

MURRAY CITY FIRE DEPARTMENT



STRATEGIC PLAN

2019
2024





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EXECUTIVE SUMMARY

The purpose of this strategic plan is to provide a vision of the direction of the Murray City Fire Department (MCFD). It creates an opportunity to unify the administration and fire department employees on our future goals as well as providing transparency to city officials and the citizens we serve.

The plan is divided into several sections, allowing each division of the fire department to emphasize their five-year goals. The main sections are Fire Prevention, Emergency Medical Services, Training, Logistics, Emergency Management, and Special Operations.

Some goals over the next five years include enhancement of our Capital Improvement Plan (CIP), and we will continue to closely monitor the budget to be financially sustainable and provide the best possible value to the citizens. We are dedicated to promoting the health and safety of our personnel and will continue with our involvement in community service. The department will be exploring new fire prevention and emergency management programs. We will continue to expand our training programs, and the construction of our new Fire Station will provide us with a new attached training facility.

We intend to monitor our operational strategy for effectiveness as our call volume increases. We will likely implement a few changes in our operational response to adapt to our increasing medical response and shift our special operations focus to an operational level.

The MCFD is honored to have the responsibility to serve the public, and we are committed to changing and adapting in order to meet the needs and expectations of our community. We recognize the confidence you have in us and feel it a privilege to serve you in your time of need.



INTRODUCTION

Welcome to the **strategic plan** of the Murray City Fire Department. As the newly appointed fire chief, I wanted to create a document that will outline where we are heading as a department. The plan represents a roadmap to communicate the goals of our department and how we plan to achieve those goals. Important focus areas for me as fire chief center around **delivering excellent customer service** while providing for the **exceptional personal health and safety of our employees.**



FIRE CHIEF JON HARRIS

The process of tackling this plan fosters an environment where we challenge ourselves to look past today and set goals for the future. When starting this project, I quickly realized that the strategic plan should not be the work of one individual but should be the collaboration of many ideas and concepts. In this plan, you will find sections completed by every chief level officer in our department with their division or area of responsibility.

As with any plan, we must have an understanding that nothing is set in stone. Just as important as looking to the future is adapting to current community needs. The success of the organization comes in our ability to be community-driven and flexible. It is our intention that we revisit this plan often and revise as necessary so that we can provide excellent service.

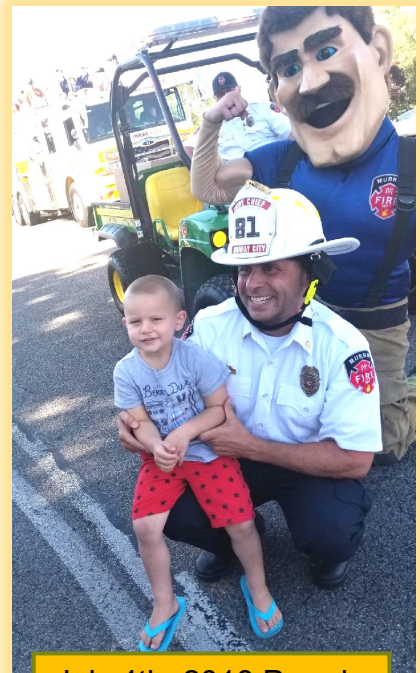


MISSION

The mission of the fire department supports the mission of Murray City. **Murray City promotes a high quality of life by providing superior governmental services in a professional, friendly, innovative and proactive manner.**

The role and mission of the fire department is to provide fire protection, fire prevention and emergency medical services to the residential and business population of the city, with a well-trained staff in an organized and safe manner, at a minimal cost to the city, and to cooperate with other departments within the city.


While this is our current mission statement, we may revisit the mission statement in the future to make sure that it encompasses the essence of the department.





July 4th, 2018 Parade


VALUES

In order to accomplish our mission with the highest degree of professionalism, efficiency, and integrity, our department has developed the following **core values**. These core values represent a set of guiding principles for us, and reviewing these values helps remind us of why we are public servants and how we can better support our community.

 **SERVICE:** Dedication and devotion to our community. Maintaining an attitude and professional state of constant readiness. Seeking improvement and growth toward excellence. Working together for the greater good.

 **COMMUNITY:** We will always remember to compassionately serve the citizens and visitors of our community. In addition, we will actively participate and support charities and programs within our community.

 **HONOR:** The enormous commitment necessary to perform the department's tasks requires excellence of character. We inspire each other through pride in our organization, which is a belief that every action reflects on all the members of the department.

 **TRUST:** Each member is accountable for their actions within our team, and we have confidence in each other to perform with integrity, reliability, respect, and fairness.



ETHICS

While all members are expected to act **ethically** and to a **high standard of conduct**, we recognize that creating a culture of ethics in the fire service starts with the chief officers. If officers are viewed as acting immorally or turns a blind eye to poor behavior, other employees may follow suit.

Being in a leadership position, especially in a position of public trust, brings with it a series of ethical burdens requiring that the leader consistently demonstrate ethical behavior and readily recognize and take responsibility when approaching ethical boundaries.



STRATEGIC INITIATIVES

In the strategic plan for Murray City, several key performance areas and strategic initiatives are discussed. The fire department is dedicated to helping the city meet these objectives.



FINANCIALLY SUSTAINABLE

The fire department understands the responsibility of working within governmental funds and is committed to making sound financial decisions. We want to ensure the best possible value for the taxpayer's dollar by continuously evaluating the department's use of funds and resources.



BUDGET:

- Continue to explore plans to keep within budget for items such as overtime spending and the capital improvement program.
- Develop a system of periodic reporting in order to ensure the department remains within budgetary guidelines throughout the budget year.

GRANTS

- Continue our involvement in current grants including the Emergency Management Performance Grant (EMPG), State Homeland Security Program (SHSP) and the Bureau of Emergency Medical Services (BEMS).
- Explore new grant opportunities which will support projects and enhance public and first responder safety from fire and related hazards.



ENGAGED AND INFORMED RESIDENTS

The fire department will engage in activities with transparency to the community. This will allow our citizens to be knowledgeable and informed.



WEBSITE: The department will publish annual reports on the website which will include data such as the number and type of calls for which we respond, our assets such as stations and apparatus, as well as our employees.

MEDIA: The department will keep the community informed of activities and events through the use of several avenues such as printed and social media.



WELL MAINTAINED, PLANNED AND PROTECTED INFRASTRUCTURE AND ASSETS

Murray City makes regular allocations to a **Capital Improvement Fund (CIP)**. This fund allows the fire department to meet the needs of the community by maintaining our apparatus and major equipment purchases. The department understands the responsibility of making sure these funds are spent in a cost-effective manner and has developed a comprehensive capital improvement plan that will ensure funds are spent at the appropriate intervals.



