



# On the Line



**Our Core Values: Pride, Respect, Duty, Unity, Integrity and Compassion.**

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## Birthdays

|                   |         |                   |         |
|-------------------|---------|-------------------|---------|
| Lt. Cory Macumber | Feb. 10 | Sharon Mitchell   | Feb. 17 |
| FF/PM Rob Zahnd   | Feb. 11 | Lt. Bryce Landers | Feb. 19 |
| FF/PM Ryan Young  | Feb. 15 | D/E Rob Harris    | Feb. 23 |



It's February...how are your goals for 2022 coming?



**Are you on target through month 1??  
Keep at it—you've got this!**

### UFD statistics for January

Calls for service: 486

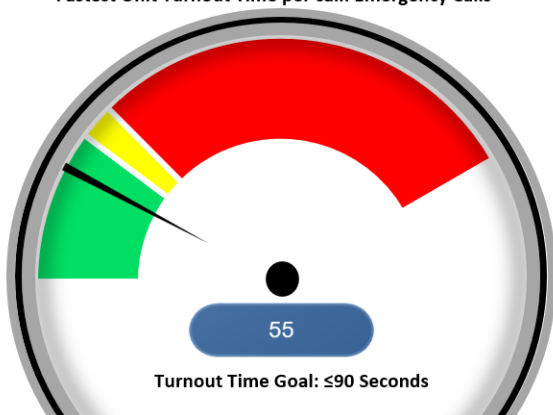
Average response Time from alarm to arrival – emergency: **5 minutes 17 seconds. 94.78%** of emergent calls within 8 minutes.

**Emergency Medical Service calls: 308**

**Fire related calls: 118**

Other:60: CUR Fire: 11, CUR EMS: 47 Other: 2

Fastest Unit Turnout Time per call: Emergency Calls



### Quick Look Back at 2021

Total Calls: 5,407

Fire— 1,260

EMS— 3,569

Other— 578

Non-incident calls for service: 1,532 (inspections, classes, tours, etc.)

Total UFD Unit Responses: 7,997

Response times to emergent calls is eight minutes or less 92.9% of the time.

Completed 10,635.5 hours of training.

100% of respondents to our customer service survey responded that our personnel were competent and courteous in their actions!

Call volume doubled in the last 10 years; staffing has increased 53% in that same period.

## Work Anniversaries

|                  |                   |
|------------------|-------------------|
| Chief Holt       | Feb. 2 – 24 yrs.  |
| D/E Rob Harris   | Feb. 11 – 11 yrs. |
| FF/PM Jeff Blair | Feb. 8 – 1 yr.    |





Chief's Corner—Chief Jerry Holt



It is February already! I cannot believe how fast time flies! I can remember not that long ago when January and February seemed to just drag by. Seemed like every day was cloudy and cold and just dragged by. Not anymore. (Yes, still cloudy and cold but even that is going by so fast now) Only one more month of being stuck in the cold grip of winter. Sure, we might run into some big snow in March but although it may be significant, it doesn't usually hang around too long. The end is in sight and by the end of March, things will begin to "green up" and everyone can get out more and that makes for better spirits for most everyone.

The annual report has been completed and sent to the printers. I am not sure when it will be ready for distribution, but it is safe to say that it will be sent out sometime in early February. One thing you will see again this year is my approach to the annual report continues to be about inputs (tax dollars), outputs (services) and new this year is a section regarding continuous improvement.

The first section covers inputs. These are those things we need to do the job. That starts with tax dollars. In a calendar year, we are part of two budgets as the new budget starts July 1<sup>st</sup> each year. From our perspective, we use the new budget as it reflects the more recent cost of making things tick at the department. For 2021, it looks like a total budget of \$7,944,162. Breaking that down by a per capita funding shows one way to illustrate our cost. Eight million dollars is a lot of money but when you look at a per capita cost among our 45,580 residents, it is \$174 per person or if you break it down further, you will see that it is about \$.47 per day, per person. We all know that taxes don't work that way, but it is a way to compare cost throughout the metro.

Of course, the greatest "input" is our personnel. No services are delivered without outstanding people to deliver them, and we are blessed with some great folks. And it is no surprise that of those eight million dollars, the greatest expense is personnel cost. Of that eight million, over seven million cover personnel cost.

