\$ 5,775	\$ 5,775	\$ 5,775	\$ 5,775	\$ 5,775	\$ -	\$ -	\$ -	\$ -	\$ -	28,875
E	Firefighting Equipment	\$ -	\$ 800	\$ -	\$ -	\$ 800	\$ -	\$ -	\$ 800	\$ -	\$ -	2,400
E	Response to water related emergencies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
E	Apparatus Based IT Infrastructure	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000	\$ -	15,000
E	Air monitoring equipment	\$ -	\$ 800	\$ -	\$ -	\$ 800	\$ -	\$ -	\$ 800	\$ -	\$ -	2,400
E	Rescue equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ -	35,000
E	Off-site paging equipment	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	8,000
E	Scene lighting	\$ -	\$ -	\$ -	\$ 400	\$ -	\$ -	\$ -	\$ 400	\$ -	\$ -	800
E	Hose	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	15,000
E	Ladders	\$ 5,000	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	15,000
E	Nozzles	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000	6,000
F	Fire admin- office furniture	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ 500	\$ -	1,000
F	Training room tables & chairs	\$ -	\$ -	\$ 800	\$ -	\$ -	\$ -	\$ 800	\$ -	\$ -	\$ -	1,600
F	Day room furniture / TV	\$ -	\$ 2,000	\$ -	\$ -	\$ 2,000	\$ -	\$ -	\$ -	\$ 2,000	\$ -	6,000
F	Kitchen appliances	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000	2,000
F	Kitchen table & chairs	\$ -	\$ 500	\$ -	\$ 500	\$ -	\$ -	\$ 500	\$ -	\$ -	\$ -	1,500
F	Computer equipment /printers office / training	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ -	\$ -	1,000
F	AV equipment	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	500
F	Washer & dryer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000	\$ -	\$ -	\$ -	6,000
F	Station Painting	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
F	Concrete repair /replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
F	Bay lighting	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
F	SCBA compressor	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	30,000
F	Carpet	\$ -	\$ 2,500	\$ -	\$ -	\$ -	\$ 2,500	\$ -	\$ -	\$ -	\$ 2,500	-
F	Overhead door replacement / openers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
		\$ 83,575	\$ 78,175	\$ 31,175	\$ 17,475	\$ 730,675	\$ 5,600	\$ 45,100	\$ 54,300	\$ 32,600	\$ 25,400	\$ 1,104,075



# FALCON HEIGHTS FIRE DEPARTMENT

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2077 W. LARPENTEUR AVENUE FALCON HEIGHTS, MN 55113-5594 PHONE (651) 792-7635 FAX (651) 792-7610

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## **Job Summary:**

The Captain serves as a mid-level supervisor in the Fire Department. This position is paid on call, and assists the Chief Staff in providing leadership to the Fire Department staff and helps ensure the overall goals and objectives of the Fire Department are met.

The Captain is responsible for several areas within the Fire Department, including, but not limited to, fire apparatus, equipment, and personnel involved in the extinguishment, suppression, and prevention of fires. This position is responsible for the leadership and mentoring of firefighters and the proper maintenance of apparatus and equipment in accordance with standing orders and department standards. The primary duties include supervising firefighters performing fire prevention, fire suppression, training, public education, hazardous materials incident mitigation, rescue and emergency medical services to citizens and is responsible for helping to assure compliance with all legislative, judicial and administrative policy and procedures. At an emergency, unless working under a Chief Officer, the Captain is responsible for incident command and abatement of the emergency, including entering a burning building with the fire crew.

## **Scope of Responsibility:**

The Captain under direction of the Chief Staff is responsible for performing firefighting duties and supervising a variety of staff functions requiring administrative abilities. The Captain is assigned a direct area of administrative responsibility and is responsible for supervising firefighting personnel on the scenes of emergencies. Within an assigned area, a Captain could supervise 6-10 personnel.

The Captain is responsible in coordination with the Chief Staff for conducting training. While subject to the requirements of written orders, standards, and regulations as well as verbal directions of a Chief Officer, the Captain exercises great independence of judgment and action while in command at fires and other emergencies.

## **Essential Duties and Responsibilities:**

1. Using knowledge of the scope of services provided by the fire department and personal leadership skills the Captain communicates with the Chief's Staff to evaluate and report on the effectiveness of priorities and suggests new activities of the fire department.
2. Represents the City in the department's dealings with mutual aid departments and other government agencies in a manner that conveys a positive image of city government and that fosters cooperation and support.
3. Serves as a front-line supervisor in the technical operations of the Fire Department and is responsible for compliance with all legal and financial requirements. Ensures that Fire

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# FALCON HEIGHTS FIRE DEPARTMENT

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Department staff under their direction follows appropriate procedures and complies with City policies and general government requirements.