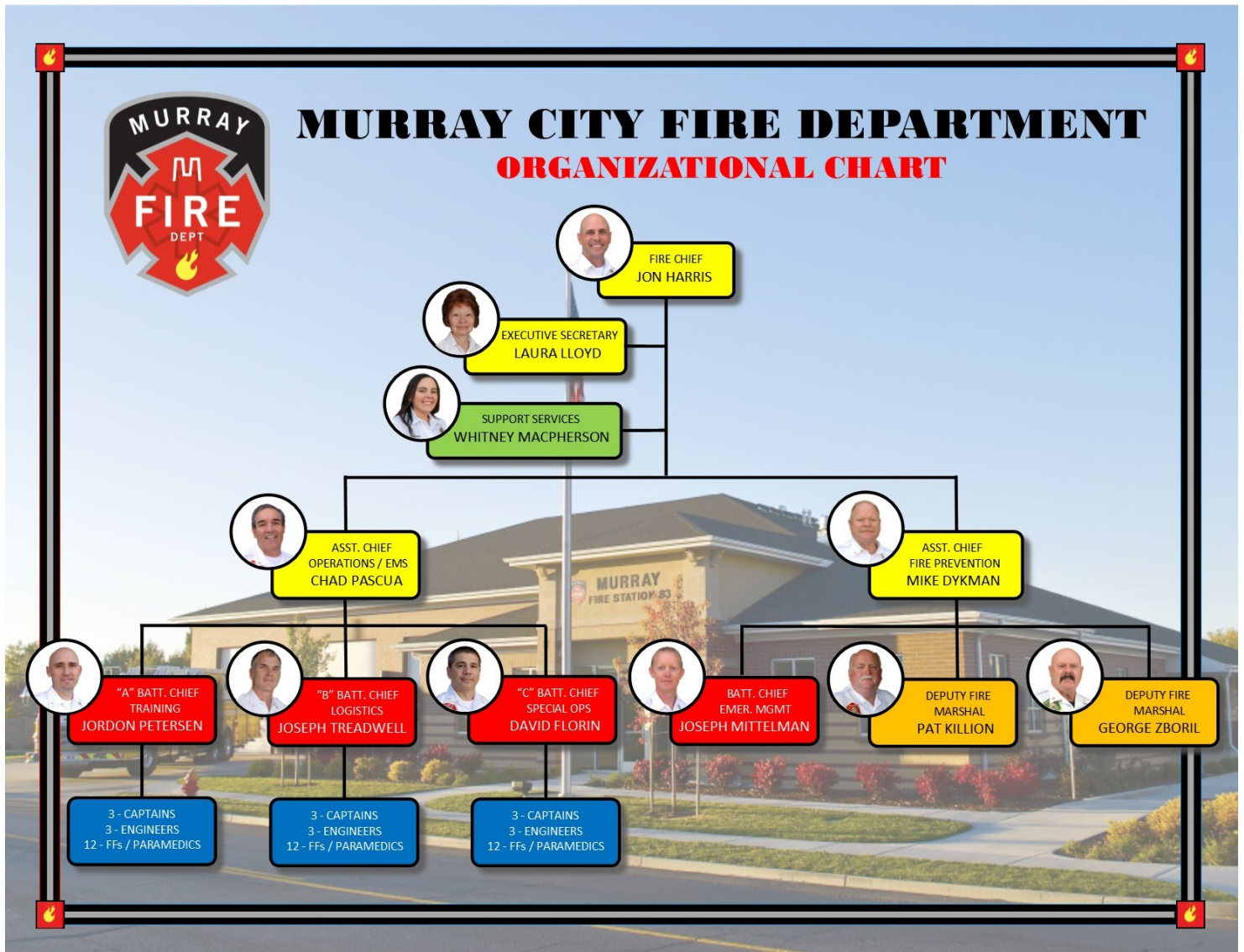
2016 Pierce Fire Engine



OPERATIONAL STRUCTURE

The following is the organizational structure and chain of command for the Murray City Fire Department. The fire department is organized into two main divisions; **Operations** and **Fire Prevention**. Each division is overseen by an assistant chief. In addition, each battalion chief has his/her own area of responsibility.

One change that we will be working towards as part of this strategic plan is the creation of a new officer position over training. The current training officer is on a shift schedule (48/96). If that officer position were to be moved to a Monday through Friday day schedule, he/she could more effectively coordinate training for all three platoons.





PERSONNEL HEALTH AND SAFETY

The safety and well-being of our personnel is paramount. We will continue to operate utilizing effective methods with the safety of our employees as a priority. Over the next 5 years, we will also include the following initiatives to keep our personnel healthy both on the job and long into their retirement years.



Cancer

- Start utilizing on-scene decontamination practices
 - * Assign safety officer to oversee decontamination on scenes
- Gear washers at all three stations
- Keep second set of gear to use while washing primary set
- Continue providing second hood



Heightened awareness of overly dangerous situations

- Large area searches
 - * Warehouses
 - * Vacant structures
- Roof operations



Continue placing emphasis on physical fitness

- Continue annual fitness testing
- Cardiopulmonary health
- Keep injuries at the gym to a minimum
 - * Only lift to 70% max on duty



Mental Health

- Wellness initiatives
 - * Annual training
 - * Consider annual wellness checks
- More availability for counseling



Driving Practices

- Seatbelts
- Enforce backing policies / Incident investigation



Washer / extractors will be made available at every station to facilitate gear washing



SUCCESSION PLANNING

Developing tomorrow's leaders today is the **key to progressive organizational behavior**. While preparing for a promotion is certainly a personal responsibility and endeavor, the department will increase their focus on preparing individuals to become leaders in the future.

There is not a set path to promotion in the fire service, but there are some common traits and accomplishments among officers which hold value. Some of the key traits of the officer cadre at MCFD is the diversity of talent, skill, and accomplishments. Most of our officers have taken different career paths which have included various levels of education, outside training, personal development, department involvement, and overall experience. Murray Fire has been proud to, and commits to continue whenever possible, the support of individual efforts and interests of members on their path to promotional readiness.

To **cultivate leadership** in all department personnel, there must be organizational commitment to the development of future officers and leaders. MCFD has developed and participates in several programs to help employees excel.



FORMAL TRAINING OPPURTUNITIES

Formal education plays a significant role in character development, and like most other professions, the fire service values educated officers. Modern advances in online classes, blended deliveries, experiential credit, and our city's tuition reimbursement benefit have made it possible for shift employees to fully pursue their educational goals. We have found the following programs to be beneficial:



National Fire Academy (NFA)

Executive Fire Officer, Managing Officer, Command and Control series, Chief Officer Training Curriculum.



