

Sandusky Fire Department

Business Plan for 2006

Contributors:

This Business Plan was developed by the Sandusky Fire Department (SFD) Planning Team that consisted of members from all ranks of the Fire Department. The initial Plan was completed in January 2006. The Plan will serve as a guide for the Department through 2006. The Planning Team utilized the items listed below to conduct the process;

- City of Sandusky Citizens Survey
- Employee Survey
- Feedback from other City Departments
- International City Managers Association Performance Measurements
- 2005 Strengths, Weaknesses., Opportunities, and Threats (SWOT) Analysis of SFD

Executive Summary

Mission statement

The purpose of the Sandusky Fire Department is to protect lives, property, and the environment against all hazards, natural or manmade. We achieve this by identifying and preparing for the needs of the community, cost-effective allocation of resources and promoting cooperative relationships. Excellence in training and education is utilized to create a dedicated professional workforce through prudent fiscal management.

Department overview

The Sandusky Fire Department is divided into four divisions. These divisions address the scope of the department. The Divisions are Operations, Planning, Logistics and Administration. A Battalion Chief manages each Division. The organizational structure of the Department will remain flexible in the year 2006. It is expected that the composition of the divisions will be formed or merged as needed into sub-groups or sections to address the department's needs.

In 2005, the Sandusky Fire Department made significant operational changes as a result of the budget reduction process. Daily staffing was reduced from thirteen (13) to twelve (12) requiring a re-alignment of personnel and equipment at the three city fire stations. Data collected was reported to the Center for Performance Measurements (CPM) from 2004 which provided a risk analysis of unique local demands. Now SFD must plan appropriately. Because of the reduced staffing and the service needs of the City, ambulances were moved from the outside stations to the Central Fire Station. Fire engines at stations 3 & 7 were assigned paramedic personnel and equipment. The paramedic engine concept allowed the fire department to place the "first critical intervention" vehicle on the scene in a timely manner. Ambulance response and transport allowed paramedic engines to return to service more quickly.

In 2005 legislation was enacted that increased charges for Emergency Medical transports and also transferred the first \$150,000 of the equipment replacement fund into the General Fund. Seven percent of the revenue generated continues to be paid from this fund for billing and collection services. With the increase in funding and a quality assurance initiative, SFD can get back on track for scheduled equipment and vehicle replacement.

The City of Sandusky and SFD have undergone a significant amount of change in the past two years. Five new initiatives will be addressed this year that are designed to improve our service and help manage this change within the Department. Under the direction of City Manager, Michael Will, the SFD will implement Action Plans to carry out these initiatives with focus on five major components:

- The plans support our Mission Statement
- The plans will focus on the Citizens Survey and Customer Service
- The plans will focus on improving the Employee Surveys
- The plans will take into account Performance Measurements
- The implementation teams will consist of members from all ranks of the Fire Department

Significant Challenges Impacting the Department

National Fire Protection (NFPA) Standard 1710 is a standard that recommends personnel deployment and response times to fires and medical emergencies. NFPA 1710 calls for four people (on one vehicle or multiple vehicles) to arrive at a fire scene within five minutes. SFD is currently staffing companies with a minimum of three personnel and has periodically closed fire stations when staffing falls below that level. The system will eventually fail if we do not prevent this practice.

Financial projections

The current budget outlook poses significant challenges for all City departments, including the Fire Department. Without additional revenue, SFD will need to work toward alternative methods of providing service or lowering the standard of service. The Department's short staffing has limited the ability to provide community risk reduction programs such as Emergency Planning and Fire Prevention and to achieve and maintain full staffing levels in relation to NFPA 1710. SFD has aligned itself with the City's Strategic Plan while ensuring high-quality fire and emergency medical protection for all citizens. This relationship will allow local leaders to make decisions about limited resources based on hard data.

Capital requirements for 2006

SFD plans to make the following purchase from the Emergency Medical Service (EMS) Equipment and Vehicle Replacement Fund in 2006. These purchases will not impact the general fund.

- The Department plans to replace a 1996 Navistar Horton Ambulance in 2006. The projected cost of this vehicle will be approximately \$170,000.
- In keeping with our approach to regional responses to technical rescues, SFD plans to replace a 1990 Ford L800 Rescue Truck with an International Tractor at a cost of less than \$85,000. The plan is to use this vehicle to pull a new Rescue Trailer that belongs to the county. The trailer will be utilized for Hazardous Materials, High Angle Rescue, Trench Rescue, Collapse Structure Rescue, and Confined Space Rescue. The current county trailer that is used for Hazardous Material responses will be used by SFD for a Dive Rescue Trailer. This cooperative agreement will save the City over \$200,000 by not having to replace the 1990 vehicle with a new Rescue Body Truck.
- The proposed purchase of Three (3) Thermal Imaging Cameras in the amount of \$34,995.00 has been sent to bid and should be presented to the commission in early 2006.
- This year's Assistance to Firefighters Grant award of \$144,121 (of which 10% matching funds will be needed from the EMS replacement fund) will be used to purchase and install vehicle exhaust removal systems in all three fire stations. These systems will remove harmful vehicle exhaust and attendant carcinogens from the stations' apparatus rooms and living quarters, as well as bring them into compliance with NFPA 1500, a key firefighter health and safety standard.

Industry Environment

Overall, budget and staffing problems were listed as the most common issues plaguing fire departments across the United States; 68 percent of respondents cited problems with budgets or funding and 57 percent cited staffing as a problem. Increasing demand for fire department services was the third most common problem listed with 32 percent, next was training needs with 15 percent, equipment needs with 10 percent and personnel or labor relations issues with 7 percent.

| Type | Fully Career | Fully Volunteer | Mostly Career | Mostly Volunteer | Total (among all types) |
|-----------------------------|--------------|-----------------|---------------|------------------|-------------------------|
| Total Number of Respondents | 378 | 94 | 199 | 192 | 863 |
| Budgets | 263 | 46 | 164 | 111 | 584 |
| Staffing | 197 | 48 | 132 | 116 | 493 |
| Increased Service Demands | 183 | 5 | 76 | 16 | 280 |
| Training | 51 | 19 | 25 | 40 | 135 |
| Equipment Needs | 59 | 0 | 28 | 17 | 104 |
| Personnel/Labor Relations | 41 | 0 | 23 | 0 | 64 |
| Other | 23 | 0 | 0 | 0 | 23 |

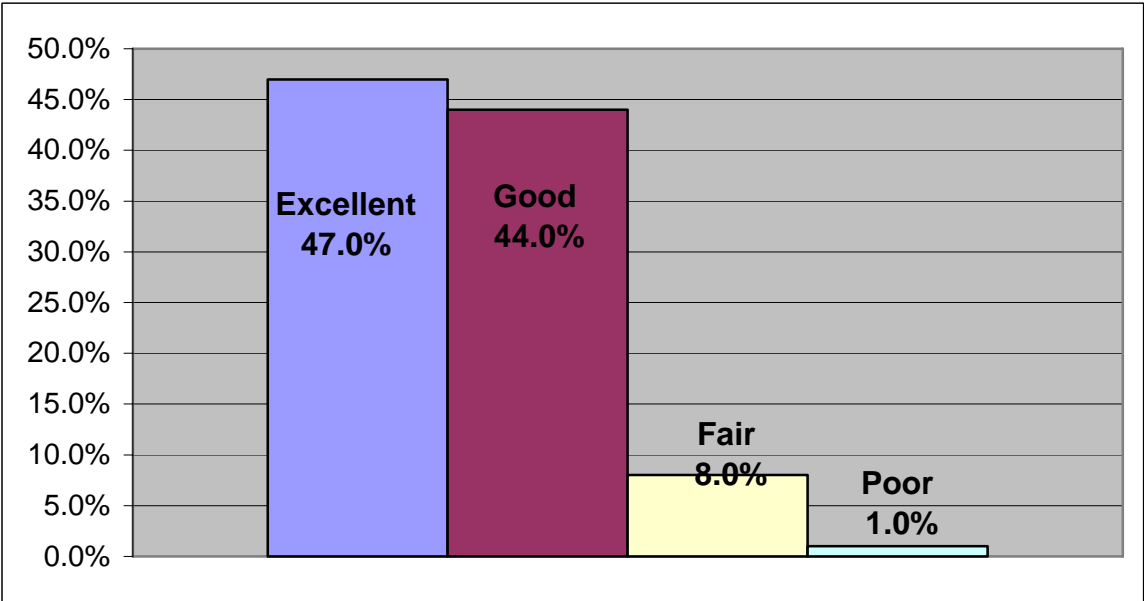
International Association of Fire Chiefs (IAFC) 2004 Assessment Survey 1

