



On the Line



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

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Birthdays

Jacob Royster	Sept 9	Aldin Ramic	Sept 14
Dr. Travis Kain	Sept 11	Chief Jerry Holt	Sept 25
Rachel Mona	Sept 13	Barry Burt	Sept 27



Work Anniversaries

Anniversary

For the period of 9/1/2022 to 9/30/2022

Name	Anniversary Date	Years since start
Jon Rech	9/20/2022	22
Robert Zahnd	9/20/2022	12
Bradley Crookshank	9/20/2022	12
Ryan Young	9/7/2022	8
Jim Cook	9/2/2022	4
Aaron Sager	9/16/2022	3



UFD statistics for August

Calls for service: 527 YTD: 3,688

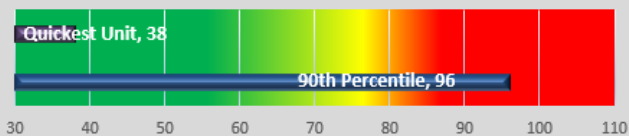
Average response Time from alarm to arrival – emergency: **5 minutes 32 seconds**. 95.71% of emergent calls within 8 minutes.

Emergency Medical Service calls: 307

Fire related calls: 149

Other:71: CUR Fire: 12, CUR EMS: 57 Other: 2

Emergency Responses: Average Reaction Time of Quickest Unit & All Units 90th Percentile
Time of notification of FD until **all units** begin response in seconds





It is an especially busy time of the year for me. To make the production of this month's newsletter a little quicker, I am running an article that appeared in the January 2008 edition of "On the Line".

Would You Go the Extra Mile for a Co-worker?

What kind of team player are you? Do you actively seek opportunities to help those around you or do you sit back while watching someone struggle, not knowing it, but perhaps waiting for them to fail? Do you know anyone who is quick to criticize but slow to offer any words of encouragement? Do you celebrate the success of your co-workers, or do you find reason to downplay their success? I would hope that all our staff are team players – always looking out for each other – always looking for reason to recognize good performance and lend a helping hand. I know we do that on the fireground, but I am not so sure people are as kind to each other when it comes to day-to-day interactions. It is amazing to me how firefighters and EMTs will risk their lives to save their brothers and sisters yet sometimes around the station you would never know that. People don't always extend a hand to help someone succeed – and other times they don't extend a congratulatory hand when their co-workers are being recognized for being successful. Sometimes they violate our simple rule of "be nice". Others simply won't ask for help – and perhaps won't accept it when offered.

Our brother and sisterhood are based on taking care of each other. I think people often start out that way then they develop feelings about others who maybe aren't like them or perhaps see things a little differently. They develop feelings...not dislikes but feelings none the less that won't let them help those other people be successful. We all have a great deal to share – a great deal to offer each other to help everyone achieve more. There is not one person in our organization that doesn't offer something special that we can all learn from. Perhaps it is as simple as just saying something encouraging to someone or perhaps it could be much more involved in helping someone as they work through some personal difficulty. Either way, there is always room for team players who are willing to recognize the needs of their co-workers and make the effort to help. Being a team player means doing that – doing everything you can to help others succeed. It is not that complicated in fact, it is so simple that we can learn a lot from simply watching children. I want to share a story I read along the way. I am not really sure where I read it – perhaps it was an email or a newsletter I read along the way, and I am not sure to whom to give credit to but it is a story worth sharing...it is a great story with a great message...and it goes to show what we can learn about being a team player from children:

A third-grade classroom

Come with me to a third-grade classroom...There is a nine-year-old kid sitting at his desk and suddenly, there is a puddle between his feet and the front of his pants is wet. He thinks his heart is going to stop because he cannot possibly imagine how this has happened. It's never happened before, and he knows that when the boys find out he will never hear the end of it. When the girls find out, they'll never speak to him again as long as he lives.

