



# Moorhead Fire Department

## 2021 Annual Report



- Our Mission:** Provide our community with trusted and dedicated professionals who work to ensure a high level of public safety through education, cooperation, and incident response.
- Our Vision:** Be recognized by our community as an excellent and progressive fire & rescue provider while partnering with the region to improve the safety of all.
- Our Values:** Professionalism Responsibility Integrity Cooperation Dedication

# Chief's Message

*On behalf of the members of the Moorhead Fire Department, I am pleased to present our annual report for 2021.*



The Moorhead Fire Department has a proud tradition of serving the needs of our citizens since 1872. Our principal of service to the community has remained constant through hard financial times and local prosperity, through times of war and peace as a nation, through periods of internal strife, and intervals of coordinated growth and development.

During the height of the COVID-19 pandemic, we changed how and what types of medical calls we responded to, our use of personal protective equipment, how we staffed our stations, and how we interacted on and off-duty to protect our customers, our families, and each other. In response to potential and actual civil unrest, we prepared and staffed contingencies to continue providing service if our stations were damaged or destroyed and our crews could not safely enter areas where people needed our services. Recruiting has become challenging as the workforce shrinks, and public safety positions are not as highly coveted as they once were. These

challenges also come at a time when the City of Moorhead is experiencing significant growth, and our call volumes are increasing at an even greater rate.

While external influences have provided us with several challenges, a Work Environment Review conducted by the City of Moorhead has revealed that we have internal challenges we must face as well. Over time, our leadership team had fallen into a state of discord, making it challenging to maintain a sense of organizational direction and plan strategically for our future. It appeared that organizational and individual accountability was lacking, and these issues negatively impacted morale. The one positive thing about being in a place of mediocrity is that there are a lot of opportunities to improve. Understanding our challenges and focusing our time, attention, and resources on addressing them will put us back on track to becoming a progressive fire service organization.

This year we developed a 123-point plan to address the issues identified in the Work Environment Review. We turned our focus back to staff training and professional development, and we are working to rebuild a cohesive management team. We are implementing systems and setting goals to bring personal and organizational accountability back to the Fire Department. We've established written Departmental goals for 2022, a planning function absent for decades. We are working to improve our Insurance Services Office (ISO) rating by 2024. All Fire Department officers will become certified as Blue Card Incident Commanders by 2023. We will formally explore fire department accreditation in 2022, requiring that we revise our guiding documents, readdress our mission, vision, and values, and complete a comprehensive self-assessment process and strategic planning for our future.

The Moorhead Fire Department is staffed by good people committed to the core mission of public safety. I believe our City leaders and the community support us. With our entire team's focus, effort, and commitment, we will become the excellent fire & rescue provider to which our vision statement attests.

Respectfully,

A handwritten signature in black ink, appearing to read "Jeff Wallin". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

*Jeff Wallin, Interim Chief  
Moorhead Fire Department*

# Personnel



**Gary Larsen**  
Retired  
Battalion Chief  
2/28/21  
25 Years of Service



**Dr. Heidi Lako-Adamson**  
Deceased  
Medical Director  
02/28/21  
12 Years of Service



**Dr. Jason Van Valkenburg**  
Appointed  
Medical Director  
3/1/21



**Kayla Cross**  
Promoted  
Battalion Chief  
4/26/21



**Rich Eggert**  
Reassigned  
Battalion Chief  
to Firefighter  
5/3/21



**David Conrad**  
Hired  
Battalion Chief  
5/7/21



**Dan Oldham**  
Retired  
Firefighter  
5/10/21  
21 Years of Service



**Jeff Wallin**  
Appointed  
Interim Chief  
6/2/21



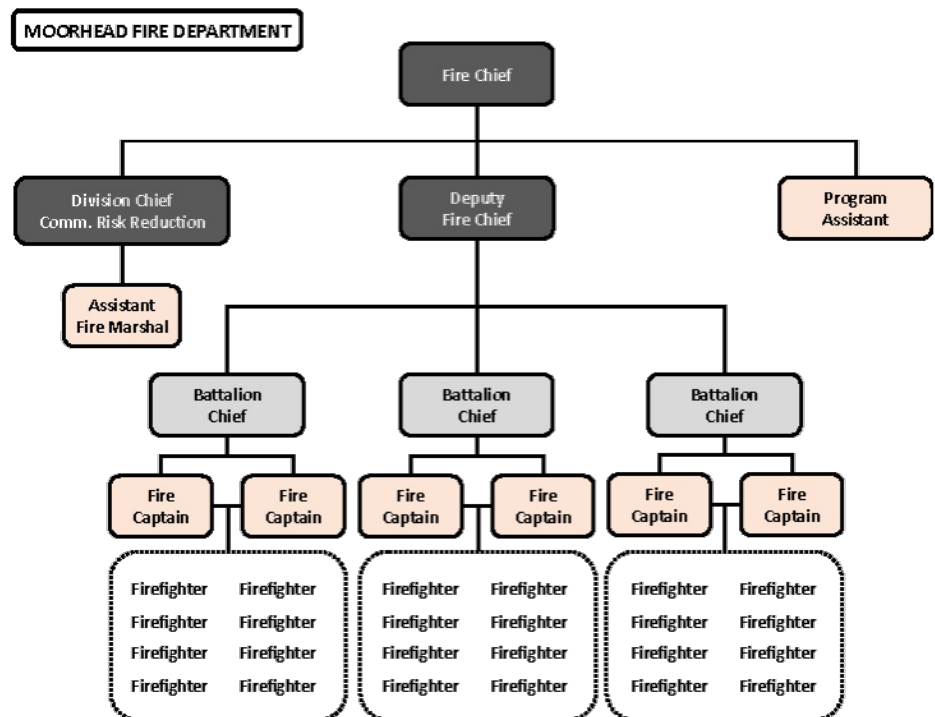
**Gerald Loher**  
Hired  
Assistant Fire Marshal  
10/11/21



**Rich Duysen**  
Transferred  
Public Safety Planner  
6/2/21  
Retired  
12/3/21  
27 Years of Service

On February 1st, we retitled our Assistant Chiefs as Battalion Chiefs for regional consistency. We promoted Kayla Cross from the Prevention Division to Battalion Chief of C-Shift, and we hired David Conrad from Fargo Fire as Battalion Chief on A-Shift. Rich Duysen finished his last six months at MFD working on Fire Department growth plans with the City Manager's Office.

Unfortunately, Dr. Heidi lost her long battle with cancer. She worked tirelessly for us even while she was fighting for her life. She will be cherished and sorely missed. Dr. Van Valkenburg was appointed as our new Medical Director from Sanford.



# Recognition



**Dorene Rurup**  
Office Specialist  
35 Years of Service



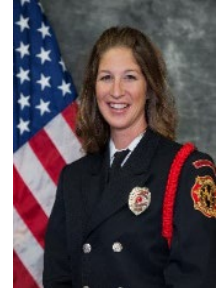
**Benton Hicks**  
Battalion Chief  
20 Years of Service



**Joe Benesh**  
Firefighter  
10 Years of Service



**Wes Dahl**  
Firefighter  
10 Years of Service



**Kayla Cross**  
Battalion Chief  
5 Years of Service



**Anthony Cross**  
Firefighter  
Company Commendation



**Bert McDonough**  
Firefighter  
Company Commendation

Firefighters Anthony Cross and Bert McDonough worked with the Moorhead Police Department to produce a virtual video visit with the Moorhead Fire Department for use with the Summer Youth Program during COVID-19. Program participants, City officials, and citizens who viewed the product were highly impressed by the interactive and positive approach to this project. Their work surpassed our expectations and resulted in a video that we will use for years.



**Anthony Cross**  
Firefighter  
MN American Legion  
Firefighter of the Year

Firefighter Anthony Cross was awarded Firefighter of the Year by the American Legion Department of Minnesota at their 2021 convention at the Jackpot Junction Hotel and Casino in Morton, Minnesota. Chief Duysen nominated Firefighter Cross for the body of his work at the Moorhead Fire Department and his community service focus with Cass County First Responders and the Mapleton Fire Department. His involvement and support of the haz-mat team, developing specifications for Rescue 2, leading radio communications, and membership on the Red River Regional Dispatch Steering Committee have enhanced the Department and the services provided in our entire region of the State.

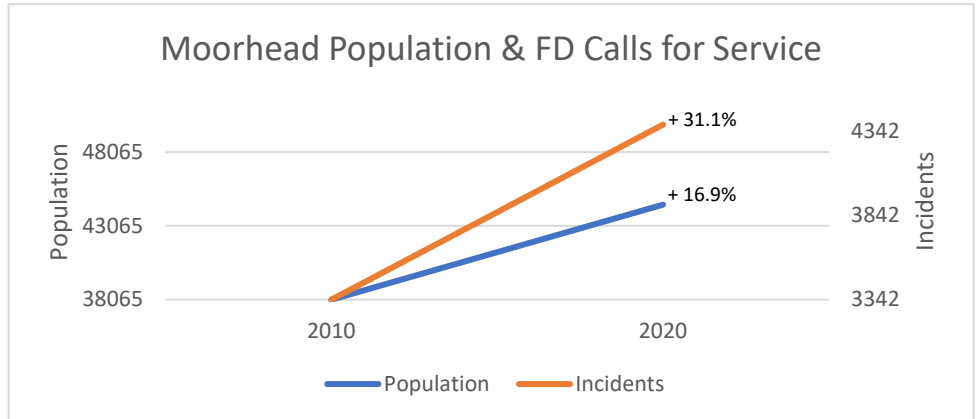


**Mike Miller**  
Firefighter  
Personal Commendation

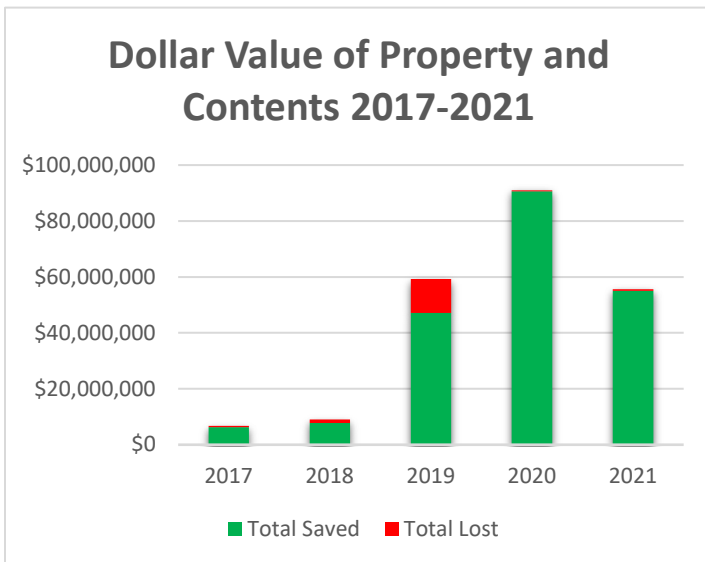
On April 18th, 2021, the Moorhead Fire Department conducted a battalion chief assessment process that included an incident command simulation. Firefighter Michael Miller was employed to play the role of dispatch and apparatus operating on the fire scene. He was given an outline of time frames and basic messages to communicate. He performed these duties in a professional manner that mirrored the actual performance of the Red River Regional Dispatch Center in every way. Moreover, without direction, he employed speech inflection and timing differences to add to the illusion that different fire companies were operating on the incident scene. Furthermore, he adapted to unexpected resource requests, expected communications occurring out of order, and adapted to technical problems with no direction from supervisors in a manner consistent with simulation facilitators that have dozens of repetitions with high-performing teams.

# Operations

In 2021 we responded to 4,646 calls for service, a 6% increase over 2020. This followed a 10-year trend indicating **Fire Department calls for service are increasing at a higher rate than the corresponding change in population.** For example, while our census population changed from 38,065 in 2010 to 44,505 in 2020, an increase of 16.9%, our call volume increased by 31.1% over the same period.



In 2020, we averaged 12.7 calls for service each day. Of those, 62% were related to medical and rescue calls, and the remaining 38% were related to fires, hazardous materials, and other incidents. The Statistics section of this report contains a more detailed breakdown of our incident responses.