DEPARTMENT ALIGNMENT WITH CITY GOALS

The Sandusky Fire Department’s goal is to provide an effective response delivery system and services at a reasonable cost per resident. We are working on programs that align with the City Goal of building a community where home owners and business owners feel safe. Increased awareness of our organizational activities will be achieved through promotion of our performance through our website, service organizations, and the media. SFD recognizes it’s relationships with local communities and organizations and works to influence this part of northern Ohio towards automatic aid and regional emergency responses. Our training goals are customer- focused and built on an effective management structure that utilizes input from personnel throughout the Department and includes extensive interaction with our culturally diverse community.

Customers

The primary customers of this Department include anyone within the Sandusky City limits in need of emergency and non-emergency services. This number increases in the summer months with the influx of tourists to Sandusky's waterfront. Additional customers include the City's mutual aid partners and those served by our mutual aid partners. In general, customers are very satisfied with the services they receive from the Sandusky Fire Department. In a 2004 Citizens survey 91% of respondents rated their overall satisfaction with the Sandusky Fire Department as Good and Excellent.



SUMMARY OF INITIATIVES FOR 2006

The following key initiatives have been identified by the Sandusky Fire Department for implementation in the year 2006. A description of each initiative in the form of an Action Plan follows the summary in the table below.

- The plans support our Mission Statement
- The plans will focus on the Citizens Survey and Customer Service
- The plans will focus on improving the Employee Surveys
- The plans will take into account Performance Measurements
- The implementation teams will consist of members from all ranks of the Fire Department

| SUMMARY OF INITIATIVES | | | | | |
|---|--|-----------------|-----|-------------------|-----------|
| | Five major components that are addressed in the Action Plans | | | | |
| Title of Initiative | Citizens Survey | Employee Survey | CPM | Mission Statement | Sub-Group |
| 1. Provide adequate daily staffing levels | ➤ | ➤ | ➤ | ➤ | ➤ |
| Explore alternative models of providing service | | | | | |
| Gain added support of elected officials and community | | | | | |
| Achieve and maintain full staffing levels in accordance to the NFPA 1710. | | | | | |
| 2. Assess and revise Work Rules | | ➤ | | ➤ | ➤ |
| Revise all Work Rules and provide officer training | | | | | |
| Work toward consistent and fair enforcement of rules | | | | | |

| SUMMARY OF INITIATIVES | | | | | |
|---|--|-----------------|-----|-------------------|-----------|
| | Five major components that are addressed in the Action Plans | | | | |
| Title of Initiative | Citizens Survey | Employee Survey | CPM | Mission Statement | Sub-Group |
| 3. Form Section of Training Division to implement career development program | | ➤ | | ➤ | ➤ |
| Improve officer management skills and interpersonal relationships | | | | | |
| Improve Internal Communications | | | | | |
| Improve training opportunities and standards | | | | | |
| Expand personnel evaluations to include peer and supervisor | | | | | |
| Oversee promotional opportunities and testing | | | | | |
| 4. Form Customer Service Section | ➤ | ➤ | ➤ | ➤ | ➤ |
| Implement customer feedback program | | | | | |
| Implement customer contact training | | | | | |
| 5. Community Risk Reduction | ➤ | ➤ | ➤ | ➤ | ➤ |
| Improve safety and accuracy of dispatch system | | | | | |
| Quality assurance of records and report writing | | | | | |
| Fire Prevention program to utilize self inspection program | | | | | |

ACTION PLAN DETAILS OF INITIATIVES FOR 2006

| | |
|-----------------------|---|
| Key Initiative | 1. Provide adequate daily staffing levels |
| Cost | <p>To replace four firefighters, the Assistant Chief position and the Lieutenant position would cost approximately \$400,000.00 in fiscal year 2006. Overtime costs can be reduced once the firefighters go through orientation. As Sandusky once again becomes a place of choice for businesses, visitors, and residents the resources that we use to provide our services will become available.</p> <p>The demand for its services has increased, SFD will assess the cost-effectiveness of programs and compare alternative strategies.</p> <p>The SFD will research the cost of a consultant to work towards Central Dispatch/Computer Aided Dispatch and pursue any grant opportunities to finance this initiative.</p> |
| Timeline | Highest priority-ongoing initiative |
| Description | <p>An example of a favorable outcome is when fire is confined to the room of origin or medical care rendered in time to save a life. Success is determined by a combination of “speed of attack” and “weight of attack”. The weight of the attack is getting enough resources to the scene in order to mount an effective intervention.</p> <p>Sandusky Fire Department would have to maintain the current funding as we are currently staffed at the minimum number of personnel to operate three fire stations. With minimum daily staffing currently at twelve (12) personnel, SFD must utilize Mutual Aid Departments to mount an intervention at most working structure fires.</p> <p>Exploring automatic aid with the surrounding communities in an effort to provide the best service to the entire region. Automatic aid is a system in which various or multiple resources are sent to a call regardless of city limits providing a cohesive timely response to emergencies thus enhancing the response and effectiveness of the jurisdictions that participate.</p> <p>This initiative can be simplified by a new computer aided dispatch (CAD). A new CAD would not only be able to accommodate Sandusky Police, Fire and EMS, but would also augment automatic mutual aid for regional operations</p> |

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| Key Initiative | 1. Provide adequate daily staffing levels |
| Measurement/Success Criteria | Increase in revenue or decrease in services Milestones in progress toward Automatic Aid or increased tax base |
| How it supports the Mission Statement | “identifying and preparing for the needs of the community, cost-effective allocation of resources and promoting cooperative relationships” |
| Resource/Responsibility | Chief Meinzer-promote Automatic Aid, Revenue Battalion Chief Myers-Grant for CAD and/or consultant Battalion Chief -Ricci work with consultant and work with current dispatch |

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|-------------------------------------|--|
| Key Initiative | 2. Assess and revise Work Rules |
| Cost | 6 firefighters and one on duty officer will meet once a week for twelve weeks at 4 hours per day which will create overtime for 4 firefighters each meeting. Limit overtime cost to \$6,000 to bring in firefighters from each shift to work on these rules. |
| Timeline | 3 month time table to present draft to Human Resources for approval. |
| Description | In the 2005 SWOT analysis the constant reply to “Weaknesses” were the inconsistencies in Officers enforcing the Work Rules. The employee surveys also indicated morale issues with unfairness and lack of consistencies between the shifts in non-operational activities. While morale problems were anticipated with staffing reductions and increased workload it is evident SFD has problems that need to be addressed in revisions of day to day non-emergency operations. The following Action Plan will address the training and implementation of the Work Rules for the Shift Commanders and Company Officers. This Action Plan is a unique opportunity to enlist members from all ranks of the Fire Department. |
| Measurement/Success Criteria | Fair and consistent enforcement of the work rules were identified as major weaknesses during the 2005 SWOT analysis; if successful the ranking should move down in 2006. Employee surveys should improve as related to these issues. Grievances should be reduced as a result of clear and concise rules. |