Career Development Paths

UFRA Fire Officer Designation Program, IAFC Supervising Fire Officer, Managing Officer, Executive Officer, and Administrative Officer tracks. Fire Rescue International's Officer Development Program.



Valley Officer Development Opportunities

Salt Lake Valley Fire Officer Academy, the Salt Lake Valley Officer Symposium, University of Utah's Public Safety Emerging Leaders Program.



National Fire Academy in Emmitsburg
Maryland

PORTFOLIO: The portfolio program was developed in 2013 to help personnel excel in the areas valued in promoted positions. Instead of a normal resume, the portfolio is a multi-page document that has to be formatted into sections that the department has identified as important (education, projects, community service, etc.). The portfolio becomes a representation of one's entire career. It is graded and used as part of an employee's assessment score in a promotional process.

MENTORSHIP: The fire service has a long history of mentorship. Officers are encouraged to identify which employees under their supervision are interested in future leadership opportunities and then provide them with advice, direction, and motivation toward achieving their potential.

- **Battalion Chief (BC) Rotation:** BCs will rotate shifts every 4 years to provide them the opportunity to mentor different captains and crews.
- **Switching Roles:** While on-duty, many captains will act in the firefighter role and allow another employee to be "in charge" for the day. Through this process, the captain can guide the firefighter on the roles and responsibilities of being a captain.



2018 Retirement of Fire Chief
Gil Rodriguez

- **Acting-In:** When an officer is off duty, a firefighter will act in that position for the day. This practice allows employees to get a real feel for what it is like to be in that position.
- **Officer Dialogue:** Members should feel free to counsel with officers and leaders in all ranks regarding the bigger picture of promotional readiness. Each officer has insightful information about a variety of subjects from operational readiness to personal development.

JOB DESCRIPTIONS: Job descriptions in the fire department have been updated to include not only the minimum job requirements, but also to list the preferred qualifications. These descriptions will help employees know which experience, education and certifications we are looking for in our future leaders.

360 EVALUATIONS: Murray City has a program of performing annual evaluations. However this system only provides employees feedback from their supervisors. In 2017, the department started a program where officers were evaluated by their peers and those that they supervise. The information gathered during this process provides employees with information that will help them develop as leaders. We plan to continue to develop and refine this program.

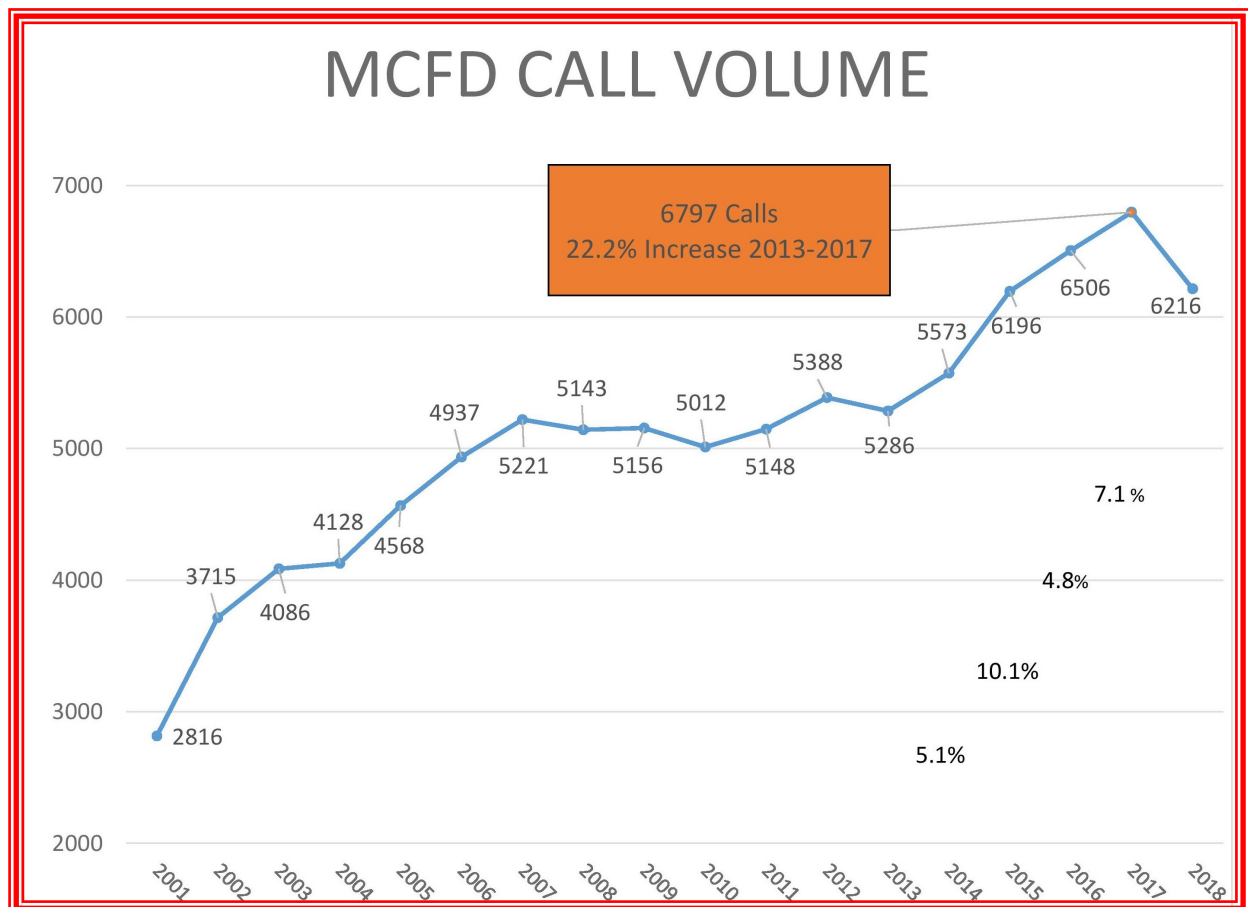


OPERATIONAL EFFECTIVENESS

Murray City Fire Department has been operating under the similar response structure with our ambulances since 2008. That system is currently set to send an ambulance as well as a fire apparatus (an engine or a tower) on all medicals. The system has worked well in the past, however with increased medical call volume, the fire department is finding itself in a position where that system is limiting the ability to provide efficient service.

Call Volume: The chart below displays our call volume since 2001. You will notice that from 2013-2017 we had a **22.2%** increase. In 2018, our call volume dropped unexpectedly **8.5%**. Since we are close to our capacity in handling this call volume with current personnel, we will have to closely monitor call volumes in the future to determine when a staffing increase is needed.

Of interest, in 2001 **61%** of our calls were for medicals. When we started our ambulance service in 2008, **69%** of our calls were medicals. By 2017 that number rose to **79%**. We must be aware of our increasing medical responses and adjust our response model accordingly.