After personnel, the annual report shows a brief rating of our apparatus, and facilities. There is not a lot of "new" information in that section of the annual report although the next couple of years will be very busy with the replacement of two ambulances, and a ladder in 2024. Also, we will be looking at replacing our radios in 2024 and new SCBA are on

the horizon for 2026.

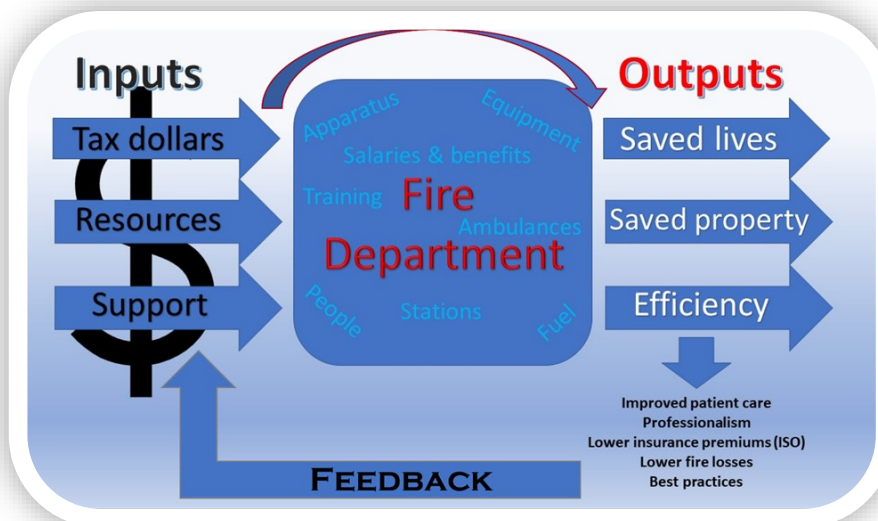
Included in the "outputs" are the performance measurement items. Mainly how we delivered our services. That starts with the statistics. How many calls, what type of calls and where did they occur. How did we do on our goals for performance measures usually shown in the 90<sup>th</sup> percentile. Simply put, 90<sup>th</sup> percentile is a higher standard and shows how the department performed 90% of the time. When one looks at average, one knows that there is an equal number above and below the average. So when one hears "average", it is only good if your response falls in that range. Using the 90<sup>th</sup> percentile, only 10% of times fall outside of the range. We also break all of this data down by fire versus EMS, and by station.

Another resource of outputs is our customer survey program. Every customer has the ability to provide feedback from our website and every other year or so that City conducts customer survey. Every two years, we try to do our own survey with those who used our services including fire, EMS, inspection/public education and public relations. In 2021, we conducted our own survey. The return rate was low but the comments and responses were very favorable.

New in this year's annual report is a short section on continuous improvement. While our survey's say that we do an excellent job, we are constantly looking for best practice examples to help us be better. Drive time is an issue in some parts of our community however, it doesn't make sense to address in the traditional manner. (Almost every location is within six-minute drive time of a fire station) It's simple physics, it takes "x" amount of time to drive from a fire station to an incident. What doesn't make sense is putting a fire station in every location within the city. We just don't have that kind of endless resource to do that and that's why station location is so important. So that we don't "lose" coverage to an area we do not serve. Station 41 provides a great example. We do not go to the east as far as we can easily drive in a six-minute response. If we maximized that, it would balance out as adding greater coverage to the west.

Of course, in some systems, system status management – getting the units out of the station to "wait" at a location close to where most of the calls come from makes sense. Our call volume doesn't support that, and it is usually difficult to find suitable locations to "stage" units so as staff is not stuck sit-

(Continued on page 3)



## ON THE LINE

Chief's Corner—continued from page 2...

ting in an ambulance or fire truck. Our call volume does not support that and I don't see that changing in the immediate future in our department.

The last section of the annual report includes the "thank you" and awards our personnel have received in 2021. It is important to show the value in the work that you do and showing how our customers see your service in their thank you notes, and in the awards presented during the year.

The annual report is just a quick look back at the previous year. It is important for everyone to know how we did. When printed, the reports will be posted at all stations and a PDF copy will be sent to all members. Take a look at the report and make sure you are prepared to talk about the job you did last year and look for ways to improved service delivery this year!