4. Oversee the cleaning of quarters, equipment, and apparatus.
5. Organizes duties and responsibilities including fire and EMS training.
6. Compile and keep varied records, incident reports, and payroll documents as required.
7. Perform related work as required.
8. Directs the enforcement of all City codes and ordinances in a manner that protects and safeguards the welfare of the public and enhances quality of life in the City.

**Knowledge, Skills, & Abilities:**

- Thorough knowledge of the operation and maintenance of all apparatus, and equipment and methods used in combating, extinguishing and preventing fires, as well emergency medical care.
- Thorough knowledge of rules and regulations governing the fire department, standards, and protocols of the department
- A knowledge of all federal state and local laws related to the activities of the fire department.
- Thorough knowledge of the principles and practices involved in training personnel.
- Ability to react quickly and remain calm under duress and strain.
- Ability to lead firefighters, effectively, maintain discipline, promote harmony, exercise sound judgment and cooperate with other officials.
- Ability to prepare clear and concise reports.
- Possess strong leadership, problem solving and interpersonal relationship skills including the ability to maintain effective working relationships with co-workers, supervisors, contractors, and the public; and can maintain confidentiality regarding investigations and inspections.
- Is able to regularly respond to emergency calls within established departmental time periods.
- Has ability and desire to project a professional image through knowledge of job, positive attitude, and accurate and timely completion of work.

**Minimum Qualifications:**

Minimum job requirements are specialized training beyond high school of one year or less and at least 4 years of related experience. Meets all of the qualifications for the Firefighter plus meets or exceeds all recommended requirements for NFPA fire officer I (1021) and has some incident command training. *Must maintain a maximum response time to assigned fire station as defined in department policy.*

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# FALCON HEIGHTS FIRE DEPARTMENT

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## **Physical Demands & Working Conditions:**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. The duties listed above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.

A small portion of the work performed by the Captain is administrative in nature. Most work requires the Captain to meet and perform the requirements of a firefighter. Thus, the Captain may be required to: spend excessive time outside exposed to the elements; tolerate extreme fluctuations in temperature while performing firefighting duties; perform physically demanding work in hot (up to 400 degree Fahrenheit), humid (up to 100 %) atmospheres while wearing equipment that significantly impairs body-cooling mechanisms; experience frequent transition from hot to cold and from humid to dry atmospheres; work in wet, icy, muddy areas, and uneven terrain; perform a variety of tasks on slippery, hazardous surfaces such as on roof tops or from ladders; work in areas where sustaining traumatic or thermal injuries is possible; face exposure to carcinogenic dusts such as asbestos, toxic substances such as hydrogen cyanide, corrosives, carbon monoxide, or organic solvents either through inhalation or skin contact; face exposure to infectious biological agents such as hepatitis B or HIV; wear personal protective equipment that weighs approximately 50 pounds while performing firefighting tasks; perform physically demanding work while wearing positive pressure breathing equipment with resistance to exhalation and a flow rate specified by current SCBA manufacture; perform complex tasks during life-threatening emergencies; work for long periods of time, requiring sustained physical activity and intense concentration; make decisions that could have life or death consequences for employees and civilians under difficult and stressful conditions with limited information during emergency conditions; be exposed to grotesque sights and smells associated with major trauma and burn victims; make rapid transitions from rest to near maximal exertion without warm-up periods; operate in environments of high noise, poor visibility, limited mobility, at heights, and in enclosed or confined spaces; use manual and power tools in the performance of duties; rely on senses of sight, hearing, smell, and touch to help determine the nature of the emergency, maintain personal safety, and make critical decisions in a confused, chaotic, and potentially life-threatening environment through-out the duration of operation; encounter smoke filled environments, and a variety of physical hazards, damaged structures, moving mechanical equipment, electrical equipment, radiant energy, and possible exposure to explosives; meet the physical requirements outlined in NFPA 1582 (Medical requirements for fire fighters); and perform the tasks outlined in NFPA 1001 (Fire fighter professional qualifications).

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# FALCON HEIGHTS FIRE DEPARTMENT

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## **Job Summary:**

To protect life and property by performing fire suppression, hazardous materials incident mitigation, and rescue services. Maintains fire equipment, apparatus and facilities, participates in training, and carries out other duties as required. Works independently under readily available supervision to ensure the overall goals and objectives of the Fire Department are met. Carries a pager and responds to emergency calls as required by department policy.

## **Scope of Responsibility:**

The Firefighter's primary scope is the performance of fire suppression and rescue. A Firefighter may, on occasion, be assigned limited administrative responsibility and, on a limited basis, may mentor and assist in training less experienced firefighting personnel. Performs basic troubleshooting and decision making within established parameters that has limited financial impact, while working under direct supervision.