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| How it supports the Mission Statement | “Excellence in training and education is utilized to create a dedicated professional workforce” |
| Resource/Responsibility | Headed by Chief Meinzer and a Lt. from each shift. Firefighters: Hager, Ruiz, D’Amico, Bott, Zimmerman, Reyes, Alternatives: Strachan, Lesch, Roesch |

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| Key Initiative | 3. Create a Career Development Section in the Training Division |
| Cost | \$10,000 dollars from training line item to be utilized from the 2006 budget. |
| Timeline | High priority-planning and schedule to be in place by the March 1st. 2006 |
| Description | <p>Competence is critical to using public resources wisely. Countless hours have been spent on strategic, tactical, technical, physical and practical training. Through this Action Plan, SFD will demonstrate a commitment to a program that ensures meaningful employment opportunities for all.</p> <p>The SWOT analysis and Employee survey identified the need to conduct professional relationships and activities fairly, honestly and legally. Experimentation, change, creative problem solving, and prompt action require knowledge of leadership style.</p> <p>SFD has expressed the desire to create an environment that encourages initiative and innovation through ongoing self-renewal and development.</p> <p>Lt. Degnan will be assigned to the Training Division and will facilitate and engage others in identifying issues that will improve the professional development of our personnel. (Focus will be on Diversity, Labor-Management relationships, and Human Resource Management.</p> |
| Measurement/Success Criteria | Employee survey at 6 mo. 12mo. 18 mo. 2 years Assessment of performance evaluations |
| How it supports the Mission Statement | “Excellence in training and education is utilized to create a dedicated professional workforce” |
| Resource/Responsibility | Section of Training Division directed by Lt. Degnan |

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|--|---|
| Key Initiative | 4. Create a Customer Service Section in Training Division |
| Cost | A portion of the 2006 training line item will be allocated towards customer service training. Some charge backs are anticipated for mailings to citizens that have had contact with SFD during 2006 |
| Timeline | High priority-planning and schedule to be in place by the March 31st 2006 Customer Survey forms drafted and approved prior to March 31st 2006 |
| Description | Focus of this Action Plan will be directed toward those people who are directly affected by the department's successes and failures. These contacts will include organizational customers, external customers, the media and others that will be using or requiring our services. The workforce at SFD prides itself in the fact that it's main attribute is solving problems that are difficult and challenging. Through this process we will be able to determine the value that our attributes bring to our customers. With the feedback from our contacts SFD will be able to direct our focus and effort towards improving its service and value. The plan will capitalize on our successes and minimize our failures. |
| Measurement/Success Criteria | Assessment of Surveys from SFD's contacts that are generated. |
| How it supports the Mission Statement | "Excellence in training and education is utilized to create a dedicated professional workforce" |
| Resource/Responsibility | Section of Training Division directed by Firefighters Eckert, Ruiz and Wimmer |

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| Key Initiative | 5. Community Risk Reduction |
| Cost | <p>Research and promotion of Computer Aided Dispatch (CAD) and Automatic Aid would best be conducted at the county level. SFD will aggressively pursue grants and consultation,</p> <p>SFD believes that safety concerns can be addressed at little or no cost to the Dispatch System.</p> <p>Quality assurance in performance measurements may result in the need of software or technological upgrades, The cost is not evident in the incipient stages of this Action Plan.</p> <p>In the proposed self inspection program the printing costs and mailing costs will be small in comparison to the labor costs of in service Firefighters conducting annual inspections</p> |
| Timeline | <p>Procedures and costs will be identified by March 31st, 2006 for the Self Inspection program</p> <p>CAD will be a High priority-ongoing initiative</p> <p>Quality assurance will be High priority-ongoing initiative</p> |
| Description | <p>The number of services provided by the Fire Department along with a corresponding increase in demand continues to escalate. The sustainability of the inspection program has become increasingly difficult. The Fire Department no longer has adequate resources available in the form of daily staffing units to perform the inspection and plan review duties that are required.</p> <p>Local leaders must make decisions about limited resources based on hard data. The measurement and comparisons must be based on empirical data only available through a comprehensive quality assurance program with our reporting software.</p> <p>Our Mutual Aid Departments continue to encourage and promote regional responses to major emergencies, this Action Plan is in alignment with this aspiration.</p> |
| Measurement/Success Criteria | <p>Safety and reliability of Dispatching system should not be identified as a major weakness in 2006</p> <p>Time spent in managing records and reporting on performance should be reduced</p> <p>Contact made with more business properties in 2006 with self inspection program</p> |

Business Plan — Sandusky Fire Department

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| How it supports the Mission Statement | "identifying and preparing for the needs of the community" |
| Resource/Responsibility | Battalion Chief Ricci – Dispatch system Battalion Chiefs – Headed by Myers – Quality Assurance of CPM Records Battalion Chief Ricci – Self Inspection Program |

Appendix A

Ongoing Initiatives and project management

The following key initiatives have been identified by the Sandusky Fire Department in previous years. The function and staff member responsible for the project management are included in the table below.

| Function | Services | Performance Measurements Quantitative | Performance Measurements Qualitative |
|--------------------------|---------------------------|---|--|
| Operations B.C. Ricci | Emergency Medical Service | Emergency Response Count | Response Times |
| | " " | Advanced Life Support (ALS) ALS II Count | Performance Review of Patient Care Peer and Med Control |
| | " " | ALS Count | " " |
| | " " | Basic Life Support (BLS) Count | " " |
| | " " | Training Count Hours | Continuing Education Units (CEU's) provided Cost Evaluations |
| | Fire Suppression | Emergency Response Count | Response Times NFPA 1710 ISO Rating |
| | " " | Daily Staffing | NFPA Standards NFPA 1710 |
| | " " | Property Loss from Fire | Property Saved Fatalities and Injuries from Fire |
| | " " | Training Count | NFPA Standards |

Business Plan — Sandusky Fire Department

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|--|-----------------------------------|-----------------------------|---|
| | Fire Prevention | Fire Prevention Count | Customer Satisfaction/Survey |
| | Fire Education | Fire Education Count | Customers Reached/Survey |
| | Technical Rescue | Training/Response Count | NFPA Standards |
| | Hazardous Materials | Training/Response Count | NFPA Standards |
| | Officer Development | Training Count | NFPA Standards |
| | Wellness | Training Count | Fitness Standards |
| Logistics B.C. Yost | Vehicle maintenance and testing | Hours Count | Service testing/Pass Fail/Insurance Services Office (ISO) |
| | Equipment maintenance and testing | Hours Count | ISO |
| | Facilities maintenance | Hours Count | On Schedule/evaluation |
| | Grounds Maintenance | Hours Count | On Schedule/evaluation |
| | Inventory | Budgeted | Within Budget/Savings |
| | Communications | Emergency Documentation | Evaluation |
| | " " | Non-Emergency Documentation | Evaluation |
| Planning B.C Higgenbotham | Emergency Planning | Hours spent | ISO Rating |
| | Disaster Planning | Hours spent | ISO Rating NIMMS compliant |
| | Risk Reduction | Hours Spent | ISO Rating |

