



STRATEGIC PLAN



2019-2023



City of
**WEST
FARGO**



West Fargo Fire & Rescue

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Executive Summary

Beginning in March of 2018, members of the department embarked on a yearlong process to craft a Strategic Plan to guide the growth of the organization through the year 2023. This would be the second Strategic Plan in the history of the department, with the first being written in 2016 and completed in 2018. The overarching theme of the first plan was to catch up with the growth of the city in terms of services provided to the community. It allowed the department to get to a baseline of services, where alarms were being answered in an expedient manner, and call volume was being managed so the expectation of volunteer firefighters was balanced with what could be accomplished.

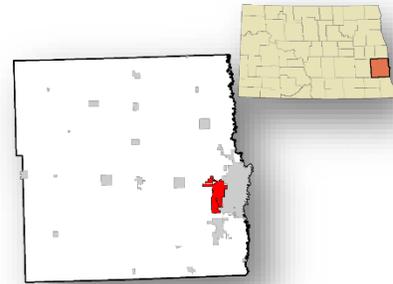
Since the 2016 Strategic Plan was written, several factors have combined to give both the city and the department a clear view of the future. The City of West Fargo officially adopted the West Fargo 2.0 Comprehensive Plan, which includes future growth, redevelopment concepts, and a vision of the city. These new sources of information allowed the department to construct a realistic vision of the future operating environment, and in turn, the ability to craft solutions to meet the new and future demands of the city into the year 2023 and beyond.

Utilizing these new sources of information, an initial meeting was held with internal stakeholders to review the department history, current operating environment, and a reaffirmation of the department mission statement and values. A second meeting, to analyze the Strengths, Weaknesses, Opportunities, and Challenges (SWOC) of the department overall as well as specific aspects such as personnel, training, apparatus, equipment and building and grounds. Both the internal and external environmental factors were identified and taken into consideration. Using the information of these analyses, a list of goals and timelines were crafted.

While the concepts and changes contained in this document were based on information from 2018, it is vitally important to note that internal and external influences can and often do change. The leadership of the department should review this document annually to reflect current information that can alter or change the goals set back in 2018.

Community and Organizational Background

The City of West Fargo North Dakota was officially incorporated as the Village of Southwest Fargo in 1925. The village was on the site of the Haggard Homestead, established in 1872, just as the railroad reached Moorhead, MN and settlers began to farm the area. As a large meat packing plant opened in 1919, the Union Stockyards (later known as the West Fargo Stockyards) opened and the village began to grow.



In 1970, a project to divert the Sheyenne River around the city was authorized, but not funded. This project officially started in 1990, and would contribute to the substantial growth that has occurred in West Fargo. The Horace and West Fargo Diversion allows for the river to run around both cities during times of high water, which was an almost annual event that caused extensive damage to homes and business in areas of the city and surrounding rural areas. The project was completed in 1992 and the City of West Fargo has not suffered a major flood damage since.

The city is considered a core city of the Fargo-Moorhead Metropolitan Statistical Area (MSA) with a city population of 37,824 (2018) and a combined MSA population of 233,836. West Fargo has been one of the fastest growing cities in North Dakota for the past decade, and the trends contributing to the city's growth show no sign of subsiding. A new citywide Comprehensive Plan, released in 2018, shows not only several areas for core re-development but a large tract of land that would eventually be annexed and built upon as several new developments and neighborhoods of West Fargo. These additional areas would push the city from 14.4 square miles to 29 square miles.



A small group of volunteers unofficially began the department in 1940. The first truck was a 1936 Ford Pumper and a wood garage was donated for the department, on the current site of the Central Fire Station. The Southwest Fargo Fire Department was officially incorporated on September 14th, 1950 by five community members; A.B. Johnson, M.E. Pederson, Oris Morken, Wayne Ostlund, and Walter A. Ruff. By 1961, the department was adding additional stalls to the station.

In 1950, a new concrete block station was built and additional trucks were purchased. By 1967, the department began to use phone services to alert members of the department of pending emergencies. In 1973, the department added onto the station and hired the first full-time employees; a Chief and Fire Inspector. Another addition to the Central Station was added in 1979, and another in 1999. An additional inspector was added in 2003 and another in 2015.

In 2011, construction was completed on the Southside Fire Station, located south of Interstate 94. This station was brought online to shorten response times in the southern part of the city, which has grown over the previous six years. Today this part of the city represents almost all new growth and sixty percent of the population, however due to the limitations of the current city limits which are bound by Fargo to the east and the diversion protection to the west, this area will be built out and growth will cease until new areas are annexed and developed. In 2013, the department took steps towards the purchase of a tower ladder, an important piece of equipment which was lacking in years prior.

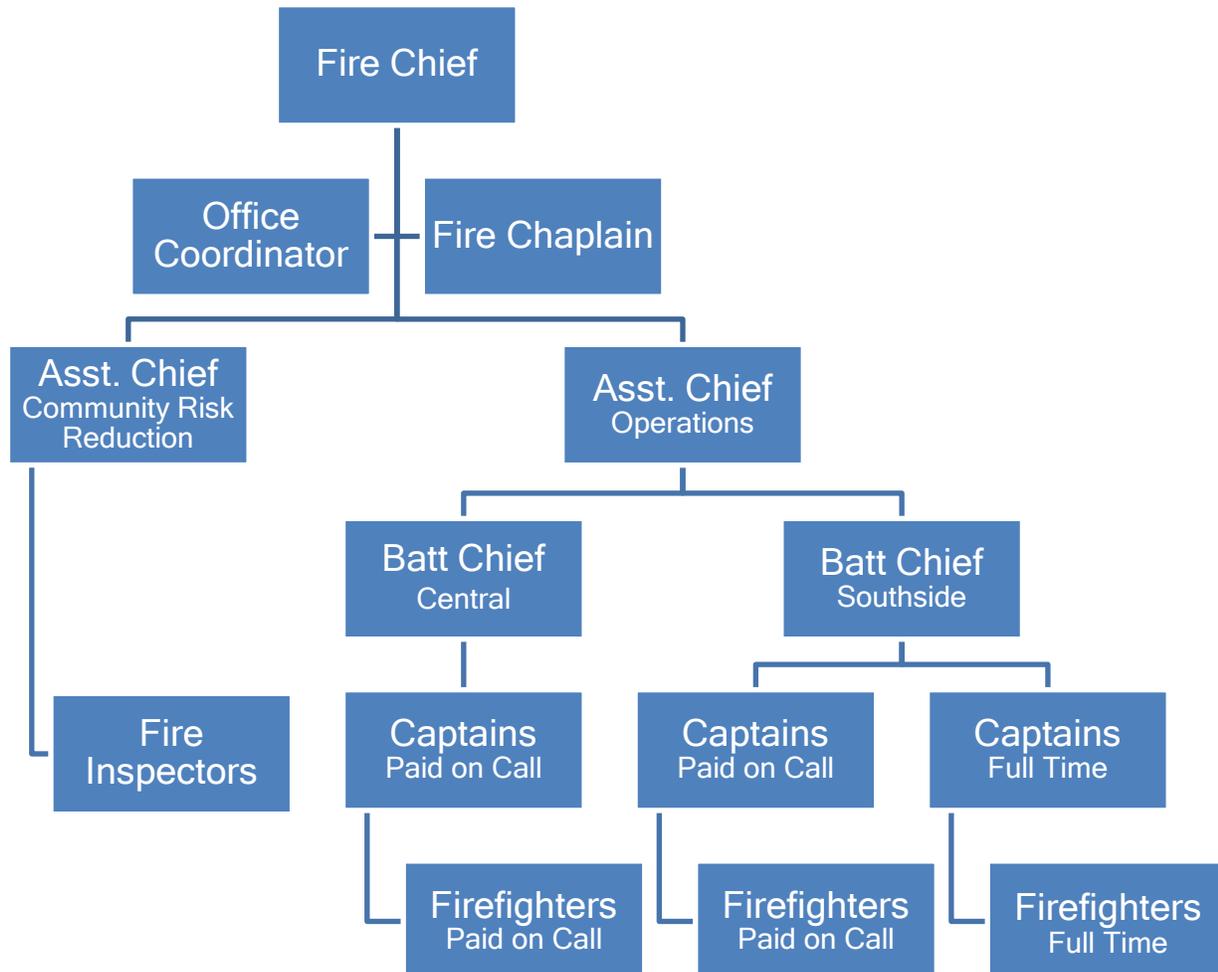


In 2018, the department added ten new full-time positions; an office coordinator, a Battalion Chief, two Captains, and six Firefighter/EMTs. These new positions allowed the manning of the Southside Fire Station from 7:00 a.m. until 9:00 p.m. During hours were on duty firefighters were not in the station, volunteers continued to respond to calls as first due. The volunteer force also expanded with a new Battalion Chief, and two new groups of one Captain and six firefighters each. The total force was 58 personnel. Firefighters began responding to emergency medical services (EMS) calls and a new EMS rescue was placed in service.



At the beginning of 2019, all volunteer firefighters became employees of the department and the city, earning pay for hours spent on call, respond to calls, and training. Additional staff was hired, including a Fire Chaplain, to bring the authorized strength of the organization to 63 total members. Two new pieces of apparatus were ordered; a ladder truck for the Southside Fire Station and an Engine for the Central Fire Station. Both were leased rather than purchased and will be the frontline apparatus from each station.

Organizational Structure



Process and Acknowledgements

The process for creating this document spanned several months and involved almost every member of the department and several key members of the city staff. The process began with the initial meeting of internal stakeholders. In this meeting, the mission and values of the department were reviewed and reaffirmed as being consistent with the future of the department. This group was presented with research regarding the history of the department, the goals completed in the 2016 Strategic Plan, performance data on the last three years of the department, and lastly, external influences on the department. The group completed an analysis of the strengths, weaknesses, opportunities, and challenges (SWOC) this research presented to the future of the department.

The results of the SWOC analysis were used in crafting the list of goals, objectives and critical tasks for the next five years. This list was compiled by the senior command staff, then discussed and reviewed by the entire command staff of the department. Lastly, the list was given to the entire department for review and comment.



Internal Stakeholder Group Findings

<i>West Fargo Fire Internal Stakeholder Group</i>				
<i>Daniel Fuller</i> Fire Chief	<i>Thomas Clark</i> Asst. Chief	<i>Kendel Frost</i> Battalion Chief	<i>Steve Baron</i> Battalion Chief	<i>Perry McClellan</i> Captain
<i>Jake Dykema</i> Captain	<i>Jason Carriveau</i> Captain	<i>Bryce Allickson</i> Captain	<i>Brian Christensen</i> Safety Officer	<i>Travis Olson</i> Inspector
<i>Mike O'Berg</i> Chaplain	<i>Levi Nesvold</i> Captain	<i>Joe Johnson</i> <i>Firefighter</i>	<i>Mike Sylstad</i> <i>Firefighter</i>	<i>Morgan Ventin</i> <i>Firefighter</i>
<i>Andrew Dotas</i> <i>Firefighter</i>	<i>Spencer Roth</i> <i>Firefighter</i>	<i>Scott Johnson</i> <i>Firefighter</i>	<i>Nick Withnell</i> <i>Firefighter</i>	<i>Joe Tintes</i> <i>Firefighter</i>

The internal stakeholder group was tasked with reviewing the mission statement and supporting core values of the department for applicable to the future operations of the department.

After a brief discussion of the mission statement, the group felt that the current statement was acceptable and in line with the future operations of the department.

“In a spirit of excellence, integrity, and dedication, the West Fargo Fire Department is committed to serving the community, protecting lives and property through the provision of professional fire and emergency services, 24 hours a day”

The core values were found to be descriptive of the organizational values moving towards the future.

Commitment

Is the focusing of efforts, the dedication of service towards an objective or ideal. For the department, it means the commitment to the people we serve in the community and to each other.

Community Service

The focus of this department is to serve the community. We, as a department, make the pledge to respond when a member or visitor of our great city is in trouble. No matter what.

Integrity

Doing what is morally and ethically right, always, even when no one is looking. The public holds a great deal of trust in our department and rightfully so. They depend on us to be having our best day when they are having their worst.

Professionalism

In maintaining a high level of professionalism, we are able to provide an excellent service to the community in the safest manner possible while maintaining fiscal stewardship for the taxpayers.

Current Operating Environment

The current operating environment is the result of the 2016 Strategic Plan and the department is making strides to meet the current demands of the city. The intent of this section is to chronicle the 2018 department as a baseline when future goals and objectives are recorded and pursued for changes.

Personnel

As of January 2019, the department is authorized for 63 employees; 18 full time and 45 paid-on-call employees. Command Staff includes the Fire Chief, Fire Marshal, Asst. Chief, and Battalion Chiefs.

The Fire Chief handles executive and administrative duties for the department which includes budgeting, finance, planning, monitoring performance data, writing policy and procedures, emergency management, and communications. In addition, the Fire Chief supports department operations by participating on several boards and groups, such as the Local Emergency Planning Committee, Fire/EMS Operations for Red River Regional Dispatch, HeartSmart and Cardiac Ready Community, Sanford Paramedic Education Board of Directors, Fargo-Moorhead Metropolitan Council of Government (MetroCog) projects, and the North Dakota Fire Chief's Association.

The Fire Marshal supervises the Community Risk Reduction Division (CRR) which includes two fire inspectors. Together, the CRR staff conduct all code enforcement, building plans reviews, public education, and permitting of the city. The Fire Marshal handles all plans reviews, in addition to semi-annual inspections of large commercial occupancies. Beyond the daily duties, the Fire Marshal supports CRR activities by participating in several groups and boards such as the Workforce Safety Inspections (WSI) safety committee for the City of West Fargo, the Cass-Clay Unified School Response group, Senior Fire Safety, Workplace Fire Safety, and Crime Free Housing groups.

The Battalion Chief assigned to Southside works with the Battalion Chief assigned to Central and the Assistant Chief (both paid on call) to manage operations for the department. During daytime hours, Monday through Friday, the Battalion Chief works office hours and responds to calls as the Incident Commander. After hours, command staff take the duties of the IC and respond from home when an alarm is received. In addition to the operational duties of the position, the Battalion Chief is also the training officer for the department, which takes a substantial amount of time. Beyond the additional duty of training officer, the Battalion Chief is also responsible for; apparatus maintenance, building maintenance, tracking of equipment, repairs to equipment, EMS certification tracking, and the unmanned aerial vehicle program. The Battalion Chief also serves on the Valley Water Rescue Board of Directors.

Both the Central Battalion Chief and Assistant Chief are paid-on-call employees and assist with operations. They also assist with other programs as time allows, such as the Strategic Planning Group, Apparatus Committees, and Safety Committee.

There are nine Captains assigned to the department; three paid on call Captains at each station and three full-time Captains assigned to the Southside Fire Station. Each full-time Captain is assigned three firefighters, while paid on call Captains are assigned six firefighters.