In order to respond better to our growing community needs, **exploring other response models** is essential. We will list several concepts, which depending on call volumes and equipment, we may try to achieve or incorporate in the upcoming years.

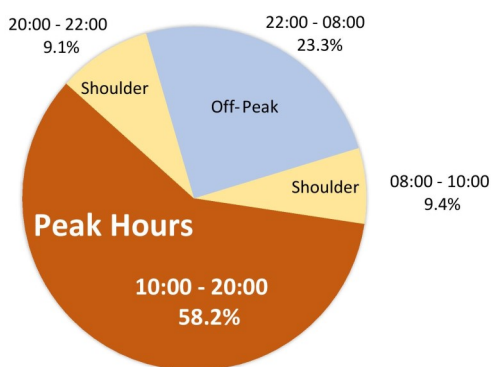
Reduction in Calls Requiring a Fire Engine: Currently our fire engines respond on 91% of our calls, even though only 21% are fire related. In comparison, the City of Reno Fire Department engines respond on 57% of calls, Denver Fire Department sends engines on 53%, and the Fire Department of New York City engines only go on 33% of calls. In the future, we will need to revise our response model so that engines respond closer to 50% of calls. This will save funds due to the reduction of wear and tear on the apparatus, but more importantly, it will allow those engines to remain available to respond quickly on other calls in the community.

Jump Crew: This plan will be in place after delivery of our next fire engine in late 2019. We will begin running a jump crew at Station 83. There will be a fire engine and tower housed at the station. The crew will normally drive the fire engine, and only take the tower when calls dictate the need of an aerial apparatus.

3-Man Ambulances: One reason our ambulance always responds with an engine (or tower) is for manpower. Our ambulances currently run with 2 personnel, and most medical responses require more people to effectively handle the situation. One idea is to start staffing ambulances with 3 personnel. With 3 people, ambulances could handle a substantial percentage of their call volumes independently. We currently have a crew cab ambulance on order which will allow us to try this 3-man concept more effectively and safely. We may try running one station with a minimum of 6 people and divide the crew into 3 on the engine and 3 on the ambulance.



Example of a Crew Cab Ambulance



Peak Hours Ambulances: When we implemented our ambulance service in 2008, we had 2 ambulances operating 24 hours a day. As calls increased, we added a 3rd ambulance for 12 hours during the day. A few years later we had to run all 3 ambulances 24 hours a day to meet the increasing call volume. Our next step may be a 4th ambulance during peak times. We could accomplish this with 3 full-time personnel working four 10 hour shifts a week, Monday through Saturday. This peak ambulance would be effective for several years, but if call volumes continue to increase, it would ultimately be needed to run 24 hours a day.

Rapid Response Vehicle: As an alternative to a 4th ambulance, a team of two EMTs in a separate vehicle could be dispatched to the low-acuity calls (minor medical calls). This could be an alternative to sending an entire fire engine crew. They could also support an ambulance instead of an engine on other medicals.



COMMUNITY SERVICE

The department recognizes that we receive a tremendous amount of support from our community. In respect and gratitude of the support we receive, **the department recognizes the importance of giving back** and being involved in our community and charitable events within. In the future, we may assign a chief level officer to oversee community service involvement.

Many of our employees across all ranks are engaged in a variety of charitable organizations. In addition, each chief officer is encouraged to be heavily involved in an organization that serves the community. This not only provides an excellent service to the public but creates positive leadership models for the department. Currently our officer's involvement is as follows:

- Chad Pascua - Utah Legends
- David Florin - Angels Hands Foundation
- Joey Mittelman - Muscular Dystrophy Association
- Jon Harris - Ten4 Responding, Meals on Wheels
- Jordon Petersen - NFFF Golf Tournament
- Joseph Treadwell – Boys and Girls Club
- Mike Dykman - Health and Safety Fair



Chili Cook-Off 2018

We realize that there is a limit to the extent of involvement we can commit to charitable organizations. We have established two categories in which we will list our involvement under, they are: 1) **Significant Involvement**, to that our department is committing resources which may extend to multiple days and require significant planning and participation. 2) **Supportive Involvement**, which will be less of an investment of time and resources required by the department, typically one day of involvement and/or participation.

We also recognize, appreciate, encourage, and support department members who are involved in their personal charities.

Here is a list of charitable organizations our department has a history of supporting and the categories in which we have listed them. This is not an all-encompassing list and may be added to or subtracted from throughout the year.

Significant Involvement

- Muscular Dystrophy Association
- National Fallen Firefighter Foundation

Supportive Involvement

- American Lung Association
- Angels Hands Foundation
- Boys and Girls Club of Murray
- Breast Cancer
- Burn Camp - Chili Cook-off
- Cancer Walk
- Childhood Cancer - Go Gold, Cure Search
- Kids Eat
- Make-a-Wish
- Meals on Wheels
- Operation Cover-up
- Primary Children's Center (Children Miracle Network)
- Red Cross
- Rotary Club (Operation Santa)
- Sub 4 Santa
- Ten4Responding

CADET PROGRAM

The Murray Fire Department's Fire **Cadet Program** represents the fire department's commitment to improving the education of our youth.

The program is a **career development opportunity** aimed at the fire service. The Fire Cadets are comprised of adolescents between 16 and 21 years of age. The Fire Cadet program allows students to gain a better understanding of the fire service and helps guide those interested in possibly pursuing the fire service as a career. Cadets assist the fire company on all incidents, and play a major role in establishing water supplies, deploying small tools and equipment, facilitating rehabilitative operations, and assisting with many exterior operations.

The cadet program has been successful in teaching young adults valuable work skills such as teamwork, accountability, leadership, and responsibility. Many of our cadets have been hired full-time by our fire department and other emergency services agencies. For those cadets who decided to pursue other occupations, they left the program with a level of maturity and work ethic that will aid them greatly in their future endeavors.

It is our intention to continue the cadet program, subject to budget approval, with the following goals:

1. Keep the number of cadets at a manageable number so that we can continue to provide individual attention and training.
2. Working with youth presents some unique challenges to the fire department, and additional training will be provided to our firefighters to better understand those particular challenges, protect our youth, and reduce liability to the city.



Murray Fire Cadets



EMERGENCY MEDICAL SERVICES (EMS)



ASST. CHIEF CHAD PASCUA

The **mission** of the Murray City Fire Department's **EMS Division** is to provide the highest quality pre-hospital treatment to the citizens and visitors of Murray City. Murray EMS will accomplish this through:

- Providing prompt, courteous and professional pre-hospital care.
- Exceeding customer expectations.