Business Plan — Sandusky Fire Department

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|--|-------------------|------------------------|-----------------------|
| | Preplans | Facilities completed | ISO Rating |
| Finance & Administration B.C. Myers | Billing & Records | ALS II Count | Collections |
| | " " | ALS Count | Collections |
| | " " | BLS Count | Collections |
| | Procurement | Hours Spent | Equipment on Schedule |
| | Grant Writing | Hours/number of Grants | Revenue Enhancements |
| | Documentation | Number Billed | % Errors |
| | Records Retention | Hours spent | On Schedule |

Appendix B

2004 KEY PERFORMANCE MEASUREMENTS

The table that follows contains the Key Performance Measurements that SFD will evaluate and report on throughout 2006 with the personnel responsible for the data collection. The Responsible Officer must gather and verify the measurements. The actual record keeping and reporting may be delegated.

| KEY PERFORMANCE MEASUREMENTS | | | |
|------------------------------|--|------|---------------------|
| Question number | Actual Question | 2005 | Responsible Officer |
| 30. f. i. | FIRE – Full Time Equivalents/1,000: Total | | Chief Meinzer |
| 51. g. i. | Residential structure fire incidents: 1- and 2- family-- Contained to Room of origin-Pct | | B.C. Ricci |
| 51. h. i. | Residential structure fire incidents: 1- and 2- family--Contained to Structure of origin-Pct | | B.C. Ricci |
| 51. i. i. | Residential structure fire incidents: 1- and 2-family - Beyond structure of origin-Pct | | B.C. Ricci |
| 54. a. | Total residential structure fire incidents | | B.C. Ricci |
| 56 | Residential fire incidents per 1,000 residential structures | | B.C. Ricci |
| 68 | Total fire incidents per 100,000 population (structure & non-structure incidents) | | B.C. Ricci |

| KEY PERFORMANCE MEASUREMENTS | | | |
|-------------------------------------|--|-------------|----------------------------|
| Question number | Actual Question | 2005 | Responsible Officer |
| 59. p. | Total Commercial and industrial incidents | | B.C. Ricci |
| 69 | Total fire and non-fire incidents | | B.C. Ricci |
| 74 | Total false alarms | | B.C. Ricci |
| 77 | Total false alarms as percentage of total fire incidents, non-fire incidents, and false alarms | | B.C. Ricci |
| 85. a. | Total technical incidents - Total incidents responded to | | Capt. Cowie |
| 93. a. | Total casualties related to structure and non-structure fire incidents - Fire personnel injuries | | Lt. Schmidt |
| 93. c. | Total casualties related to structure and non-structure fire incidents - Civilian injuries | | Lt. Schmidt |
| 93. d. | Total casualties related to structure and non-structure fire incidents - Civilian deaths | | Lt. Schmidt |
| 102. a. | What percentage of total fire calls have a response time of 5 minutes and under from conclusion of dispatch to arrival on scene? | | B.C. Ricci |
| 103. b. | BLS Transports | | B.C. Myers |
| 104. b. | ALS Transports | | B.C. Myers |

| KEY PERFORMANCE MEASUREMENTS | | | |
|-------------------------------------|---|-------------|----------------------------|
| Question number | Actual Question | 2005 | Responsible Officer |
| 107 | Total EMS responses | | B.C. Myers |
| 113. c. | Average time from conclusion of dispatch to arrival on scene-All calls | | B.C. Ricci |
| 115. c. | Average time from arrival on scene to delivery of patient at a medical facility-All calls | | B.C. Ricci |
| 121 | Total number of patients served by EMS provider | | B.C. Myers |
| 127. e. | Total amount billed | | B.C. Myers |
| 127. f. | Total amount recovered | | B.C. Myers |
| 161 | Percentage of commercial industrial occupancies inspected | | B.C. Ricci |
| 163. a. | Total number hours paid to staff committed exclusively to community risk reduction | | B.C. Ricci |
| 168 | Total hazardous materials incidents | | F.F. Brake |

