

City of Winchester  
**COUNCIL ACTION MEMO**



Resolution       Ordinance       Discussion

**To:** Honorable Mayor and Members of City Council  
**From:** Hadden Culp, Interim Fire Chief  
**Subject:** Fire & Rescue Department Quarterly Report  
**Meeting:** City Council Work Session - Sep 08 2020

**THE ISSUE:**

This is the second quarterly report regarding steps being taken to address recommendations through the ESCI Master Plan Study of the WFRD.

**STRATEGIC PLAN:**

Goal III: Advance the quality of life for all Winchester residents by increasing cultural, recreational, and tourism opportunities; enhance and maintain infrastructure and promote and improve public safety., Goal IV: Improve City services and advance the strategic plan goals by promoting a culture of transparency, efficiency, and innovation

**BACKGROUND INFORMATION:**

The following measures have been undertaken since the previous quarterly report:

1. Numerous meetings have been conducted with City management and department members to consider all potential staffing options. An interim staffing plan has been implemented utilizing mandatory overtime deployments to provide a minimum of two personnel on every suppression apparatus. This implementation meets goal #3 of the City's Strategic Plan to have two personnel on suppression apparatus by fall of 2020. A mid-range plan is in development to fill vacancies in the department and improve employee retention. Aggressive recruitment is underway to fill open positions and address pending retirements over the next year through an over hire system. A long range plan is to seek additional staffing through Council approval to enhance service delivery to the community and further the recommendations of the ESCI study, NFPA 1710, and the City's Strategic Plan.

The Fire Marshal's Office (FMO) will be enhanced by filling the existing Deputy Fire Marshal position. A part-time inspector position is under discussion to improve the productivity of the FMO.

**ESCI Study Recommendations:**

WFRD should discontinue the practice of allowing fire apparatus to respond, "Driver Only" and should adopt a risk-based response and staffing plan. (MC-6)

WFRD should establish local performance criteria in accordance with NFPA 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments to effectively meet the needs of the community. (SD-3)

The workload for the Fire Marshal's Office is high and would benefit from additional staffing. This can come in the form of a part-time inspector, additional clerical support staff, and/or providing additional training to current line captains so they may assist with inspections. (SS-8)

2. WFRD is engaging with volunteer company leadership to explore vehicle maintenance arrangements with City Yards, options for alternative funding streams, support volunteer recruitment & retention, and facilitate needed SCBA replacement and standardization. An MOU is being drafted to identify deliverables and expectations between the City and volunteer organizations.

**ESCI Study Recommendations:**

The City of Winchester should work with the four volunteer fire companies to formalize the current relationship in the form of a contract. (MC-3)

WFRD should work with the four volunteer fire companies to develop a Fire Apparatus Maintenance and Repair Program. (CI-5)

3. Numerous meetings have been conducted with City staff, stakeholders, and department members to improve the equity of benefits for firefighters. PTO is planned for implementation in January, 2021, pending Council approval. A potential solution for resolving "unequal paychecks" is currently being vetted through department members and City staff. Recruitment and retention options and initiatives are being identified.

**ESCI Study Recommendation:**

The City of Winchester should make it a priority to adopt a pay and benefits plan that is competitive with appropriately benchmarked departments within the region. (MC-4)

4. All policies are being reviewed and updated. Several policies have been created, revised, or rescinded. Policies will have an automatic review date added to ensure sustainability. A new officer development program has been established and implemented to enhance upward mobility for members and build upon internal succession planning and firefighter retention efforts.

**ESCI Study Recommendations:**

WFRD should review and update all policies and procedures. (MC-2)

WFRD should consider adopting NFPA 1021: Standard for Fire Service Officer Professional Qualifications as its standard to achieve baseline knowledge, skills, and abilities of fire officers. (MC-7)

5. A Quality Management Program for EMS services has been formalized through policy to address mandatory incident reviews, identify patient care parameters and determine future changes based upon performance measures.