The boy believes his heart is going to stop; he puts his head down and prays this prayer, "Dear God, this is an emergency! I need help now! Five minutes from now I'm dead meat." He looks up from his prayer and here comes the teacher with a look in her eyes that says he has been discovered. As the teacher is walking toward him, a classmate named Susie is carrying a goldfish bowl that is filled with water. Susie trips in front of the teacher and inexplicably dumps the bowl of water in the boy's lap. The boy pretends to be angry, but all the while is saying to himself, "Thank you, Lord! Thank you, Lord!" Now suddenly, instead of being the object of ridicule, the boy is the object of sympathy. The teacher rushes him downstairs and gives him gym shorts to put on while his pants dry out. All the other children are on their hands and knees cleaning up around his desk.

The sympathy is wonderful. But as life would have it, the ridicule that should have been his has been transferred to someone else - Susie. She tries to help, but they tell her to get out. You've done enough, you klutz!" Finally, at the end of the day, as they are waiting for the bus, the boy walks over to Susie and whispers, "you did that on purpose, didn't you?" Susie whispers back, "I wet my pants once too."

Now that's a story of going the extra mile to help...



Against Direct Orders –Lt Cory Macumber

Well, it's my draw for an article this month and pondering what to come up with as there has been some great articles written by your co-workers and what possibly could I come up with that hasn't been written/discussed already. Then there it was, staring me in the face, while I sit here on the couch. The first report of the Robb Elementary School Attack in Uvalde, Texas. I hope this makes you consider a couple of things should we, god forbid, ever get put in a similar position. I'm not armchair quarterbacking this as I wasn't there, in their shoes, and under that stress but, we do need to take lessons from this so we don't make the same mistakes. One of those lessons we need to discuss is going against direct orders.

I'll set the stage a bit to begin the discussion. On May 24, 2022 an attacker killed 19 students, 2 teachers and injured 17 others at the Robb Elementary School. At 11:28:25 the attacker is involved in a MVC near the school and open fires at two people from a nearby business that started approaching the crash site. At 11:32:08 the attacker reached the west teachers parking lot and fired through windows prior to entering the building. Just prior to the attacker entering the building a Uvalde Police Officer at the crash site observed him carrying a rifle. The officer, armed with a rifle, asked his supervisor for permission to shoot the attacker. However, either the supervisor responded to late or didn't hear the question and by the time the officer turned around to get confirmation and turn back, the attacker was inside the building already. We will come back to this.

At 11:33:00 the attacker entered the building and at 11:33:24 began firing in room 111 & 112. Within three minutes they estimate he fired over 100 rounds. Officers entered the building at 11:35:55. 11:36:04 the last shots were fired from the initial attack. Officers approached the room threshold @ 11:36:10 and were fired upon by the attacker which drove the officers back. 11:38:38 an estimated 11 more rounds were fired by attacker. 11:40:58 the attacker fires a single round, 11:44:00 another round is fired by the attacker. All this time crying and screaming can be heard from the classrooms.

More officers continue to arrive and at 11:48:18 an officer enters the building and states that his wife is shot inside and attempts to press forward movement only to be escorted outside of the building. We will come back to this one too.

At 11:53:10 a Texas DPS special agent arrives on scene and is advised to man the perimeter. Another officer is noted in the report making a comment on the scene about there still being kids in the building and the DPS agent is noted as commenting "if there is then they just need to go in." At 11:56:49 this DPS agent states "there's still kids over here, so I'm getting the kids out!" Another one we will come back to.

12:06:16 the report is noted that no command post is set up yet. At 12:21:08 four more shots are fired by the attacker in the room.

12:50:03 An ad-Hoc team assaults room 11 and neutralizes the attacker. Yes, I left a very LARGE time gap between 12:06 & 12:50 but understand that there were other things going on and lessons that can be taken away but not to my point of going against direct orders so I skipped over those 40 plus minutes.

