
Missoula Fire Department

2012 Annual Report



Mission Statement:

To save lives, protect property, and ease suffering.

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MISSOULA FIRE DEPARTMENT

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To: Mayor John Engen
Missoula City Council
Citizens of the City of Missoula

From: Jason Diehl, Fire Chief
The Firefighters, Officers, & Staff of the Missoula Fire Department

Date: April 2, 2013

Re: 2012 Annual Report

Mayor Engen, Members of the City Council and citizens of our fine community:

On behalf of all firefighters, officers, and staff of the Missoula Fire Department, I present to you this brief report of the activities of your fire department during calendar year 2012.

As our community continues to change, your fire department strives to adapt to meet the needs of those we serve in effective, efficient, and innovative ways.

I would like to take this opportunity to thank Mike Painter who, after many years of dedicated service, retired as Fire Chief in December of 2011. I was fortunate enough to have served with and learn from Mike for more than twenty years. It is my belief that your fire department and community would not be where they are today without Mike's tireless efforts. While no one can replace Mike, I am proud to have served beside him and as your Fire Chief, I will endeavor to serve the fire department and our community in a comparable manner.

As Fire Chief, I am also fortunate to be surrounded by a fine group of highly capable and dedicated employees. These people are the key to our success and, in my opinion, have made your fire department the true leader in the State of Montana in the delivery of fire department services.

We are grateful for your ongoing support and assistance. Thank you.

-JD



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Missoula Fire Department's Mission, Vision, Values

Mission Statement

Save lives, protect property, ease suffering.

Vision Statement

To provide for, maintain, and improve the quality of life of the residents of Missoula. This is accomplished through an efficient – effective delivery of emergency services; code enforcement; public education; and on-going training. We carry out our mission with the highest degree of professionalism, recognizing that our people are the key to our success.

Values

We value our professionalism.

We value the high quality of service we provide to the public we serve.

We value shared leadership.

We value teamwork and team concepts.

We value and respect the rights of citizens and firefighters.

We value a safe environment for both the citizens we serve and our firefighters.

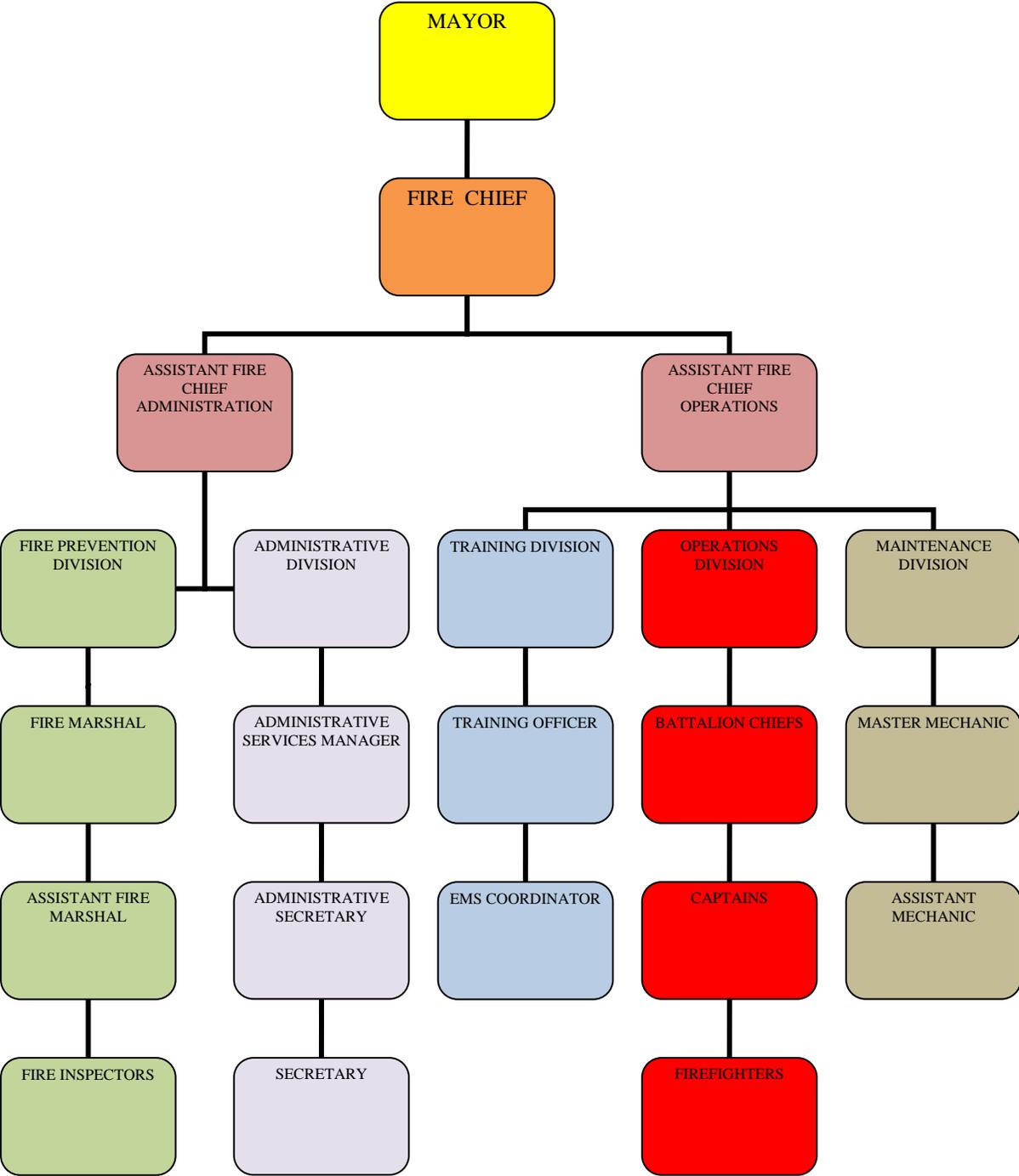
We value our adaptability to the changing needs and services we provide.