Any given day, the department needs fifteen firefighters to respond as the Effective Response Force (ERF) for all 1st Alarm calls for service. Emergency Medical Services (EMS) calls require two firefighters and single engine calls require four firefighters. To meet these demands, the department has four firefighters on duty 24 hours a day on duty. The Battalion Chief responds during the day as the Incident Commander, or other command officers staff that unit after hours. Lastly, two groups of paid-on-call firefighters are assigned to be on call each day; one at each station. Of these fourteen firefighters assigned to be on call, only ten are needed to staff the 1st Alarm. In certain circumstances, minimum manning can drop to eight paid-on-call firefighters. In the case of a large emergency or multiple calls for service, the four additional paid on-call groups and two full-time groups can be recalled, bringing the full strength of the department to a call.

Apparatus

The department operates thirteen vehicles for responses, administrative and risk reduction activities. A vehicle replacement schedule is maintained per policy to manage the age of the fleet and reduce maintenance costs over time. Both 2019 Emergency One trucks are leased for seven years with the option for a buyout after seven years or replacement.

Each station is assigned an engine, ladder, and rescue. A brush truck, command truck, and four administrative vehicles round out the fleet.

Unit	Year	Type	Manufacturer	Assigned
Engine 76	2019	Engine	Pierce	Central Station
Engine 75	2008	Engine	Spartan/Crimson	Southside Station
Engine 72	1995	Engine	Spartan/General	Southside Station
Ladder 76	2013	Tower Ladder	Sutphen	Central Station
Ladder 75	2019	Ladder	Pierce	Southside Station
Rescue 75	2018	Rescue	Ford/EVI	Southside Station
Rescue 74	2002	Heavy Rescue	Spartan/Marion	Central Station
Brush 51	2013	Brush Truck	Chevy 2500 P/U	Southside Station
Battalion 70	2018	Command	Chevy Tahoe	Southside Station
Chief	2019	Admin	Ford Utility	Central Station
Fire Marshal	2017	Admin	Ford Utility	Central Station
Inspector	2016	Admin	Ford Utility	Central Station
Inspector	2015	Admin	Chevy 1500 P/U	Central Station

Call Volume

In 2018, the department responded to 1,568 total calls for service. These calls included emergency medical services (EMS) calls that occurred only between 7:00 a.m. and 9:00 p.m. due to staffing limitations. Of the total call volume, 662 were fire calls and 904 were EMS calls. Over the past five years, the department has seen increases in fire calls of 91 percent with an average annual increase of 20 percent year to year. Of the 2019 data available, EMS calls will appear to have less of an annual increase but should be near 2,500 total EMS calls in 2019, given 24-hour coverage.



Response Time

After the 2016 Staffing Plan recommended adopting three standards for response times within the City of West Fargo, careful metrics have been kept to measure the rate the department has been achieving the standards. In 2019, after hours response times have improved greatly with the addition of 24-hour staff to the Southside Station. Duty hours in 2018 were 7:00 am to 9:00 pm, for reference.

1. Five firefighters on scene within 9 minutes, 90 percent of the time to all emergent calls for service
2. An additional eight firefighters on scene within thirteen minutes, 90 percent of the time for working incidents (Effective Response Force)
3. Two firefighter/EMTs on the scene within 6 minutes, 90 percent of the time to emergency medical calls for service

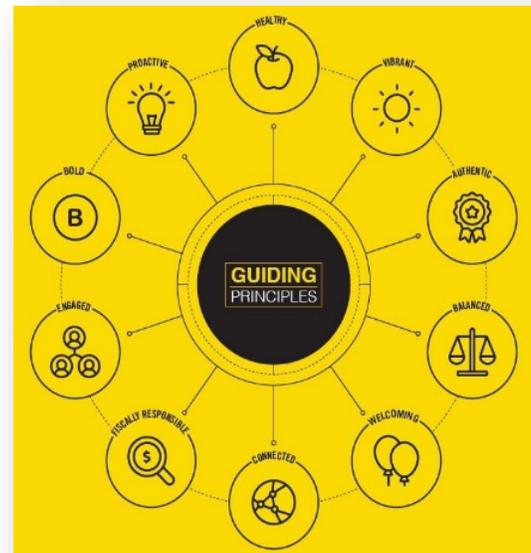
2016 Response Times				
Without Chief Officers	36%	9 min or less response time Emergent calls only	With Chief Officers	45.3%

2017 Response Times				
Without Chief Officers	38%	9 min or less response time Emergent calls only	With Chief Officers	44.1%

2018 Percent of Time Meeting Response Time Standards					
Standard 1 Duty Hours	85%	Standard 2 Duty Hours	81%	Standard 3 Duty Hours	59%
Standard 1 After Hours	23%	Standard 2 After Hours	37%	Standard 3 After Hours	No Data

West Fargo Vision

In the West Fargo 2.0 Comprehensive Plan, the "vision" of West Fargo was officially adopted. This vision was built upon the 2008 vision with public input at several meetings throughout the year. In short, the community vision for West Fargo is to be "a complete, sustainable, and prosperous city that plays a pivotal role in the metro by providing a high quality of life for its citizens and a thriving economy." This vision is achieved through ten guiding principles, each with a value that the citizens of West Fargo have identified as important to them. They are; healthy, vibrant, authentic, balanced, welcoming, connected, fiscally responsible, engaged, bold, and proactive. This vision and the accompanying guiding principles should be used when moving the fire department's strategic planning process forward.



Chief's Intent

Provide the services the community needs

The department isn't just about responding to fires, but rather, responding and reducing all hazards within our community. While fire suppression, emergency medical services, hazardous materials response, and technical rescue are the major operational areas we focus our efforts on, it is important to

note that equal time should be dedicated to Community Risk Reduction efforts. When an act of terrorism occurs, or a natural disaster strikes, the department will be on the front line. That is a fact and an expectation of our community, as well as communities across our country. In addition to the response, if the department can reduce the seriousness of an incident through Community Risk Reduction, or even prevent it from occurring at all, then we are bound to do so.



Deliver those services in an expedient manner

During an emergency, time is critical to the success of our missions. Albeit a structure fire that grows exponentially each second, or providing life support skills to provide CPR before brain death sets in, we work within a defined timeline. Seconds count. The way the department has provided services in the past was rooted in our rural beginnings that are linked to the earliest volunteer fire department models created by Benjamin Franklin. The modern environment we now operate in demands that our services be provided as quickly as possible; that means having firefighters (full time and part time) in the station when the alarm sounds. This gives us the best chance of success.

Embrace innovation in tactics, equipment, apparatus and training

Just as our service delivery model has evolved to meet the modern environment, our tactics have to also change. Today, there are more science-based options in firefighting tactics than ever before in American firefighting history. Thanks to recent research projects, great strides have been made in equipment and apparatus design to increase safety and efficiency. However, none of these innovations filter into our department unless the leadership and firefighters embrace these innovations, and employ them within our department.

Adopt a safety first mindset in training and operations

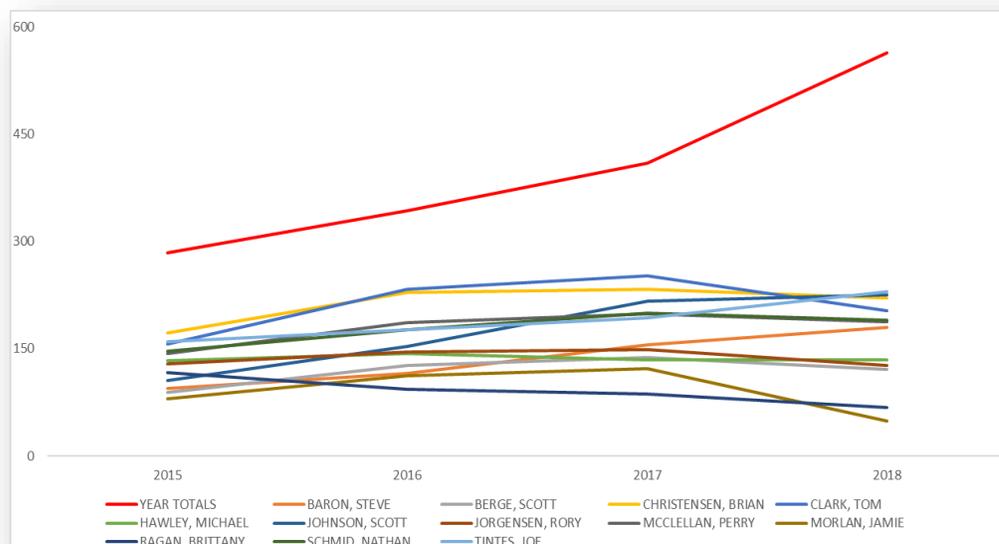
Even with all the changes, evolution, and innovations in the fire service today, we as a department have to embrace a safety first mindset. From the Chief of the Department to the Probationary Firefighter, all members have to make safety the first priority of all department operations. From the station to the scene, every member has the duty to speak up when they perceive an unsafe act. Leadership has the responsibility to address all safety concerns and follow-up through policy changes, guideline changes, and reinforcement through training.

Forecast of Internal/External Influences

Response to Calls –

Paid on Call Staff

Over the past five years, research has provided data on the number of calls per year the average paid-on-call firefighter can balance with family and work. The single highest amount of calls made by any member of the department



occurred in 2016, with

that firefighter responding to 279 calls for service. That year, the department experienced 406 calls for service. Keeping in mind that in 2016, the department didn't respond to motor vehicle accidents (unless extrication was needed) or emergency medical calls for service, so the 406 calls for service were artificially low and not reflective of the needs of the community.

By trending the twelve firefighters who have been paid on call (volunteer prior to 2018) employees since 2015, the five-year average is 182 calls for service each year. With call volumes estimated to reach over 3,000 calls by 2021, the average paid on-call employee can only respond to 6 percent of all calls. In years past a majority of firefighters, then volunteer made upwards of 70 percent of all calls for service.

Time for Training

Since 2015, there have been 29 members of the department who left or retired from the department. Nine of the departures were retirement, disciplinary issues or relocations due to employment. Of the remaining 20 firefighters who left, they were all attributed to the time commitment of the department. Most left on their own, while a few had to be terminated due to lack of participation. That accounts for 44 percent of the department in four years. The need to match the expectations with the time the average paid on-call employee can give is evident to stop the flow of personnel out the door.

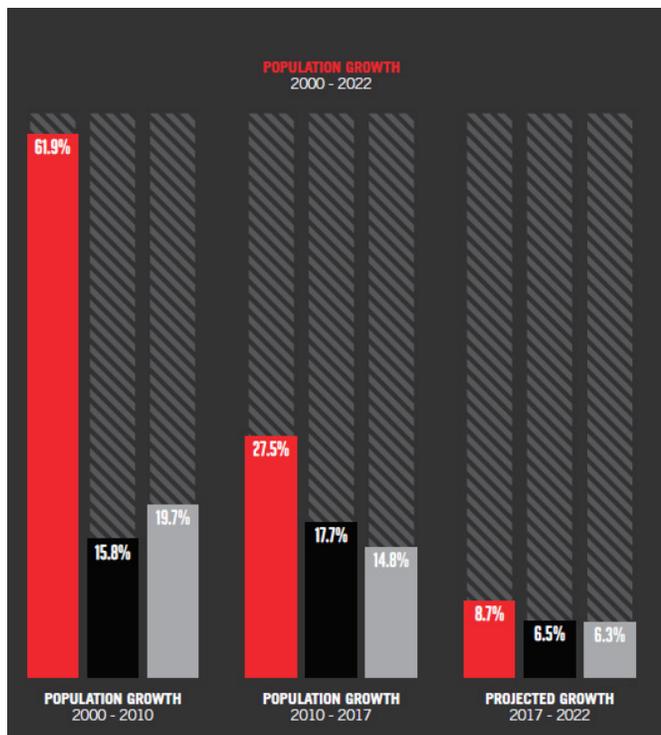
Cost of Maintenance

In 2018, the department began a plan to implement full-time coverage, responding to all calls for service in the city. During that year, a new rescue truck was purchased and placed online, it responded to 975 calls, adding just under 10,000 miles, in only 10 months. In 12 months, the primary engine

assigned to that station put more miles on that in the previous nine years combined. As a result, maintenance costs for preventive maintenance as well as emergency maintenance has quintupled. This is a major factor moving forward, not only for the budget, but for the reliability of these vital pieces of equipment.

Population

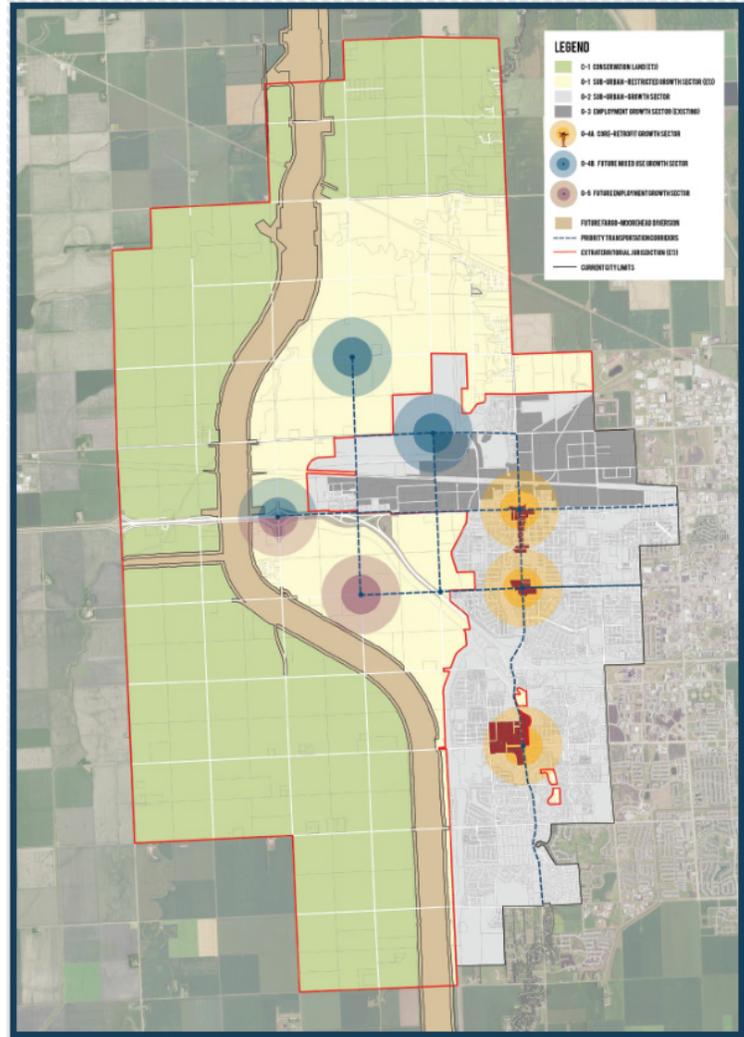
Of the several external influences related to growth, the population is the highest of concern to the department. At the conclusion of 2018, the city planning department released population a population estimate of 37,824 residents. This is up from 33,500 in 2015 and 25,830 in the official 2010 Census. The West Fargo 2.0 Comprehensive Plan estimates 8.7 percent population growth in the city up until 2022. Using that calculation, the city will surpass 42,000 residents by 2022 and be closer to 45,000 before the end of the strategic planning period. Other developing influences on population growth should be closely monitored in the next five years.