The total valuation of property involved in fire-related calls in 2021 totaled 55.6 million dollars. Fire damage was estimated at five hundred eighty-five thousand dollars resulting in a 99.7% save rate. Without organized fire protection, it is logical to assume losses might have approached 55 million dollars, assuming a single structure fire did not extend to neighboring buildings, which would have increased the losses. **Our 2021 operating budget was 5.0 million dollars, which resulted in a 10.1 times or greater return on our investment in terms of property saved.** Add fires growing beyond the original structure and lives saved by our efforts, and the benefits are even greater. **The money spent on Fire Protection in the City of Moorhead provides an incredible value!**

The Insurance Services Office (ISO) rates the City's fire protection capability as an ISO Class 3 (lower numbers on a 1 to 10 scale are better). As a result, **the Moorhead Fire Department is in a better rating bracket than 87.8% of fire departments in the United States.** This generally translates into lower fire insurance rates for homes and businesses (2017 ISO statistics).



An analysis performed by Interim Chief Jeff Wallin indicated that the City of Moorhead could realize an improvement in our Public Protection Classification to an ISO Class 2 if we are able to obtain full credit in the training category of the classification system. We began to increase our training hours and improve documentation in late 2021 and will continue this work in 2022.

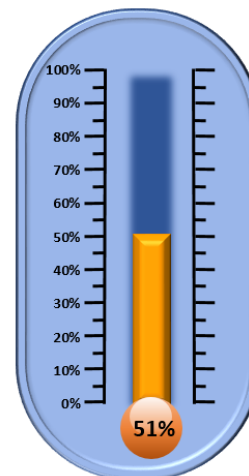
# Work Environment Review

On July 7th, 2021, the City of Moorhead released a report on a year-long study of operations at the Fire Department. Soldo Consulting Group, P.A. completed a Work Environment Review of the Moorhead Fire Department to determine areas of strength and opportunities to improve functions of the Department. A majority of Department employees provided input, and a series of recommendations were developed for consideration. The report made recommendations in eleven areas:

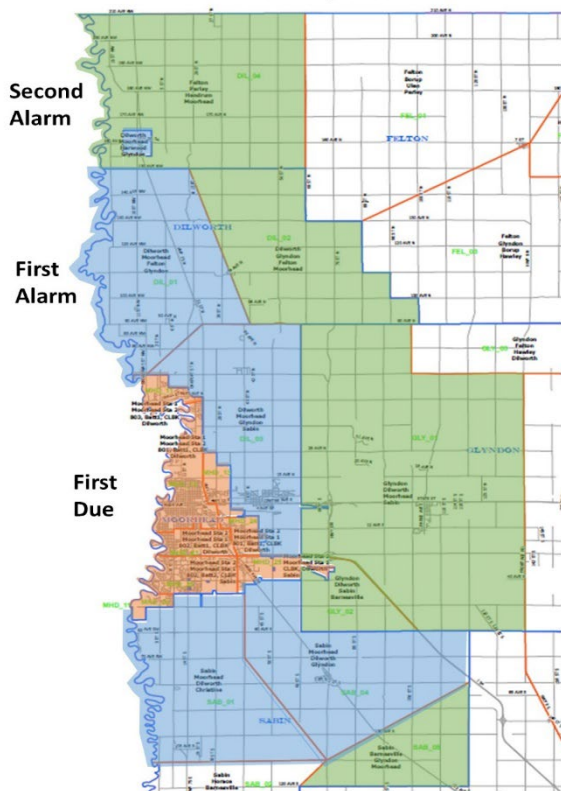
1. MFD Leadership
2. Mission, Vision, Values, Competencies
3. MFD Internal Communications
4. New Hire On-Boarding & Development
5. Ongoing Training & Preparedness
6. Promotional Process
7. Organizational Culture
8. Clarification and Enforcement of Shift Expectations
9. Firehouse Disrespectful Behavior & Bullying
10. MFD Staff Professional Development
11. Capstone Projects

On October 15th, Chiefs Wallin, Cross, Conrad, and Hicks prepared a 2021 Work Environment Review plan containing 123 tasks to address these issues. We expect work to continue through 2022 to address all issues.

## Work Environment Review Tasks Completed as of 12/31/2021



### Moorhead Response Areas



## Mutual Aid

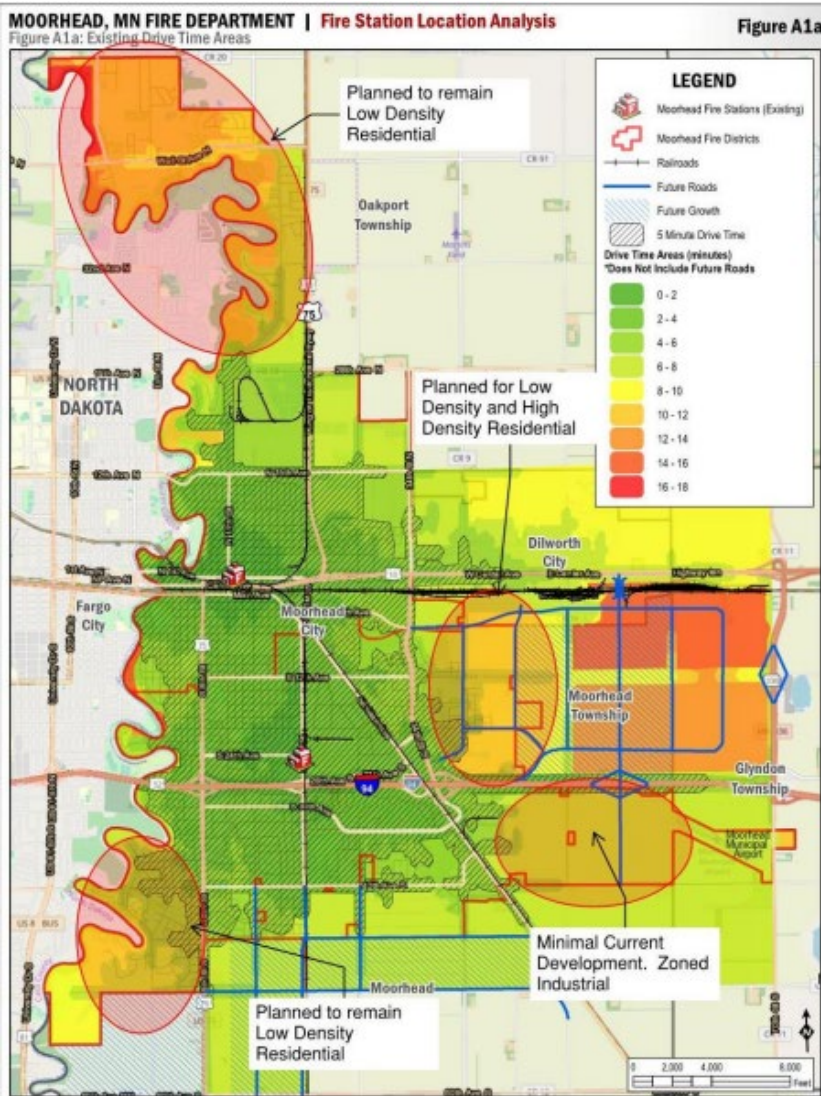
Mutual Aid is essential when lives and property are being threatened. **Almost every fire department in Cass and Clay Counties is understaffed, underequipped, and relies on help from partner agencies during fires and other emergencies.** Moorhead Fire participates in the Clay County Box Alarm System. When a structure fire is confirmed, the closest two fire departments respond together to provide needed staffing for the incident. Calling for an additional alarm brings the next two closest departments. Additional alarms bring more resources.

We have mutual aid agreements with every fire department in Clay County as well as the Fargo, West Fargo, Fergus Falls and Detroit Lakes Fire Departments. In addition, we can order additional resources through the State Fire Marshal's Office.

For structure fires only, we respond with either Dilworth or Sabin as part of the initial response, as shown in blue on our response area map. Our second alarm response area for structure fires extends into the Glyndon and Felton service areas as well.

A small to medium-sized structure fire in Moorhead is typically fought with fire units from Moorhead, Fargo, Dilworth or Sabin, and our off-duty personnel.

# Response Times & Station Locations



In December, Rich Duysen, our Public Safety Planner and Five Bugles Design, presented a Response Time and Station Location Study to the Moorhead City Council.

The Five Bugles team analyzed response data from 2016 through 2018 and considered access barriers such as railroad crossings, interstate highway bridges and ramps, and flood-related road closures. In addition, they researched risks in the City, population density, and call volumes. They also considered industry best practices for travel times. In this regard, a decision was made to depart from the recommended four-minute travel times contained in NFPA 1710[1] and substitute a five-minute travel time for this study. Reducing response time expectations likely painted a more favorable picture of current capabilities. Additional study on this matter will be conducted in 2022.

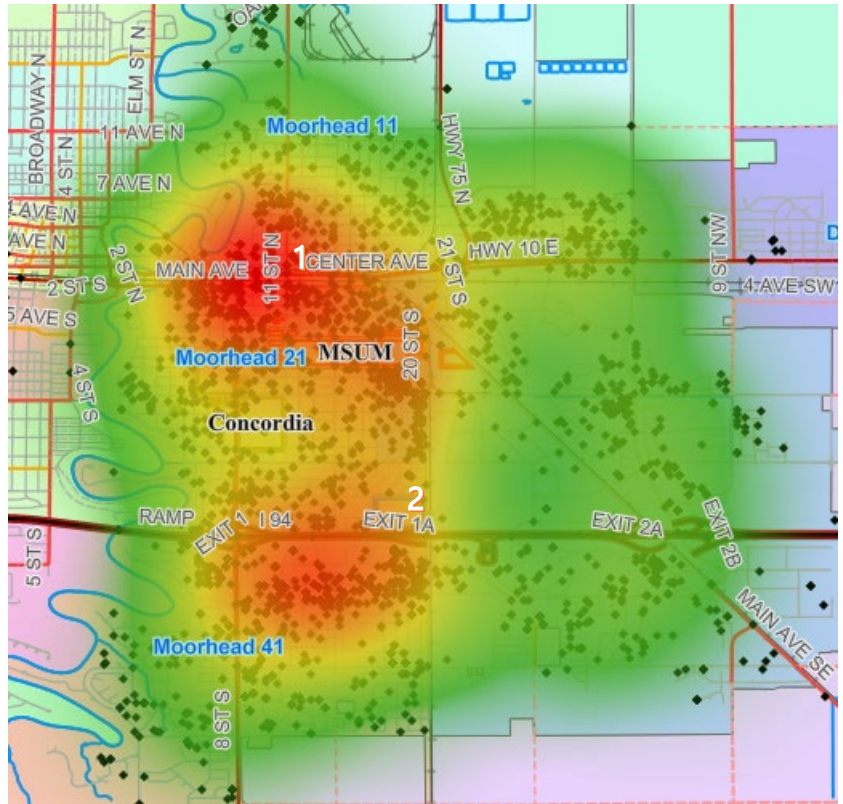
The graphic on the left illustrates areas where response times do not meet the five-minute expectation. The graphics below illustrate response time improvements if a new fire station is placed at either 34th St S and 24th Ave S or 40th Ave S and 20th St S.



Both projections assumed that the current Station 2 remained in its current location. However, Station 1 is 49 years old and Station 2 is 51 years old. They have reached the end of their designed life without significant renovations. We should consider the cost of such renovations versus building new stations.

We must also determine if the existing stations are properly located for current and future demand. The heat map on the right indicates the concentration of calls for service, red indicating higher demand and green indicating lower concentrations.

This single performance indicator reveals that Station 1 is likely placed in an ideal location, and Station 2 could be relocated south of Interstate 94. We will conduct additional studies in 2022 and work to integrate identified goals into City-wide departmental strategic planning.



## 11<sup>th</sup> Street Underpass



In the last two months of 2021, the City began working with a design firm to address Station 1 remodel work required because of the future underpass.

The new grade on 1st Ave N will be too low to allow apparatus to exit the station to the south as they do now. We must redirect vehicle flow out the north. As a result, we must replace paved surfaces and street approaches, relocate staff parking, create an additional bay door on the north wall, and relocate a host of equipment and utilities. The City may also consider other maintenance and renovations for the long-term viability of Station 1, given it is 49 years old. Potential costs are estimated at \$1,243,000.

## Direction for the Future

In 2022, Moorhead Fire will begin planning for our future. Our model for this planning will be the accreditation process in place by the Commission on Fire Accreditation International. We will revise our response plan, update our strategic plan and complete a self-assessment of 11 categories of fire department planning, training, and operations. The Moorhead and West Fargo Fire Departments will be working through a multi-year plan to obtain Accredited Agency status. The Fargo Fire Department, Sanford Ambulance, and Red River Regional Dispatch Center are currently accredited by agencies in their respective fields.