## **Essential Duties and Responsibilities:**

1. Performs firefighting activities including driving fire apparatus, operating pumps and related equipment, laying hose and performing fire suppression, containment, ventilation and extinguishing tasks.
2. May take a limited leadership role during calls for service, as assigned by a supervisor.
3. Serves as a representative of the City, performing duties in a courteous and professional manner that conveys a positive image of city government and that fosters cooperation and support with peers, superiors, citizens and other agencies.
4. Makes suggestions and participates in Fire Department training, operations, and initiatives as assigned.
5. Perform other related duties as apparent or assigned.

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# FALCON HEIGHTS FIRE DEPARTMENT

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## **Minimum Qualifications:**

Minimum job requirements include specialized training beyond high school that can be obtained in one year or less and six months or less of related experience, or equivalent. Key characteristics are knowledge of government and fire/rescue services, leadership, problem solving and interpersonal relationship skills. Must successfully pass City administered initial and periodic tests, which may include: physical agility test, physical examination, stress test, drug screen, pulmonary function test, and psychological evaluation. Must possess minimum certification equal to the State of Minnesota's equivalent for:

1. Firefighter I
2. Firefighter II
3. Hazardous Materials Operations
4. Emergency Medical Responder (EMR)

Must possess valid Minnesota driver's license and be insurable. *Must maintain a maximum response time to assigned fire station as defined in department policy.*

## **Physical Demands & Working Conditions:**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. While performing the duties of this job, the employee regularly works in outside weather conditions. The employee occasionally works near moving mechanical parts and in high, precarious places or confined spaces, and is occasionally exposed to blood borne pathogens, wet and or humid conditions, fumes or airborne particles, toxic or caustic chemicals, risk of electrical shock and vibration. . Exposure to multiple disagreeable elements of at least three or more of which are intense occurs up to 15% of the time.

The noise level in the work environment is usually moderate, except during certain firefighting activities when noise levels may be loud.

The duties listed above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.

The Firefighter may be required to: spend excessive time outside exposed to the elements; tolerate extreme fluctuations in temperature while performing firefighting duties; perform physically demanding work in hot (up to 400 degree Fahrenheit), humid (up to 100 %) atmospheres while wearing equipment that significantly impairs body-cooling mechanisms; experience frequent

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transition from hot to cold and from humid to dry atmospheres; work in wet, icy, muddy areas, and uneven terrain; perform a variety of tasks on slippery, hazardous surfaces such as on roof tops or from ladders; work in areas where sustaining traumatic or thermal injuries is possible; face exposure to face exposure to smoke, noise and/or vibration exceeding 80 decibels (constant or intermittent) which may cause marked distraction or possible hearing loss, carcinogenic dusts such as asbestos, toxic substances such as hydrogen cyanide, corrosives, carbon monoxide, or organic solvents either through inhalation or skin contact; face exposure to infectious biological agents such as hepatitis B or HIV; wear personal protective equipment that weighs approximately 50 pounds while performing firefighting tasks; perform physically demanding work while wearing positive pressure breathing equipment with resistance to exhalation and a flow rate specified by current SCBA manufacture; perform complex tasks during life-threatening emergencies; work for long periods of time, requiring sustained physical activity and intense concentration; make decisions that could have life or death consequences for employees and civilians under difficult and stressful conditions with limited information during emergency conditions; be exposed to grotesque sights and smells associated with major trauma and burn victims; make rapid transitions from rest to near maximal exertion without warm-up periods; operate in environments of high noise, poor visibility, limited mobility, at heights, and in enclosed or confined spaces; use manual and power tools in the performance of duties; rely on senses of sight, hearing, smell, and touch to help determine the nature of the emergency, maintain personal safety, and make critical decisions in a confused, chaotic, and potentially life-threatening environment through-out the duration of operation; encounter smoke filled environments, and a variety of physical hazards, damaged structures, moving mechanical equipment, electrical equipment, radiant energy, and possible exposure to explosives; meet the physical requirements outlined in NFPA 1582 (Medical requirements for fire fighters); and perform the tasks outlined in NFPA 1001 (Fire fighter professional qualifications).