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Core Area Development and Redevelopment

In the comprehensive plan, a strategy to develop four new core areas and continue to develop three existing areas is laid out. The downtown area along Sheyenne St from Main Ave to 7th Ave is an area where two large buildings have already been erected and several more are planned to replace existing commercial spaces in the area. Near the intersection of 13th Ave W and Sheyenne St, another core redevelopment area has already begun to take shape, with the construction of the Sanford Clinic, a three-story medical building. Lastly, work has begun on the Lights at 32nd development, which calls for the construction of four new buildings on the northwest corner of 32nd Ave W and Sheyenne St. Each of these buildings will be five stories of mixed-use space with a large open space or community bowl, in the center. The plans indicate the bowl area would be used for concerts, winter sports, conventions and community gatherings. In these areas, traffic congestion and higher than average population ratios can be expected, increasing call volume saturations and response times in turn.



An additional four core areas are also listed as future developments, based on the expansion of the city in the future. Of these areas, two are listed as commercial developments and two are described as industrial developments. It would be expected that residential developments would connect these areas and be established around them.

Population Density

Over the next five years, the growth of the city is expected to continue very near the rate it has grown over the last five years. However, there is a plateau in the future; the limitations of current city limits. With the completion of slated developments and redevelopment of existing areas, the population of the city could rise to 45,000 before 2023. If that were to occur, population density would be at an all-time high of 3,125 residents per square mile. That would place West Fargo as the most densely populated city in the metro area and on par with Minneapolis suburbs like Edina, Roseville, and St Louis Park.

Building Types

In recent years, plans for eight mixed-use buildings ranging from three to seven stories in height have been built or approved for construction in West Fargo.

Additionally, four buildings over 333,000 square feet have been built as two grocery stores and a hockey arena. Lastly, the metro's largest residential apartment building which boasts over 473,000 square feet of space taking up an entire city block.



That building alone has three times as much square feet as Fargo's Lashkowitz High Rise, a 22 story building in downtown Fargo which is the tallest residential building in the state. This mix of tall buildings, large square foot, and mixed-use buildings will challenge the department to evolve beyond the strictly rural and or residential mindset that has shaped the last eighty years.

Geography

Beyond the next five years, it is expected that growth will continue, and the city will annex areas that lie around the western edge of the West Fargo Diversion. This is based on the construction, operation, and certification of the Red River Diversion which will provide flood protection to those areas. The total possible area that is outlined in the comprehensive plan is 14 square miles, which will double the size of the city today. Over time, the need for additional stations will be realized as population and call volume begin to fill in these areas. In planning strategically for this growth, stations needed today can be placed on the edge of the current footprint to provide penetration into the new areas of growth.

Call Volumes

In the next five years, it is expected that growth will continue at or near the last two years as the city builds out available land inside the current city limits. While there are several factors contributing to this growth, the easiest way to estimate call volume increases is to calculate the increase in call volume over the past five years in three different ways; a total number of calls increased, the total percentage increased, and annual

Year	Fire	EMS	Total
2018	662	1,550	2,212
2019	794	1,744	2,537
2020	952	1,962	2,913
2021	1,141	2,207	3,348
2022	1,368	2,483	3,851
2023	1,573	2,793	4,367

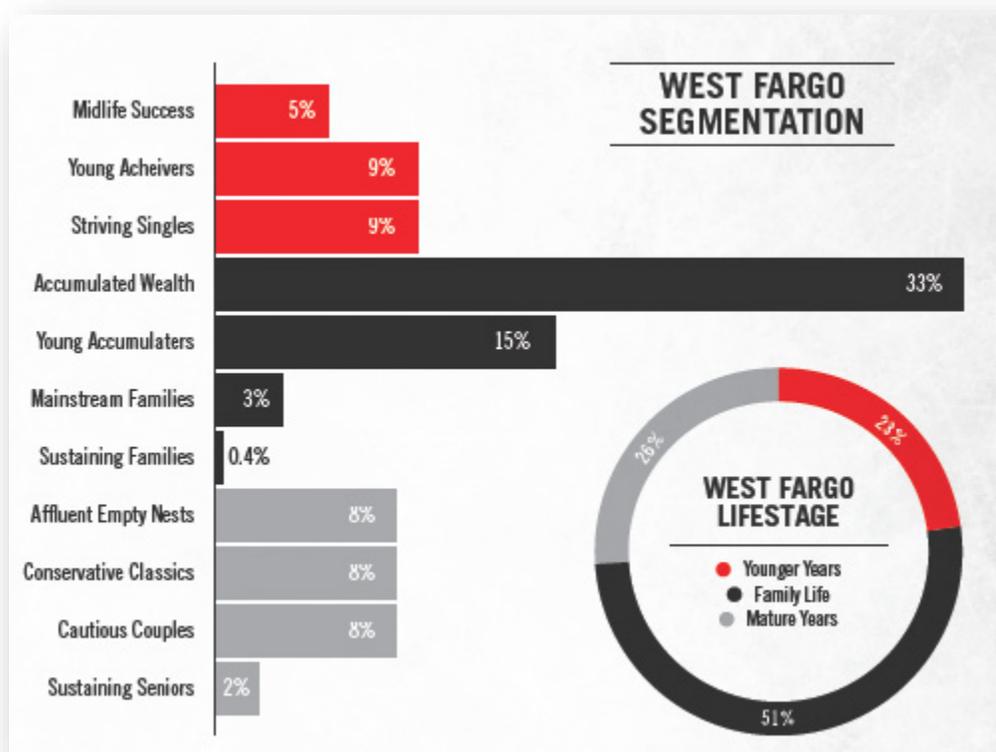
percentage increase to produce an average annual increase. Utilizing the latter method, it is estimated that by 2023 fire calls will be at 1,665 (assuming 19.9 percent increase annually) coupled with 2,525 emergency medical calls (assuming 7 percent increase annually) equaling a 4,521 total call volume. The impact will be felt the most by the full-time crews. Workhour utilization rates from the 2019 Staffing Plan already place a 95 percent utilization in 2019 and over 100 percent utilization by 2020.

Plans to add additional full-time units to handle the call volume, along with paid-on-call units, will need to be finalized and implemented. The ratio of fire to EMS calls also is another data point to consider. The West Fargo ratio is 70/30 EMS to fire calls. The national average is

Population

Demographics

According to the research in the comprehensive plan, the demographics of West Fargo have changed over the past 10 years and will continue to change as the future is shaped and molded. Prior to 1995, most, if not all, West Fargo volunteer firefighters lived within city limits, which was a six



square mile area north of Interstate 94. A majority of these volunteers worked within the city and were able to leave work when an alarm sounded. In 2018, it was noted that close to 2,322 people actually live and work in West Fargo. Almost 14,000 residents leave West Fargo to work in other areas of the metro, while just under 10,000 people commute into West Fargo from other areas of the metro and county. It would be safe to say that West Fargo was a blue-collar town; with the Armour and Company being the main employer of the community. Today, West Fargo has experienced an influx of educated, white collar workers. In 2018, 52 percent of the community holds a higher learning degree. Median income is \$73,402, which is 26 percent higher than the metro region and 40 percent higher than the rest of North Dakota.

Other demographics have changed as well. Over the last ten years, a shift of the segmentation of households has occurred, with 51 percent falling within the “family years” segment. This includes households with accumulated wealth, young accumulators, mainstream families and sustaining families, although the percentage of these groups within the segment vary. Another 23 percent of the population fall into the “younger years” segment, referring to those households that are younger singles. Lastly, 26 percent of the population is in the “mature years” and are more conservative. It is important to note that very few households in West Fargo are facing economic challenges today.

Each segment has an influence on the way the department operates, either through attracting and retaining employees or increasing call volumes.

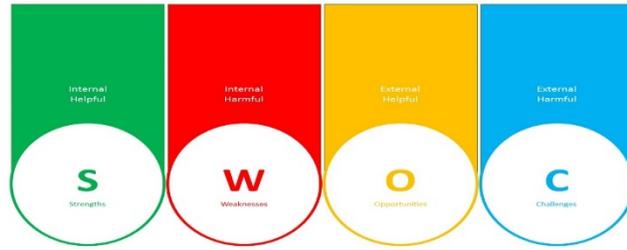
Younger Years – indicates these households have time to devote to paid-on-call employment, although the department has to ensure that time is balanced and time expectations match what time can be given. Recruiting white collar, younger community members will necessitate a different approach than what has traditionally worked in the past when almost the entire department worked with their hands.

Family Years – with the amount of activity surrounding a younger family in a community like West Fargo, it would be difficult to expect members of this segment to commit time as the department has expected in the past. Those who transition from the younger segment to the family year's segment might have difficulty balancing the demands of the department. Balancing hours is key to ensuring a robust combination department.

Mature Years – this segment has the most potential to influence call volume, rather than staffing. As this segment – 26 percent – of the population ages, it is very likely that calls will increase as the older segment of the population utilizes a higher percentage of services of the department today. That trend is expected to continue. For example, from January 1st through February 28th, 2019, the department assessed and treated 170 medical patients. Of these patients, 80 were over 65 years of age, roughly 47 percent of all patients the fire department cared for. As this segment grows, call volume is expected to grow.

SWOC Analysis

The purpose of the Strengths, Weakness, Opportunity, and Challenges (SWOC) Analysis is to determine areas where the department excels and should ensure continued strength, as well as identifying areas where the internal/external influences can cause weakness and challenges.



The internal stakeholders' group met and discussed the forecasted influences, as well as the current state of the department. The results were consolidated and used to formulate goals to either ensure continued success, develop future success, mitigate current weaknesses and to address challenges.

Strengths

Leadership	Brotherhood	Pride	Communications (Dept)
Citywide Support	Modern Equipment	Proactive	Finances
Cohesiveness	Dedicated Volunteers	Career Advancement	Standards
Mental Health Program	Scene Safety	Wellness Program	

Weaknesses

Traffic	Hours demanded	Communications (interpersonal)	Unknown future
Inexperience	Physical Fitness	Time demands	System of Governance
Training hours	Clashing personalities		

Opportunities

Room to grow in the department	Diversity	Continuing education	Technology
Density = more potential employees	Expanding services	More public support	Integration with other services (PD, EMS)
Regional training center	More work for volunteers	Personal growth	Public involvement
Better ISO ratings	Better response times	Promotional opportunity	

Challenges

Response times	Fiscal requirements	Consistent volunteer response	Time commitment of volunteers
Staffing	Time to complete continuing education	Budget	Response area growth
Learning curve (Fire to EMS)	Community Involvement	Keeping morale high	

While it may seem counterproductive, there are several topics and keywords that appear in two or more sections. For example, continuing education is listed as an opportunity because of the growth of the department and our increased service capability, we can offer new training programs. It is also listed as a challenge because that will take an additional time commitment.

Critical Issues and Service Gaps

After the SWOC process, the department leadership (command and line officers) met to discuss the most pertinent issues raised during the process. The intent is to identify the issues that create a critical issue or a gap in service to address in the 2019-2023 Strategic Plan. These issues and gaps became the foundation for the department's Strategic Goals.

Critical Issues and Service Gaps			
Standardizing response levels and times with NFPA recommendations	Balancing on-call demands with ability	Balancing training demands with ability	Community involvement
Staffing levels for the next five years	Long range facility needs through 2029	Improve pre-fire plans for target hazards	Exhaust recovery in stations
Recruitment and retention	Cancer issues in the fire service	Maintenance cost and downtime of apparatus	Training center