AMBULANCES



MCFD's Ambulances

- Our goal is to have a safe, dependable and modern ambulance fleet.
- Ensure maintenance and repairs are timely and sufficiently performed.
- The replacement plan is to purchase a new ambulance every 5 years. The next new ambulance is scheduled for the 2022 fiscal year.
- In addition, our existing ambulances will have "the box" re-mounted and placed on a new chassis every 5 years. This will allow the boxes to last 20-25 years and save the department considerable funds.



PARAMEDIC STAFFING

- Continue allowing ambulance staffing with an EMT and paramedic. This will provide paramedic training to EMTs and helps equalize the workload.
- Continue sending EMTs to paramedic school in order to have more paramedics able to rotate on and off the ambulances.
- Offer an Advanced-EMT program to increase individual skill level.



QUALITY ASSURANCE AND REPORTING

- Added an EMS support position to review all patient care and fire reports. This enhances quality through error proofing based on standardized practices and procedures.
- Assigned a Quality Assurance Officer to have employees review and actively participate in feedback for improvement.
- Continue to use ImageTrend for all fire and EMS reporting.
- Utilize paramedics to provide training for "code reviews" on cardiac calls.

EMS SUPPLIES



Medical storeroom at St. 84

- Implement an inventory tracking program at St. 84. This will help with accounting for supplies used and track when supplies fall below a reorder point.
- Provide adequate storage for EMS supplies at a central location.

EQUIPMENT AND TECHNOLOGY

- The goal is to have training equipment to meet the needs of the department.
- We are always looking to improve and have the best medical equipment available. The replacement plan for cardiac monitors, auto pulses and training mannequins is listed in Appendix B.
- Continue to build the Station 82 “simulation lab” to facilitate EMS scenarios and testing.

FUTURE AND CURRENT PROGRAMS

- Maintain training for an active shooter response.
- Explore opportunities to work as “Swat Medics” with our Police Department.
- Explore community medicine opportunities that may include: immunizations, mental health visits, non-emergency medical care and follow up.
- We are not looking at providing an interfacility transport service in our city at this time. An agreement has been proposed with Gold Cross which we can review in 4 years.



MCFD Engine and Ambulance at St. 82



FIRE PREVENTION



INTRODUCTION

The **mission** of the Murray City Fire Department's Fire Prevention Division is to provide life safety and property protection through professional code enforcement, permitting, plan reviews, public education, fire investigation, and risk management.

The Fire Prevention Division is committed to decrease the number and severity of all fires. The best way to protect life and property from fires is to **prevent fires from occurring in the first place**. This strategic plan supports that commitment.



ASST. CHIEF MIKE DYKMAN



COMMUNITY EDUCATION

1. Continue to enhance and provide for public events including; Annual Health and Safety Fair and Fire Prevention Week.
2. Provide annual fire prevention presentations and education to all 2nd grade classrooms in the city.
3. Continue to provide first aid and CPR classes to the public. Utilize on-duty crews to assist with this training.
4. Continue providing CERT training as well as refresher training for past CERT participants. Begin developing city-wide citizen CERT leadership along with an Emergency Management plan for communication and resource needs for a multi-zone system covering all areas of the city.
5. Increase public awareness of wildland-urban interface within Murray City (especially new fire-work restricted areas) as well as provide resources to assist homeowners with creating defensible space, eliminating combustible materials and hazards, and reducing possible ignition sources.



Murray City firefighter teaching 2nd graders



STAFF TRAINING

1. Expand fire prevention certifications and training to include; IFC, IBC, CFI, etc.
2. Have at least one person in the Fire Prevention Division POST certified as a special function officer. The law enforcement knowledge along with a liaison to the Murray Police is a valuable component of fire investigations and possible prosecution.
3. Provide ongoing routine engine company training related to all areas of fire prevention and public education.



INSPECTIONS

1. Integrate with Murray City's Munis software for construction and business license inspections. Also integrate Munis with the engine company inspection program. Ultimately provide real time updates and fire inspections online in the field, utilizing notebook computers.
2. Continue to utilize engine companies to conduct engine business inspections, and modify as necessary based on crew availability. Modifications to the engine company inspection program may include multiple year inspection cycles or inspections of specific target hazards.
3. Meet the changing needs of the city's population including senior citizens and youth by maintaining relationships with the school districts and senior facilities.



Murray City Inspection of a Fire Sprinkler Riser



INVESTIGATIONS

1. Acquire additional equipment to enhance fire investigation capabilities including; scene lights, cameras, digital storage, tripod, SCBA/respirators, investigation turn-out gear, protective (hazmat) outerwear, evidence preservation (canisters, bags, chain of evidence kits, etc.), body camera, and digital voice recorder.
2. Develop drone capability to assist with on-scene incident command intelligence as well as serving as a tool for fire investigation.

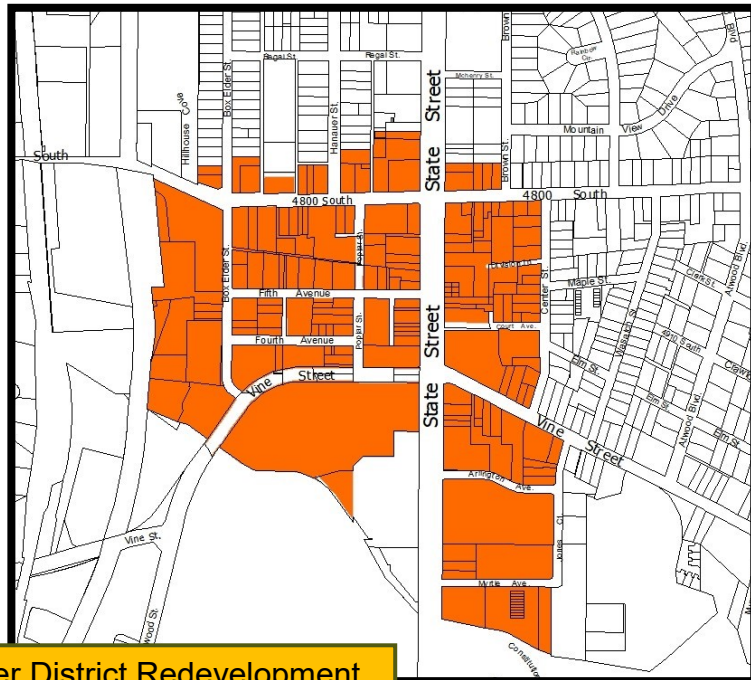


Murray City Fire Investigators work to determine the cause of a fire



FUTURE STAFFING

Expand the fire prevention bureau as development increases related to the new City Center and related projects. This could include making the part-time fire prevention position full-time.



Murray City Center District Redevelopment



TRAINING



BATT. CHIEF JORDON PETERSEN



INTRODUCTION

The **mission** of the Murray City Fire Department's **Training Division** is to encourage, facilitate, and otherwise provide ongoing training, certification, and education needed to keep our firefighters on the forefront of response readiness and operationally safe in the execution of their duties.