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## Incidents

Incident numbers created: 121  
Dispatched incidents: 112  
City receiving response: Falcon Heights- 60-54%      Lauderdale-52-46%  
Number of day-time incidents (0700-1700) 56- 50%  
Number of non-daytime incidents (1700-0700) 56- 50%  
Number of times "unable to respond" 3 times - 2.7%  
Number of times Chief or Captain first to arrive 30- 27%  
Number of times engine or ladder first to arrive - 82- 73%  
Number of times dispatched and canceled prior to arrival: 17  
Average over-all response time: (Captain /Chief): 8 minutes 49 seconds  
Average response for supersession unit (engine or ladder): 9 minutes 54 seconds

## Call types:

Alarms sounding: 23  
Apartment Incident: 1  
Clean-up following an accident: 1  
CO detector sounding: 8  
Commercial fire: 1  
Dwelling incident: 1  
Illegal burn: 2  
Medical: 1  
Natural gas odor: 8  
Public service: 12  
Smoke in a commercial building: 1  
Smoke in a dwelling: 2  
Smoke in an apartment: 7  
Smoke in the area: 4  
Vehicle Accident: 24  
Vehicle fire: 2  
Wire down: 14

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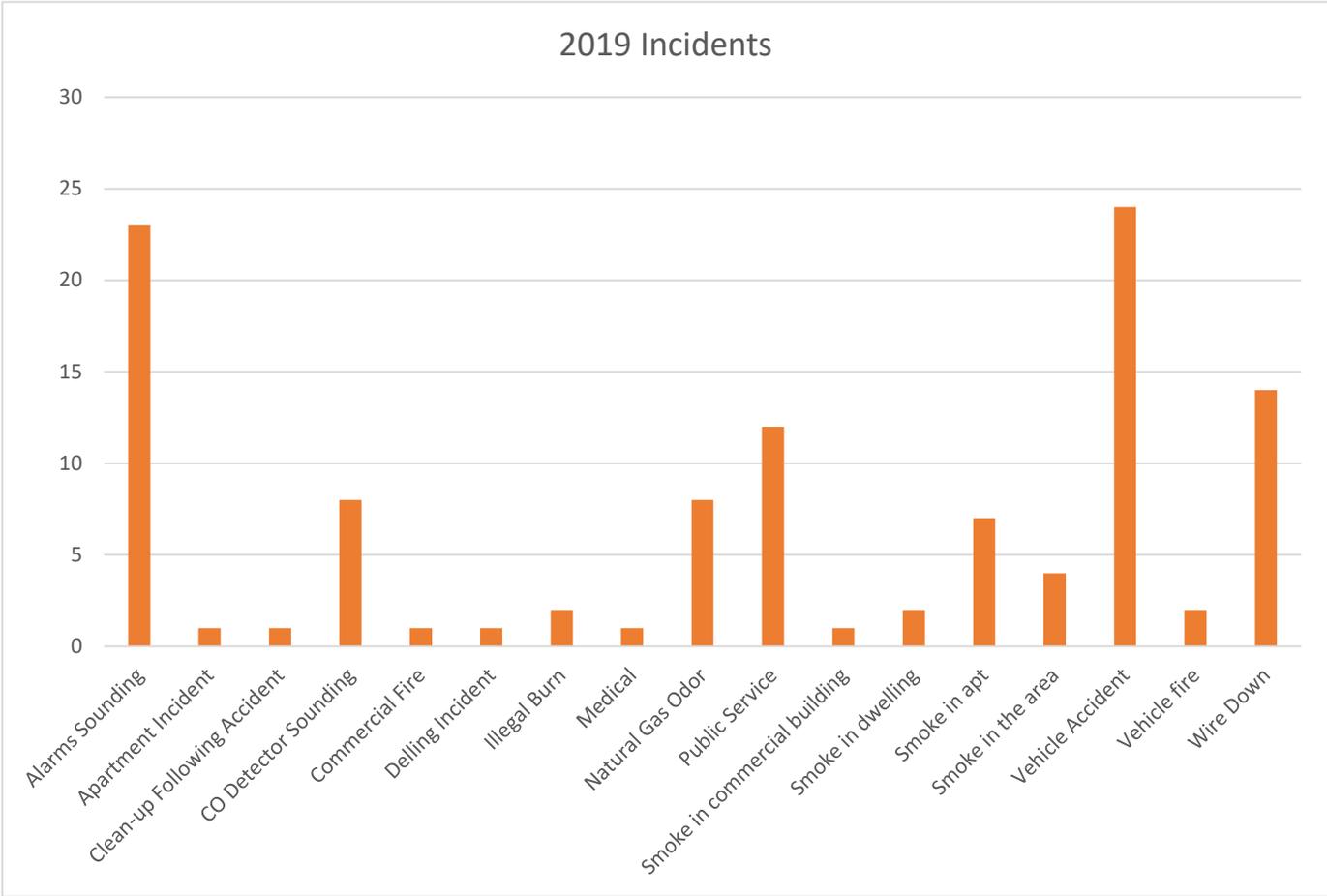
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