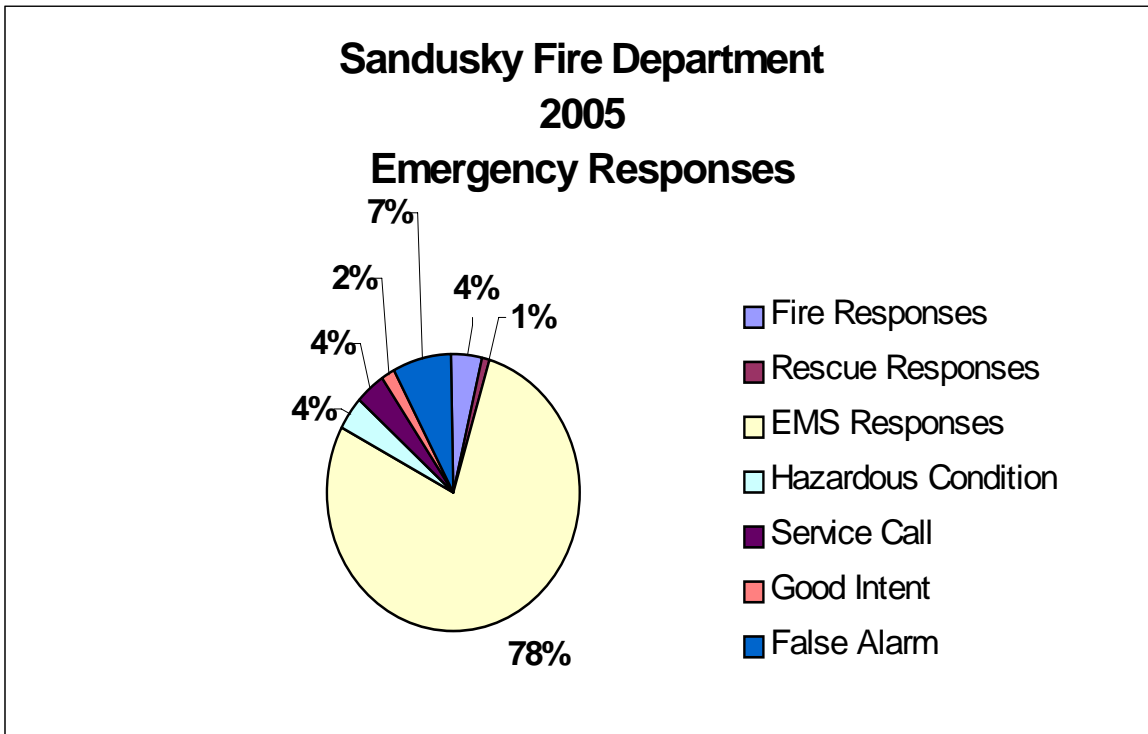
Appendix C

Division Reviews from 2005

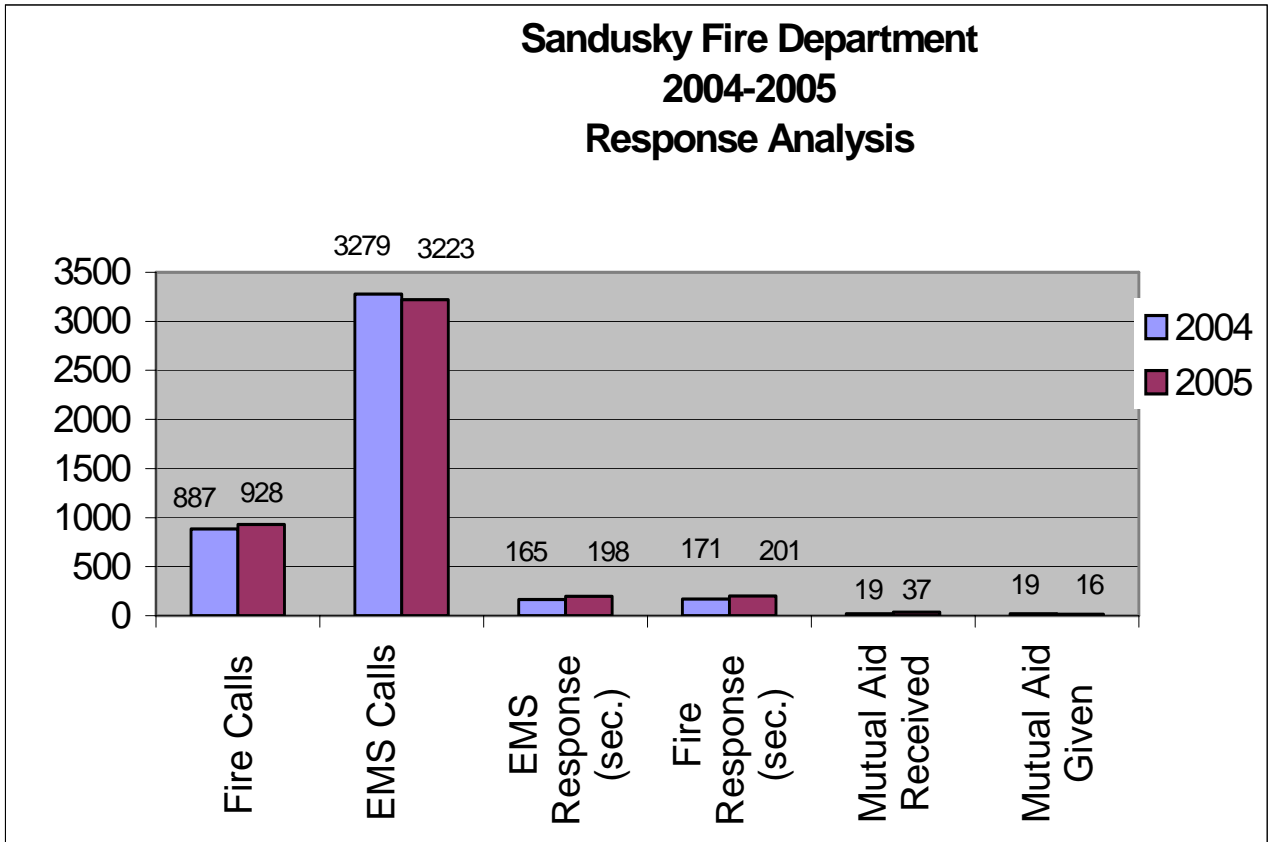
Operations Division

Submitted by Battalion Chief Paul Ricci

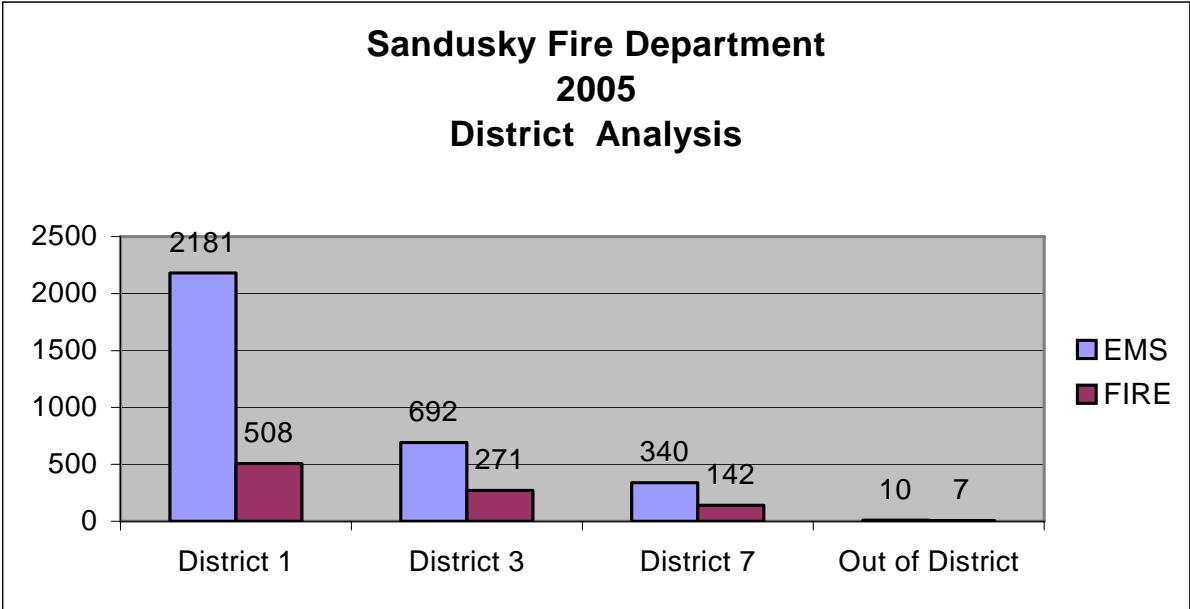
In 2005, the Sandusky Fire Department made significant operational changes as a result of the budget reduction process. Daily staffing was reduced from thirteen to twelve requiring a re-alignment of personnel and equipment at the three city fire stations. Data collected from the previous fiscal period identified the unique service delivery features of the City of Sandusky. Because of the reduced staffing and unique service parameters, ambulances were moved from the outside stations to the central fire station. Fire engines at stations 3 & 7 were assigned paramedic personnel and equipment. The paramedic engine concept allowed the fire department to place the “first critical intervention” on the scene in a timely manner. Ambulance response and transport allowed units to be placed in service more quickly.



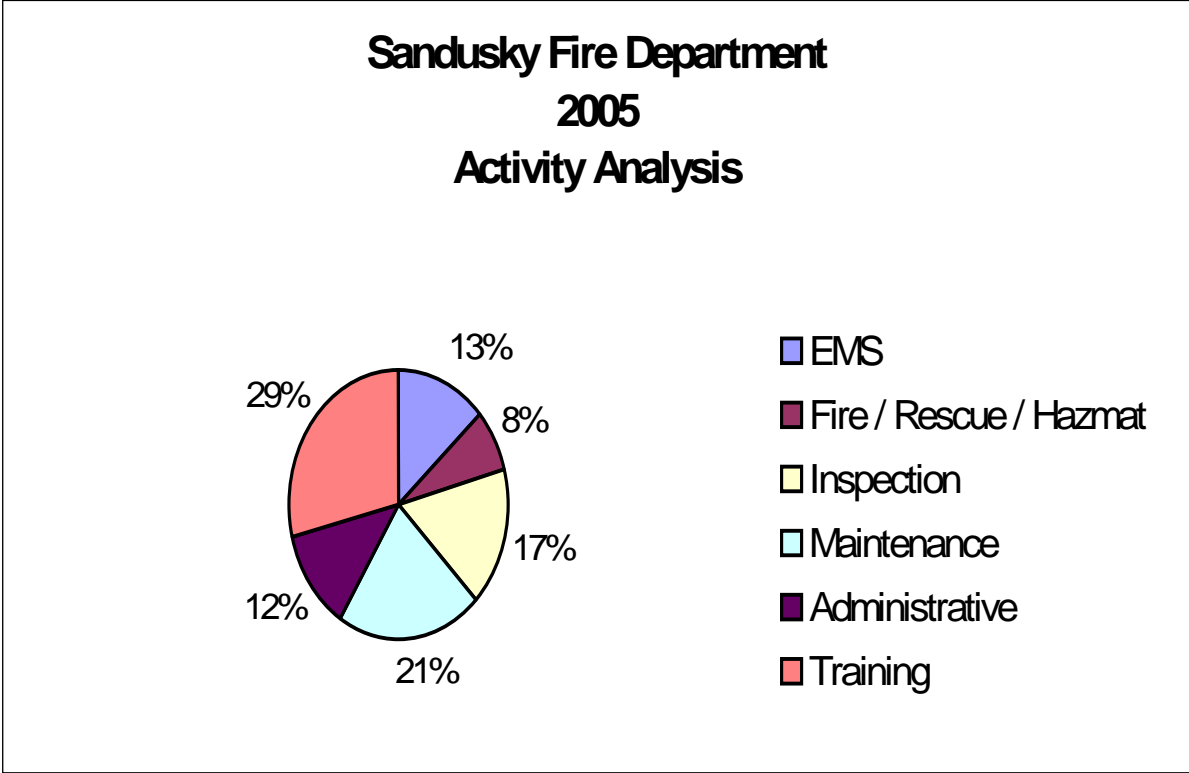
The response analysis for 2005 was very similar to 2004. Because of reduced staffing, we experienced an increase in response time and requests for mutual aid. Fire and EMS responses remained constant from 2004.