Training is designed first and foremost for the benefit of the firefighters with the aim to offer resources needed to better serve the citizens of Murray as well as skills necessary for a successful career in the fire service.



CURRENT APPLICATIONS OF DEPARTMENT TRAINING

Captains

Station Officers are expected to evaluate their crew's performance effectiveness and meet areas of improvement through various structured as well as improvised training opportunities.

Chief Officers

Battalion Chief and Administrative Chief Officers are encouraged to educate department members on various topics important to operational and employee disciplines.

Training Officer

Official department training events, activities, and overall direction are delivered monthly toward a unified and consistent training goal.



CONTINUING PROGRAMS

Supplemental Training: The training division will continue to disperse monthly supplemental training to Captain and BC officers in the form of drills, scenarios, crew discussion topics, scheduled classes, and policy review items.

Encourage individual specialty training and personal development initiatives: MCFD will continue to encourage, facilitate, and promote the individual efforts of members seeking to better themselves through outside training, schooling, and development programs pertinent to our response goals.

Captain Proctors: As the need for certifications arise, but logistic constraints complicate full scale certification courses, Captains will continue to act as teachers and proctors for self-study certification classes in the fire station.

Salt Lake Valley Training Alliance: Continue to participate, and be active partners in the training consortium of valley fire agencies. This includes opportunities in Live-Fire, HazMat, and Heavy Rescue trainings which occur on a regular basis.

PROJECTS IN PROGRESS

Station 81 Training Adjunct: In 2019, the new station 81 will have a dedicated two-story training space which is currently being designed for our use in various training exercises.

Training Property Acquisition: In an effort to provide an adequate environment for firefighter training, current efforts are being made to locate and acquire potential property for a future training center site.



West elevation of the new Fire Station 81 showing training area

Online Based Training Formats: As service demands increase, more training opportunities will be facilitated using online based activities which can be accessed more conveniently, yet still provide effective and engaging learning opportunities.

Task Books: In an effort to encourage individual learning and development, task books for the Firefighter, Paramedic, Engineer, and Captain positions are being developed to provide a semi-structured path where training and development opportunities can be identified.

TRAINING LEVELS

There exists a considerably diverse spectrum of training classes offered outside of our fire department, and MCFD encourages its members to make use of these opportunities. In an effort to assist individuals in determining which classes are vital to MCFD and which are considered optional, the department has created three training approval levels.

Level 1: Required job specific training (Paramedic School, RCA) or federally funded training (National Fire Academy, New Mexico Bomb Class). Department pays all expenses including fill-in overtime if applicable. Effort should be taken to attend classes during low vacation months.

Level 2: Not job required but position appropriate training. Department may pay course costs and allow employees to attend on-duty if staffing levels allow without creating overtime.

Level 3: Not required. Department may pay registration costs, employee must attend on their own time or on time exchanges.

Classes are approved on a case-by-case basis as training demands can often change to reflect department needs.

When an employee desires to take an outside class, an **“APPLICATION FOR VOLUNTARY OUTSIDE TRAINING”** needs to be completed. The department training officer will then assign a training level to the class then inform the member.

Overtime: Overtime or extra time off will only be considered for Level 1 classes. If an employee attends a class extending over two weeks, that employee may be placed on a 40hr/week schedule.

Tuition Assistance: The City recognizes the importance of employee educational growth and offers a tuition assistance program to its employees.

FUTURE GOALS

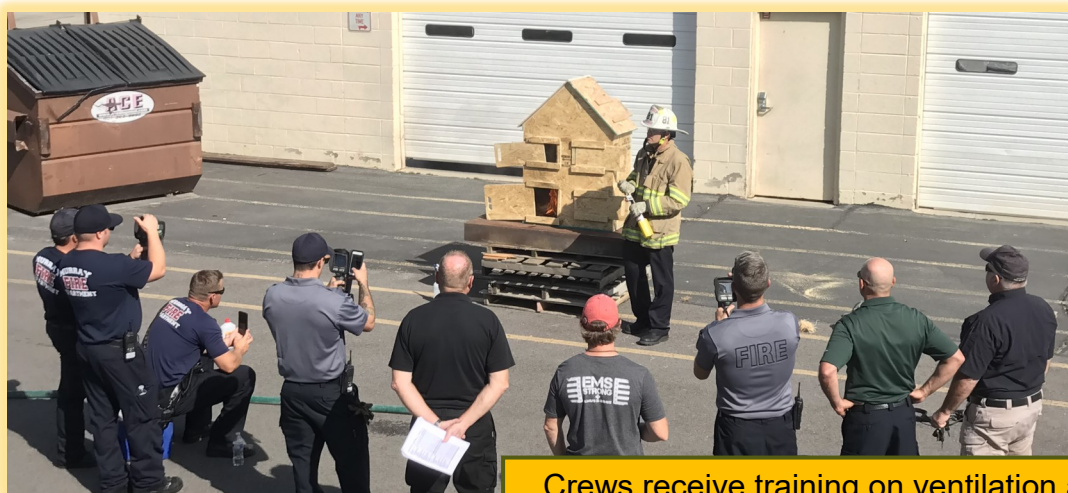
Dedicated Daytime Training Officer: MCFD will staff one administrative position dedicated to the daily training and educational needs of the department.

Training Facility: Within ten years, MCFD will work toward the goal of having a free-standing training facility suited to meet the needs of our firefighters.

Mentor Program: Using the experience of senior members, the MCFD will organize a mentor program designed to provide guidance, advice, and fellowship to firefighters aspiring to develop themselves.

Training Levels: Continue to accurately define training levels to reduce confusion with fairness and compensation.

New Hire Academy: Continue to evaluate new hires and their need to attend training at an established recruit academy.



Crews receive training on ventilation and fire spread



LOGISTICS



BATT. CHIEF JOSEPH TREADWELL



INTRODUCTION

The **mission** of the Murray City Fire Department's **Logistics Division** is to coordinate the internal services that enable Murray City firefighters and paramedics to provide the highest level of emergency services possible, in a way that is efficient, effective and fiscally responsible.

The Logistics Division provides apparatus and equipment for fire suppression and rescue, advanced life support, emergency medical ambulance transportation, and special operations response.

The Logistics Division is also responsible for all facility maintenance at four strategically located fire stations.



CAPITAL IMPROVEMENT PLAN



Take a proactive approach to budget and strategically plan for future purchasing of apparatus, ambulances, other emergency response vehicles and major equipment.



A 20-year strategic plan has been developed for the future purchasing of Murray City Fire Department vehicles and equipment and is described in Appendix A Vehicle Needs and Appendix B Equipment Needs.