Strategic Goals

Goal 1	Ensure a standardized staffing level to responses within the city of West Fargo utilizing National Fire Protection Association Standard 1710 (Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments) and Standard 1720 (Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments) to formulate department-wide standards.		
Objective 1A	Four firefighter staffing in the station, 24 hours day		
Timeframe	July 2019	Assigned to: Chief Fuller	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Identify best practice for calling back off duty and paid-on-call staff to fill vacancies as they occur • Create a policy outlining the process to ensure 4 person minimum staffing 24 hours a day 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 1B	Ten firefighters on-call staffing, 24 hours a day		
Timeframe	July 2019	Assigned to: Chief Fuller	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Determine the amount of personnel needed to be “on call” to ensure minimum manning standards are met (ie; 10 on call to get 8 back to the station) • Create a schedule to ensure that the minimum staff are available • Create a policy outlining the need for callback staffing 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 1C	One duty officer either in the station or on call combined 24 hours a day		
Timeframe	July 2019	Assigned to: Chief Fuller	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Determine the amount of personnel needed to equally fill the need after hours and weekends • Create a standard operating guideline outlining the responsibility of chief officers and senior captains to fill the duty officer role 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Goal 2	Create and implement a schedule that balances the expectations and abilities of paid-on-call firefighters with expected annual call volumes		
Objective 2A	Estimate the annual call volume for the next five years		
Timeframe	July 2019	Assigned to: Chief Fuller	Completed:
Critical Tasks	<ul style="list-style-type: none"> Utilizing three separate methods, determine the estimated annual call volume increases, added to the 2018 total call volume 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 2B	Estimate the average annual paid-on-call firefighter response		
Timeframe	July 2019	Assigned to: Chief Fuller	Completed:
Critical Tasks	<ul style="list-style-type: none"> Determine the annual paid-on-call firefighter response totals in 2018 Compare to the total amount of calls to determine the average response 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 2C	Craft a schedule that does not exceed one-third of the of the expected annual call volume per crew, and doesn't exceed the annual paid-on-call firefighter response		
Timeframe	July 2019	Assigned to: Chief Fuller	Completed:
Critical Tasks	<ul style="list-style-type: none"> Utilizing the results of the average call response for paid-on-call firefighters, the annual call volume estimates for the next five years, and the one-third calculation of call volume, create a schedule that balances the number of calls the paid-on-call firefighters can respond to. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Goal 3	Establish alternate training objectives that do not involve in station training and or meeting		
Objective3A	Determine the achievable number of hours per month per firefighter of online training		
Timeframe	Oct 2019	Assigned to: BC Frost	Completed:
Critical Tasks	<ul style="list-style-type: none"> Utilizing a department-wide survey, determine the number of hours a typical firefighter would give to online training 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 3B	Create a policy to mandate the number of hours of online training per firefighter that is expected monthly and/or annually		
Timeframe	July 2019	Assigned to: BC Frost	Completed:
Critical Tasks	<ul style="list-style-type: none"> Write the policy and bring it to the department officers for input Implement the policy and track the progress of each firefighter in completing online training programs 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Goal 4	Increase opportunity for community involvement, beyond response and traditional community risk reduction activities		
Objective 4A	Research other fire departments best practices from the area and around North Dakota/Minnesota		
Timeframe	Oct 2019	Assigned to: FM Sprecher	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Create a subcommittee to conduct the research • Provide a report to the Fire Marshal on possible programs to implement 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 4B	Establish a list of community involvement programs and determine the ones that are most suited for West Fargo		
Timeframe	Jan 2020	Assigned to: FM Sprecher	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Utilizing the research report, select programs that could be implemented in West Fargo • Make that list available to the Fire Chief 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 4C	Select no more than three programs for implementation		
Timeframe	July 2020	Assigned to: FM Sprecher	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Given the list of programs, determine the ones which have the most support from line personnel and are the most pertinent to the community • Implement and fund the three programs, assigning an officer to take charge of the program 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Goal 5	Establish staffing needs over the next five years, for both paid on call and full-time employees in the form of a Staffing Master Plan Fargo utilizing National Fire Protection Association Standard 1710 (Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments) and Standard 1720 (Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments)		
Objective 5A	Research the call volumes for the next five years		
Timeframe	July 2019	Assigned to: Fire Chief	Completed:
Critical Tasks	<ul style="list-style-type: none"> Utilizing three separate methods, determine the estimated annual call volume increases, added to the 2018 total call volume 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 5B	Determine the internal impacts such as longevity of current full time and paid-on-call employees		
Timeframe	July 2019	Assigned to: Fire Chief	Completed:
Critical Tasks	<ul style="list-style-type: none"> Survey the current employees to determine the estimated longevity within the department 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 5C	Determine the external impacts such as growth and footprint of the city, infill and population increases over specific age cohorts		
Timeframe	April 2019	Assigned to: Chief Fuller	Completed:
Critical Tasks	<ul style="list-style-type: none"> Utilizing MetroCog growth numbers and the West Fargo Comprehensive Plan, determine the most likely growth of the city and footprint expansion areas Utilizing US Census Data, model the age cohorts of the community with an emphasis on age cohorts over 65 years 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Objective 5D	Estimate and quantify the impacts of commercial growth on the Community Risk Reduction Division		
Timeframe	July 2019	Assigned to: FM Sprecher	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Research planning and zoning of the number of current open parcels in commercial development • Research the plans to infill areas in the core section of West Fargo, utilizing the Comprehensive Plan as a guide 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 5E	Calculate a daily, monthly, and annual Workhour Utilization of full-time employees utilizing the estimated call volume models from 5A		
Timeframe	July 2019	Assigned to: Chief Fuller	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Determine the tasks conducted on a daily basis • Assign an hourly value to those tasks • Utilizing call volume models, assign hourly rates to calls • Using a daily average of calls, determine the average daily workhour of calls for service, including writing reports • Merge the task workhour data and the call volume work hour data 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 5F	Estimate the impact of the growth of the West Fargo School System on the Community Risk Reduction Division		
Timeframe	December 2019	Assigned to: Chief Fuller	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Research the annual expected growth of student population from West Fargo Schools 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Objective 5G	Determine the workload of the current administrative staff, including the administrative tasks assigned to chief officers who aren't in administration		
Timeframe	April 2019	Assigned to: Chief Fuller	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Research the administrative programs that are external to the department which all chief level employees are involved in • Quantify the benefit of those programs • Assign workload hours to those programs 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 5H	Create a new organizational chart which streamlines responsibilities into Administration, Operations, and Community Risk Reduction Divisions with each supervisor having around four direct reports, no more than eight		
Timeframe	July 2019	Assigned to: Chief Fuller	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Given the list of programs, determine the ones which have the most support from line personnel and are the most pertinent to the community • Implement and fund the three programs, assigning an officer to take charge of the program 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 5I	Determine the need for additional full-time employees in Operations to meet the demand of call volume utilizing the workhour utilization		
Timeframe	December 2019	Assigned to: Asst Chief Clark	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Research the administrative programs that are external to the department which all chief level employees are involved in • Quantify the benefit of those programs • Assign workload hours to those programs 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 5J	Determine the need for additional full-time employees in Community Risk Reduction utilizing the workhour utilization		
Timeframe	December 2019	Assigned to: FM Sprecher	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Research the administrative programs that are external to the department which all chief level employees are involved in • Quantify the benefit of those programs • Assign workload hours to those programs 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Objective 5K	Determine the need for additional full-time employees in Administration utilizing the workhour utilization and administrative task list, keeping with the concept of division of work (Admin, Ops, Risk Reduction)	
Timeframe	July 2019	Assigned to: Chief Fuller Completed:
Critical Tasks	<ul style="list-style-type: none"> • Research the administrative programs that are external to the department which all chief level employees are involved in • Quantify the benefit of those programs • Assign workload hours to those programs 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Goal 6	Determine the long term facility planning needs of the fire department from 2019 through 2029		
Objective 6A	Determine the amount of office space needed through 2029		
Timeframe	July 2019	Assigned to: Chief Fuller	Completed:
Critical Tasks	<ul style="list-style-type: none"> Utilizing the staffing plan, identify how many offices for administration, operations, and risk reduction staff will be needed 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 6B	Determine the amount of classroom space needed through 2029		
Timeframe	July 2019	Assigned to: Chief Fuller	Completed:
Critical Tasks	<ul style="list-style-type: none"> Utilizing the staffing plan, identify how much space would be needed for classroom spaces through 2029 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 6C	Determine the amount of living space needed for paid staff on the north side of the interstate		
Timeframe	July 2019	Assigned to: Chief Fuller	Completed:
Critical Tasks	<ul style="list-style-type: none"> Utilizing the staffing plan, identify how many paid positions will be staffed through 2029 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Objective 6D	Research options for expansion of the current Central Fire Station		
Timeframe	July 2019	Assigned to: Chief Fuller	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Determine the cost of bringing the entire building up to code (plumbing, electrical, mechanical) • Determine the dimensions of a new addition to the building for the amount of offices needs • Determine the dimensions of a remodel for living quarters for paid staff needs • Determine the dimensions of a remodel for classroom space • Determine if there is enough space for the needs at the current site 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 6E	Determine the areas of the city that are outside of a 1.5-mile travel distance from an existing station		
Timeframe	July 2019	Assigned to: Chief Fuller	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Utilize a 1.5-mile polygon or GIS software to identify these areas • Quantify the percentage of property inside the city footprint that is outside of the 1.5mile travel distance 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 6F	Determine the population that is outside of the 1.5-mile travel distance from an existing station		
Timeframe	July 2019	Assigned to: Chief Fuller	Completed:
Critical Tasks	<ul style="list-style-type: none"> • With the previous calculations of gaps of 1.5-mile coverage, utilizing GIS software, find the number of residents outside of the 1.5-mile coverage • Quantify a percentage of the total population of this cohort compared to the total city 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 6G	Determine the need for new stations within the current footprint of the city where 80% of the population has 1.5-mile coverage		
Timeframe	July 2019	Assigned to: Chief Fuller	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Utilizing the two previous calculations, find areas of the city where a new station would improve coverage within 1.5 miles • Utilizing the population cohorts of areas outside of the 1.5-mile gap, prioritize the areas where a new station would impact the most percentage of residents 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Goal 7	Improve upon the current procedures for conducting pre-incident plans of target hazards within the City of West Fargo utilizing National Fire Protection Association (NFPA) Standard 1620 Standard for Pre-Incident Planning		
Objective 7A	Research best practices of neighboring fire departments in conducting pre-incident plans		
Timeframe	July 2019	Assigned to: FM Sprecher	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Contact the Fire Marshal for both Fargo and Moorhead to inquire about the departmental guidelines for pre-incident plans 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 7B	Identify or re-affirm target hazards within the city		
Timeframe	December 2019	Assigned to: FM Sprecher	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Utilizing GIS software, search for target hazards within the definition of target hazards by NFPA • Compare with current records to expand the database of target hazards 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 7C	Create a standard operating guideline that covers the new process for pre-incident plans of target hazards		
Timeframe	February 2020	Assigned to: FM Sprecher	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Craft a SOG to cover best practices and to keep the department in line with requirements from NFPA 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 7D	Create a schedule to ensure that all target hazards receive pre-incident plans within 18 months		
Timeframe	July 2020	Assigned to: Batt Chief Frost	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Create a schedule to complete pre-incident plans of all target hazards • Assign resources to include on-duty crews and paid-on-call firefighters to achieve the tasks 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Goal 8	In following best practices for cancer reduction in the fire service, install exhaust removal systems in all fire stations in West Fargo		
Objective 8A	Research systems for exhaust removal		
Timeframe	March 2019	Assigned to: Captain Porter	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Assign three captains (two full time one paid on call) to research current systems • Select the most appropriate system for West Fargo 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 8B	Secure requests for proposals (RFP) for installations of the selected systems		
Timeframe	July 2019	Assigned to: Chief Fuller	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Identify up to three contractors who can install the selected system • Publish an RFP for both stations combined 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 8C	Fund and install the systems in the stations		
Timeframe	December 2019	Assigned to: Batt Chief Frost	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Secure funding through grants or budget for the systems • Select the lowest bid and award the project for completion 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Goal 9	Achieve accreditation with the Commission on Fire Accreditation International (CFAI)		
Objective 9A	Become a registered agency with CFAI		
Timeframe	January 2021	Assigned to: Chief Fuller	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Complete the paperwork for registering with CFAI • Identify the Accreditation Manager and Asst. Accreditation manager within the department • Begin education of both personnel according to CFAI recommendations 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 9B	Create and publish a Community Risk Assessment document		
Timeframe	July 2021	Assigned to: Accred Manager	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Utilizing the framework provided by CFAI, begin the process with the assistance of command staff 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 9C	Create and publish a Standards of Cover Document		
Timeframe	January 2022	Assigned to: Accred Manager	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Utilizing the framework provided by CFAI, begin the process with the assistance of command staff 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Objective 9D Apply for candidate status			
Timeframe	July 2022	Assigned to: Accred Manager	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Complete the application for candidate status 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 9E The complete process for award of accreditation including the site visit			
Timeframe	January 2023	Assigned to: Accred Manager	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Utilizing the framework provided by CFAI, begin the process with the assistance of command staff 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Goal 10	Utilizing the Lavender Ribbon Report from the International Association of Fire Chiefs Volunteer and Combination Officers Section, implement all eleven best practices		
Objective 10 A	Ensure that all firefighters wear personal protective equipment as recommended in the report		
Timeframe	July 2019	Assigned to: Chief Fuller	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Update policy that no firefighter shall remove SCBA in a fire building • Create a policy that investigators, IC, and other non-firefighting personnel utilize a filter mask while inside a fire building after fire/overhaul 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 10 B	Ensure the “one fire = one hood” concept is enforced		
Timeframe	July 2019	Assigned to: Batt Chiefs	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Move SOG 204 Cancer Prevention to departmental policy • Line supervisor personnel will ensure that the department guideline on “one fire=one hood” is strictly enforced 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 10 C	Ensure that all firefighters complete a gross decontamination after existing an IDLH atmosphere <i>while still on the air</i>		
Timeframe	January 2020	Assigned to: Chief Fuller	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Change policy to reflect gross decon on air when exiting the IDLH atmosphere • Adjust training guidelines to reflect air management processes so firefighters aren’t exiting on low air, but rather prior to low air alarm 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 10 D	Separate contaminated gear from the scene to the station for cleaning		
Timeframe	July 2020	Assigned to: Asst Chief Clark	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Provide contractor grade bags for sealing sets of PPE • Change policy to reflect the need to seal PPE and transport out of the crew area of the apparatus 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Objective 10 E	Ensure personal/technical decon is completed on the scene and at the station		
Timeframe	July 2020	Assigned to: Chief Fuller	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Line supervisor personnel will ensure the department policy on decon of exposed skin directly after gross decontamination of PPE is completed • Ensure the policy of showering upon return or release from the station occurs 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 10 F	Establish HOT, WARM, COLD Zones in all stations		
Timeframe	July 2020	Assigned to: Chief Fuller	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Identify HOT zones where contaminated gear is located and establish a policy to reduce the exposure to that gear • Identify WARM zones where gear could be contaminated and establish a policy to reduce the exposure to that gear • Identify COLD zones where no gear (contaminated or possibly contaminated) can be allowed and establish policy • Train on the new policy and institutionalize 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 10 G	Assign a Decon Officer to all working fires where personnel are entering an IDLH atmosphere		
Timeframe	July 2020	Assigned to: Chief Fuller	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Change policy to reflect the need for a Decon Officer to be assigned to the ICS framework • Create a policy on the duties of the Decon officer (10C, 10D) 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Objective 10 H Mandate annual physicals to include early cancer detection			
Timeframe	July 2019	Assigned to: Chief Fuller	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Create policy establishing a requirement for annual physicals for all members of the department • Fund the policy through annual budget allotments 		
Funding Estimate	Capital Costs: \$697 per emp. Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 10 I Ban all tobacco use by employees on department property and during department operations/trainings/travel. Encourage the cessation of tobacco use off duty			
Timeframe	July 2019	Assigned to: Chief Fuller	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Create a policy to ban the use of tobacco by employees • Create a policy that strongly recommends all members end the use of tobacco off duty 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 10 J Report all fire and chemical exposures			
Timeframe	July 2019	Assigned to: Asst Chief Clark	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Define “fire exposures” ie: car fire, house fire, etc.. • Create a policy that to begin tracking • Utilizing the RMS software, begin to track all exposures as defined 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Goal 11	Adopt the National Fire Protection Association Standard 1901 (Standard for Automotive fire Apparatus) as the minimum basis for the rotation and replacement of department firefighting apparatus to include years as front line apparatus and years as reserve apparatus		
Objective 11 A	Establish a policy that reflects the standards established by NFPA 1901 regarding rotation and replacement of apparatus		
Timeframe	July 2019	Assigned to: Fire Chief	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Create a policy regarding the cycling of apparatus • Align budget funding to meet the intent of the policy 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 11 B	Establish a standardized process for the replacement schedule for apparatus, including leasing options		
Timeframe	July 2019	Assigned to: Chief Fuller	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Working with finance and city administration, create a process for the replacement of apparatus per policy 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Goal 12	Provide a dedicated area for fire department suppression, technical rescue, hazmat, extrication, and emergency medical services training that meets the intention of the National Fire Protection Association Standard 1402 (Guide for Building Fire Service Training Centers)		
Objective 12 A	Determine the training needs for the department through 2029		
Timeframe	January 2020	Assigned to: Bat Chief Frost	Completed:
Critical Tasks	<ul style="list-style-type: none"> Utilizing the Staffing Master Plan and the Long Term Facility Plan, research the needs for the department for the next ten years Includes classrooms big enough for all department employees as well as training props 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