**Commission on  
Fire Accreditation  
International**



# Training

Training and preparation are key elements in saving lives and property during emergency incidents. In 2021 we relaxed our COVID-19 restrictions and our crews completed 6,690 hours of training to prepare for a wide variety of emergency calls. This averaged out to **202 hours per member**. Our crews conducted fire training to meet the continuing education requirements for maintaining their Minnesota Firefighter License and National Firefighter II Certification as well as accumulating credit to maintain our City's ISO rating.

We have staff members Nationally Certified in 19 different training categories that include firefighting, technical rescue, hazardous materials response, fire prevention, fire investigation, fire code enforcement, fire supervision, remote aircraft pilot and adult education. **A majority of this training was conducted in-house by our own on-duty staff**; a considerable cost savings. Our Emergency Medical Technicians receive all required training in-house to maintain their licenses in a partnership with the MN Emergency Medical Services Regulatory Board and Sanford Health.

Joint training with partner agencies prepares us to work together on larger incidents. Three joint training sessions were held with the Fargo and West Fargo Fire Departments covering active shooter, swift water rescue and structure fire incidents.

## BLUE CARD

This year, we embarked on a 12-month initiative, funded in-part by a grant from the Minnesota Board of Fire Training and Education to train and certify all fire officers as Blue Card Incident Commanders. The National Institute of Occupational Safety and Health (NIOSH) studies tragic fire incidents and has found that **a lack of incident command training and operational practices is a factor in most firefighter deaths at fire incidents**. NIOSH now recommends that fire departments institute Blue Card training and certification to address this issue.

Nine officers and three aspiring officers first completed online training in the system. We then brought experienced instructors in from Blue Card to certify our officers. Next year we will train four instructors, provide training to 12 more personnel and institutionalize continuing education and recertification moving forward. West Fargo Fire is also pursuing the same goal and we are training jointly to achieve both of our goals.



*Moorhead, Fargo and West Fargo Fire train with Sanford Ambulance, Cass County Sheriff's Deputies & the Fargo Police Dept on active shooter incidents.*



*Moorhead and Fargo Fire train on swift water rescue in the Red River.*



*Moorhead and West Fargo Fire complete Blue Card certification at Moorhead City Hall.*

# Community Risk Reduction

Community risk reduction combines prevention and mitigation strategies to make life safer. The goal of the Fire Prevention Bureau is to minimize the risk of life and property loss through a proactive Community Risk Reduction Program. Risk prevention involves anticipating potential hazards within the community and facilitating interventions to prevent occurrences. Risk mitigation involves anticipating potential hazards within the community and facilitating interventions to diminish adverse outcomes.

Community risk reduction is the sharing of responsibility between government and its citizens to create an environment where people live, work and invest in a safe community. The entire community (including citizens sharing in the responsibility for their own safety and preparedness) and the fire department collaborate to mitigate the fire risk within the community.

The Moorhead Fire Department supports this effort through a variety of programs such as Emergency Management and Fire Prevention.

## **FIRE CAUSES**

In 2021 there were 48 reported structure fires within the City of Moorhead. The total number of fires for 2021 was 101. Those include fires occurring in homes, apartments, businesses, vehicles, and outside areas such as grass and dumpsters. The majority of fires occurred in homes or apartments. Those are the places where we spend the greatest amount of time and feel the most comfortable, but also account for the location where we see the highest risk of fire.

In 2021 two thirds of the fires occurred in the kitchen area. We would consider all the 2021 kitchen fires as preventable because they were started by unattended cooking or by leaving the stovetop burner on. Complacency also plays a factor whether it's storing items on a stove top, taking a phone call while cooking, or being distracted in other ways. A fire can start quickly and catch someone by surprise. Thankfully we did not have any fatalities, but this highlights the need for education, being vigilante and attentive while cooking.

The second leading fire location in 2021 were exterior fires on decks and patios. The primary cause of these fires was the improper disposal of cigarettes and other smoking materials.

The third most common location was bathrooms which is different from previous years. The common cause of these bathroom fires was due to playing with matches. This year's data showed that fires most commonly occurred where people spend the majority of their time, at home. In homes people feel the most comfortable and safe which can lead to a sense of complacency. People let their guard down at home and have a feeling that nothing will happen to them. That is until something does happen. The safest action is to prevent the fire from ever occurring by being aware of how personal behaviors and actions contribute to their own fire risk.

## **CODE ENFORCEMENT**

The 2021 goal for fire prevention and code enforcement is to address any code issues that tenants have by investigating them thoroughly and to identify and rectify any code violations found. 2021 was a challenging year for code enforcement. Unfortunately, there were still many safety concerns associated with Coronavirus during 2021. In addition, a vacancy occurred in the position of the Assistant Fire Marshal due to the promotion of Kayla Cross to Battalion Chief, and Fire Chief Duysen (being a former Fire Marshal) transferred to the position of Public Safety Planner, leaving Code Enforcement short staffed. Also, in 2021,

we switched over to a new inspection/permitting software which limited the availability to conduct rental housing and commercial inspections. These challenges resulted in prioritizing code enforcement and prevention efforts.

Gerald Loher was hired as Assistant Fire Marshal in October 2021, so another big goal was to ensure that he received the training and development for his future. This included shadowing on the different types of occupant inspections the Fire Prevention Bureau conducts and learning the different aspects of his new role.

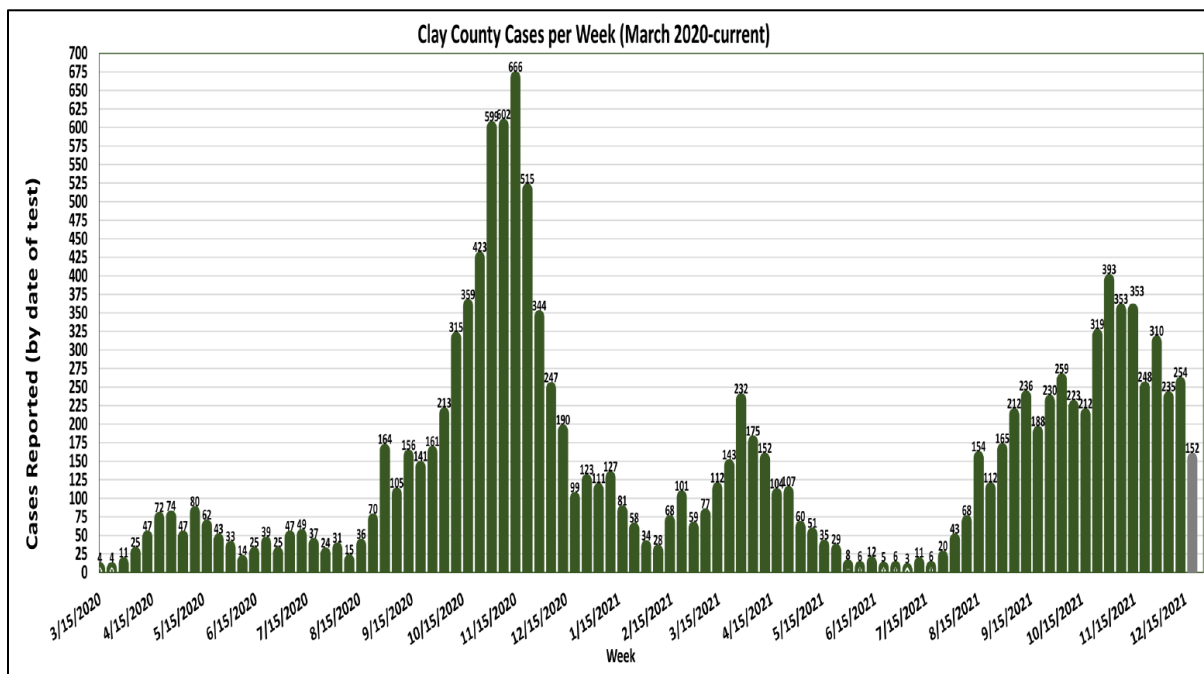
The last goal was planning the transition back to the pre-COVID-19 fire prevention and code enforcement activities along with using a new inspection and permitting software system that was drastically different than what was previously used.

In spite of the challenges faced in 2021, we still conducted the following Fire Prevention Bureau activities:

- Commercial Inspections
- Hotel Inspections
- Plan Review
- Daycare/Foster Care Facilities Inspections
- Permits
- Citizen Concerns and Complaints
- Campus Inspections

## EMERGENCY MANAGEMENT

With the Coronavirus Disease (COVID-19) in its second year there were still spikes and activities being conducted to prevent and control the community spread of the disease. The biggest change in 2021 was the roll out of COVID-19 vaccines. Moorhead Emergency Management supported Clay County Public Health with community vaccine efforts by coordinating the use of the Hjemkomst Center to hold community vaccine clinics. This site provided an ideal location with good community access to get as many people vaccinated as possible. The first vaccine clinics here were held in January and continued throughout 2021, and Moorhead Emergency Management focused on supporting Clay County Public Health’s mission to get our community vaccinated.



As part of the City of Moorhead COVID-19 response, Emergency Management provided material and the ordering of personal protective equipment. In 2020, many of the City departments purchased their own supplies, but in 2021, to better streamline the ordering of supplies and to ensure we were meeting the FEMA reimbursement guidelines, Emergency Management procured the supplies for all City departments.

The other important emergency management function performed in 2021 was revising and updating the City Emergency Operations Plan. Prior to COVID-19, Emergency Management was working to revise and update the City's Emergency Operations Plan (EOP), but as COVID-19 hit in 2020, the importance of emergency plans switched to Continuity of Operations Plans (COOP). COOP plans are used to assist an organization to maintain levels of service during disasters. During COVID-19 it was important for City departments to have thought through how the pandemic would impact service levels and how they would operate with staff reduction due to illness. Even though COOP plans were not completed, the priority switched back to completing the work on the EOP. The work on updating both the EOP and COOP plans is continuous.

## PUBLIC EDUCATION

Public education focuses on educating the community about the benefits of proper safety practices and eliminating hazardous conditions. It is a proactive method of preventing fire-based emergencies and reducing the damage caused by them.

In 2021, there was a return to normal with public safety talks and presentations, station tours, and public outreach. The events included:

- Station Tours for all age demographics
- Fire and Safety presentation for Seniors
- Fire Extinguisher training for College Resident Assistants at both MSUM and Concordia



# CARBON MONOXIDE: DID YOU KNOW?

- Odorless, tasteless and invisible.
- Install CO alarms on every level of the home and in each sleeping area.
- CO poisoning: headaches, nausea, fatigue, vomiting and disorientation.

A hand is holding a white carbon monoxide alarm device. The device has a digital display and several buttons. The text on the device includes 'Carbon Monoxide Alarm', 'BATTERY', 'TEST', 'RESET', and 'CE'. There is also a warning label on the device.The logos for the City of Moorhead and HSEM (Hazardous Safety and Emergency Management) are located at the bottom of the graphic.

Seven members of the Hernandez-Pinto family lost their lives in December due to carbon monoxide poisoning in their south Moorhead home. The best way to prevent a similar tragedy is to ensure you have a working carbon monoxide detector on every level of your home and in each sleeping area. Know the signs and symptoms of CO poisoning and act quickly to evacuate from the space and call 911.

# Hazardous Materials Response Team

In 2021, the Moorhead Haz-Mat Team received one of the four new trucks purchased by the State. This new truck went into service in April 2021.



Also in 2021, Team Coordinator Gary Larsen retired from the Department and Captain Rick Loveland took over the coordination of the team. Captain Justin Rosenfeldt joined the leadership of the team along with Firefighter Anthony Cross to ensure all of the training requirements of the team were met.

Each member of the team averaged 38.5 hours of training along with all of their other department responsibilities. Training highlights included: placing chemical spill protective booms in the Red River, railroad car and highway vehicle training, new software training, and chemical monitor training.



We had over 150 calls for service in 2021 ranging from Carbon Monoxide incidents, fuel spills, and gas leaks. We also assisted the Moorhead Police Department with identifying products during their investigations. In addition, we completed a standby at the Moorhead Wastewater Treatment plant while they changed out their Chlorine and Sulfur Dioxide tanks.