So lets start the discussion back on the first one I noted. The officer asking permission to shoot. What would have happened if he would have just taken the shot and neutralized the attacker. First off the obvious, no additional lives would have been lost as he would have never made it inside the building right? If it was just that simple, but what if he missed the attacker, he is still accountable for that round. So we have to consider the possible

loss of job, demotion, sleepless nights, law suites just to name a few if he would have taken that shot without permission. This leads me into knowing what's legal and what SOG's allow before asking for permission. As in this case Texas law would have allowed him to take that shot without permission as he was a known threat. However, I commend this officer for not taking the shot as he had the forethought to know his limits and the range was beyond what he, a patrol officer, is required to be competent at and if he would have missed at that range and his round hit an unattended target that would have been on him. So the lesson here is #1 know what legal, #2 know your SOG's & #3 know your limitations as these decisions are made in a split second.

The second point in the timeline at 11:48 when the officer enters the building with direct confirmation that there are injured people inside one being his wife and he wanted to press forward but was escorted out. Was he removed due to the emotional involvement vs. knowing direct information and attempting to go against direct order to hold in place? What do we need to consider here; first, is your peer too emotionally involved to make rational decisions, one could argue that, it was his wife that was injured. What is the fallout if he would disobeyed the order and made entry to his wife and others in her room? Improve the outcome of those injured by more rapidly getting aid to them and rapid evacuation to a hospital, taken rounds himself and possibly dying creating another casualty? Creating a known breach point for others to follow and neutralize the threat? Increase the risk injury or death to the remaining innocent? Lawsuits? Loss of Job? Loss of rank? Sleepless nights? Again, all things that must be considered in a split second and you have to be able to accept and live with at the end of it all if you decide to go against a direct order.

Third point at 11:53 when the DPS special agent arrives and is held at the perimeter but makes comments and appears to go against orders by stating he's going to get kids out. He arrived later so did he have all the information to make a rational decision to go against the order? What did he know that no one else did? Why did he not pass that information up? Once again in a split second you must consider all the pros and cons and weigh it against the outcome. In the fire service we call it risk vs. reward or risk analysis, I hope you do a very good risk analysis before you decide to go against a direct order because at the end of it you will have to explain why and live with your decisions good or bad.

Let me flip this one more time, up till now we have been considering the guy going against orders and the things that you must consider when you choose to go against an order. However, the conversation I've had recently with peers from around the county is what if you don't go against orders that you know are bad/very poor orders? Have you ever considered that side of the equation? I wouldn't say it's most of my peers, but a good bunch of them agree that in today's world and knowing what we know that it's just as bad if not worse if you don't go against a known bad order and believe you would even be held liable for not acting against an order when you know it was wrong. I'm not even talking about the moral battle you would have to live with if you don't act.

I'm not talking about going against every little order or questioning every order now, but I do want you to think about your actions or lack of actions during "those events" should you ever find yourself in one of "those events" be it an active attack, fire victim rescue etc.

ON THE LINE

WHAT'S HAPPENING AROUND THE DEPARTMENT...