**ESCI Study Recommendation:**

WFRD Quality Management program should include, but not be limited to, a prompt review of patient care records, direct observation, and comparison of performance standards for patient care procedures, equipment, and system protocols. (SS-4)

6. An annual training plan to encompass all facets of fire and rescue has been developed and implemented. Training is documented in the Target Solutions platform to track training variables and correlation with performance standards per NFPA 1401 and ISO requirements. Pre-incident plans are being developed and updated by department staff.

**ESCI Study Recommendations:**

WFRD should create, adopt, and monitor annual performance measures related to training standards, company and individual core competencies, and operational standards during emergency operations. (SS-1)

WFRD should ensure that all training is documented in accordance with NFPA 1401: Recommended Practices for Fire Service Training Reports and Records. (SS-2)

WFRD should develop and maintain effective pre-incident and special hazard plans in accordance with NFPA 1620: Standard for Pre-Incident Planning and incorporate the plans into dispatch communications and mobile data terminals. (SS-3)

WFRD should actively work to improve its ISO PPC® rating to achieve an ISO 1 rating. (SS-4)

7. A restructuring of the WFRD command and support staff structure is being implemented to improve operational efficiency, communication, and to expand supervisory and administrative responsibilities.

**BUDGET IMPACT:**

This is a presentation item and does not have a budgetary impact.

**OPTIONS:**

Council may provide feedback or guidance to staff, but no formal action is required.

**RECOMMENDATION:**

N/A

**ATTACHMENTS:**

[Council Powerpoint Presentation 9-8-20](#)

**REVIEW:**

Melisa Michelsen, City Attorney  
Mary Price, Interim City Manager

Approved - Sep 03 2020  
Approved - Sep 03 2020

# Fire and Rescue ESCI Study Update

- **Staffing -**
  - Short-term plan has been implemented: Eliminates “driver only” situation
  - Goals established for mid-term and long-term staffing plans
  - Filling Deputy Fire Marshal position
- **Planning -** Planning discussed with volunteer leadership:
  - MOU to clarify deliverables and expectations is being drafted
  - Vehicle maintenance program in development
  - Participating in Volunteer R&R initiative
- **Benefits**
  - PTO addressed and ready for implementation
  - Potential “unequal paycheck” solution being vetted with department members



# ESCI Study Update

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- Policies
  - All policies are under revision
  - A new officer development program has been implemented
- Quality Management Program
  - Formalized for EMS services
- Training
  - A formal annual training plan has been created and implemented
  - Improved training documentation implemented
  - A pre-plan program has been developed
- Command Staff Restructuring
  - Re-classified a Deputy Chief to Assistant Chief

		<b>LR/LF</b>	
<b>WFRD – Policy/SOP Program</b>			
<b>Administration #1.02</b>		<b>Policy and Standard Operating Procedure Index</b>	
Life Safety Initiative:		Revised: 7/15/20 Review Date: 7/15/22 (Assistant Chief)	

**Purpose:** To index the categories for department policies and standard operating procedures.

**Scope:** This policy applies to all members of the Fire Department.

#### Policy

Category	Category Name
1	ADMINISTRATION
2	PERSONNEL
3	HEALTH AND SAFETY
4	INFECTIOUS DISEASE CONTROL PROGRAM
5	BUILDINGS, EQUIPMENT AND SUPPLIES
6	COMMUNICATIONS
7	OPERATIONS
8	FIRE SUPPRESSION OPERATIONS
9	EMS OPERATIONS
10	RESCUE AND SPECIAL OPERATIONS
11	INFORMATION TECHNOLOGY AND ELECTRONIC REPORTING
12	TRAINING
13	FIRE MARSHALS
14	HIPAA
15	REVENUE RECOVERY PROGRAM
GO	GENERAL ORDERS
SB	SAFETY BULLETINS
TB	TRAINING BULLETINS
IB	INFORMATIONAL BULLETINS

By the order of: 

Fire Chief

Date: 7/15/20