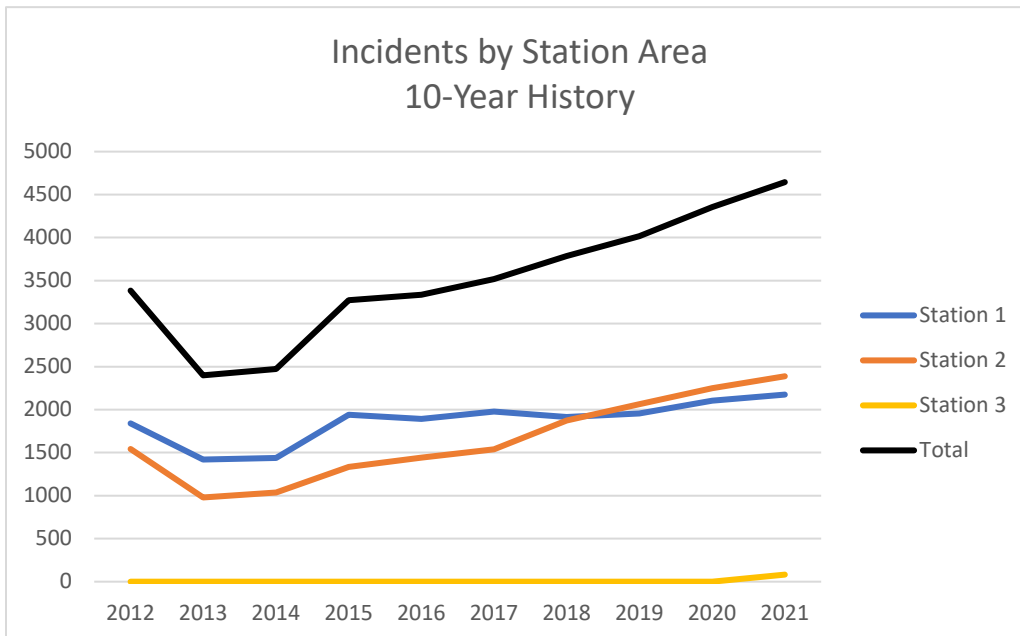
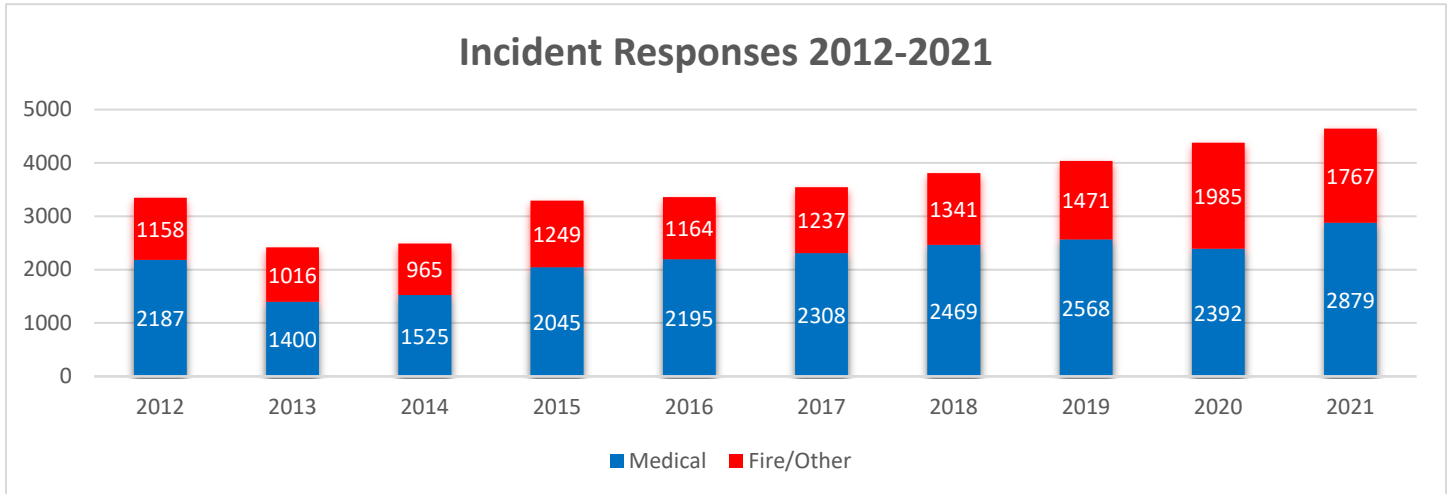
New equipment added to the team this year included a new side-by-side UTV to make sure we could get personnel into remote areas that our truck would not be able to access. We also added more monitoring equipment to our inventory to better aid in detection of unknown products.



# Data Analysis

## Operations

Over the last ten years, the number of annual incidents grew twice as fast as the corresponding population growth, as illustrated by the graph on page 5. Over ten years, 62% of our calls were related to medical emergencies, and the remaining 38% were comprised of a mix of fires, hazardous materials incidents, and other calls.



A dip in call volume occurred in 2013 as we eliminated all responses to non-life-threatening medical calls. This reduced our workload but delayed our response to life-threatening medical calls as dispatchers asked extensive questions before dispatching responders. In 2015, RRRDC implemented an improved series of questions, with an earlier dispatch of responders. As a result, our call volume also increased as some non-threatening calls were reintroduced.

As the City of Moorhead has grown south and east, call volumes have increased in our Station 2 response area. Late in 2021, we created a new Station 3 planning zone in the southeastern region of the City. An accurate report of Station 3 planning zone responses in 2022 will produce better data for evaluation.

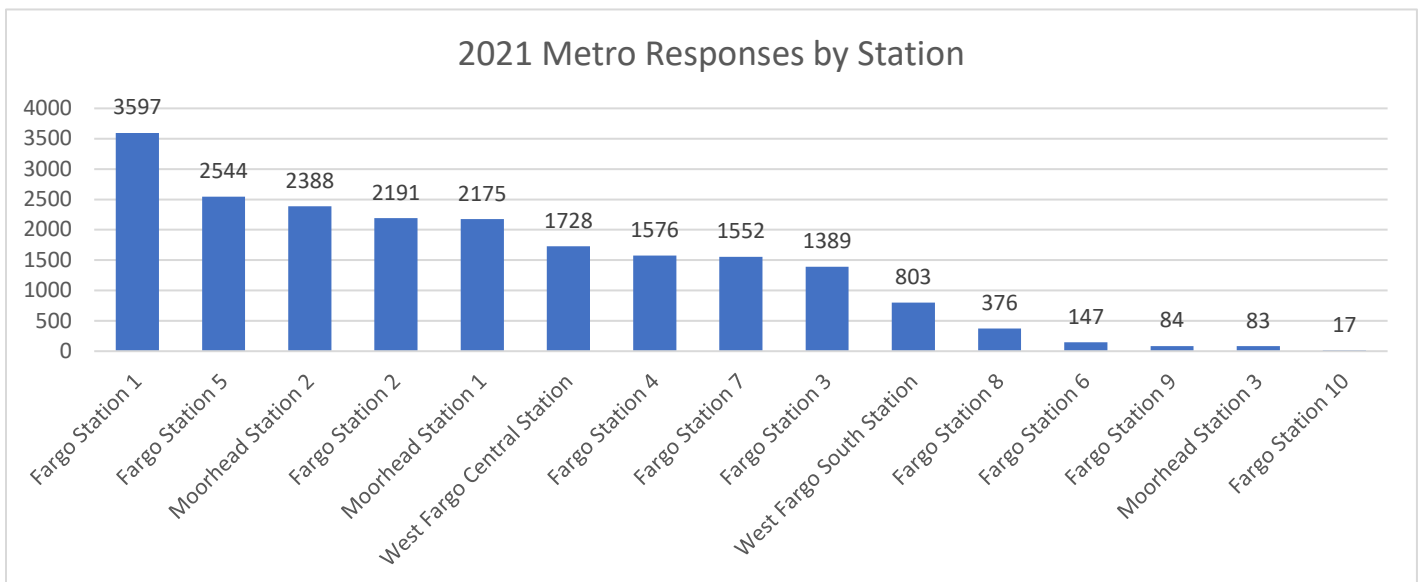


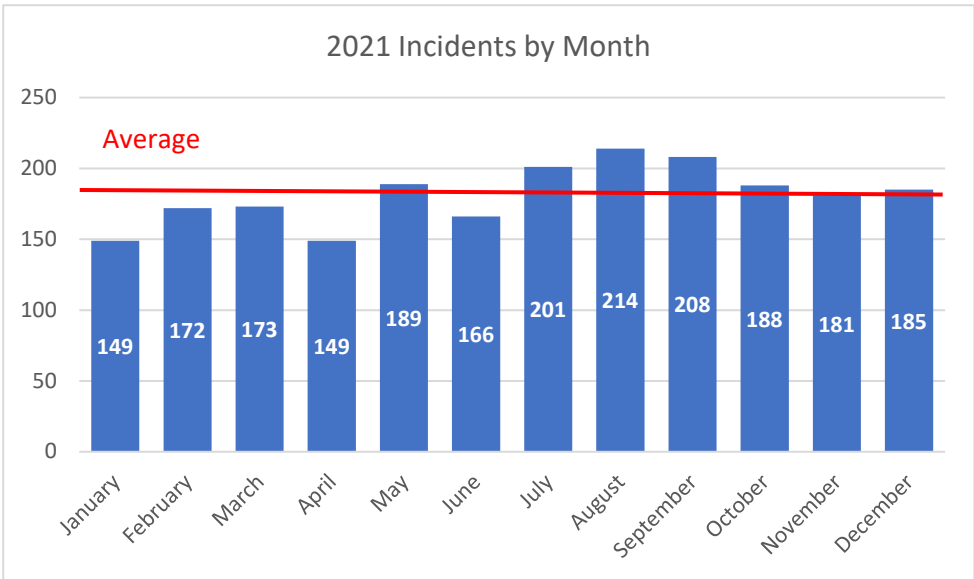
Incidents by Responding Unit or Station 2021			
	Responding Unit	Calls for Service	Daily Average
Station 1	Battalion Chief	668	1.8
	Engine 1	866	2.4
	Rescue 1	1429	3.9
	Ladder 1	6	0.0
	Callback	14	0.0
	Fire Chief	14	0.0
	Fire Marshal	5	0.0
	Engine 11	6	0.0
	<b>STATION 1 TOTAL</b>	<b>2175</b>	<b>6.0</b>
Station 2	Engine 2	918	2.5
	Rescue 2	1848	5.1
	Engine 22	14	0.0
	Haz-Mat 41	1	0.0
	<b>STATION 2 TOTAL</b>	<b>2388</b>	<b>6.5</b>
<b>STATION 3 AREA</b>		<b>83</b>	<b>0.23</b>

The map above illustrates our station planning zone areas. The table lists our calls in each station area and the number of responses by each apparatus. Some calls require multiple units to respond, so the sum of unit responses will be greater than the total number of responses in each station area.

*NOTE: We started collecting data on the Station 3 planning zone responses on August 11th. The 83 Station 3 incidents reported above represent less than 1/3 of 2021 incidents in that area.*

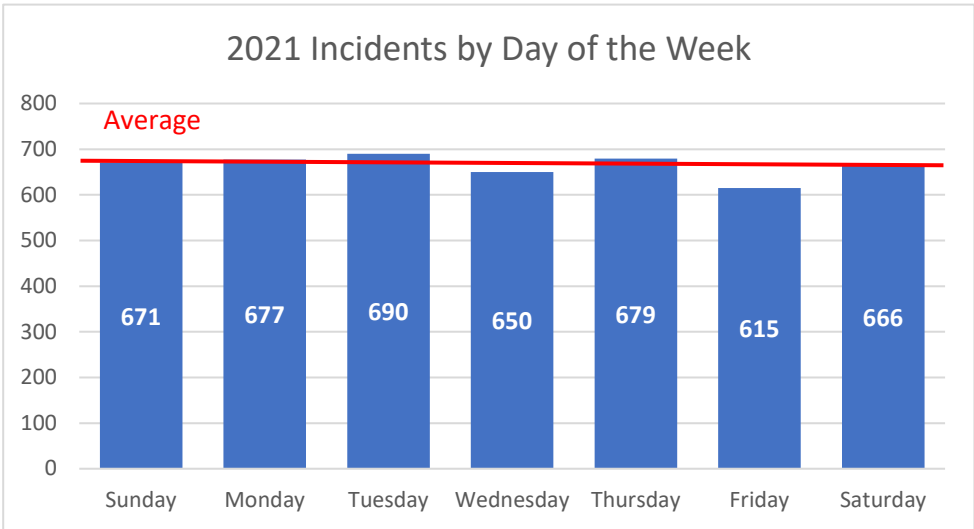
Moorhead Station 2 was the third busiest career station in the metro, and Station 1 was the fifth busiest of the fifteen established stations and station planning areas. Our two stations fall in a normal range of call volumes for metro stations. Fargo Stations 8-10 and Moorhead Station 3 are planning zones for future stations in our respective cities.