- The last staff meeting was August 11th and the meeting notes have been posted. The next schedule staff meeting is **September 8, 2022 @ 0730 hrs.** and Chief Cardwell 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. All of the Staff meeting notes from 2022 have now been posted to PowerDMS under the folder "Meeting Notes (Staff)" and are reported with the month name in which they occurred.
- PowerDMS has been implemented and now accessing SOGs and protocols can be accomplished from anywhere with an internet connection. The PowerDMS app is a great way to have all of these documents at your finger tips. If you having any trouble accessing PowerDMS, please reach out to Fire Marshal Rech, Chief Cardwell, Chief Holt or Sharon.
- There are two open positions. The D/E position and the Assistant Chief position have been posted and both close on **September 2, 2022**. If you meet the requirements and have an interest to test for either position, please get your application submitted by the deadline.
- Accreditation update: We have completed the prerequisite self-assessment and moved from the "applicant agency" to the "candidate agency" in the effort to become accredited. The term "candidate agency" status means that a peer team has been assigned to the department. The peer team consists of four members of the fire service from around the country and Canada. The peer team will have 45 days to review the department's self-assessment and will make a site visit prior to January 2023. The peer team will recommend that the department either: moves to the accreditation hearing in the spring of 2023, or that the department delay/ defers the accreditation hearing until a later time in which they will have to correct deficiencies. If all goes as planned, we anticipate a Peer Team visit in November.
- We have rolled out a new spreadsheet to help us track progress on various projects. We will post these at each station and they will show on-going projects from our strategic plan and budget. They are intended to be an "at a glance" document so that everyone can see where a project is as it relates to purchase or implementation for budget items, for strategic plan items and for other special project such as the Community Risk Assessment, Standards of Cover and our Strategic Plan.
- Each month we will be publishing "Accreditation Parts" in the newsletter. This will be your opportunity to learn more about the performance indicators involved in accreditation. If there is a specific area that you are interested in, please reach out to the Chief and we will publish that item.
- **Join the "Run for the Badge"** in front of the Urbandale Police Department on Saturday, October 1, to support the National Law Enforcement Memorial and Museum. Mayor Bob Andeweg will be running, and you can run with him too! [Pre-register no later than Monday, September 19, to be guaranteed a t-shirt!](#)
- DMACC Fire and EMS programs will be hosting a Chili Cook-off this fall. The money raised will be used to establish Fire/EMS scholarships and they hope to have a good representation by local departments. We hope that some award-winning chili cooks will show up and show out by winning the competition. Contact DMACC Fire/EMS Programs for more information.

Training/Community Risk Reduction & other projects completed by UFD in July:

Training Report: 1,120 hours of training were completed in July

Fire Training: 495 hours

EMS Training: 243 hours

Recruit Orientation: 382

Prevention & Inspection Activities:

- Completed 42 inspections
- Completed 38 re-inspections
- Completed 12 preplans
- Conducted 38 plan reviews
- Conducted public education/PR for 430 people (268 children & 162 adults)
- Replaced 19 smoke detector and 40 detector batteries

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



ON THE LINE

SAFETY TIP—LEARNING FROM THE MISTAKES OF OTHERS KEEPS IT FROM HAPPENING TO YOU!

This month's safety tip is from "FirefighterCloseCalls.Com." Hopefully you have already reviewed this case as there are so many lessons. In the end, it is largely about disciplined firefighting—without it, chaos ensues. The lack of discipline is magnified exponentially when something goes wrong. Freelancing rules the day and so much falls through the cracks when freelancing takes over during a "Mayday" event. Please take some time and review this case study and the honest review of the department involved in an effort to see that to see mistakes don't occur again. From FCC.Com: <https://www.firefighterclosecalls.com/fire-department-blames-its-culture-systems-in-2021-death-of-firefighter/>

This is taken from an email sent by the "secret list":

Some highlights:

ENTER OR NOT ENTER? Just before Captain Laird fell into the basement, he had a back-and-forth with an assistant chief on the scene. Laird was inside the house in a breakfast nook by a window. He asked the assistant chief to pass him a hose line. The assistant chief told him, "**we're not going inside yet because we don't have good water.**"

The assistant chief then turned away because water flow had stopped in his hose and he checked the line for kinks. When he returned to the side of the house, he saw Laird was no longer standing in the house. He assumed he had exited the building.

MAYDAY w/ 17 RADIO TRANSMISSION ATTEMPTS. Seconds later Laird called a Mayday, reporting that he had fallen into the basement. **Seventeen times** while he was in the basement, Laird attempted radio transmissions that were rejected due to other radio traffic. He had not activated the emergency button radio that would have given his transmissions priority over other traffic.

POOR RADIO DISCIPLINE, COMMAND, CONTROL. The report notes poor radio discipline with respect to stopping radio traffic not needed for the Mayday incident. In addition, the incident command declined to use separate frequencies for traffic related to the Mayday and other communications.