### WHAT'S HAPPENING AROUND THE DEPARTMENT...

- The last staff meeting was January 13th and the meeting notes have been posted. The next scheduled staff meeting is February 10, 2022 @ 0730 hrs. and Capt. Manser will be the facilitator. If you have items you'd like to see discussed, please work through your officer to get those items on the agenda.
- The CIP was considered by the City Council at the January 11th City Council meeting. The Council approved the CIP and it is now in place. When printed, a copy of the CIP will be placed at all stations.
- The proposed budget is being presented to the City Council on January 29th. The budget workshop will be an all day meeting where the City Manager and Finance Director will present the recommend budget to the Council and each department will have the opportunity to present their department's budget to the Council. The budget will recommended budget be discussed in a Public Hearing and must be adopted before the end of March. The new Fiscal year begins July 1.
- The annual physical project has been suspended for this year. The required physical will be waived as we work through the rising COVID rates and the physical will be optional. We will cover the cost of the physical as normal if any of our members *desire* to complete a physical.
- The WestCom agencies are looking to apply for a grant for the new Knox Box "E Key". The new keys are electronic and greatly reduce the danger of a lost key and eliminate the need to replace all of the key cores in every Knox Box. Should a key be lost today, we would have to pay to have every key core in our system replaced. There are departments that have spent close to a million dollars following a lost key and our estimated cost would be well over \$100,000.
- The new E Key systems will require a user code and if not charged in the E Key charger, the key will not be able to open the Knox Box.
- The nomination period for the department's annual awards will be announced in February. Winners chosen by committee of your peers. Please consider your team mates for nomination to one of the awards:
  - **Firefighter of the Year:** This award is presented to the person who embodies the core values and customer focus of our department. The winner of this award demonstrates our motto of being mission driven and customer focused while striving to complete the department's mission. The award winner demonstrates on a daily basis that they can and do meet the expectations of our staff and they do that while going ***above and beyond*** to deliver services to our customers both internal and external, their peers, and all of our staff with a winning attitude.
  - **Mike Mercurio "Character" Award:** presented to the person that embodies the character of Mike – fun loving, dedicated and quick to offer a smile and a helping hand. Mike was a member of our department and he passed away in 2005 from a heart attack following a car fire.
  - **"Making a Difference Award":** Presented to the person that "made a difference" in our department and/or other's lives.
  - Three other awards will be considered:
    - Leadership Award
    - Instructor of the Year
    - Monte Burr Memorial Training Award

### Urbandale Fire Department Expectations

1. **Maintain and promote a winning attitude!** No complaining without solutions. Give no audience to complainers.
2. **Practice the Golden Rule!** Go beyond treating people the way you want to be treated, treat them the way **THEY** want to be treated.
3. **Be a team player!** Participate—communicate.

4. **Seek excellence! Seek to improve everything.**

5. **Do that which is right! Be accountable.**

6. **Stay focused! Mission and values.**

7. **Participate! Be fully involved.**

8. **Capitalize on adversity! Adapt & overcome...seek opportunity in adversity.**



## ON THE LINE

**SAFETY TIP**—Don't count on your memory when you need 100% accuracy. Use checklist and worksheets for critical task!

Ever think about all that you need to do if you are the Incident Commander? A tactical worksheet is the best way to tract everything that needs to happen. Don't rely on your memory when you know you most likely cannot recall 100% of the tasks that need to be performed when thing go bad...be familiar and use a tactical worksheet when you are the IC and for other low frequency, high consequence actions like RIC and MAYDAY.