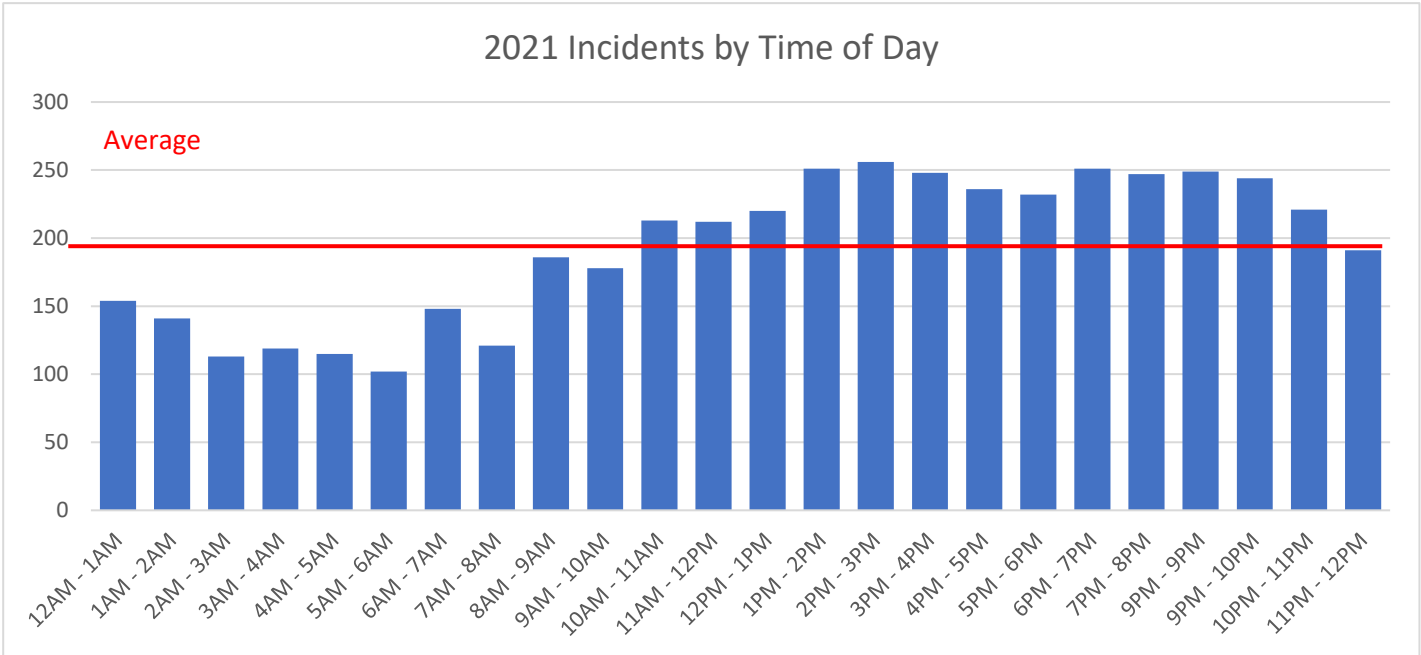


Our call volume dipped below the average during the year's first four months. In contrast, our incident volume increased above the average from July through October. Future planning of other Department activities (building safety inspections, training, equipment maintenance, etc.) could increase efficiency when considering our call demand.

Our call volume is relatively consistent daily. Tuesdays are slightly above our average call volume, and Fridays are somewhat below our normal call volume.

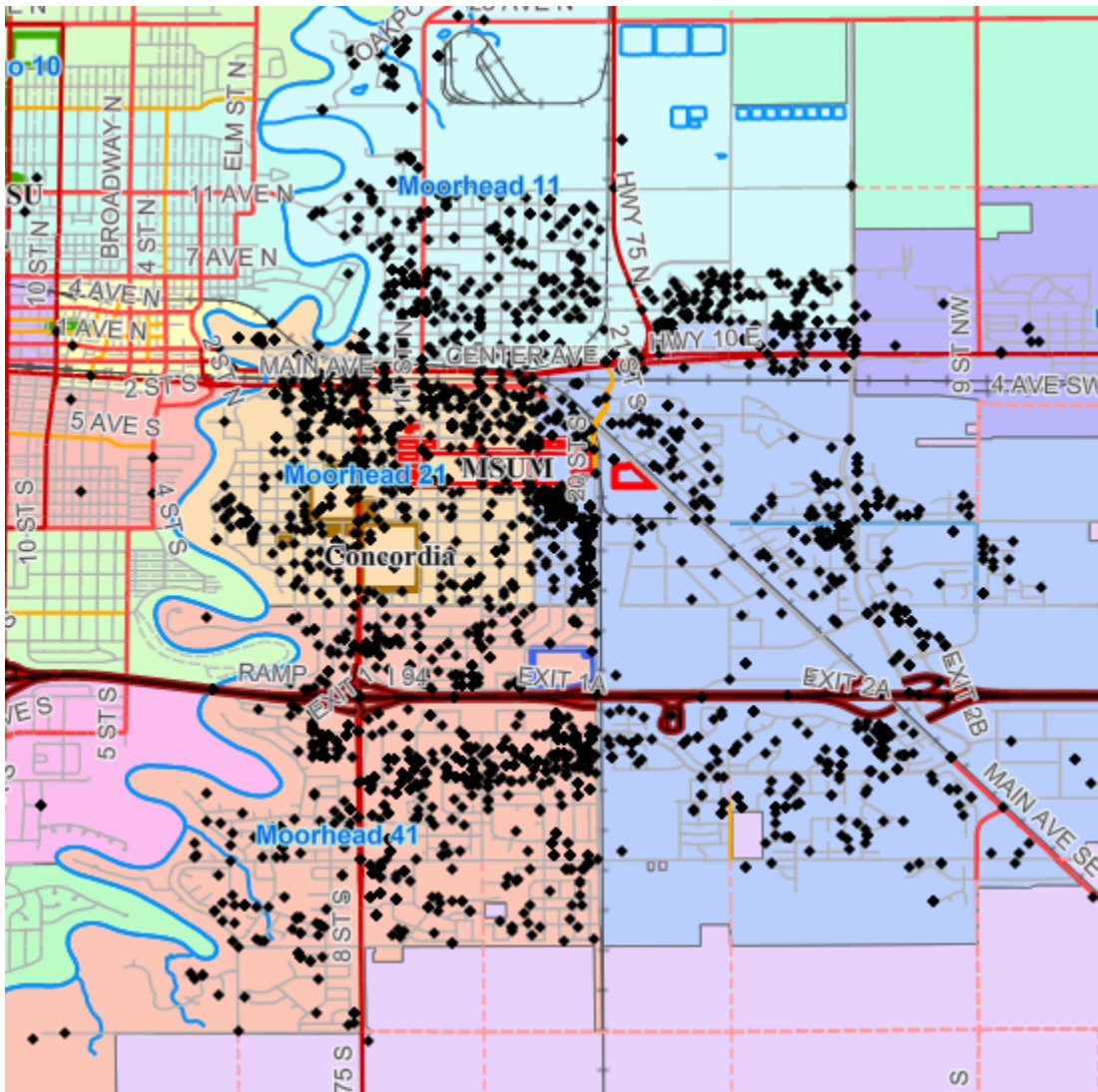


Our call volume is lower than average from 11 pm to 10 am. Conversely, our call volume is above average from 10 am to 11 pm, with a **significantly higher call demand from 1 pm to 11 pm**. Many organizations hire additional staff to provide services during times of peak demand. Our current 24-hour shift model is cost-effective but makes it difficult to staff for fluctuating demand. We should, however, also consider these trends when considering future staffing changes.

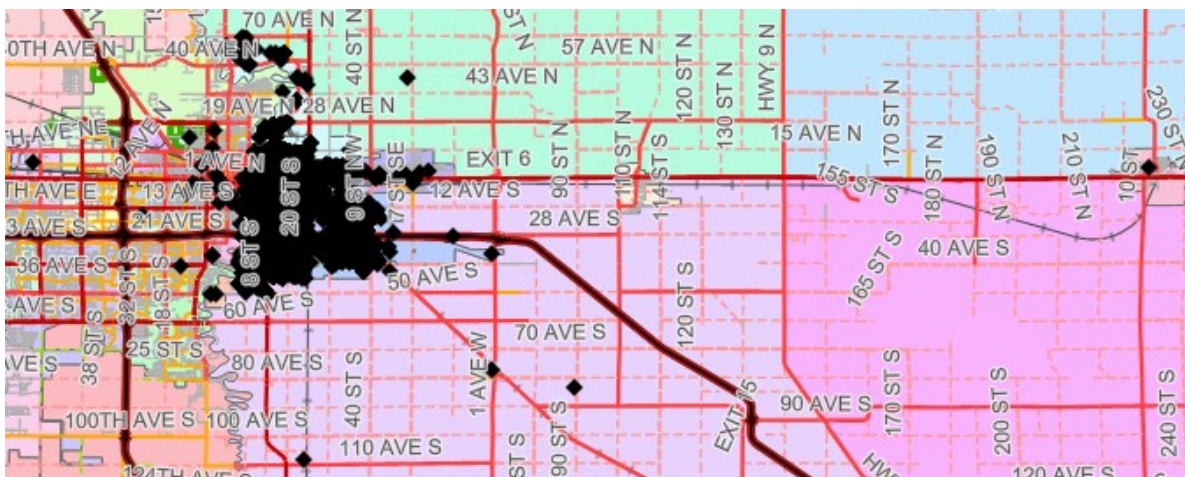




2021 Incident Locations – Moorhead Area Detail



2021 Incident Locations – All Responses



It is important that we respond quickly and intervene as soon as possible when someone is experiencing a life-threatening situation or a fire is threatening life and property. The charts below breakdown our incident times for only those calls we responded to emergently (with emergency lights and sirens).

### Average Times per Call - 2021 Emergent Calls

		FROM				
	Alarm	Dispatch	End Dispatch	Enroute	Arrival	
<b>TO</b>	<b>Dispatch:</b>	00:00:12				
	<b>End Dispatch:</b>	00:01:10	00:00:58			
	<b>Enroute:</b>	00:01:53	00:01:41	00:00:43		
	<b>Arrival:</b>	00:05:22	00:05:10	00:04:11	00:03:28	
	<b>Arrived at Patient:</b>	00:06:21	00:06:21	00:06:21	00:05:34	00:02:13
	<b>Clear:</b>	00:21:26	00:21:14	00:20:16	00:19:33	00:16:04

In 2021, our average turnout time (the time it takes from the end of the dispatch to dressing in our protective clothing and beginning to travel to the scene) was 1 minute and 53 seconds. Our average travel time was 3 minutes and 28 seconds. We have not yet broken out this data by station area or call type. We need to arrive very quickly for serious medical calls and working fires. Response time is less important for many other incident types, and we often respond without lights and sirens.

Turnout Time(mins)	Number of Incidents	% of Incidents	Cumulative %	Response Time(mins)	Number of Incidents	% of Incidents	Cumulative %
0	37	2.12	2.12	0	27	1.55	1.55
1	755	43.24	11.4	1	137	1.56	2.12
2	749	42.9	11.57	2	374	1.57	2.23
3	162	9.28	54.81	3	467	1.58	28.96
4	26	1.49	56.3	4	323	1.59	35.32
5	11	0.63	56.93	5	216	1.6	38.24
6	3	0.17	99.83	6	111	1.61	46.08
8	2	0.11	99.89	7	51	1.62	46.14
14	1	0.06	100	8	17	1.63	46.31
	1746	100		9	10	1.64	64.8
				10	3	1.65	64.97
				11	3	1.66	77.33
				13	3	1.67	98.74
				14	1	1.68	98.8
				15	2	1.69	98.97
				18	1	1.7	99.03
				40	1	1.71	100
					1747	100	

When determining our reliability, we often look at the 90th percentile of performance (90% of the time, we respond in less than so many minutes). We did not focus on collecting this detail of accurate records in 2021; thus, it is impossible to identify 90th percentile performance. We will have this capability in 2022.