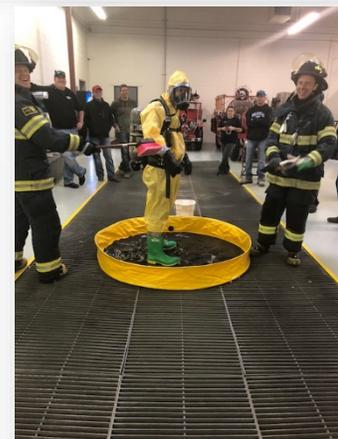
Goal 13	Continue to recruit, engage, and retain quality personnel for both the career and paid on call ranks utilizing best practices from the International Association of Fire Chief's Volunteer and Combination Officers Section (VCOS)		
Objective 13 A	Ensure employees have the opportunity to express concerns		
Timeframe	July 2019	Assigned to: Chief Fuller	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Continue the use of Annual Climate Surveys • Address major adaptive issues that are identified in the climate surveys 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 13 B	Research programs that utilize paid-on-call staff in ways other than the traditional "volunteer fire dept" model		
Timeframe	July 2021	Assigned to: Batt Chief Frost	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Expand the research area to include Minnesota, South Dakota, and Wisconsin • Evaluate impacts to the paid-on-call staff; ie time spent away from work/home • Evaluate the fiscal impacts of changing the POC model • Understand the impacts of 2023 call volume and beyond 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 13 C	Expand marketing opportunities for recruiting		
Timeframe	December 2021	Assigned to: Chief Fuller	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Partner with the Communications Division of the City to help market the department for recruiting efforts 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 13 C	Ensure that paid on-call wages are in line with full-time wages through market studies		
Timeframe	July 2019	Assigned to: Chief Fuller	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Paid on call employees receive 1 ½ time when called back, utilize this as the gauge against full-time wages 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Goal 14	Engage in efforts to reduce call volume in West Fargo, specifically addressing low acuity medical calls, false alarms, and “super users” of the system		
Objective 14 A	Research and define the amount of low-acuity calls within West Fargo in the last 12 months		
Timeframe	March 2020	Assigned to: Chief Fuller	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Establish and define the scope of research • Utilizing the records management system (RMS) mine the data 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 14 B	Research and define the number of false alarms due to either faulty alarm systems or continued calls for service (ie: burnt food)		
Timeframe	March 2020	Assigned to: Chief Fuller	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Establish and define the scope of research • Utilizing the records management system (RMS) mine the data 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 14 C	Research best practice programs for addressing super users and low-acuity medical calls		
Timeframe	December 2020	Assigned to: Chief Fuller	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Conduct national research for addressing super users and low acuity medical call response 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 14 C	Research best practice programs for addressing repeat false alarms		
Timeframe	December 2020	Assigned to: Chief Fuller	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Conduct national research for addressing false alarms 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 14 D	Establish two subcommittees to form partnerships with other agencies; one for superuser/non-acuity medical calls and one for repeat false alarms		

Timeframe	January 2021	Assigned to: Chief Fuller	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Identify internal stakeholders for each issue • Identify external stakeholders for each issue (Social Services, Hospital System, EMS, Police, Mental Health) • Create subcommittees 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 14 E	Provide objectives from each committee to reduce call volume for each category, with supporting critical tasks and costs		
Timeframe	July 2021	Assigned to: Chief Fuller	Completed:
Critical Tasks	<ul style="list-style-type: none"> • Set realistic goals regarding the reduction of call volumes • Provide critical tasks to accomplish each goal • Provide realistic funding estimates for each program listed 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Achieving Success

As with any plan, the success or failure falls upon the extent the plan is kept "alive" through annual reviews, updates, and performance measurement. It is given that influences will change, especially in a city as dynamic as West Fargo. The constant and rapid growth the city has experienced will slow or come to a halt in the future. The next steps within the city will be to either refocus growth, expand the city to continue growth, or to take a more static approach to sustain the city. The department needs to be ready for all three of these situations to develop while maintaining the concept of continuous improvement. Support for the plan will be needed from the organization, elected officials, and the community as a whole.



Staffing Plan Annex

2019- 2029 STAFFING PLAN



Background

The City of West Fargo, North Dakota, is a core city of the Fargo-Moorhead Metropolitan Statistical Area (MSA) along with Fargo, Moorhead and Dilworth, MN. The total population of the MSA is estimated to be 233,500 in 2018, and the City of West Fargo was estimated at 37,824 in the same year. The city has experienced tremendous growth since the early 2000's, exploding from 15,000 to 25,000 in the ten year period from 2000 to 2010. Some estimates place the city at 46,000 in the next ten years, without expansion of the current geographic footprint. The first homestead in what is now the City of West Fargo, was established by John Haggard in 1872. By 1918, the homestead had grown to Village, and in 1925 the village became the Village of West Fargo. In 1937, the City of Southwest Fargo was incorporated and in 1967 the city was renamed West Fargo.

The West Fargo Fire Department was officially established in 1940, when the city was still the Village of Southwest Fargo. In 1972, the department hired its first full time employees, a Fire Inspector and a Fire Chief. In 1980, the West Fargo Rural Fire District was established to cover the surrounding townships between Fargo and West Fargo. In 2003, another Fire Inspector was hired, and in 2015 another inspector was hired. Over these years, the volunteer force was also expanded to 45 members. In 2017, an office coordinator was hired to assist with clerical duties. In 2018, nine full time personnel were hired to staff an engine 14 hours a day and provide a full time Battalion Chief during duty hours, Monday through Friday. In 2019, four more full time firefighters were hired to provide 24 hour a day coverage with a single engine. All volunteers were transitioned to part time firefighters, and the West Fargo Rural Fire Department was split from the city fire department, with a roster of 32 personnel.

Current Staffing Levels

In 2019, West Fargo Fire and Rescue operates with a total of 63 authorized positions; 18 full time and 45 part time positions. As of April 1st, 2019, the department has filled all authorized positions. There are three divisions within the department; Administration, Community Risk Reduction and Operations.

The Administration Division includes just two employees; the Fire Chief and the Office Coordinator. Together, they handle all administrative functions of the department, from finance to planning and communications. In addition to the regular duties and tasks assigned, the Office Coordinator serves as the department liaison with Human Resources and Work Force Safety. In addition to the regular duties assigned, the Fire Chief also serves as the department Public Information Officer, liaises with the Information Technology Department from the City of West Fargo, and represents the department twelve separate boards and committees. Of these additional duties, eight are related to administration, four are related to support, one is emergency management and the last is operations. The Fire Chief supervises four employees; the Fire Chaplain, Office Coordinator, Fire Marshal and Assistant Fire Chief.

The Community Risk Reduction Division (CRR) has three employees assigned; the Fire Marshal, who holds the rank of Assistant Chief, and two Fire Inspectors. Together, the CRR Division is responsible for code enforcement in commercial occupancies, inspections of multifamily buildings, fire alarm/suppression system testing for new construction, plans review for all new commercial construction or remodeling, public education on fire and life safety, cause and origin investigations and arson investigations. One inspector has an extra duty as an Unmanned Aerial Vehicle (UAV) Pilot. The Fire Marshal represents the department on seven

different groups and committees, of which five relate to CRR, one is safety and the last is emergency management.

The Operations Division is the largest, with 57 employees. A paid on call Assistant Chief leads the division, with two Battalion Chiefs reporting to the Asst. Chief. The Southside Battalion Chief is a full time employee while the Central Battalion Chief is a paid on call employee. There are nine groups of firefighters under the Battalion Chiefs, assigned by geographic location. The Southside Battalion Chief has six groups; groups one, two and three are full time with a captain and three firefighters assigned. Groups four, five, and six are paid on call with a captain and six firefighters assigned. The Central Battalion Chief has three groups assigned; groups seven, eight and nine are paid on call with one captain and six firefighters assigned. Since the Southside Battalion Chief is the only full time battalion chief, he is also assigned additional duties. Of the programs and boards, four are related to training, five are for support functions and one involves operations. All told, there are thirty five additional duties, groups, committees, programs and boards that just five full time employees handle.

Twenty-four hours a day, a Captain and three Firefighters cross staff an Engine and Rescue, providing first due response for every call in the city. In 2019, it is estimated that the full time crew will be first due to roughly 2,600 calls for service.

For calls that require a single resource, such as emergency medical calls (EMS), small fires (cars, dumpsters, grass, etc.), service calls, and fire alarms, the full time crew handles these calls themselves. This reduces the call volume placed on the part time staff. For calls that require a full 1st alarm response of 15 firefighters (2 engines, 1 ladder, 1 rescue, 1 Batt Chief) the part time staff provides the additional ten firefighters to make the balance of the alarm. For working

incidents, a callback brings all off duty full time and part time firefighters, up to 45 additional staff.

The paid on call staff are paid per hour when responding and training, as well as being paid each 24 hour period they are on call. At any given time, seven paid on call firefighters are “on call” at two stations, which equals a total of 14 part time firefighters on call daily, augmenting the four full time firefighters on duty. Only ten have to respond, adding a margin of error for those time when part time staff can’t leave work or have family obligations. In addition, Battalion 70 is staffed after hours and weekends by off duty command officers and captains who respond from home with the unit. This brings the total force available for the first alarm each day to 15 firefighters.

During the past four years, the effect of call increases is worth noting as well. Since 2015, there have been 29 members who have left the department. Of those 29, one departure was due to a disciplinary issue, another three members moved out of the area, and five retired. That leaves 20 who left because they either felt the commitment was too much, or because the department cut them due to lack of participation. Overall, this attrition is equal to 32% of the current authorized strength of 62 members of the department. Examining the roster from 2015 with the current roster of paid on call personnel, there are just twelve personnel who are still paid on call members of the department. This accounts for the losses through attrition, and also the members who became full time personnel in 2018 and 2019. Generally, these 12 have been the most active in the department for a number of years.

In discussing this emerging issue with the department officers, several differing viewpoints were discussed. First, that paid on call members feel busier than ever before. They have been steadily increasing their response numbers with the increased call numbers. Secondly, that the average

firefighter per call ratio is going down. In the 2016 staffing report, it was noted that some calls that require only 4 firefighters were receiving a callback of twenty firefighters or more, while other mundane and routine calls weren't getting more than six or seven firefighters on callback. Lastly, an officer commented that he felt like he was able to handle the call increase by only going to calls where he knew he was needed.

In researching these viewpoints, they each were validated. The answer comes when yearly call volume is pulled and compiled into a graph, showing the calls made year over year, coupled with the annual calls for service. The highest calls made over this time frame was 229 calls for service, which is only a third of the total call volume which was 680 call for service. There is a gap of 180 calls between the highest and lowest response numbers in this group for 2018, compared to just 92 in 2015.

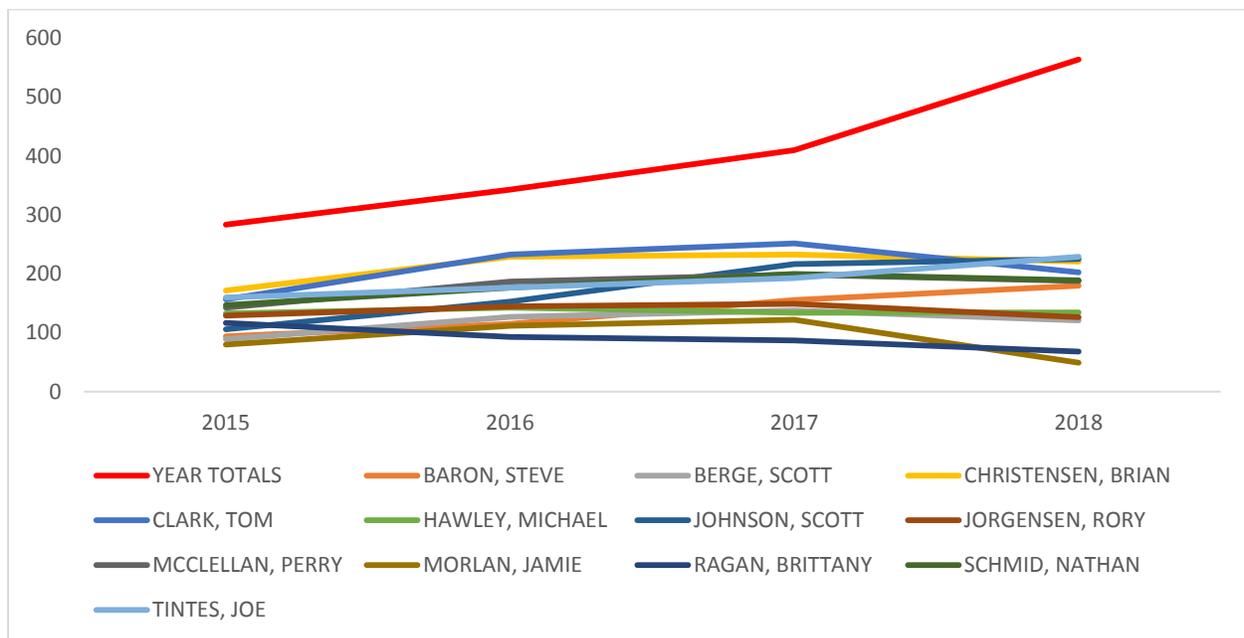


Figure 1 Historical Call Volume per Firefighter

To summarize the above chart, the takeaways are;

- a. Call volume went from 284 – 564 (when dispatched and cancelled calls are removed)
- b. The group was closer in 2015 (92 call gap) compared to 2018 (180 call gap)
- c. No member of the group made more than 1/3rd the total calls
- d. Statistically, firefighters are capped out in terms of time available to respond.
- e. It is unrealistic to expect members to make any more than 150 calls per year

The “New Normal” 2019-2023

Call Volumes- Examining the past five years of call volume records, fire calls are trending upwards at an increasing rate. For example, in 2015 the department saw 379 total fire calls for service (city and rural) and in 2018 the department saw 680 fire calls for service (city and rural) as well as 1,550 EMS calls for service. In that time period, the average annual increase in fire call volume was 19.9 percent and the 2017 to 2018 increase was 30.6 percent. Looking forward over the next ten years, several limiting factors exist that make the estimation of call volume complicated. In estimating these call volumes, the following limiting factors were utilized.

- Call volume per capita had to remain similar to comparable cities in the Minneapolis-St Paul metro area (Max 153.82 and Median 111.13) see Appendix D, Comparable Cities
- Keeps a percentage of 70% EMS calls to 30% Fire calls as the historic ratio
- Keeps an annual fire call increase of 19.9% over the next four years
- Annual growth rates are adjusted based on the above limiting factors, but beginning at 19% for fire calls and 12.5% for EMS calls

Table 1 Call Volume Estimates 2019-2029

Year	Fire	EMS	Total	EMS %	FIRE %	Population	Per Cap
2018	662	1,550	2,212	70.1%	29.9%	37,824	58.48
2019	794	1,744	2,537	68.7%	31.3%	39,324	64.53
2020	952	1,962	2,913	67.3%	32.7%	40,824	71.37
2021	1,141	2,207	3,348	65.9%	34.1%	42,324	79.10
2022	1,368	2,483	3,851	64.5%	35.5%	43,824	87.87
2023	1,573	2,793	4,367	64.0%	36.0%	45,324	96.34
2024	1,731	3,142	4,873	64.5%	35.5%	46,824	104.07
2025	1,852	3,535	5,387	65.6%	34.4%	48,324	111.48
2026	1,981	3,977	5,958	66.7%	33.3%	49,824	119.59
2027	2,120	4,474	6,594	67.8%	32.2%	51,324	128.48
2028	2,269	5,033	7,302	68.9%	31.1%	52,824	138.23
2029	2,427	5,663	8,090	70.0%	30.0%	54,324	148.92

Of the call volumes estimated, it is important to note that in 2018, around 5.8% of the total call volume consisted of calls that came in within 20 minutes of each other. These calls would most likely be “station coverage” calls to ensure that a crew was in the station if a third call came in, and would be covered by paid on call crews who came back to cover the stations.