The distribution of emergency responses per district was very similar to previous year-end results. Nearly 65% of all responses occur in District 1, 23% in District 3 and the remaining 12% in District 7 or out of district.

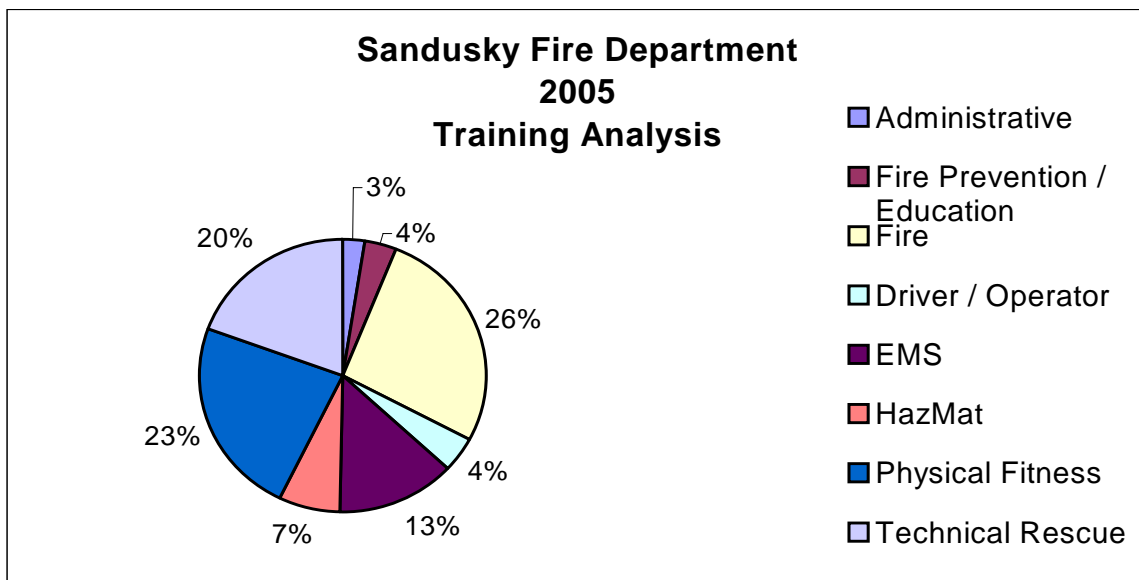


In 2005, fire department activities experienced an increase. Personnel continued to provide quality service to the community, maintain equipment, attend training and provide professional emergency service.



Training

Training is a necessary part of the fire service to maintain efficiency, demonstrate effectiveness and prepare for the future needs of the fire department. Sandusky firefighters continue to strive for excellence by attending training in hazardous materials, technical rescue, firefighting and emergency medical services. Firefighters attend an average of 172 hours each, per year to maintain skills, knowledge and abilities. With new federal and state standards being instituted, Sandusky Firefighters will be adequately prepared to meet the new standards. The department will continue to utilize fire-training officers Capt. Brian Cowie, Capt. Jeff Ferrell and Capt. Jim Green to provide in-service training. Lead Medics, Lt. Toni Schmidt, FF Rudy Ruiz, Lt. Ron Urig, FF Brad Wimmer and Lt. Dave Degnan will continue to provide EMS education. Each of these personnel should be commended for their attention to detail and the considerable cost savings provided to the department.

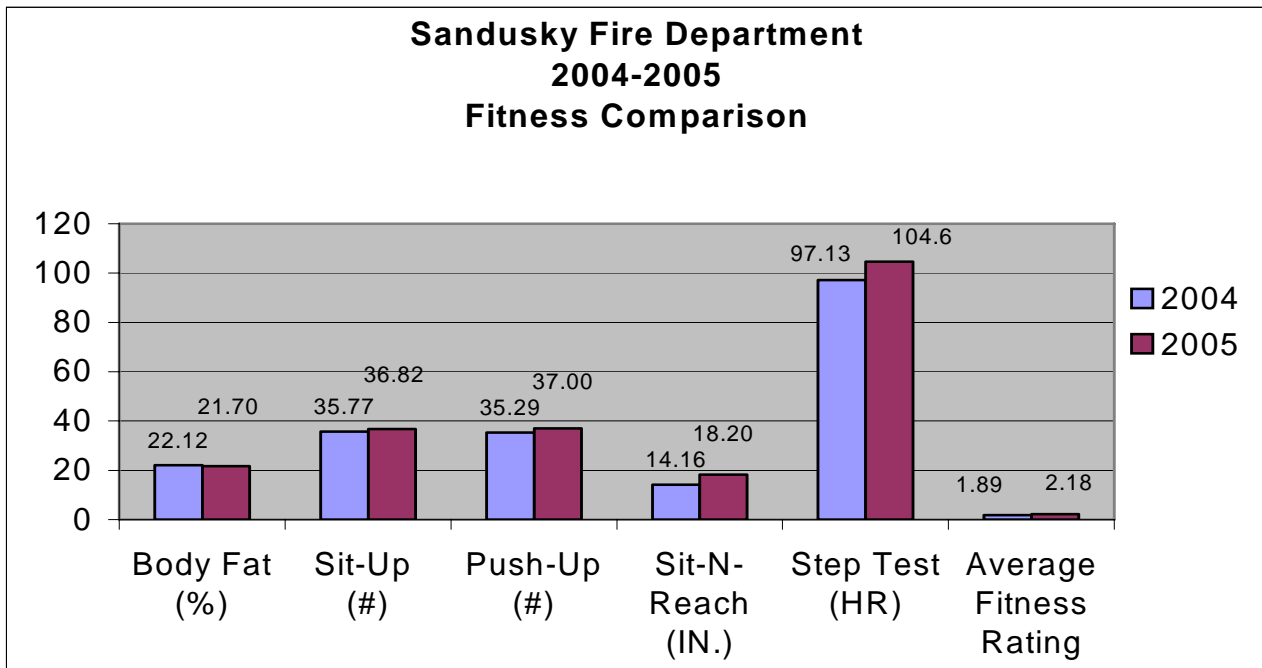


The Sandusky Fire Department continues to provide regional training opportunities for the neighboring departments in an effort to promote standardized training and equipment. Department personnel attended several training seminars this year, including, the Striker Cot Maintenance Seminar, High Rise Operations

Seminar, Confined Space Rescue, VFIS Driver Operator Course and Advanced Cardiac Life Support. These were nationally recognized curriculum, attended by many area fire departments.