**NATIONAL FIRE PROTECTION ASSOCIATION FIRE EXPERIENCE REPORT**

**MOORHEAD FIRE DEPARTMENT**

January 2021 to December 2021

**Part III: BREAKDOWN OF STRUCTURE FIRES AND OTHER FIRES AND INCIDENTS**

A. Fires In Structures By Fixed Property Use (Occupancy) (all in Section A are Incident Type 110-129)	Number Of Fires	Number of Civilian Fire Casualties		Estimated Property Damage
		Deaths	Injuries	
1. Private Dwellings	19	1	1	\$465,320.00
2. Apartments	19	0	0	\$193,375.00
3. Hotels and Motels	0	0	0	\$0.00
4. All Other Residential	4	0	0	\$100.00
5. TOTAL RESIDENTIAL FIRES	42	1	1	\$658,795.00
6. Public Assembly	1	0	0	\$0.00
7. Schools and Colleges	0	0	0	\$0.00
8. Health Care/Penal Institutions	0	0	0	\$0.00
9. Stores and Offices	1	0	0	\$6,000.00
10. Industry/Utility/Defense/Labs/Manufacturing	4	0	0	\$7,500.00
11. Storage in Structures	0	0	0	\$0.00
12. Other Structures	0	0	0	\$0.00
13. TOTAL STRUCTURE FIRES	48	1	1	\$672,295.00
14a. Highway Vehicles	8	0	0	\$48,100.00
14b. Other Vehicles	2	0	0	\$2,250.00
15. Non-Structure/Non-Vehicle	3	0	1	\$5,050.00
16. Brush/Grass/Wildland	15	0		
17. Rubbish/Dumpsters	24	0		
18. All Other Fires	1	0	0	\$0.00
19. TOTAL FOR FIRES	101	1	2	\$727,695.00
20. Rescue/Emergency Medical Responses	2,879			
21. False Alarms	463			
22. Mutual Aid Given	11			
23a. Hazmat Responses	44			
23b. Other Hazardous Responses	33			
24. All Other Responses	1,115			
25. TOTAL FOR ALL INCIDENTS	4,646			

	Number of Confined Fires	Number of Nonconfined Fires
5. Residential Fires (line 5 above)	10	32
13. Structure Fires (line 13 above)	11	37

**NATIONAL FIRE PROTECTION ASSOCIATION FIRE EXPERIENCE REPORT**

**MOORHEAD FIRE DEPARTMENT**

January 2021 to December 2021

**Part II: MAJOR FIRES**

Date	Name of Occupant or Owner, Property Use, and Address	Number of Civilian Fire Deaths	Property Loss
1/24/2021	1 or 2 family dwelling 1314 11TH ST S	0	\$153,500.00
7/1/2021	1 or 2 family dwelling 415 16TH ST N	0	\$129,500.00
7/20/2021	DOEDEN, JOAN 1 or 2 family dwelling 710 12TH ST N	1	\$8,000.00
7/25/2021	Multifamily dwelling 1816 BELSLY BLVD	0	\$85,000.00

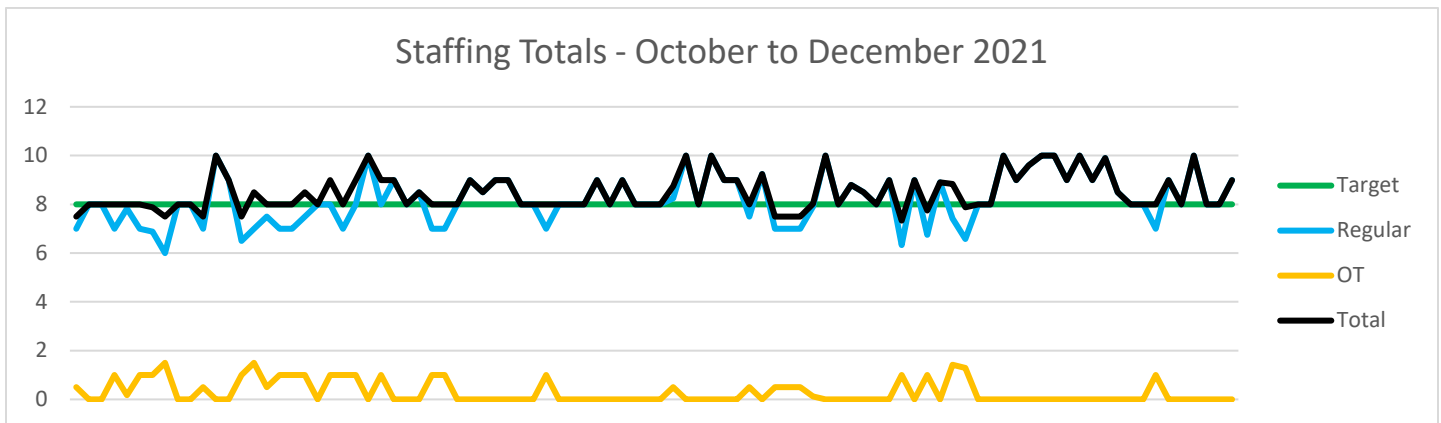
**Part IV: BREAKDOWN OF FALSE ALARM RESPONSES**

Types of False Alarm	Number of Incidents
1. Malicious, Mischievous False Call	35
2. System Malfunction	148
3. Unintentional	271
4. Other False Alarm	9

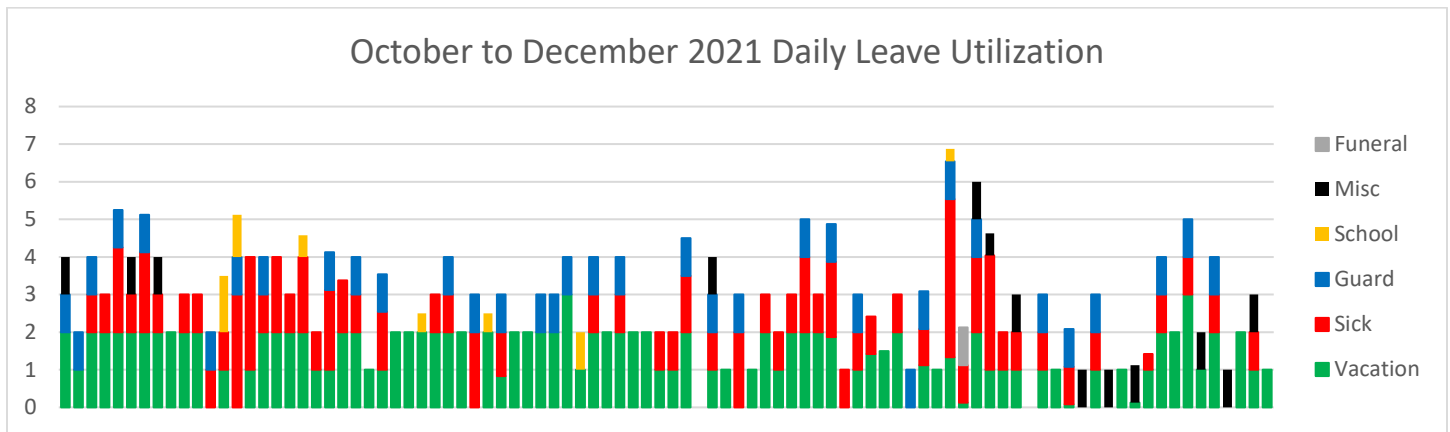
**Part V: INTENTIONALLY SET FIRES IN STRUCTURES AND VEHICLES**

	Number Of Fires	Number of Civilian Fire Casualties		Estimated Property Damage
		Deaths	Injuries	
1. Structure Fires Intentionally Set	3	0	0	\$51,815.00
2. Vehicle Fires Intentionally Set	2	0	0	\$26,000.00

**Personnel**



We began collecting and analyzing our staffing and overtime utilization rates in detail in October of this year. Our overtime utilization was significantly higher in the summer of 2021 and experienced spikes during COVID-19 outbreaks. Our minimum shift staffing is seven personnel; however, our desired minimum staffing is eight. Therefore, the Department offers voluntary overtime to bring staffing up to eight and, if necessary, compels mandatory overtime to maintain staffing of seven. During the last quarter of 2021, an average of 2.82 shift personnel were on leave each day, resulting in an average daily staffing of 8.18.

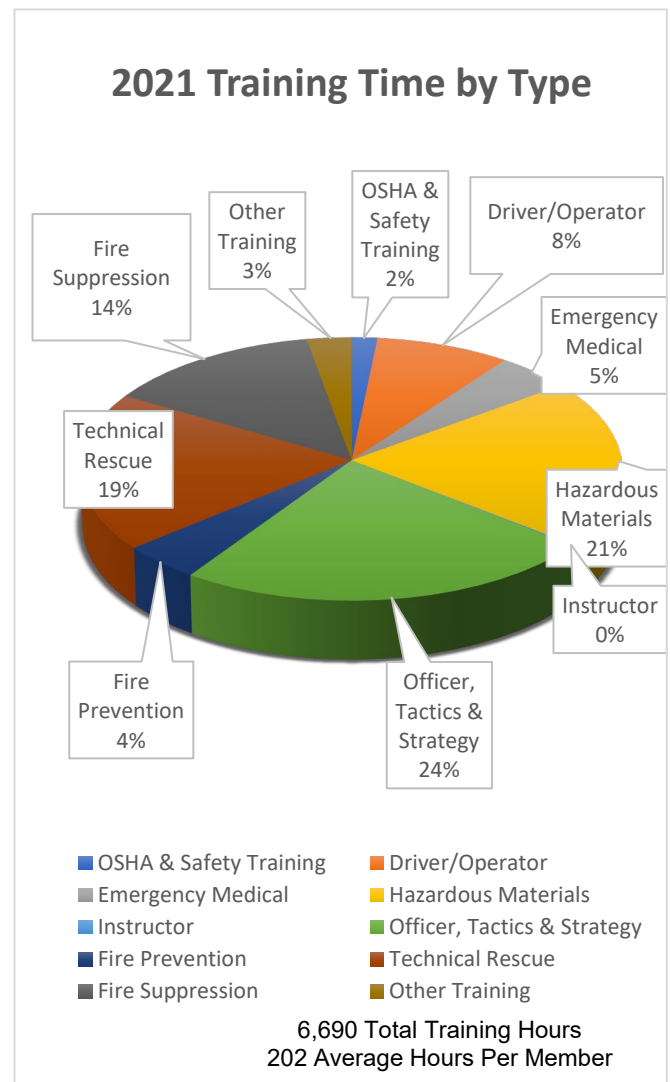


## Training

Training for emergency incidents is essential. It is the best way to prepare for incidents that rarely occur but involve significant risks of lives and property lost or saved. We must also train for a wide variety of incidents, as each call for our services may involve unique situations.

Our firefighters received an average of 202.51 hours of training, per member, in 2021. The charts on this page illustrate the type of training conducted and the number of hours of training received each month.

This year, we were able to return to joint training with Fargo and West Fargo as COVID-19 conditions eased. Battalion Chief Conrad has also coordinated a significant amount of training in the last half of 2021.



# Monthly Activities

While we record all training activities in a records management system, it wasn't until July of this year that we began producing monthly summary reports of our training activities. Department-wide and outside training is described below. Individuals, crews, and shifts completed other training that is captured in our training statistics but not listed in these summaries. We began producing monthly summaries of other activities and our work to address the Work Environment Review in July as well.

## Training

### JULY

**UAS (Unmanned Aircraft Systems) Team** – The team is currently available on an occasional basis if particular staff are available. Valley Water Rescue remains the lead agency supported by Moorhead Fire while we continue pilot training and logistical preparations to take the lead. This week Station 1 was established as the base of operations. The fire prevention pickup was established as a shared resource that will be the primary response vehicle for the team until such time as a permanent Fire Chief is selected or the Suburban used as Rescue 1 is replaced and former Rescue 1 becomes the primary response vehicle for the team. Pilots also conducted night flight training exercises as a step to become fully operational.

**Blue Card Training** – Earlier this year, the quality and consistency of performance by our incident commanders was evaluated and a need for performance improvement was indicated. Prior training programs employed by the Department and commercially available training options were explored and a training program was selected. Blue Card consists of 40-50 hours of online classroom training followed up by three days of laboratory training using high fidelity incident simulations by certified instructors to establish a systematic approach to incident command. Incident commander's knowledge and skills are verified by written and performance testing. The program also requires 12 hours of continuing education annually and recertification of incident commanders every three years by certified instructors.

The initial training of the Deputy Chief, all Battalion Chiefs and Captains and our top three Firefighters who are qualified to work as acting Captains will be completed this year through a special reimbursement by the Minnesota Board of Fire Training & Education. Four individuals from the West Fargo Fire Department will be joining us for the lab training in September. Our personnel began their online training on July 1st.

**SCBA Bluetooth Communications** – Our current portable radios and recently purchased SCBA (Self-Contained Breathing Apparatus) facepieces both have Bluetooth communication capabilities. After extensive research and programming of our hardware, the Department is ready to implement this solution to provide better communications when our crews are operating "on-air." Classroom and hands-on training for all personnel were completed this week.