| Urbandale Fire Department Tactical worksheet |                    |                    |                    |                    |                    |  |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--|
| Assignments and Details                      | Attack             | RIC                | Ventilation        | Search and Rescu   | Staging            | Items to Consider  |
| Command Name:                                |                    |                    |                    |                    |                    | 3RD Completed  |
| Alarm Time:                                  |                    |                    |                    |                    |                    | Forcible Entry   |
| Address:                                     |                    |                    |                    |                    |                    | Water Supply   |
| IC:  |                    |                    |                    |                    |                    | Exposures  |
| Safety:                                      |                    |                    |                    |                    |                    | Hazmat   |
| Accountability:                              |                    |                    |                    |                    |                    | Pre-Plans  |
| PIC:   |                    |                    |                    |                    |                    | Salvage & Overhaul   |
| Investigation:                               |                    |                    |                    |                    |                    | Public Works   |
| Staging:                                     |                    |                    |                    |                    |                    | Emergency Mgmt<br>(Red Cross, shelters,<br>transportation, etc.) |
| <b>Benchmarks</b>                            |                    |                    |                    |                    |                    | <b>PAR Completed</b>   |
| Water on Fire:                               |                    |                    |                    |                    |                    | 1-   |
| Under Control:                               |                    |                    |                    |                    |                    | 2-   |
| Loss Stopped:                                |                    |                    |                    |                    |                    | 3-   |
| [Search]:                                    |                    |                    |                    |                    |                    | 4-   |
| Primary Complete:                            |                    |                    |                    |                    |                    |  |
| Secondary Complete:                          |                    |                    |                    |                    |                    | <b>Notes</b>   |
| Extrication begin:                           |                    |                    |                    |                    |                    |  |
| Extrication complete:                        |                    |                    |                    |                    |                    |  |
| <b>Utilities and Sprinklers/FDC</b>          |                    |                    |                    |                    |                    |  |
| Gas:   |                    |                    |                    |                    |                    |  |
| Electric:                                    |                    |                    |                    |                    |                    |  |
| Water:                                       |                    |                    |                    |                    |                    |  |
| HVAC:  |                    |                    |                    |                    |                    |  |
| FDC/Sprinkler Support:                       | <b>Div/Group:</b>  | <b>Div/Group:</b>  | <b>Div/Group:</b>  | <b>Div/Group:</b>  | <b>Div/Group:</b>  |  |
|  | <b>Supervisor:</b> | <b>Supervisor:</b> | <b>Supervisor:</b> | <b>Supervisor:</b> | <b>Supervisor:</b> |  |
| <b>Radio Channels</b>                        | <b>Units:</b>      | <b>Units:</b>      | <b>Units:</b>      | <b>Units:</b>      | <b>Units:</b>      |  |
| Operations:                                  |                    |                    |                    |                    |                    |  |
| RIC:   |                    |                    |                    |                    |                    |  |
| Staging:                                     |                    |                    |                    |                    |                    |  |
| <b>Weather</b>                               |                    |                    |                    |                    |                    |  |
| Temperature:                                 |                    |                    |                    |                    |                    |  |
| Wind direction:                              |                    |                    |                    |                    |                    |  |
| Wind Speed:                                  |                    |                    |                    |                    |                    |  |
| Humidity:                                    |                    |                    |                    |                    |                    |  |

Urbandale Fire Department ICS Worksheet

### MAYDAY Checklist

MAYDAY Traffic Transmitted

**Information from MAYDAY:**

Who: \_\_\_\_\_

What: \_\_\_\_\_

Where: \_\_\_\_\_

Or

Location: \_\_\_\_\_

Unit: \_\_\_\_\_

Name: \_\_\_\_\_

Assignment: \_\_\_\_\_

Resources: \_\_\_\_\_

- Emergency Traffic Radio Declaration
- Activate RIC
  - RIC Worksheet
- Additional Alarm and Additional EMS
- Move non affected traffic to alternate \_\_\_\_\_
  - Perform PAR: \_\_\_\_\_
- Consider deployment of personnel in affected areas, adjust as needed
  - May adjust companies operating in area of MAYDAY to assist as needed
- Re-enforce Firefighting Positions as needed, continue operations as appropriate
- Re-enforce egress points, additional egress points as needed
- Re-enforce scene resources
  - Consider ventilation
  - Consider lighting
- Consider Heavy/Tech Rescue resources
- Evaluate Structural Integrity
  - EMERGENCY EVACUATION AS NEEDED
    - Conduct PAR: \_\_\_\_\_
- Announce when MAYDAY has been cancelled or ended