Physical Fitness

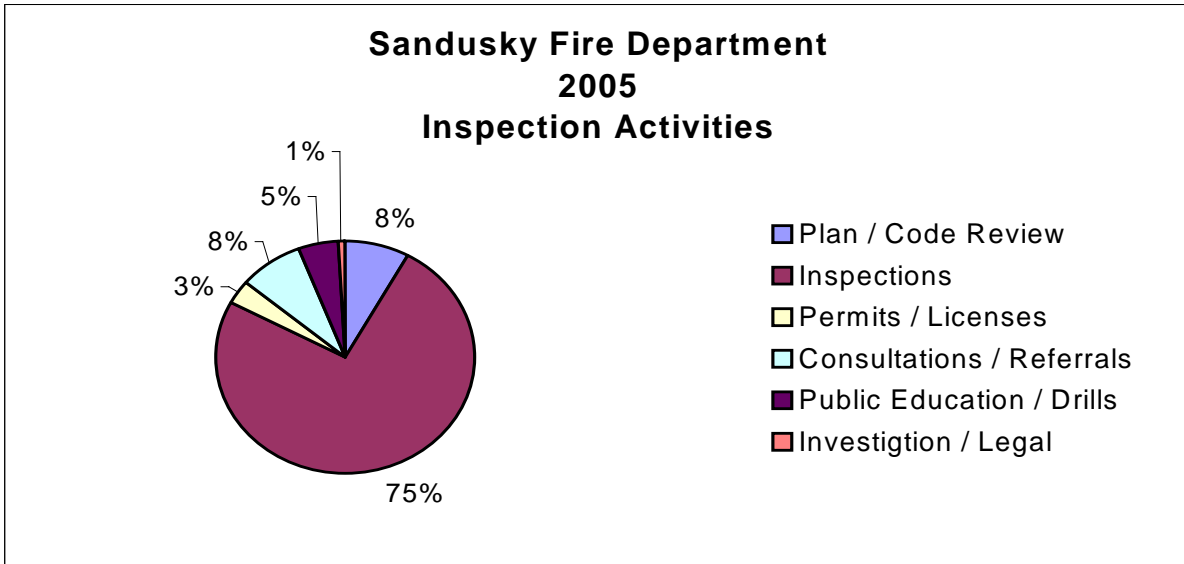
Preventing firefighter injury and death continues to be the number one concern throughout the fire service. Reductions in staffing in 2005 make this concern even more critical. Firefighters are being asked to do more with fewer personnel placing them at greater risk for injury. Firefighter deaths, due to cardiovascular compromise, nearly 50% of all firefighter deaths, still remain the leading cause of death nation-wide. In an effort to reduce the risk of cardiovascular injury, the goal in 2005 was to improve cardiac endurance, body fat reduction and improvement in nutrition. Firefighters responded to these risks and many improved their overall fitness capability. We will continue to strive for improvement in 2006 by focusing our efforts on nutrition as the key to overall firefighter physical fitness.



In 2005, firefighters Rob Bott, John Strachan, Derrick Shepherd and Steve Pasek completed the Health Metrics - ARA Fitness Workshop at the Ohio Fire Academy. They will be instrumental in providing firefighters with guidance in the use of equipment, fitness routine and physical ability assessments. These personnel should be commended for their efforts and dedication in providing the department with this invaluable resource.

Fire Prevention Bureau

In 2005 the Fire Prevention Bureau faced many challenges. Reductions in shift staffing and bureau staffing had an adverse effect on bureau and company inspections. It was the mission of the fire prevention bureau to be service oriented by maintaining efficiency in timeliness of services. It was not always possible, because of reduced staffing, to accomplish this mission. Through the support of shift commanders and shift personnel, however, we were able to provide the best possible education, inspection and prevention services to the community. Fire Prevention Bureau Activities increased slightly in 2005.



In 2005, the fire prevention bureau received some much-needed help with the transfer of Captain Bill Mohr. Capt. Mohr was responsible for bureau inspections, including Cedar Point, Marinas, Specialty Inspections (Day Care, Foster Care) and Pyrotechnic displays. He also supervised public education efforts for industry, juvenile fire setter programs and the Ohio Fire Marshals Office.

Finance and Administration Division Submitted by Battalion Chief Myers

Sandusky Fire Department's Finance and Administration Division is primarily charged with the following tasks:

- Grant Writing, Awards and Administration
- EMS Billing Review and Management
- Records Retention
- HIPPA compliance
- Procurement

Grant Writing, Awards and Administration

In 2005 the Department received 2 Assistance to Firefighters Grant Awards from the Office of Domestic Preparedness, Department of Homeland Security. On March 11, 2005, Senator Mike Dewine's office notified SFD of its successful application for a 2004 Fire Prevention and Safety Grant. The \$63,144 grant—90% of which, or \$56,830, consisted of Federal monies—was used for the following four programs: purchase and distribution of over 3000 bicycle safety helmets, purchase and distribution of 300 smoke detectors, and training for firefighters to become certified fire safety inspectors and fire safety educators.

A very demonstrable example of the helmet program's success occurred in June 2005, less than one month after the distribution of helmets to all Sandusky Public and Parochial School children aged fourteen and younger. The Department received word that a child's life was saved as a direct result of her wearing her SFD-provided helmet. She was involved in an accident with a motor vehicle while riding a motorized scooter, but suffered no traumatic head or brain injury because she was wearing her helmet.



The Blue "Flash Graphics" Bicycle Safety Helmet purchased with funds from SFD's 2004 Fire Prevention and Safety Grant. Over 3000 helmets were distributed to Sandusky Public and Parochial school children in May and June 2005.



Sandusky Firefighters Chris Brandal
(with axe) and Mike Morris wear
SFD's new MSA Firehawk SCBA

Ten SFD firefighters completed the 80-hour State of Ohio Certified Fire Safety Inspector course in November 2005, and another ten firefighters will complete two days of Fire Safety Educator training in January 2006. 300 smoke detectors were purchased and made available for seniors to pick up at the Sandusky Fire Headquarters or to arrange for installation by SFD firefighters.

In September the Department again received word that its annual Assistance to Firefighters Grant Program application was successful. This year's grant award of \$144,121 (of which \$129,709 is Federal funds) will be used to purchase and install vehicle exhaust removal systems in all three fire stations. These systems will remove harmful vehicle exhaust and attendant carcinogens from the stations' apparatus rooms and living quarters, as well as bring them into compliance with NFPA 1500, a key firefighter health and safety standard.

Finally, the Department completed the purchases associated with its 2004 AFG Program award. The new MSA Firehawk SCBA and Bauer compressor/cascade system were placed in service in March and August 2005, respectively. In addition, because of discounts received from the vendor, excess funds totaling \$25,563 were available for use from this grant. In accordance with the Federal guidelines stipulated by the grant award, these funds were used to purchase fire prevention items and materials.

EMS Billing Review and Management

On January 10, 2005, the Sandusky City Commission passed Ordinance #05-058. This ordinance authorized the following Sandusky Fire EMS transport fees:

- \$245.00 for a Basic Life Support (BLS) transport (up from \$150.00)
- \$465.00 for an Advanced Life Support-I (ALS-I) transport (up from \$450.00)
- \$573.00 for an Advanced Life Support-II (ALS-II) transport (new charge)
- \$6.00 per loaded (transported) mile (up from \$3.50)

After reviewing information supplied by the Department's third-party billing administrator, PCSO, the Department recommended the revised fees in order to align it with what is considered "reasonable and customary" EMS transport fees for this region of the state. In addition, the Department recognized that fees had not been raised in over ten (10) years, even as the Department's EMS training, equipment and apparatus costs steadily increased over the same period.