**Technical Rescue Training** – Crews conducted confined space rescue training in the pulp dryers with plant personnel at American Crystal Sugar July 12th -14th.

**Forcible Entry & Structural Fire Training** – Crews began this training utilizing our forcible entry prop, fire hydrant prop and the white house north of the garages to complete two or more evolutions in residential fire scene setup and search and rescue techniques. Training will continue to reach all crews during the next reporting period and was led by Battalion Chief David Conrad.

**Boom Deployment** – Crews completed classroom education followed by hands-on practice deploying containment booms on the Red River from boats to contain hazardous materials spills. Training led by Firefighter Bert McDonough.

**Ammonia Releases** – Crews trained at and with employees at the Gavilon fertilizer plant on 20<sup>th</sup> St S. An outside instructor was brought in by Gavilon.

## AUGUST

**Incident Report Training** – Training began to improve the quality of our incident data, provide consistency in our reporting, and expand our data set to analyze our future performance for quality standards, ISO ratings, and future Department accreditation. Training led by Battalion Chief David Conrad.

**Forcible Entry & Structural Fire Training** – Crews completed training utilizing our forcible entry prop, fire hydrant prop and the white house north of the garages to complete two or more evolutions in residential fire scene setup and search and rescue techniques. Training led by Battalion Chief David Conrad.

**Battalion Chief Promotional Process Feedback** – The Interim Chief met with most of the candidates that participated in the process to provide feedback on their performance, answer questions and recommend actions to improve their performance in the future. Personnel on leave will receive feedback when they return without further reporting on this process.

**Blue Card Training** – Captains and Chiefs continued to work on the online portion of Blue Card training.

**Trench Rescue Training** – Crews completed classroom training on confined space rescue procedures and hands-on training with rescue equipment adjacent to the white house, near the garages, in preparation for a future exercise in an industrial setting. Training was led by Firefighter Mark Olson.

**N95 Mask Fit Tester Training** – The Battalion Chiefs received training on how to conduct OSHA-compliant fit testing for their shift members. Training conducted by Interim Chief Jeff Wallin.

## SEPTEMBER

**Blue Card Training** – Captains, Chiefs and three Firefighters continued to work on the online portion of Blue Card training. All 13 personnel have completed this training at an average of 29 hours each.

**Metro Live Burn Training** – This month we joined the West Fargo and Fargo Fire Department to conduct joint live fire training at Fargo's Station 4. This training involved half-day training sessions with three or four fire companies working through simulated structure fire scenarios as an integrated response. This training is key to productive, efficient and safe operations at incidents involving multiple departments. Over the course of two weeks, fire companies from all three shifts at all 11 metro stations with full-time personnel participated in this training. Earlier this year, our three departments jointly trained with SimND and area law enforcement agencies in active shooter response. Battalion Chief Conrad is currently working with Fargo and West Fargo to plan a joint training schedule for 2022.

**UAS Training** – Crews trained in the use of mobile wireless devices and live-streaming video from aircraft during flight for use at remote locations such as the incident command post and emergency operations center.

**Haz-Mat Training** – Firefighter Anthony Cross worked with the Minnesota State Fire Marshal Division and the U.S. Army, 55<sup>th</sup> Weapons of Mass Destruction-Civil Support Team to conduct joint training on evidence collection and sampling. The white house on the north side of our property was used as a mock drug lab that members of both agencies were responsible for investigating, analyzing evidence, and mitigating hazards.

**Trench Rescue Training** – Firefighter Mark Olson led hands-on training in trench rescue at the water treatment plant. Moorhead Public Service partnered with us to dig a representative construction trench in their secure yard. In return, we are better prepared to assist them if a rescue becomes necessary at one of their construction sites. Moorhead Fire is equipped to perform basic rescues in straight trenches. We can also begin operations and work with Fargo Fire to complete rescues in complex trenches such as those that are deeper than 8 feet or involve intersecting corners.

## OCTOBER

**Haz-Mat Training** – This month our crews trained in techniques to control hazardous material leaks in: common tanks found at fixed facilities, railroads and highway tanks; commercial drums, and pressurized piping assemblies. These activities are part of annual skills demonstrations that must be completed by all members of State Haz-mat Teams.

**Blue Card Training** – Chief Mike Dobesh (Richfield), Chief Don Johnson (Chanhassen), Chief Andrew Hager (Victoria) and Assistant Chief Pete Fisher (Edina) led four hours of classroom and 15 hours of incident simulation training to certify 12 Moorhead Fire personnel and four West Fargo Fire Department personnel as Blue Card Incident Commanders. Next steps include establishing Standard Operating Procedures and a basic awareness training program for the remainder of our Department personnel, mutual aid partners and RRRDC dispatchers. In January, we will send 4 personnel to Duluth for instructor training to allow us to set up our own Command Training Center to support initial officer training, continuing education and recertification. West Fargo will be sending instructors as well and we plan to partner together to provide training and support each other's operations.

**Technical Rescue Team Training** – This month crews completed refresher training on ropes, knots, and rigging. These skills are used in multiple technical rescue and fire situations.

**UAS Training** – This month the UAS team completed river training scenarios at Gooseberry Park.

**Minnesota State Fire Chiefs Association Conference** – Interim Chief Wallin joined fire officers from across the region to attend the Minnesota State Fire Chiefs Association Annual Conference in Duluth on October 21<sup>st</sup> through the 23<sup>rd</sup>. The event included 16 hours of officer training, an annual business meeting, and trade show.

**CEVO 3® Apparatus Operator Instructor Training** – Firefighter Riley Nelson attended training at M Health Fairview EMS in St. Paul to become an instructor to deliver the CEVO 3® driver training program to our Department. This program is published by the National Safety Council and promotes safe driving practices and training in close-quarters maneuvering to reduce accidents while backing and positioning in congested spaces often found at emergency incident scenes.

**Apparatus Operator Training** – In the first month of Apparatus Operator training led by Firefighters Mark Olson and Riley Nelson, crews worked with multiple hose line and pumping scenarios. All of the standard hose line configurations were utilized along with both on-board and hydrant water supplies. This type of training was not possible earlier this year due to drought conditions.

## NOVEMBER

**EMT Refresher** – Kristi Engelstad, Clinical Learning & Development Specialist/Outreach Coordinator at Sanford Ambulance Service provided updates on operations at Sanford Ambulance, reviewed key medical care protocols and conducted annual advanced skills verifications. She also talked about our new Medical Director (doctor who coordinates our services), James Van Valkenburg, M.D.

**Haz-Mat Training** – Captain Justin Rosenfeldt led training on annual task book checkoffs, focusing on sampling unknown products and completing an online PEAC® software refresher class.

**Technical Rescue Team Training** – Captain Rick Loveland led hands-on training in auto extrication at the Station 1 parking lot with 12 vehicles provided by Ed's Towing and with the assistance from Moorhead Public Works to place vehicles in position with a front-end loader.

## DECEMBER

**Blue Card Training** – Eleven additional Department personnel have expressed interest in becoming Blue Card certified. They were enrolled this month in the online training program. In early 2022, they will complete sim-lab training by MFD Blue Card instructors after their instructor training is complete. Additionally, an introduction to Blue Card training class was presented to all Department personnel.

**Vector Solutions** – In 2022, Vector Solutions web-based learning management content software will be used to record all Departmental training, track ISO training goals, and deliver training, including EMT Refresher training. This month, employees were trained on the use of this software.

**EMT Refresher** – The EMT Refresher topic this month was Airway, Respiration & Ventilation and Trauma.



**Haz-Mat Training** – Haz-Mat training this month included UTV operations, and in particular, loading and securing on trailer, and maintenance checks.

## Other Activities

### JULY

**Assistant Fire Marshal Hiring Process** – The Human Resources Department and the Fire Marshal/Emergency Manager began scoring the resumes and applications for the seven applicants (six external, one internal). Four interviews were conducted and a conditional job offer has been extended to one external applicant. Prior employer reference checks are currently in progress.

**Firefighter of the Year** – On Friday, July 16<sup>th</sup>, Firefighter Anthony Cross was awarded the Minnesota Firefighter of the Year by the Minnesota American Legion at the Jackpot Junction Event Center in Morton, Minnesota.

**Moorhead Police Summer Youth Program** – MFD assisted the MPD Summer Youth Program by providing an interactive fire prevention video and a crew assisted with the Egg Drop activity by providing an aerial drop platform off of our ladder truck on July 14<sup>th</sup>.

**Initial Labor Management Meeting** - The first in a new series of monthly meetings between fire management and the fire unions occurred on July 14<sup>th</sup>. The goal of the meetings is to provide a regular forum to discuss concerns and lead to more open communications within the Department. Several issues were discussed and follow up will occur up to and during the second meeting in August.

### AUGUST

**Night to Unite** – On and off-duty employees staffed four fire engines and attended a number of block club parties across Moorhead.

**Assistant Fire Marshal Hiring Process** – A conditional job offer has been extended to one external applicant. Prior employer reference checks are complete. Pre-hire medical, psychological, physical agility testing and a criminal background check are in progress.

**Monthly Shift Check-Ins** – The Interim Chief instituted a monthly meeting with each of the shifts to improve communications.

**Fit Testing** – Battalion Chiefs began N95 mask fit testing for all personnel and Dakota Fire Extinguishers conducted SCBA facepiece fit testing. Percentage of completions will be reported in future reports.

**Rescue 1 Replacement** – Anthony Manzella, Facilities and Fleet Maintenance Manager for the City of Moorhead, Firefighter Anthony Cross, and Interim Chief Jeff Wallin met to review existing equipment and practices operating out of Rescue 2 and any changes desired for Rescue 1. Sergeant Corby Nelson from the Clay County Sheriff's Department also attended a portion of the meeting to highlight factory changes to the current model year Suburban & Tahoe and the equipment on the unit he is driving as a K-9 vehicle. Anthony and Jeff will review factory options and lay out vehicle and equipment specifications.

**Garage Electrical Re-work** – Crews removed most of the storage to allow Voxland Electric to pull outlets, switches and light fixtures to check their condition and make them safe for removal of drywall. Some drywall was removed from walls to prepare for comprehensive analysis of electrical work by Voxland Electric at a future date. A request for a building permit and mechanical permit were made with the City of Moorhead.

### SEPTEMBER

**Fitness Testing** – This month Sanford Health conducted annual fitness evaluations as part of our health and wellness program. The evaluations occurred at Station 1 while crews were on-duty. Mile and-a-half runs were conducted at the Moorhead High School track.

**Assistant Fire Marshal Hiring Process** – Gerald Loher will begin working for the City on October 11<sup>th</sup> after Gerald completes annual training with the National Guard.

**Cleveland Load** - Firefighters Riley Nelson, Adam Puetz and Eric Welk spearheaded a project to place a new preconfigured hose and nozzle arrangement in service that can be useful in high-rise operations and fires that require a larger diameter hose to be stretched some distance before a hand line can be attached, such as in large commercial buildings and apartments. The Cleveland load was also setup in a lower compartment for ease of access and to reduce risk of injuries that accompanied these types of hoses being secured on top of our fire engines.

**Vulnerable Adults** – Battalion Chief Kayla Cross developed and implemented a procedure for Department staff to obtain assistance from appropriate agencies for vulnerable adults that we encounter in the community. Often these adults cannot care for themselves and call for first responder assistance when they need more comprehensive care and support.

**Garage Electrical Re-work** – Work has paused on the project while we focus on other Fire Department activities. Work will resume in October. We have 12 months from the date of the rough-in inspection to complete the work. Much of the work may be saved for cold weather months when other outdoor activities are not possible.

**Driver-Operator Training Specialists** – Firefighters Derek Berg and Riley Nelson volunteered to accept a new job assignment as Driver-Operator Training Specialists. They will work with the Battalion Chiefs to develop and deliver specialized training for drivers of our emergency apparatus, pump operators, and operations with our aerial ladder truck. We have purchased a driver safety curriculum so Firefighter Nelson will receive instructor training in the next month. This will enable us to meet our ISO goal next year of 12 hours of training per year per driver.

**Pactiv Fire Standby** – Pactiv Corporation contracted an engine company to stand-by at the plant while the fire pump was serviced for approximately four hours. The crew used the opportunity for building familiarization and discussion of situational strategies and tactics.

**First Arriving Digital Display Board** – Captain Dave Allen championed an initiative to add an additional digital display board in the Day Room at Station 1 to better communicate dispatch information and provide a series of scrolling information updates to improve internal communications.