Urbandale Fire Department RIC Worksheet

RIC Incident Commander: \_\_\_\_\_ RIC Safety Officer: \_\_\_\_\_

Radio Channel: \_\_\_\_\_ Time of Activation: \_\_\_\_\_

Who: \_\_\_\_\_

What: \_\_\_\_\_

Where: \_\_\_\_\_

or

Location: \_\_\_\_\_

Unit: \_\_\_\_\_

Name: \_\_\_\_\_

Assignment: \_\_\_\_\_

Resources: \_\_\_\_\_

- RIC Deployed
- Consider companies operating in area of RIC Operation to immediately assist as needed
- Building Pre-Plan as available
- Additional Alarm and Additional EMS
- Ensure adequate staffing of RIC
- Establish equipment cache
- Specialized resources as needed
- Consider alternate egress points
- Maintain strong communication throughout RIC deployment
- Announce when RIC Operations have been completed

**RIC Organizer:**

| RIC         | #1 | #2 | #3 | #4 | #5 |
|-------------|----|----|----|----|----|
| RIC Officer |    |    |    |    |    |
| Crew/Unit   |    |    |    |    |    |

## ON THE LINE

### Other programs/training/projects completed by UFD in December:

**Training Report: 435.5 hours** of training were completed in December. The department conducted more than 10,635 hours of training in 2021. Training for December 2021:

Fire Training: 226.5 hours

EMS Training: 209 hours



### Prevention & Inspection Activities:

- Completed 34 inspections
- Completed 48 re-inspections
- Completed 5 preplans
- Conducted 35 plan reviews
- Replaced 11 smoke detector and 21 detector batteries
- Conducted 3 Car Seat checks



\*Training and prevention/public relation efforts are for the *previous month*.

### “YOU’VE BEEN CAUGHT DOING AN OUTSTANDING JOB”

We continue to recognize your efforts. Whenever we receive a thank you letter, card or a phone call, we pass that along to the people involved in the form of a “You’ve Been Caught Doing An Outstanding Job” letter. Year to date, we have sent 3 notices to our personnel. The following people received “You’ve Been Caught” notices since our last newsletter:

**FF/PM Aaron Sager:** We received a thank you note with pictures and some awesome drawings for a station tour. The note reads “Dear Urbandale Fire Department, (especially AJ Sager) Thank you so much for one of the best tours of the Fire Department! Daniel & Ethan and myself loved checking out each of the fire trucks and seeing all of their equipment & walking through the ambulance. We all learned a lot and the way you made it so interactive for the kids was awesome! Sincerely, Alicia, Daniel, Ethan & Alana”

**FF/PM Brad Crookshank & FF/PM Barry Burt:** I just received this from a family member about a call we had a couple weeks ago. The crew has been notified through the follow up process. The PHI has been deleted PHI from the email.

“First, I want to thank your crew for the care they gave to my sweet daughter in law on a night in December. Words are not enough to express how relieved my son was when they arrived to take care of her. It was such a scary event. She had an immediate head CT upon arrival to IMMC that showed a subarachnoid hemorrhage. She was intubated (her BP went up and she became less responsive) and then transferred to the U of Iowa where they did an emergent ventriculostomy and then a few hours later a coil. She had a 3-4mm anterior communicating artery aneurysm that had ruptured. She was in the Surgical Neuro ICU until Saturday, Jan 15th where they monitored and treated her intracranial pressure, BP, etc. She was extubated on the 1st of January, and was oriented and conversant immediately. She told my son thank you for saving her life, and that she had reports she needed to write for work! => She did require a shunt placement on Jan 14th, but transferred out of ICU the next day. I’m happy to report that she is completely neurologically intact! We are all so amazed at her progress and would love for you to share this news with your crew. She is being discharged today! She is able to go home, and my son and their infant son will be so happy to have her there! As a flight nurse for 30 years, it’s not always such an amazing outcome for patients with this type of injury, so I am thrilled to be able to share this news with you. Thanks so much to all of you for all you do every day and especially on that night in December!!”

**Capt. Demir Miljkovic, D/E David Langley and FF/PM Matt Dominguez:** We received a thank you note following responding to a false alarm and help with the smoke detectors. The card reads “I am so thankful for the public service the fire department provides to residents. On Friday, Jan 21, the smoke alarms went off in the house due to varnish fumes. No fire and no CO. Captain Miljkovic and the two firefighters did a thorough check and even changed out the batteries in the detectors. They were so courteous and helpful! Please convey my thanks to Captain Miljkovic and the two firefighters. (I did not get their names). Thanks SK Prophet”

*Thanks to all of you for providing outstanding service!!*