Business Plan — Sandusky Fire Department

EMS transport charges for 2005 increased by \$122,821, or 14.0%, over 2004, almost reaching the one million-dollar mark at \$997,974. Actual cash collected, while down when measured as a percent of recovery of charges (63% in 2005 versus 66% for 2004), broke through the \$600,000 threshold, totaling \$601,977. This amount, an increase of \$26,097, was 4.5% more than what was collected in 2004. These funds will be used to reduce the Department's capital debt as well as to purchase new equipment and apparatus, particularly a new ALS-equipped ambulance, in 2006.

In 2005 the Division identified the goal of reducing the number of data-entry errors in EMS reports. A State audit conducted in early 2004 revealed a ten percent data-entry error rate in a sample size of 60 EMS reports from 2003 (a two percent sample size). This statistically significant finding, as well as problems encountered in the mandated uploading of the Department's EMS reports to the State of Ohio, prompted additional data-entry training for paramedics responsible for report writing. As a result of this training and continued reviews by the Division, by the end of 2005 the initial data-entry error rate for SFD's EMS reports was reduced to between two and four percent over the entire population of reports (>3000 sample size).

Records Retention

The Division continues to work with Chief Meinzer in developing a records retention policy for the Department. Per Federal law, all protected health information (PHI) as recorded on EMS reports is stored in a secured area in the Department's records room. In addition, the Department is transitioning to a "paperless" EMS report system. EMS patient reports will continue to be documented on the computer; however, the field form will be eliminated and printing of the computer form will be generated by official records request only. Eliminating this hand-written form will prevent the duplication of information, help the Department to better manage its EMS records with respect to HIPAA and the Privacy Rule (see below), and enable the two ambulance crews to return to service faster by reducing workload.

HIPAA

The Health Insurance Portability and Accountability Act of 1996 ("HIPAA") addresses the use and disclosure of individuals' health information, or "protected health information," as well as the standards for individuals' privacy rights to understand and control how their health information is used. Requests for public records that contain PHI are subject to review based on the Privacy Rule. The Privacy Rule strikes a balance that permits important uses of information, while protecting the privacy of people who seek care and healing.

Defined as a health care provider by the Privacy Rule, the Sandusky Fire Department takes very seriously its role as a "covered entity." Requests for PHI are first submitted to Chief Mike Meinzer, designated as the Department's Privacy Officer. The Finance and Administration Division assists the Chief in researching HIPAA requirements, searching documents and redacting PHI information that cannot be released according to the law. The Department is committed to protecting the privacy of its EMS patients and continues to review its compliance with HIPAA and the Privacy Rule.

Procurement

In 2005 the Division assisted the Department in procuring a number of items. All of the following items, materials and capital equipment were purchased with grant awards (10% City match) received from the Office of Domestic Preparedness/Department of Homeland Security:

- 38 MSA Firehawk Self-Contained Breathing Apparatus with Integrated PASS devices
- 38 additional SCBA cylinders
- 34 additional SCBA face pieces with Clear Commands and Heads-up Display (HUD) units
- A Bauer 13 cfm compressor/cascade unit with four 6000 pounds per square inch ASME-rated storage cylinders and a remote fill station
- A Porta-Count SCBA face piece fit-tester with accessories
- Hydrant and pump test kits
- A Dell laptop computer for fire prevention and education activities
- NFPA instructional videos
- A Fire Extinguisher "Tutor Trainer" for use in instructing civilians in extinguishing small fires with extinguishers

Logistics Division Submitted by Battalion Chief Yost

Hazardous Materials

Emergency Management responded to 23 hazardous material type incidents, one of which required the response of the Has-Mat Team

Two calls were in the City Limits. The one call for the Team was in Perkins

Training in 2005 was provided to the Team monthly and to other departments on request

This year's drill was in cooperation with BIWW thanks to Doug Keller and crew. Several problems were solved before an actual incident.

Facilities

Station #1

The overhead doors received much attention including adjustment and the installation of timers.

Concrete damaged last winter was replaced. The problematic roof was again repaired.

The trash dumpster station was brought up to city code by installation of gates.

Station #3

The drainage problem at the rear was finally corrected by installation of a catch basin and widening of the rear drive.

Station #7

A new hot water heater was installed.

The roof was again repaired to save money on a badly needed replacement

In 2006 all three structures will be looked at in a city wide program to conserve energy. B.C. Yost is assigned to that project.

Vehicles

A new engine was delivered to Number 3 Station.

The existing #3 Engine replaced the older Engine at #7 Station.

Major work was done on the water tower on Engine #1 some of which was covered by warranty.

Both front line ambulances had warranty paint work done as requested by manufacturer.

In 2006 we will be looking at purchasing a new ambulance to replace our oldest unit, purchasing a new semi tractor for hazardous materials trailer as proposed for 2005, and turning the existing Haz-mat trailer into a dive unit.

COMMUNICATIONS

The phone system has been under continuous scrutiny in order that as many business calls as possible are answered by a human

The radio system is operating the best it has in 30 years. Dispatch, though needing improvement, is the best it has been since the beginning of "911".

Planning Division

Submitted by Battalion Chief Higgenbotham



The Planning Section completed its first full year of operation. Its purpose is to assist in the effective use of resources, not only within but also outside the fire department. Planning for the use of these resources will aid in continuing to make Sandusky a place to live, work, and play.

The area that the Planning Section provides services to includes, but is not limited to;

- Emergency Planning
- Disaster Planning
- Community Risk Reduction
- Pre-Emergency planning
- ISO (Insurance Services Office) Fire protection rating



The City of Sandusky maintained an ISO rating of 4. Communities are now graded, with respect to their fire protection, on an “as requested” basis. Future requests for ISO review and grading should be considered after current staffing levels increase and stabilize, and also when communications are upgraded.

Emergency Planning principally centered on the Department of Homeland Security’s National Incident Management System (NIMS) training. Fire department personnel were trained in Basic Incident management, the National Incident Management System, Multi-casualty EMS Operations, and the National Response Plan. In addition SFD Planning Sector coordinated and assisted with training of essential city administration and public works employees. Emergency planning in 2006 will continue to have a heavy focus on NIMS training, compliance and drills and exercises.

Disaster Planning has been identified as an area that is in need of upgrades during year 2006. The Planning Sector participated in the drafting and Implementation of the Erie County Environmental Hazard Mitigation Plan. New updated City wide Disaster Planning and Fire Department Emergency Plans should be initiated in 2006.

Pre-Fire Planning (which is continuous and –ongoing) was aided by the use of new software, including AccuGlobe. As staffing levels increase in 2006, the number of preplans will also increase.

Business Plan — Sandusky Fire Department

In the area of Risk Reduction, the Planning Sector participated in round table discussions and training with the Erie County Health Department. Two of the topics covered response to health care emergencies requiring quarantine of citizens and the ramifications of a flu epidemic or pandemic in our area. The acquisition and installation of Emergency Warning Sirens was also accomplished in 2005. Siren training for the public is slated for 2006.

The areas cited above are some but not all the areas impacted by the Planning Sector. I would like to thank the City of Sandusky Fire Chief and Sandusky Firefighters, City Administration, and especially the Citizens of Sandusky for the opportunity to serve as Director of Planning.