**Sanford Fargo Marathon** – As we have in past years, Moorhead Fire supplied four EMTs to staff two EMS response crews in UTVs along the Moorhead portion of the full and half-marathons as well as one person to staff the Moorhead desk at the Marathon Emergency Operations Center. Emergency response during the marathon is truly a coordinated multi-agency partnership.

**Opticom** – Traffic signal pre-emption systems allow emergency vehicles to obtain a green light and turn the other directional signals red to increase motorist safety and reduce response times to calls. Recent upgrades to the traffic signal systems across Moorhead have added Opticom® pre-emption, a system that used special strobe or infrared lights to activate pre-emption. This also removed the siren-based systems we utilized previously to activate pre-emption. This month Code 4 Services modified the equipment on our vehicles to allow us to restore the pre-emption activation systems on our engines, rescues, ladder truck, Battalion Chief and Interim Chief vehicles.

## OCTOBER

**Concordia College & Moorhead High School Homecoming Parades** – Moorhead Fire supplied an on-duty engine to celebrate Homecoming for our local educational institutions.

**Physical Fitness Testing** – This month we finished annual fitness testing, a part of our employee wellness program.

**Hose Testing** – In October we pressure tested all Department fire hose in accordance with recommendations by the National Fire Protection Association and the Insurance Services Office.

**Assistant Fire Marshal Hiring Process** – Gerald Loher began working for the City on October 11<sup>th</sup>. He served as a Firefighter for over 5 years on the Fargo Fire Department and worked for the Fargo VA Hospital as an engineering technician before joining the Moorhead Fire Department. Gerald is also an Operations Officer in the Minnesota Army National Guard, with over 15 years of service.

**Clay County Fire Chiefs Association** – Interim Chief Jeff Wallin, Division Chief Stangeland and Captain Rick Loveland attended the quarterly meeting in Hawley on October 13<sup>th</sup>. Various state and local agencies provided updates and information.

**RRRDC Interoperability Committee** – Battalion Chief Benton Hicks attended the quarterly Interoperability Committee on October 26<sup>th</sup>. A new bank of portable ARMER radios is now available at RRRDC for special events and incidents. The Fargo High-Rise is almost vacant in preparation for demolition. Alternate sites to relocate the radio towers on the High Rise have not been identified yet.

**Station 1 Underpass Remodel** – Interim Chief Jeff Wallin met with City Engineer Bob Zimmerman and two representatives from EAPC Architects Engineers on October 27<sup>th</sup> to discuss what buildings and grounds modifications might look like with an 11<sup>th</sup> St. underpass in place. EAPC will gather more information and submit a quote for their services to complete design work in 2022 for modifications to occur before the 2024 groundbreaking of the underpass project. Equipment along the north and west walls of the apparatus bay must be relocated and a third bay door installed on the north wall to accommodate closing south access to 1<sup>st</sup> Ave. N. Lot and approach improvements and removal of the white house north of the garages must be completed as well.

**RRRDC Fire & EMS Operations Committee** – Interim Chief Jeff Wallin chaired the quarterly Fire & EMS Operations Committee meeting on October 28<sup>th</sup>. Harwood Fire has not made any progress at testing MDCs for rural agencies. Cass County rural fire departments are the last agencies to still be on VHF and awaiting transition to ARMER. Sanford Airmed is preparing to auto-launch on several major medical call types outside of the metro. A Cass/Clay Rehab policy is being developed for fire department use with Sanford Ambulance.

**Clay County EMS Association** – Interim Chief Jeff Wallin attended the quarterly CCEMSA meeting in Barnesville on October 28<sup>th</sup>. In addition to items discussed at the Fire & EMS Operations Committee, the Association discussed potential financial support for recruitment and operation of volunteer rescue squads and possibilities for a county-wide responder group. Sanford Ambulance will be releasing new medical protocols in early 2022. Our new Medical Director, Dr. VanValkenburg, was introduced.

**Metro Joint Training Meeting** – Battalion Chief David Conrad met with the Fargo and West Fargo Fire Departments on October 29<sup>th</sup>. Plans were made to conduct joint training in active shooter and live fire incident in 2022 and further consider joint training in river rescue and other technical rescue training if opportunities arise.

**Gene "Rip" Wasfaret Funeral** – Gene "Rip" Wasfaret, passed away on October 10<sup>th</sup>, 2021. He started with the Moorhead Fire Department in 1959, retiring as an Assistant Chief, (the equivalent of today's Battalion Chief) in December of 1996 after 37 years of service. A memorial gathering was held at Wright Funeral Home on October 23<sup>rd</sup> with a Celebration of Life on October 30<sup>th</sup> at the American Legion in Moorhead.

**Ray Kline Funeral** – Ray Kline passed away on Saturday, October 23<sup>rd</sup>, 2021. He served as a Moorhead Firefighter from 1969 to 1999, nearly 30 years. He was a strong advocate of organized labor and held the office of Union President for several years. A funeral service was held at Wright Funeral Home on October 30<sup>th</sup>.

## NOVEMBER

**Annual Apparatus Maintenance** – This month, annual maintenance was performed on fire engines by Premier Service Center in Mapleton, ND. Standard sized vehicles are subject to maintenance at Valvoline Instant Oil Change based on mileage.

**Annual Apparatus Pump Testing** - This year, we joined the Fargo, West Fargo and Mapleton Fire Departments to conduct annual fire pump testing on our fire engines through the same out-of-town contractor to reduce our testing costs. Engines 11 and 22 failed to hold pressure during the vacuum test which evaluates our ability to pull water from drop tanks filled by tankers versus fire hydrants, a critical task. Repairs are pending on leaking valves that caused the failures.

**Ladder 1 Deferred Repairs and More** – Last year, annual service performed on Ladder 1 identified a series of cracks in the outer jackets of the hydraulic hoses that operate the aerial platform. A failure in the hydraulic system could result in catastrophic failure of the aerial platform with fatal consequences to those in or below the platform. This repair work was completed at the dealership in Apple Valley, MN.

While en-route to the facility, a front tire on the ladder truck failed on Interstate 94 by Alexandria. Both front tires were replaced and resultant body damage that occurred was repaired at the dealership. The root cause was identified as age-related tire failure. The two front tires had been on the apparatus since its manufacture in 2005. A survey on our remaining apparatus identified one fire engine with tires beyond the rated service life. Tire replacements are pending.

While at the dealership, the annual pump test was also conducted which identified a failing primer pump (used to pump water from drop tanks) and one or more leaking valves that cause a failure in the vacuum test. Repairs were made.

## December

**Annual Job Performance Evaluations** – The Fire Department conducts employee evaluations annually in December versus on anniversary or promotional dates. The bulk of employee evaluations were completed this month.

**Holiday Lights Parade** – We provided an apparatus for the Holiday Lights Parade.

**Ladder 1 Deferred Repairs and More** – Work was completed to repair body damage that occurred during the tire blowout in November. The truck was returned to Moorhead and placed back in service.

**Engine 11 Pump Transmission** – This month, the pump transmission on Engine 1 failed, rendering it unable to pump water or drive in road gear. After attempting temporary repairs in-house, the engine was towed to Premiere Service Center in Mapleton, ND for evaluation and repair. The pump transmission was removed and shipped to MacQueen Emergency in Apple Valley, MN for repair. The Engine remains out of service.

**Response Time and Station Location Study** – Five Bugles Design and Public Safety Planner Rich Duysen presented the Response Time and Station Location Study to the Mayor and Council before the Council Meeting on December 13<sup>th</sup>. After interactive discussion, additional work may be conducted in regards to station locations in the future.

## Work Environment Review

### July

This first report on Department activities in 2021 covers the past two weeks of activities and was triggered by the release of the City of Moorhead Fire Department Work Environment Review (the Report). This report is intended to increase communications throughout the Department and with the City Manager's Office, provide a historical record of Departmental activity and aid in preparation of quarterly and annual reports. These reports may initially occur bi-weekly as actions are taken to address issues identified in the Report but will likely transition to monthly reports in the future.

On Tuesday, July 6<sup>th</sup>, the City Of Moorhead Fire Department Work Environment Review (the Review) by Soldo Consulting, P.C. was released to all members of the Department. Employees were notified via e-mail, text, SharePoint and our in-house Station Display Boards. The Review was sent to all employees via e-mail and posted on SharePoint. The expected release date was communicated to Department members the week before and a special Chiefs Meeting<sup>1</sup> was scheduled for Wednesday, July 7<sup>th</sup>.

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<sup>1</sup> A Chiefs Meeting includes all members with "Chief" in their title. That includes the three Battalion Chiefs that are in charge of each shift, the Division Chief a.k.a. Fire Marshal/Emergency Manager, the Deputy Chief and the Fire Chief (titles currently shared by the Interim Chief.)

During that meeting, initial impressions of the information presented were discussed and methods for initially and quickly addressing some issues raised by the Review were considered. A plan was drafted to have each crew identify the top five most important issues to them in the Review. The Battalion Chief on each shift would consolidate the top five ideas from the two crews. A special All Officers Meeting<sup>2</sup> was called for Thursday, July 22<sup>nd</sup>. During this meeting, a consolidated list of top ideas for the entire Department will be assembled and planning will begin on tactics, strategies and tasks that must be completed to address the issues. Where possible, task, committee or crew assignments with deadlines will also be assigned.

Informal meetings were also scheduled with each of the six crews (A, B and C-Shifts at Stations 1 & 2) and the Interim Chief on July 6<sup>th</sup> – 8<sup>th</sup> to obtain initial feedback from the crews. Feedback was generally positive centering on training issues amidst some concerns about the Department's history of a lack of focus and follow-through on projects and areas of concern.

On Thursday, July 22<sup>nd</sup> an All Officers Meeting occurred to discuss the Review. Prior to the meeting, each shift was tasked with reading the Review and listing the top five issues they felt should be addressed from the Review. The first agenda item was to consolidate the ideas from all three shifts and develop a Department-wide list of the highest priority items to address from the Review.

## August

Work continues by various supervisors on issues identified during the All Officers Meeting on Thursday, July 22<sup>nd</sup> in preparation for the next All Officers meeting on Tuesday, August 24<sup>th</sup>.

For the second consecutive month, the Interim Chief conducted informal meetings with each shift at each station to increase communication and discuss relevant issues, including those identified in the Review. Meeting occurred on A-Shift and B-Shift during this period. The Interim Chief shared his expectations for staff members and discussed the history of tuition reimbursement at the Fire Department. General discussion occurred around a variety of topics from meeting to meeting. These monthly meetings will continue indefinitely.

## September

Interim Chief Jeff Wallin and Battalion Chiefs Benton Hicks, Kayla Cross and David Conrad have been preparing a plan to address issues identified in the Work Environment Review. The plan is scheduled to be completed and delivered to the City Manager one week prior to a scheduled meeting on October 18<sup>th</sup>, 2021.

## October

The Work Environment Review Plan was finalized by Interim Chief Jeff Wallin, and Battalion Chiefs Kayla Cross, David Conrad and Benton Hicks and delivered to the City Manager's Office on October 15<sup>th</sup>. A presentation was delivered to City Manager Dan Mahli, Assistant City Manager Mike Reitz, and Human Resources Director Amy Settergren by the Chiefs on Monday, October 18<sup>th</sup>, accompanied by plan review and interactive discussion. Work began on implementing the first portion of the plan on October 25<sup>th</sup> by reviewing and planning for revisions to the Fire Captain promotional process and Acting Officer Program.

## November

Work this month focused on the Fire Captain promotional process and professional development programs for Firefighters and Captains.

## December

Work this month continued on the Fire Captain promotional process and professional development programs for Firefighters and Captains.

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<sup>2</sup> An All Officers Meeting consists of all members of the Chiefs Meetings plus all six Captains.

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Or send us a message at <https://cityofmoorhead.com/departments/fire/contact-fire>

Moorhead Fire Department  
111 12<sup>th</sup> ST N, Moorhead, MN 56560



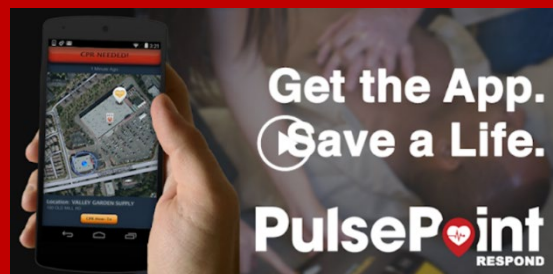
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