Another 5% of calls were “First Alarm Calls” where a total of 15 firefighters in five trucks have to be dispatched. In total, it would be expected that in the future, at a minimum, 10.8% of all calls (Fire and EMS) would require the paid on call staff to respond in some manner. The chart below illustrates the actual call volume per year for 2017 and 2018, and the estimated call volume per year from 2019 through 2024, along with the expected paid on call response (10.8% of total) and the impact of calls per day and calls per firefighter annually. Note that the call volume per firefighter is the total paid on call volume divided by three, since the call schedule divides the paid on call firefighters into three groups.

Table 2 Estimated Paid on Call Volumes 2019-2023

Year	2018	2019	2020	2021	2022	2023	2024
<i>Total CV</i>	2,212	2,537	2,913	3,348	3,851	4,367	4,873
<i>ERF CV (5%)</i>	111	127	146	167	193	218	244
<i>Callback CV (5.8%)</i>	128	147	169	194	223	253	283
<i>Total POC CV</i>	239	274	315	362	416	472	526
<i>Total POC CV Per Day</i>		0.75	0.86	0.99	1.14	1.29	1.44
<i>CV per FF Annually</i>	80	91	105	121	139	157	175

By the year 2024, the total calls per firefighter are very close to the average of the top 12 responders in 2017. The data points to a need to further reduce the amount of calls the paid on call staff is expected to respond to, to keep the overall close to 150 calls per annum. An increase

in full time units would reduce the callbacks and reduce the call volume on the paid on call staff, although might reduce the overall number of paid on call staff needed for response.

Work Hour Utilization - Exploring the daily workload utilization of the full time and paid on call firefighters, brings to light the fact that the department will have to add full time staff as well as overhead staff within the next five years. The increase in call volume, workloads for community risk reduction, and administrative tasks directly affect the timeline to bring these new positions on board.

The on duty staff have a task list of items to be completed throughout the day, in between calls. These items range from maintenance of the equipment, trucks and stations, to training and inspections and health and wellness time. Included in these tasks are “unscheduled time” and “downtime” which are merely placeholders of time for safety reasons. The realistic expectation is that a firefighter cannot work 24 hours straight without sleep or downtime. However, keeping shift staff to a minimum necessitates having three groups working a 24 hour rotating schedule rather than four groups working a 12 hour schedule. Emergency calls trump all other tasks throughout the day.

Table 3 Daily Tasks and Associated Work Hours

<i>Task</i>	<i>Personnel</i>	<i>Hours</i>	<i>Daily</i>	<i>Annual</i>
<i>Truck/PPE Checkout</i>	4	0.5	2	730
<i>Station Duties</i>	4	0.5	2	730
<i>Pre Fire Plans</i>	4	2	8	2,920
<i>Unscheduled Time</i>	4	1.5	6	2,190
<i>Training</i>	4	2	8	2,920
<i>Health and Wellness</i>	4	2	8	2,920
<i>End of Day Duties</i>	4	1	4	1,460
<i>Total</i>		9.5	38	13,870

The chart above chronicles the daily tasks to be completed by firefighters who are on duty. The last two columns tally the daily total work hours and the annual total work hours. These numbers are without response to emergency calls and accounts for 40 percent of the daily utilization of the firefighters on duty.

Table 4 Total Response Work Hours per Call

<i>Task</i>	<i>Hours</i>	<i>Personnel</i>	<i>TWH</i>
<i>EMS Calls</i>	0.66	2	1.32
<i>EMS Reports</i>	0.16	1	0.16
<i>TWH Per Call</i>			1.48
<i>Task</i>	<i>Hours</i>	<i>Personnel</i>	<i>TWH</i>
<i>Fire Calls</i>	0.73	4	2.92
<i>Fire Reports</i>	0.16	1	0.16
<i>TWH Per Call</i>			3.08

When responding to calls, only two on duty firefighters respond to EMS calls, while all four respond to single engine and 1st Alarm calls. Coupled with the time it takes one firefighter to write a report, the total response hours are surmised in the above chart. The average total work hours per call is 2.28 hours for full time staff. Utilizing the average of total work hours and the total work hours spent on daily tasks, one full time engine of 4 personnel can realistically respond to an average of 1,958 calls for service per year. This breaks down to 5.36 calls per day, on average. The following table shows the needs for units needed throughout each year from 2019 through 2029. It is important to note that this table merely illustrates the need for multiple units throughout the city to meet demand, and that though utilizing planning zones for station locations and manning, additional recommendations could be made based on location of call volumes instead of total call volume throughout the city. Each planning zone (see Appendix C,

Planning Zone Breakout Map) is based upon additional metrics covered in the Long Term Facility Annex.

Table 5 Needed Full Time Units for 1st Due Availability

Year	Fire	EMS	Total	Units Needed
2018	662	1,550	2,212	1.13
2019	794	1,744	2,537	1.30
2020	952	1,962	2,913	1.49
2021	1,141	2,207	3,348	1.71
2022	1,368	2,483	3,851	1.97
2023	1,573	2,793	4,367	2.23
2024	1,731	3,142	4,873	2.49
2025	1,852	3,535	5,387	2.75
2026	1,981	3,977	5,958	3.04
2027	2,120	4,474	6,594	3.37
2028	2,269	5,033	7,302	3.73
2029	2,427	5,663	8,090	4.13

The Community Risk Reduction Staff conducts fire code inspections of all commercial occupancies twice a year in West Fargo. The average time to complete one inspection is 65 minutes, and an average of 7% need a re-inspection to correct fire code violations. One inspector can handle roughly 1,349 inspections a year, or 700 occupancies. The time of the inspectors is further constrained by public education, of which consumes around 25% of the inspectors work hours a year.

Table 6 Total Work Hours by Inspector

Year	Occupancies	Total	Re- Inspections	Total Work Hours	Inspectors Needed
2019	1,500	3,000	1,200	4,452	3.30
2020	1,550	3,100	1,240	4,600	3.41
2021	1,600	3,200	1,280	4,749	3.52
2022	1,650	3,300	1,320	4,897	3.63
2023	1,700	3,400	1,360	5,046	3.74
2024	1,750	3,500	1,400	5,194	3.85
2025	1,800	3,600	1,440	5,342	3.96
2026	1,850	3,700	1,480	5,491	4.07
2027	1,900	3,800	1,520	5,639	4.18
2028	1,950	3,900	1,560	5,788	4.29
2029	2,000	4,000	1,600	5,936	4.40

Recommendations

Administration - To establish a strong foundation, the department should expand the full time administrative staff so that like functions are assigned to separate personnel. This will aid in accountability of work and let those assigned to specific functions concentrate on and excel at those functions. In anticipation of a larger workforce to manage, hiring these positions before hiring more operational or community risk reduction personnel will allow the department to get plans and programs, policies and operating guidelines established.

In the year 2020, the department should create two new positions in the Administration Division and add a position to the newly formed Support Division. The Fire Marshal should also be changed from Risk Reduction to Administration. This would place three Deputy Chiefs directly reporting to the Chief; Deputy Chief of Risk Reduction (Fire Marshal), Deputy Chief of Operations, and Deputy Chief of Support. The current Assistant Chief of the department should be eliminated from the paid on call roster. A Training Captain should be added to report directly to the Deputy Chief of Support, while the Batt Chiefs will report directly to the Deputy Chief of Operations.

Lastly, an additional office assistant should be hired before 2025, to handle increases in office duties for all divisions. See Appendix B for the full list of plans/programs/boards that will be assigned to the administrative staff.

Operations – to reduce the call volume per unit, reduce the overall work utilization rate to a safer, improve response times and to provide promotion opportunity for the full time staff, the department should hire 14 new positions as soon as a new building is built with enough space for

these employees, but no later than 2023. Two of these positions would be Battalion Chiefs, combining with the single full time Battalion Chief already in place, and moving the paid on call battalion chief position to full time. This would result in the ability to provide 24 hour coverage of a supervisor. Three of these positions would be Captains and nine would be firefighters to make three crews of four to staff Engine 76 full time. A re-alignment of the paid on call firefighters to six companies under the Battalion Chiefs should occur as well, with the minimum number needed to be 37 paid on call employees.

Looking forward, in the year 2027, an additional twelve firefighters should be hired to staff a station to be built in Planning Zone 2. See Appendix C “Planning Zone Map” and Long Range Facility Plan Annex to the Strategic Plan.

Community Risk Reduction – to provide enough work hours to inspect every commercial occupancy twice a year for compliance with the fire code, an additional fire inspector should be hired in 2024, with a specialized Public Education/Public Information Officer to be hired in 2025. This will allow for a more efficient flow of work; fire inspectors are responsible for commercial inspections while the public education specialist will be responsible for public outreach and education. The takeaway is that 25% of the inspector’s time will be gained for inspections, and the public education specialist will be able to take on more community outreach, a strategic goal in the 2019-2023 Strategic Plan.

Table 7 Total Employee Count 2019-2029

Total Employee Count					
Year	Full Time	Paid on Call	Full Time	Paid on Call	Total
2019	18	45			63
2020	18	45	3		66
2021	21	45			66
2022	21	45			66
2023	21	45	14	-8	72
2024	35	37	1		73
2025	36	37	2		75
2026	38	37			75
2027	38	37	12		87
2028	50	37			87
2029	50	37			87

Table 8 Total Employee Count by Division

Total Employees by Division					
Year	Admin	Operations	Support	Risk Reduction	Total
2019	2	57	1	3	63
2020	5	57	3	3	68
2021	5	57	3	3	68
2022	5	57	3	3	68
2023	5	61	3	3	72
2024	5	61	3	4	73
2025	6	61	3	5	75
2026	6	61	3	5	75
2027	6	73	3	5	87
2028	6	73	3	5	87
2029	6	73	3	5	87