INCOMPLETE 360: No 360 was conducted that looked at all sides of the building, which significantly meant that no one had identified the fire in the basement or the presence of a basement. In addition, no one was initially aware of stairs entering into the basement, which were eventually used to extricate Captain Laird. **In addition, even after it was clear there was fire in the basement fire crews proceeded attacking the fire as if it were a first-floor fire.**

MOST THERMAL IMAGERS NOT USED, FIRE-FIGHTING BASICS IGNORED, CREW INTEGRITY MISSING. Most officers on the fireground had thermal imagers, but almost none turned them on or used them in

the fire. In addition, many **firefighters did not follow basic procedures** such as getting low to the ground in a smoky environment and remaining with their crew.

INEFFECTIVE TRANSFER OF COMMAND, COMMUNICATION. Four minutes after his arrival, Captain Laird, who was the officer in command initially, transferred command to a chief who had arrived. However, the arriving chief did not receive, nor seek, a complete breakdown of where all people and apparatus were deployed, making it difficult for him to effectively manage the fire.

COMMAND & CONTROL. The report notes that when the Mayday was transmitted, the chief in command did not have a good knowledge of where his resources were and what they were doing.

MAYDAY PROCEDURES NOT FOLLOWED, FREELANCING, FIRE CONTROL NOT MAINTAINED. Many of the **Mayday policies were not followed**, including a failure to rebroadcast the Mayday alert, so many of the firefighters at the scene and responding to the call were not initially aware of it. A formal command structure was never put in place for the Rapid Intervention Team efforts, **which resulted in freelancing and uncoordinated efforts** to rescue Laird. In addition, **no one was assigned to maintain fire control operations.**

INEFFECTIVE COMMAND STRUCTURE DUE TO CAREER & VOLUNTEER DISPARITIES. Their dual system of career and volunteer firefighters creates an **inadequate system of assigning command and other responsibilities** during fires. The report recommended that the county establish a clear and unambiguous command structure that relies not on rank, but rather on the **training individuals** have received since the standards for career and volunteer firefighters vary significantly.

Captain Laird (who was posthumously promoted to battalion chief) was pulled from the fire and transported to the hospital. The cause of his death was smoke inhalation. When he was found in the basement, his facemask and helmet had been removed and his PASS device had been activated and was sounding.

His final transmission, nine minutes after calling Mayday, was "Tell my family I love them."

HERE IS THE REPORT:

<https://frederickcountymd.gov/DocumentCenter/View/339823/Joshua-Laird-LODD-After-Action-Report-8-18-22---NO-PERSONAL-INFO?bidId=>



Frederick County Fire Captain
(Posthumously promoted to BC) Joshua Laird

ON THE LINE

“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” notification. Year to date, we have sent 143 notices to our personnel. The following people received “You’ve Been Caught” notices since our last newsletter:

FF/PM Jeff Blair, FF/EMT Austin Warren, FF/PM Ryan Young, FF/EMT Jeff Gilchrist, D/E Rob Harris: We received a “thank you” email via Chief Roe. The call took place in Clive and a police officer in Clive sent a thank you to CFD after taking a call from the patient’s family. Chief Roe forwarded it to us as it was our crews. Two emails – the first one from Chief Roe and the second one from the CPD Officer: Chief Roe – “Chief Holt – Station 43 was the responding station. Would you be able to share this note of thanks from the husband with the crew? UFD crews always do a great job taking care of Clive and we greatly appreciate it! Many thanks!” The email from the CPD officer that was addressed to the Police and Fire Chiefs in Clive, the FD Command Staff and the Clive City Manager – “Chiefs, On July 22, Sgt. Johnston, and Officer Annis, along with Clive Fire/EMS, responded to 17527 Madison Dr., on a report of a female, in a wheelchair in the street. The female was having a mental health crisis and refused to get out of the street. Tonight, I spoke with Mr. XXXXX, who is the female patient’s husband. Mr. XXXX called to let the Police Department and Fire Department know how grateful he is, for the way the incident was handled. Mr. XXXX told me that his wife suffers the effects of a traumatic brain injury, causing her to have emotional and mental health issues. Mr. XXXX said both Police Officers and EMS personnel treated his wife with patience and dignity. He asked that I pass on his gratitude. Respectfully, Officer Kelly Recchia”