Since we are purchasing apparatus, we are currently not considering lease options. This decision will be regularly evaluated and may change in the future with fluctuations in the economy and interest rates.



It was determined that our Air & Light is well utilized (approx. 20x a year). Therefore we will evaluate purchasing a new unit that meets NFPA standards.




We plan to purchase new breathing apparatus and radios in the next few years. We need to purchase them together so they will connect appropriately. We are currently waiting for some changes in our radio system before buying.





Tower 83 in operation

LOGISTICS DIVISION GOALS

 Update apparatus, ambulance and other vehicle fleet for efficiency, reliability and safety.

CURRENT ISSUE	SOLUTION
Front line Fire Engine at Fire Station 82 is 17 years old.	It will be moved to reserve status in 2019.
Grass Truck at Fire Station 81 Is 29 years old.	It will be surplused in 2021.
Reserve Ladder Truck at Fire Station 83 is 21 years old.	It will be surplused in 2019.
Air & Light at Fire Station 82 is 13 years old and does not meet standards.	Remove from dispatch and purchase new Air & Light in 2020.
The Squad (Bread Van) is 28 years old and has safety issues.	It will be surplused in 2019.

 Purchase record keeping software to track apparatus and equipment repair costs and out of service time.

-  Fire station maintenance goals
- Bi-annual carpet and recliner cleaning.
 - Fire station bed replacement every 5 years.
 - Place fire station lawn sprinkler systems on wireless system to prevent overwatering.
 - Develop fire station emergency generator maintenance plan.

BUDGET YEAR	STATION BED REPLACEMENT
2018-2019	Station 81
2019-2020	Station 82
2020-2021	N/A
2021-2022	Station 83



Murray City Fire Station 81
Groundbreaking Ceremony – 10/16/18



EMERGENCY MANAGEMENT



BATT. CHIEF JOSEPH MITTELMAN



INTRODUCTION

In conjunction with our local community and businesses, we will strive diligently to prevent disasters, as well as make preparations for **response, mitigation, and recovery** in case of a disaster. To accomplish this, Murray Fire will reach out to the citizenry to promote awareness, encourage participation, broaden knowledge, and strengthen skills.



PROGRAMS

The following programs will be our focus for the next 5 years:

- Enhance our Fire Prevention programs including CERT, CPR and First Aid classes, and participate in various local events.
- Work with the Chamber of Commerce to connect with Murray City businesses to develop a resiliency plan.
- Create a more cohesive plan between Murray Fire, Power, and Police departments to strengthen disaster response efforts.
- Provide a backup communication system through MARC (Murray's Amateur Radio Club).
- Provide an Emergency Response Manual for each department within Murray City and update as needed.
- Secure grant funding as available and applicable for Murray City resources.
- Continue to run two EOC activations per year for improving our communications with all respective parties.
- Get extensively involved with the Salt Lake Emergency Management program and Utah State Emergency Management.
- Provide continual Incident Command System (ICS) training for city administration officials to maintain FEMA standards.
- Attend and participate in the Salt Lake County Local Emergency Planning Commission (LEPC) and related Emergency Management (EM) groups.
- Participate in and continue to broaden our Utah ShakeOut Drill and Target Hazard Assessments.
- Create a Debris Management Plan to aid in the support and mitigation process.

PLANNING

With proper scheduling and planning we feel the direction and growth of the Emergency Management Strategic Plan will be a utilized asset for Murray City in the event of a disaster. **Prevention, preparedness, response, mitigation** and **recovery**, will be our main objectives in the event of a disaster. Our moto will be to prepare for the worst and train to provide the best outcomes possible.



Murray City Employees participating in
2018 Annual ShakeOut Drill



SPECIAL OPERATIONS



INTRODUCTION

The **mission** of the Murray City Fire Department's **Special Operations Division** is to provide Murray and neighboring cities with firefighters using the most current techniques and resources available to handle technical incidents.



BATT. CHIEF DAVID FLORIN



OVERVIEW



Goals

1. Respond to "HazMat" and "Special Ops" calls in Salt Lake Valley at an operational level.
2. Train and teach during Metro and Salt Lake Valley Alliance training sessions.
3. Attend the HazMat Alliance Committee (HAC) and the Heavy Rescue meetings.



Murray Fire teaches swiftwater to several departments in the valley



Training

In order to obtain the above goals, we will strive to maintain the following levels of service:

1. Everyone in the department trained to operations level (hazmat, rope rescue, etc.). 108 hours every 3 years are needed to maintain certifications. These hours cross over for many disciplines.
2. For swiftwater certification only, department members will be considered technician level while working within the Salt Lake Valley.
3. Those firefighters with tech level certification will be responsible to keep their own certifications up-to-date. Training will likely be level 2.
4. Maintain certifications through UFRA, FEMA, and the NFA.



USAR

USAR (Urban Search and Rescue) and/or SUSAR (State Urban Search and Rescue) is a voluntary program supported by MCFD. Training will likely be considered level 2. Even though training off-duty will be without compensation, once activated employees will be paid per the deployment contract.



STATION RESPONSIBILITIES

In order to achieve the program goals, stations will house equipment and have responsibilities in a specific area. Swiftwater responsibilities are shared among all stations.

Station 83: Special Operations

- The main focus will be: extrication, vehicle stabilization, lowering and hauling systems, and manpower for tech rescue teams from other agencies.
- The Squad (“Bread Van”) will be sent to surplus.
- Our special ops equipment will be reviewed to meet the needs of operation level responses.
- Special ops equipment will be relocated to the tower and other apparatus. A few additional items may be stored in the apparatus bay.
- Captain and crew responsible for shift special ops training and attending monthly heavy rescue training.



Murray City HazMat Trailer

Station 82: Hazardous Materials (HazMat)

- The main focus will be: Gross decon, fuel spills on the ground and in waterways, air monitoring, and manpower for HazMat incidents throughout the valley.
- The Air and Light vehicle (AL82) will respond and pull the trailer if necessary.
- The RDC (yellow boat) and other equipment will be placed on AL82. Station 82 will be responsible for knowing how to set-up and operate the RDC.
- The HazMat trailer will receive extra equipment to add to the capability of responding to extended incidents such as MCI and public events (tables, chairs, etc.).
- Captain and crew are responsible for shift HazMat training and attending HazMat Wednesdays.



FUTURE

- When the Air & Light and the old BC truck are replaced, the units may be modified to meet the needs of “Special Ops.” One may become a swiftwater / ice rescue unit. The other could hold some equipment and pull the trailer. Both will be capable of a rapid response without having to hook up and pull a trailer.
- Increase the annual budgeted amount for equipment maintenance.
- Consider buying a special operations trailer. This trailer would store extra equipment and could be used for SUSAR and heavy rescue training.
- The new Hexagon dispatching system can keep track of personnel and their certifications. We may be able to use this system for more accurate dispatching.