Appendix A

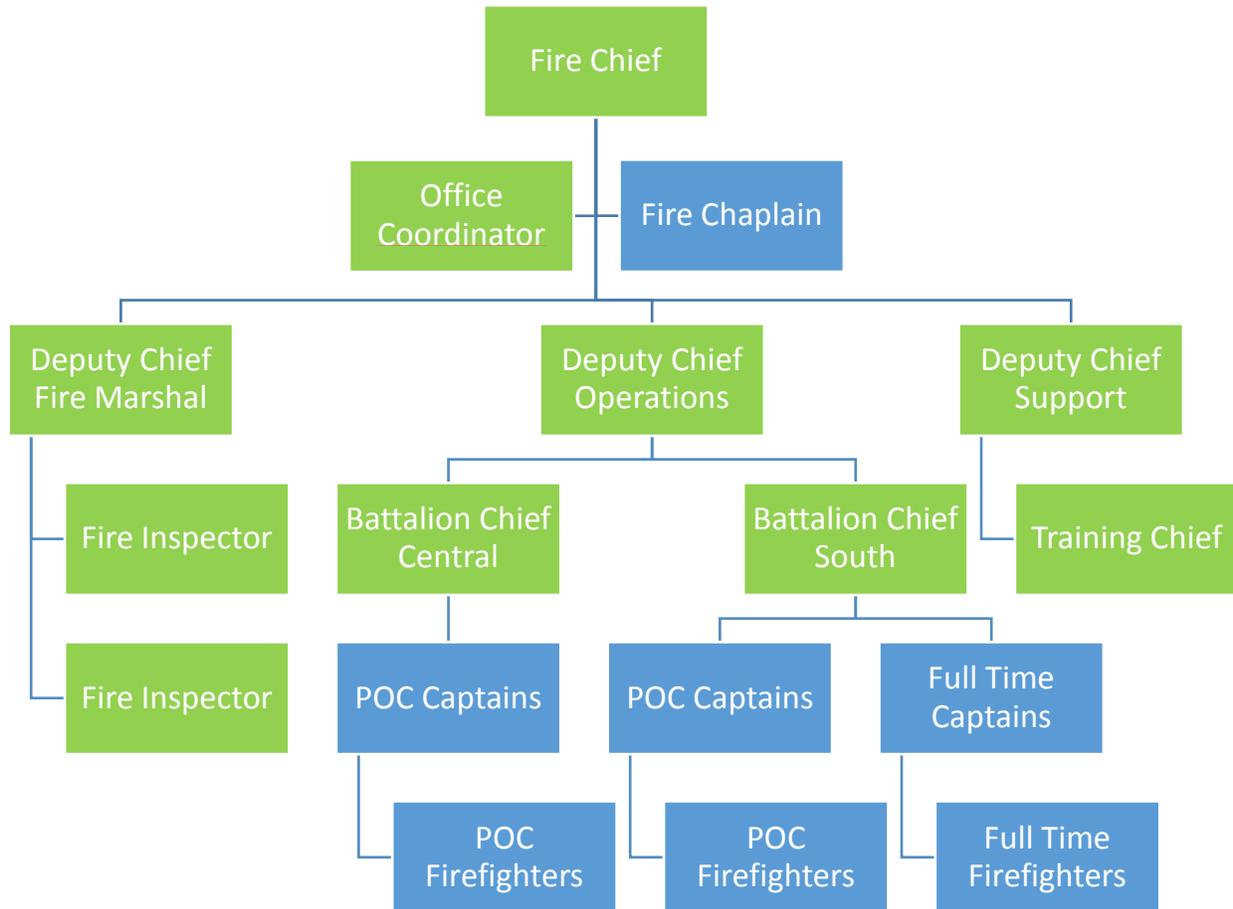


Figure 2 2020 Organizational Chart

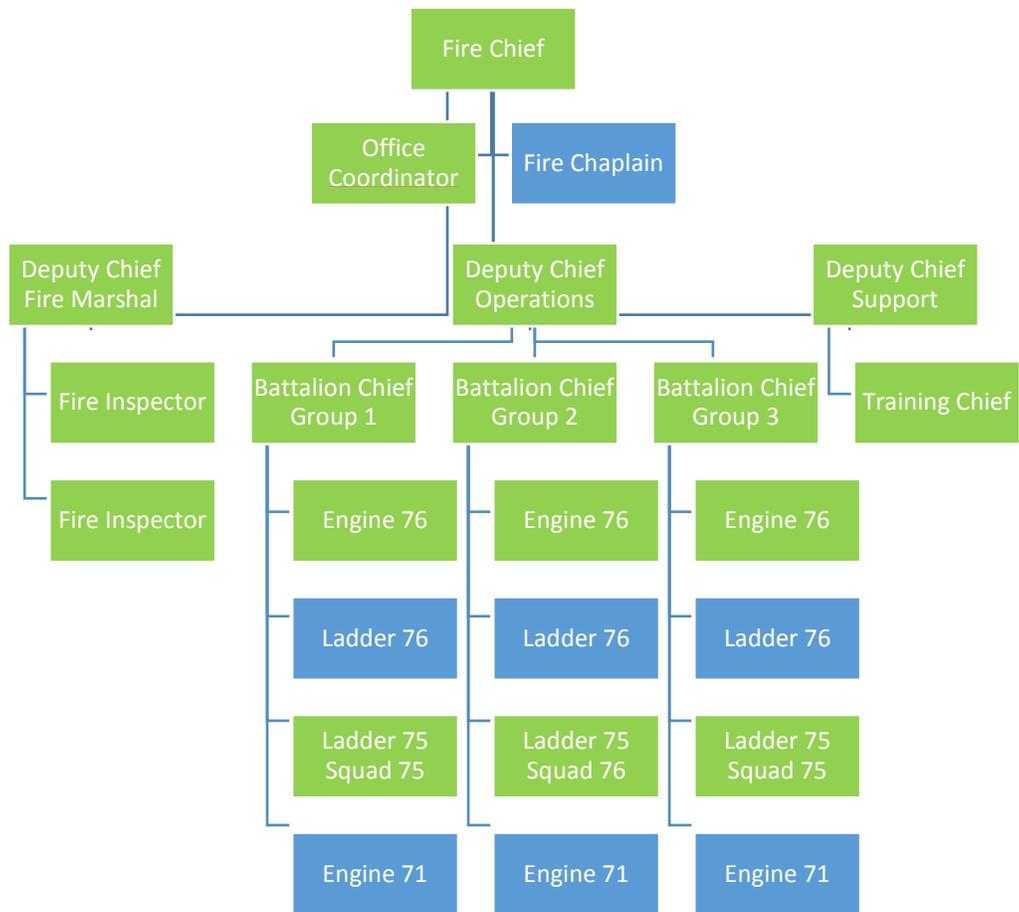


Figure 3 2023 Organizational Chart

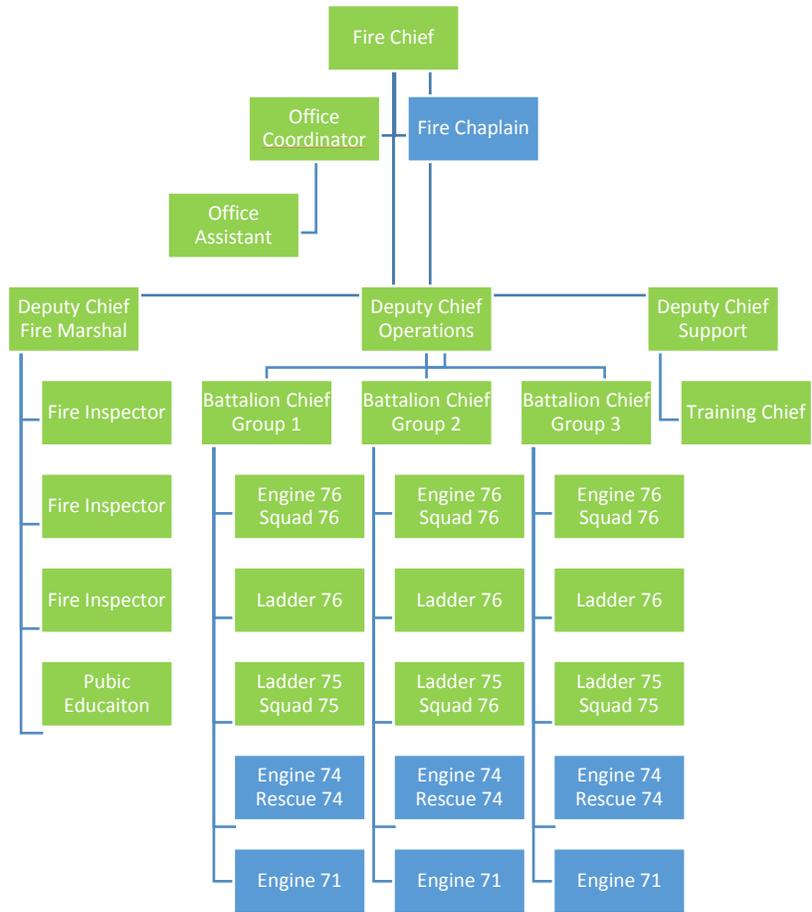
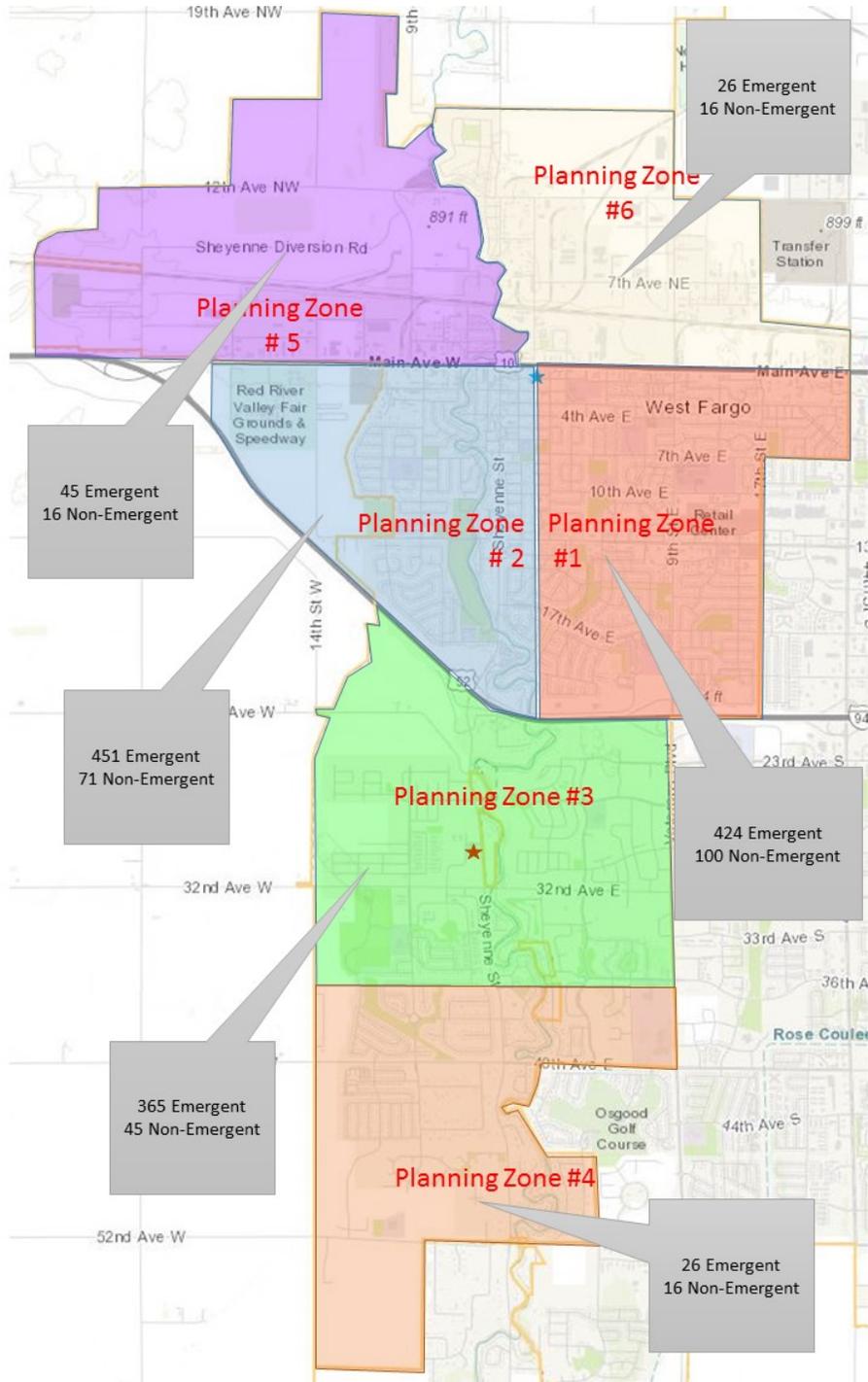


Figure 4 2027 Organizational Chart

Appendix B
2019 vs 2023 Program List

<i>Today</i>	<i>Task</i>	<i>Function</i>	<i>Future</i>
Fire Chief	RRRDC Board of Authority	Administration	Fire Chief
Fire Chief	Equipment Ordering/Funding	Administration	Fire Chief
Fire Chief	Apparatus Ordering/Funding	Administration	Fire Chief
Fire Chief	Sanford Paramedic Edu. Board	Administration	Fire Chief
Fire Chief	Mstate Fire Tech Board	Administration	Fire Chief
Fire Chief	FM Chamber	Administration	Fire Chief
Fire Chief	MetroCog Programs	Administration	Fire Chief
Fire Chief	ND Fire Chiefs	Administration	Fire Chief
Fire Chief	Local Emergency Planning Committee	Emergency Management	Dep Chief of Ops
Fire Marshal	Emergency Management (WF)	Emergency Management	Dep Chief of Ops
Fire Chief	Fire/EMS Operations Committee	Operations	Dep Chief of Ops
Batt Chief	Apparatus Research/Spec	Operations	Dep Chief of Ops
Fire Marshal	Cass Unified School Response	Risk Reduction	Dep Chief of Risk Reduction
Fire Marshal	School Public Education Group	Risk Reduction	Dep Chief of Risk Reduction
Fire Marshal	Senior Fire Safety	Risk Reduction	Dep Chief of Risk Reduction
Fire Marshal	Workplace Fire Safety	Risk Reduction	Dep Chief of Risk Reduction
Fire Marshal	Crime Free Housing	Risk Reduction	Dep Chief of Risk Reduction
Fire Chief	Accreditation	Support	Dep Chief of Support
Batt Chief	Equipment Research	Support	Dep Chief of Support
Batt Chief	Tracking of PPE	Support	Dep Chief of Support
Batt Chief	Apparatus Maintenance	Support	Dep Chief of Support
Batt Chief	Building Maintenance	Support	Dep Chief of Support
Fire Marshal	Safety/WSI	Support	Dep Chief of Support
Fire Chief	PIO	Support	Dep Chief of Support
Batt Chief	Unmanned Aircraft Team	Support	Training Officer
Fire Chief	IT Programs	Support	Training Officer
Fire Chief	Heartsmart	Support	Training Officer
Batt Chief	Hazmat Training	Training	Training Officer
Batt Chief	Fire Training	Training	Training Officer
Batt Chief	EMS Training	Training	Training Officer
Batt Chief	EMS Certification Management	Training	Training Officer

Appendix C Planning Zone Breakout



Appendix D
Comparable Cities

	Population	Per Cap	Call Volume	CV per Cap
<i>West Fargo</i>	37824	37.824	2850	75.35
<i>Fargo</i>	122539	122.539	11020	89.93
<i>Moorhead</i>	42005	42.005	3828	91.13
<i>Edina</i>	50603	50.603	5728	113.19
<i>St Louis Park</i>	48124	48.124	5249	109.07
<i>Mankato</i>	41241	41.241	2878	69.78
<i>Maplewood</i>	40127	40.127	5959	148.50
<i>Richfield</i>	35993	35.993	4286	119.08
<i>Cottage Grove</i>	35902	35.902	3026	84.28
<i>Roseville</i>	35624	35.624	4787	134.38
<i>Rochester</i>	112683	112.683	10285	91.27
<i>Duluth</i>	86066	86.066	13239	153.82
<i>Shakopee</i>	40024	40.024	808	20.19
<i>Average</i>	52639	53	5625	104

Long Range Facility Plan Annex

LONG RANGE FACILITY PLAN 2019-2029



Background

The City of West Fargo, North Dakota, is a core city of the Fargo-Moorhead Metropolitan Statistical Area (MSA) along with Fargo, Moorhead and Dilworth, MN. The total population of the MSA is estimated to be 233,500 in 2018, and the City of West Fargo was estimated at 37,824 in the same year. The city has experienced tremendous growth since the early 2000's, exploding from 15,000 to 25,000 in the ten year period from 2000 to 2010. Some estimates place the city at 46,000 in the next ten years, without expansion of the current geographic footprint. The first homestead in what is now the City of West Fargo, was established by John Haggard in 1872. By 1918, the homestead had grown to a Village, and in 1925 the village became the Village of West Fargo. In 1937, the City of Southwest Fargo was incorporated and in 1967 the city was renamed West Fargo.

The West Fargo Fire Department was officially established in 1940, when the city was still the Village of Southwest Fargo. In 1940, the fire station was a wood garage located at the corner of 1st St and 1st Ave, where the current Central Station is located. This garage housed a single 1936 engine. In 1950, the facility was improved to a two stall,



Village of Southwest Fargo Fire Station in 1940

concrete building and a second engine was purchased. This station is still the Central Fire Station today, and has had five additions over the years. Eleven years after opening, offices were added to the north side of the building to provide office space for newly hired full time fire

department staff, and offices for the city commission and auditor. Three additional stalls were built between the first station and the office spaces. A year later, in 1967, a kitchen, offices, and a meeting room was added to the west part of the station. In 1979, a 4,000 square foot addition was added to the building, adding



West Fargo Fire Station in 1950

two more truck bays to the north and expanding the meeting room. Lastly, in 2000, the final addition was made to the station; a second floor over the existing office space along the south



West Fargo Fire Station in the late 1970's

part of the station, two more large truck bays to the north, and an expanded meeting room space. In 2016, the office and training areas were re-painted and re-floored. Other station improvements include a plymovent exhaust system and gear washer in 2019.

The Southside Fire Station, located at 445 29th Ave W, was built in 2013 as a three bay, two story building using concrete “tip up” construction. The second floor of the building was built but left as an open space for future needs. On the first floor, three offices, a conference room, lobby area, watch room, and police sub-station were added. Two of the three bays were made to be drive through. In 2018, the department began full time staffing at this station, and a design

was made to finish the second story of the station. Today, the building has living space for four firefighters on duty 24 hours a day. A full gym was added to the second floor, as well as male and female bathrooms. A full time battalion chief was also added in 2018, and the office space for that position was also utilized. The lobby, is the only open space available in 2019.



Southside Fire Station in 2018

In the late 1990's the department was able to utilize land owned by the city of West Fargo for a training grounds. This land is still owned by the city, but the training props are owned by the department. Located at 332 7th Ave NE, this triangle section of land is graveled, without utilities, and has a small access road off 7th Ave. Bordered by the mainline BNSF tracks to the north, a Southeast Cass Water District drain to the east, and a rail spur for Cargill to the west, there is only one way in and out of the space.

On the lot, the department built a burn building of three 40' long conex shipping containers. A second floor with windows and two means of entry/egress, along with a burn area on the first floor round out the features of the building. In 2018, the wood floor (1st floor) was removed and a concrete pad was poured with the intent of expanding the life of the building.