FF/PM Aaron Sager, FF/EMT Isabell Cooper: We received a thank you card from the staff of Cadence Academy Preschool – 14300 Hickman Rd. We responded to an allergic reaction on 7/28/22 for which A423 responded with E220. The card reads “Thursday July 28th, your department responded to a medical emergency at our childcare center. We want to thank everyone for their quick and calm reaction! In a time of panic for us, you made us feel XXX was in good hands! She has recovered and that is in part to your wonderful team. We were fortunate to have great EMS workers like you! Thank you for being true heroes! Sincerely Darci, Crystal & Mia”

Lt. Josh Boyle, D/E Nick Heuer, FF/PM Brad Crookshank, FF/PM Coden Tennison, FF/EMT Logan Davis: We received a thank you note from a group of scouts that we helped with a class on first aid for a merit badge. The note reads “ Thank you so much for letting us use your classroom, :Chad” and his buddy “Annie” and for being awesome 1st Aid teachers – we appreciate everything you did & do everyday! Sara, Isaac, David, Alec, Cole, Ben, Matt, Ben, Wyatt”

FF/PM Matt Linge, D/E Eric Ennen, Lt. Josh Boyle, FF/PM Joe Mitchell, FF/PM Dennis May, FF/PM Rachel Mona: We received a thank you note from patient transported on on 7/27/22. (The patient has always sent us candy around Christmas time and throughout the year – Inc. #22-00003072. The note reads “Thank you so much for taking me to the hospital. You were so kind. May God bless you!”

FF/EMT Jeff Gilchrist, FF/PM Justin Clark, FF/PM Ryan Young, FF/PM Brad Crookshank, D/E Rob Harris: We received a gift card dropped at Sta. 43 - from Kue’d Smokehouse in the amount of \$150 for the care provided on a call on July 4th – Inc. #22-00002701. She stated that her husband stopped breathing and Urbandale crews did a wonderful job with the care provided. She also stated that he is doing well but did not get a cause of the incident.

FF/EMT Isabell Cooper, FF/PM Jacob Royster, Lt. Chad Jackson, FF/PM Jim Cook, & FF/EMT Cory Deaton: A patient transported on 6/4/22 (Inc.# 22-0002224) called the billing company and wanted to make sure that they passed along that the EMT’s that took care of him “were terrific and saved his life.”

FF/PM Andrew Klenk, FF/PM Coden Tennison & D/E David Langley and previously FF/PM Duane Hatfield, D/E David Langley, FF/PM Dennis May, Captain Miljkovic, FF/PM Aaron Meredith, & FF/PM Jesse Welch: We received a thank you donation for help with a smoke detector. The donation was \$100 and the note was a simple “thank you for all you do.” However, there is more to the story as this was a person to whom we provided medical care for her husband when he was moving to hospice care in 2019. She was obviously moved by the care provided back then as well as the great service she received today.

FF/PM Joe Mitchell & FF/EMT Craig Pope: We were mentioned on a post on the “Urbandale Community” Facebook page thanking Joe and Craig for the great care they provided.

FF/PM Jackson Salter, FF/EMT Logan Davis, Lt. Bryce Landers, FF/PM Logan Derry, FF/EMT Cory Deaton, and Lt. Dan Birkett: We received a thank you card thanking us for the care we provided when a patient was having a stroke. The note reads, “Thank you to the UFD 43 EMS team that responded to my medical emergency on Dec. 25, 2021. I had suffered a stroke, and your team was fast and ultra-professional. I spent five days at Mercy and seven weeks in rehab hospitals. My left arm has recovered completely and I can walk well with a cane now. I’m back to work and spending time with the family. Thanks!