WILDLAND AND EMAC

Murray City Fire Department is a structural fire and EMS department capable of responding to a broad range of emergencies, including brush fires and wildland incidents. Even though we are a municipal department with no forested federal or state lands, Murray supports federal, state and local agencies in protecting the critical **Wildland-Urban Interface (WUI)** areas. In addition, Murray assists the State of Utah in accepting **Emergency Management Assistance Compact (EMAC)** deployment requests to large incidents, as personnel staffing permits, and apparatus are available. Our program continues to develop, however here is what we envision taking place over the next few years.



Murray firefighter on an EMAC deployment



RESOURCE REQUESTS

There are three primary methods where Murray City resources may be asked to assist on an incident out of our "First-Due" Response areas. Likewise, Murray may receive assistance through these same means.

Deployment requests are listed below in order of our priority:



From VECC/Dispatch

- As part of a request for a local, regional incident, or mutual-aid event: We are committed to responding with our neighboring departments to brush and wild fire incidents. These deployments often require Red Card training and therefore we will continue to maintain this certification.



From the Utah State Division of Emergency Management (DEM)

- Via an Emergency Management Assistance Compact (EMAC) request: EMAC deployments have proven to be longer assignments with more robust reimbursements. In the last few years, we have seen requests for structural collapse teams, swiftwater technicians, and wildland crews. These voluntary deployments have been successful with personnel and with funding, and we will continue to be responsive to these requests as we are able.



From the Northern Utah Interagency Fire Center (NUIFC)

- As a Resource Order Request: These voluntary assignments have less guarantee on length and since they are based on MOUs and rates established by the Forestry Fire and State Land Division, they have lower compensation than EMAC deployments. We have seen reduced personnel willing to deploy on these assignments, and therefore we will likely see a decrease in our wildland involvement in this area.


COMPENSATION AND BACK-FILL


Deployments outside of Salt Lake Valley may be accepted contingent upon the impact of providing service to Murray City and the availability of compensation to recover personnel and equipment costs.


Unless expressed otherwise, personnel should expect to be compensated on actual time worked on a 56-hour work week, regardless of when the individual's 48-hour shift date(s) occurs. To help personnel understand the pay structure while on deployment, we are developing a chart with possible pay outcomes an employee can review before accepting an assignment.

Station backfill is likely to result when resources are deployed for extended assignments. Since it is our duty and responsibility to cover Murray City first, backfilling of positions will be utilized to achieve minimum staffing. When submitting for reimbursement, it is essential to follow written operating procedures. The process for covering positions as backfill will follow the current SOG 13.20 *Overtime Staffing Replacement Guidelines*.

QUALIFICATIONS AND PERSONNEL MOBILIZATION

 Resource Orders may describe specific required qualifications for deployed resource fulfillment, such as NFPA [structural] certifications, various technician levels, Line-Paramedic, Engine Boss, Sawyer, etc. Many of the certifications required are beyond the needed level to service Murray City, and therefore will be approved as a level 2 or level 3 training.

 Selection of eligible firefighters and officers for deployment is described in SOG 7.4 and includes provisions for qualifications, shift representation, advanced sign-up, training/experience, seniority, and previous deployment consideration. Final selection of personnel shall be approved by the Fire Chief or designee, prior to formal acceptance, of a Resource Order Request.

 Murray Fire may allow personnel to deploy with an outside agency or mutual-aid department, to detail in and gain experience, as long as the individual obtains approval through the appropriate chain of command and provides for coverage of his/her regular shift assignments in the form of vacation hours and/or time-exchanges.



Murray fire crews working in California - August 2018

 **APPENDIX A—VEHICLE REPLACEMENT**

MURRAY CITY FIRE DEPARTMENT VEHICLE	QUANTITY (2019)	ROTATION
Fire Engine	5	10 years front line, 10 years reserve
Aerial Apparatus	1	20 years
Ambulance	5	5-year refurbishment (box & chassis) Replace box every 25 years
Brush Truck Type 6	2	10 years front line, 10 years reserve
Breathing Air / Utility Truck	1	15 years
BC / Incident Command Vehicle	1	10 years
Staff Vehicle	7	7 years

BUDGET YEAR	ENGINE	AERIAL	AMBU-LANCE	BRUSH TYPE 6	BREATHING AIR/UTILITY	BC TRUCK	STAFF CAR
2018-2019	\$680,000		\$200,000				\$35,000
2019-2020			\$200,000				\$35,000
2020-2021			\$200,000		\$250,000		\$35,000
2021-2022			\$200,000	\$100,000		\$60,000	\$35,000
2022-2023	\$680,000		\$300,000				\$35,000
2023-2024			\$200,000				\$35,000
2024-2025			\$200,000				\$35,000
2025-2026			\$200,000				\$35,000
2026-2027	\$680,000		\$200,000				\$35,000
2027-2028		\$1,400,000	\$300,000				\$35,000
2028-2029			\$200,000				\$35,000
2029-2030			\$200,000				\$35,000
2030-2031	\$680,000		\$200,000				\$35,000
2031-2032			\$200,000	\$100,000		\$60,000	\$35,000
2032-2033			\$300,000				\$35,000
2033-2034			\$200,000				\$35,000
2034-2035	\$680,000		\$200,000				\$35,000
2035-2036			\$200,000		\$250,000		\$35,000
2036-2037			\$200,000				\$35,000
2037-2038			\$200,000				\$35,000
2038-2039	\$680,000		\$300,000				\$35,000

 **APPENDIX B—MAJOR EQUIPMENT REPLACEMENT**

MURRAY CITY FIRE & EMS EQUIPMENT	QUANTITY	ROTATION
Zoll Cardiac Monitor and Defibrillator	6	Replace 3 every 5 years
Auto Pulse CPR Machine	3	10 years
Mannequin	1	10 years
Radios	34	10-15 years
Extrication Tool Sets	2	10 years front line, 10 years reserve
SCBA	40	10-15 years (Last purchased in 2008)

BUDGET YEAR	RADIOS	EXTRICATION	SCBA	ZOLL MONI-TORS	AUTO-PULSE	ACLS MANNE-QUIN
2018-2019						
2019-2020						
2020-2021	\$225,000			\$115,000	\$50,000	
2021-2022			\$300,000			
2022-2023		\$60,000				
2023-2024						
2024-2025						
2025-2026				\$115,000	\$50,000	
2026-2027						
2027-2028						
2028-2029						\$12,000
2029-2030						
2030-2031				\$115,000	\$50,000	
2031-2032						
2032-2033		\$60,000				
2033-2034						
2034-2035	\$225,000		\$300,000			
2035-2036				\$115,000	\$50,000	
2036-2037						
2037-2038						
2038-2039						\$12,000