A large section of the lot is used for automobile extrication. As a result of a partnership with a local towing/wrecking company, the department has 10 to 15 old cars available at any given time on the lot for training.

Impacts on Facility Needs

The needs of the department moving forwards are based on three factors; increased call volumes and demands, more staff to meet those demands, and location of facilities to best serve the public. As outlined in the 2019-2029 Staffing Plan, the department needs to expand the overall number of full time units to meet demands that will exceed 8,000 calls for service by the year 2029. Looking forward, in 2023, a second full time unit should be added, a third full time unit in 2026 and a fourth full time unit in 2029. This information is based on the hours of task level work, coupled with desired downtime for safety, and total response hours (response, on scene, and report writing) increasing each year. Overall, one four person station can handle up to 1,978 calls for service. To staff these units, plus the paid on call units, a total of 73 operations personnel will be in place by 2027, with 50 full time and 37 paid on call.

Year	Fire	EMS	Total	Units
2018	662	1,550	2,212	1.13
2019	794	1,744	2,537	1.30
2020	952	1,962	2,913	1.49
2021	1,141	2,207	3,348	1.71
2022	1,368	2,483	3,851	1.97
2023	1,573	2,793	4,367	2.23
2024	1,731	3,142	4,873	2.49
2025	1,852	3,535	5,387	2.75
2026	1,981	3,977	5,958	3.04
2027	2,120	4,474	6,594	3.37
2028	2,269	5,033	7,302	3.73
2029	2,427	5,663	8,090	4.13

Figure 1 2019-2029 Units to meet Call Volume Demands

Beyond call volume increases, the increases in administrative duties and Community Risk Reduction activities also necessitate additional staff over the next ten years. As described in the staffing plan, the increases in administrative staff begin in 2020, with three new Deputy Chiefs and a Training Officer. By 2025, an additional office assistant is hired. In the Community Risk Reduction Division, an additional staff member is hired in 2024, and another in 2025. All told, there will be 14 daytime staff working by 2025. In the operations division, the need for additional full time crews of four firefighters to handle the call volume without overloading any one crew was also laid out and justified. By 2023, a full time crew needs to be added with the location known to be north of Interstate 94 with another in 2027 and possibly another in 2029.

One station in the northern part of the city will have to have the room to accommodate 14 daytime staff and five to nine full time staff. These accommodations would include office space, kitchen space, fitness areas, and classrooms for training, conference and meeting rooms, and storage for equipment. Parking for staff cars as well as personal vehicles for staff will also be a concern.

Another impact is the location and condition of the Central Fire Station, located at 106 1st St. The current location was indeed “central” to the older part of West Fargo, from Main Ave



1991 Aerial Image of West Fargo

south to 13th Ave, but that has changed. In 1990, the US Census reported a total of 12,287 resident in West Fargo. Satellite imagery from that 1991 shows the concentration of housing stock north of 13th Ave, south of Main Avenue, west of 9th St E and east of 8th St W. Today, this area is well developed in each section, a total of six square miles with an estimated 15,000 residents. The city has expanded to a total of 14.4 square miles and a population estimated at be 37,820 at the end of 2018. The northern end of the city has expanded enough that several densely populated areas are outside of a 1.5 mile response zone, which is the most desirable distance to keep response times as low as possible.

The feasibility of remodeling or adding on to the current Central Station also needs to be questioned. Today, the building has seven offices; the Fire Chief, Fire Marshal and Office Coordinator all have their own office in the newer part of the building. An additional office is shared by two fire inspectors in that area as well. The Rural Fire Chief has an office and small meeting room in the 1967 addition, and the relief association has an office suite that is used for fundraising. That section of the building has a basement area that would need to be addressed if any other rehab work took place throughout the entire building. The second floor area is not large enough for the gym, locker rooms, dayroom, and bedrooms for five to nine operational staff. Lastly, the training room has seats for 50 members, leaving 13 without space for training sessions.

The impacts on the Southside Fire Station are minimal; the location is good, and the accessibility to major roads is also very well suited for the location. In 2018, the second floor of the building was finished for living quarters for the full time crews stationed there. With the additional command staff officers coming on line, all office space will be utilized. After these positions, along with the Training Officer and Battalion Chief are moved to a new building, two offices

will open up, allowing for work areas for Fire Inspectors who might be working on that end of the city or future support staff.

Planning Zone Concept

The department has adopted six planning zones, keeping all risks within 1.5 miles of the center of the planning zones. The Planning Zone Map is used to publish metrics of performance with these planning zones for a Standards of Cover/Community Risk Assessment document, to be published at a later date during the department's accreditation process. Today, these geospatial representations help to show where the bulk of the call volume is, and how the additional units the staffing plan calls for will be divided.

PLANNING ZONE 1	NORTH OF I-94
CENTRAL STATION RESPONSE	East of 1 St
424 EMERGENT UNIT RESPONSES	South of Main Ave E
100 NON EMERGENT UNIT RESPONSES	West of Fargo City Limits

PLANNING ZONE 2	NORTH OF I-94
CENTRAL STATION RESPONSE	West of 1st St
451 EMERGENT UNIT RESPONSES	South of Main Ave W
71 NON EMERGENT RESPONSES	West to City Limits

PLANNING ZONE 3		SOUTH OF I-94
SOUTHSIDE STATION RESPONSE		East of City Limits
365 EMERGENT UNIT RESPONSES		North of 38th Ave W
45 NON EMERGENT RESPONSES		West of City Limits

PLANNING ZONE 4		SOUTH OF 38TH AVE W
SOUTHSIDE STATION RESPONSE		East of City Limits
55 EMERGENT UNIT RESPONSES		North of City Limits
21 NON EMERGENT RESPONSES		West of City Limits

PLANNING ZONE 5		NORTH OF MAIN AVE W
CENTRAL STATION RESPONSE		West of Sheyenne River
45 EMERGENT UNIT RESPONSES		South of City Limits
16 NON EMERGENT RESPONSES		West to City Limits

PLANNING ZONE 6		NORTH OF MAIN AVE W
CENTRAL STATION RESPONSE		East of Sheyenne River
26 EMERGENT UNIT RESPONSES		South of City Limits
16 NON EMERGENT RESPONSES		East to City Limits

Planning Zone 3 is the only zone where a fire station is located today. Of the other planning zones, one and two have two thirds of the volume of calls with both over 500 calls per zone. Zones six, five and four are under sixty calls each, therefore these zones do not reach a level to warrant building stations within these areas. However, zone four has the most probable forecast

to achieve rapid growth and in turn, an increase in call volumes. Also important to note, is the rapid effect of compounding call volume increases over the next ten years will have on distribution of call volume. More than likely, the ratios of the overall call volumes seen in the 2018 study will be altered by 2023.

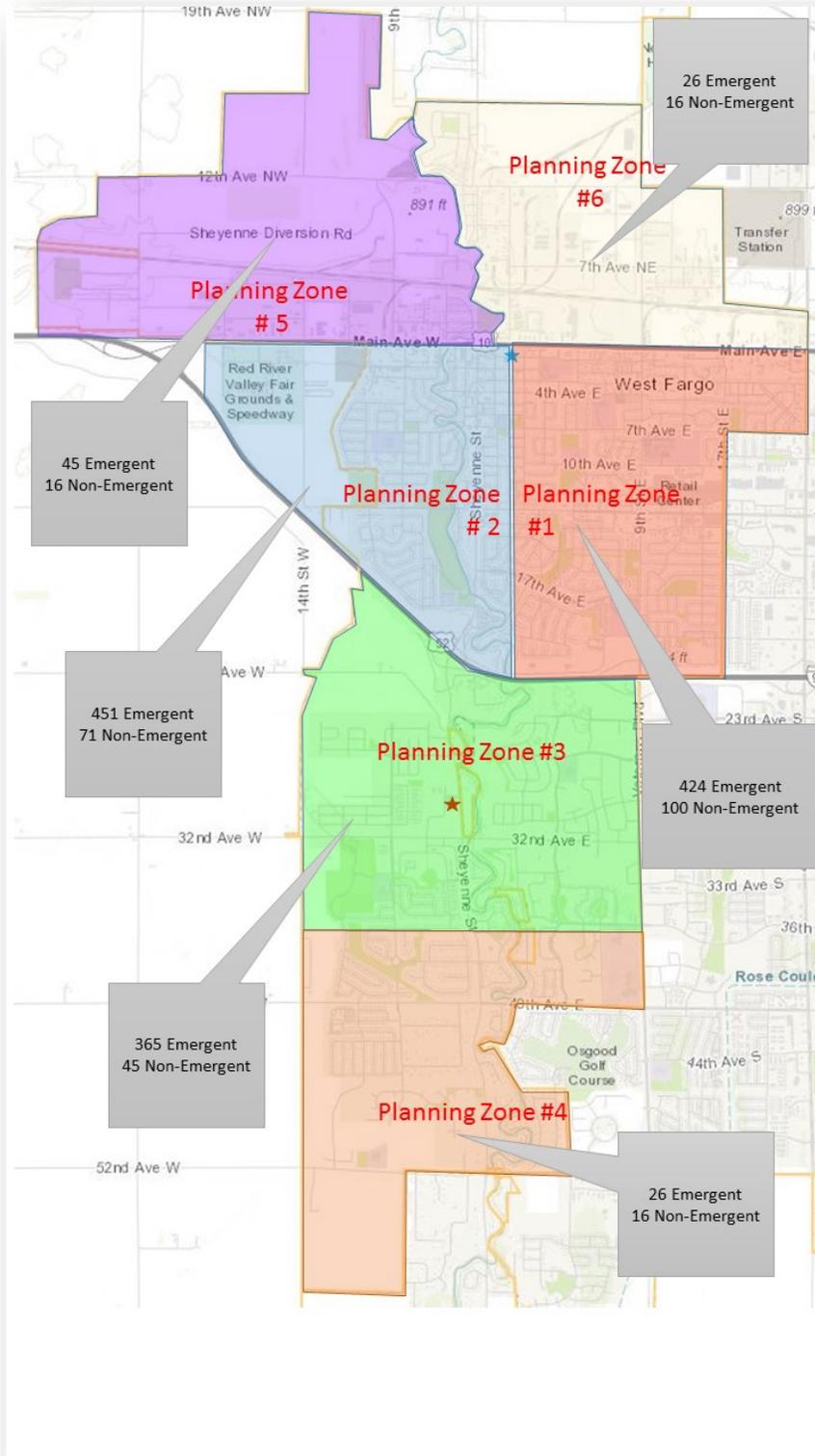


Figure 2 2018 Call Volume by Planning Zone

Recommendations

Moving forward, the department should establish the baseline benchmark that a new planning zone is established whenever land is annexed into the city. As soon as 10% of the call volume from the adjacent zones are responding into the new zone, land should be identified and secured for future building. When more than 25% of the call volume of the adjacent zones are responding into the new zone, a design and site preparation should occur. When these levels reach more than 35%, the station should be built and manned. In 2019, two new fire stations are needed north of Interstate 94. One located in Planning Zone 1 and the other in Planning Zone Two. Within seven to ten years, a new station in Planning Zone 4 will be needed as well.

Planning Zone 1 - Fire Headquarters

This area is in need of a new fire station, and due to the proximity to major thoroughfares, City Hall, and the downtown area, this station should be the Fire Department Headquarters. The department and city should move quickly to secure land close to 9th St E and 13th Ave E. Today, an empty on 10th Ave E in the 1000 block is open for development. This land is approximately 5 acres in size, and the station would most likely need only 2.5 acres. Work should begin immediately to secure this land. There are two other open lots, however one area is further east, towards the city line with Fargo and the other further southwest on a side street.

Fire Headquarters Timelines

Purchase Land	2019-2020
Station Design	Mid 2020
Begin Construction	Spring 2021
Finish Construction	Late Summer 2022
Move Administration and Risk Reduction Staff	Fall 2022
Begin 24 hour staffing	January 1st, 2023

This building will be staffed, initially, with a crew of five, plus 18 paid on call staff. Room should be made for an additional crew of four to staff a second full time piece of apparatus as call volumes grow. The needs of the station are listed below.

- Office space for 14 daytime administration and risk reduction staff
- Training auditorium large enough to accommodate 100 personnel
- Locker rooms for daytime and operational staff
- Living Quarters (bedrooms and dayroom) for nine personnel
- Kitchen/lunchroom large enough for twenty-four
- Fitness area with space to handle up to 15 firefighters/staff
- Parking to accommodate up to 75 spots
- Underground parking for staff cars

Planning Zone 2 – West Creek Fire Station

This area is in need of new fire station, however this should be a “substation” with only truck bays, a small meeting room and living quarters for four personnel. The main thoroughfare through planning zone two is 13th Ave W.

West Creek Fire Station Timelines

Purchase Land	2022-2023
Station Design	Mid 2024
Begin Construction	Spring 2025
Finish Construction	Late Summer 2026
Begin POC Staffing	January 1st, 2026
Begin 24 hour staffing	January 1st, 2027

The station should be located along the western edge of the corridor, between 8th St and 15th St W. In the event that the city annexes land to the west, and an overpass is built over the interstate along 13th Ave, this station would be in a prime location to service the new area of expansion to the west. However, the corridor study recommendations and subsequent construction could put the progress of the project on hold, while the overpass and any improvements are made.

Fargo – West Fargo Metro Area Fire Training Center

The need for an updated Training Center is evident, and coincidentally, the Fargo Fire Department is also looking towards a new training center as well. Due to the limited areas that the department could place a training center with the capability of conducting live burn scenarios (industrial) the training center would have to be north of Main Ave in the industrial areas of West Fargo. This is the same area that Fargo Fire is looking forward to a training center as well. The recommendation is that the department begin investigating a co-located training center, to share the cost of development and maintenance.

Grant opportunities could also be available for a project with this scope and partnership. There is an 82 acre section of land that lies within West Fargo city limits, but is owned by the City of Fargo, located at the corner of 12th Ave E and 9th St E. This would be an ideal location for a joint Fargo-West Fargo Training Center.

Fargo-West Fargo Metro Area Fire Training Center

Purchase/Approve Land	Early 2020
Training Center Design	Fall 2020
Begin Construction	Spring 2021
Finish Construction	Late Summer 2021

Planning Zone 4 – The Wilds Fire Station

In planning zone 4, a second “substation” will need to be built closer to the end of the operational life of this document. There are two large developments in the Wilds area that are yet to be complete. However these two developments will add 1,500 new units to the planning zone. The expected increase in call volume will necessitate this station being added.

Although the dates are undetermined at this time, the department should be looking for open land along 9th St W, from 32nd Ave to Mulberry Lane. Acquiring this land sooner rather than later will keep costs down for the future project.

The Wild Station should mirror the West Creek Station with two double bays for apparatus, living quarters, a fitness area, kitchen, office, meeting room and dayroom.

The Wilds Fire Station

Purchase/Approve Land	2027
Training Center Design	2028
Begin Construction	2029
Finish Construction	2030