To the department: We received a thank you note and donation: “How do I say thank you for responding when my father collapsed; my brother was in his final stage of brain cancer; or when my mother’s heart failed? Since I can’t find the right words, I am enclosing a check for the Urbandale Fire Department to use, wherever needed, to help other families when they need to dial 911. Carolyn Henderson” 13100 Alpine Dr.

Thanks to all of you for providing outstanding service!!

Accreditation Parts

Each month, the department will publish draft versions of Performance Indicators (PI). The intent is to provide all members of the department access to the work that has been completed so that each person can see what the performance indicators are and how the department responded to a particular PI.

Each PI is formatted to show the PI, provide a description of the department's efforts, appraise the department's efforts, a plan for the future and the references used to provide the response. This month's PI is from Category 11, Health & Safety:

11A.7 The agency has a process in place to investigate and document accidents, injuries, legal actions, etc., to determine root cause. The agency's information management system supports this process.

Description

The agency does have a process in place to investigate and document injuries and accidents. The agency's efforts are aimed at identifying the causes of such incidents so that those causes can be shared throughout the department in the hopes of preventing someone else from going through a similar situation.

Appraisal

The agency evaluates this performance indicator by verifying a documented process for investigating safety incident root causes. The agency has used our records management system (RMS) to record injuries of firefighters since 1998. This included injuries that are not associated with incidents such as training or station work. A new RMS vendor has made it more difficult to report fire department injuries unless they are a part of an incident, but the department continues to work in this area to improve the consistency of reporting on duty injuries within our RMS.

The agency does utilize a system in place from the City of Urbandale that is more reliable. It includes a tracking system of the report of all injuries and accidents. Those reports are reviewed by a committee to determine the root cause and subsequent prevention activities to prevent a recurrence.

The agency does capture the needed information on injuries and accidents, but it is not reportable in one central database. The RMS used will not provide the NFPA annual report data on injuries that are not associated with an incident.

Plan

The agency continues to research best practices to improve the ability to capture non-incident injuries within our RMS. The agency will continue to work with the city's Risk Management team to fine tune the reporting and follow up process for accident and injury investigation.

References

City policy, accident prevention, Accident Prevention Policy - 2021-06_202106011500523397.pdf, available at <https://www.urbandale.org/DocumentCenter/View/9499/Accident-Prevention-Policy-?bidId=>

Safety incident notification form, available at <https://www.urbandale.org/formcenter/human-resources-4/safety-incident-notifications-45>

11A.8 The agency incorporates risk management practices to increase the level of decision making and the ability to identify unsafe conditions and practices during emergency operations.

Description

The agency uses a risk management process on all incidents. The program is aimed at applying the appropriate level of risk to mitigate an incident based on the risk versus gain principle. The culture of the agency is based in risk management practices with the safety of those we serve and our personnel as the basis of decision making.

Appraisal

The agency evaluates this performance indicator by ensuring risk management SOGS and incident scene practices follow established risk management program. These risk management practices are also emphasized during training sessions. The agency has had a risk management process since 1998. The agency has a standard operating guideline (SOG) in place for many years that formalizes the approach of risk management. The purpose of this policy has been to limit the exposure of the fire department to situations and occurrences that could have harmful or undesirable consequences on the agency to its members and provide the safest possible work environment for the members of the fire department, while recognizing the risk inherent to the fire department's mission.

The agency has trained personnel on the system and reinforces the concepts frequently. The after-action review of every incident should include an evaluation of the appropriateness of risk management used at the incident.

Plan

The agency plans to continue with the risk malmanagement process we have in place. The department will continue to re-evaluate our SOG and search for best practices to incorporate into our program.

References

SOG 402, Risk Management, 402- Risk Management Reviewed 2019.pdf

SOG 318, After action review, 318 AAR UFD 2019.pdf