We value the diversity of our community and department.

Within the Fire Department, 92 sworn firefighters and 3 civilian personnel make up five separate divisions -

- **Administration** - management & administration of the department; planning & budgeting; records & reports.
- **Training** – coordination and delivery of training, new employee orientation, disaster preparedness, training records and documentation, certifications, and safety.
- **Fire Prevention Bureau** - fire investigations, public education and training, code enforcement through fire and life safety inspections, plans review for new construction and subdivisions.
- **Operations** - response to fires, medical emergencies, hazardous materials incidents, and a broad range of rescue calls (high & low angle rescues, water and ice rescue, confined space rescue, vehicle / industrial extrications).
- **Maintenance** – fire apparatus, tools, hose and appliances, stations and facilities maintenance, apparatus specifications, research and development of apparatus and equipment.

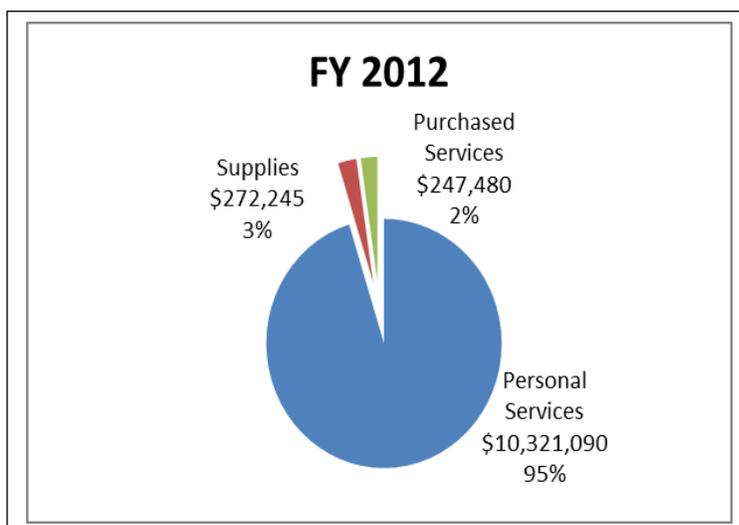
MISSOULA FIRE DEPARTMENT ORGANIZATIONAL CHART 2012



Budget Summary – prepared by ASM/PC Cheryl Schatz

Personal Services	\$10,321,090
Office Supplies	\$16,556
Operating Supplies	\$147,469
Maintenance Supplies	\$49,500
Fuel	\$55,542
Software	\$3,178
Postage	\$577
Printing	\$1,882
Subscriptions	\$10,439
Utilities	\$91,652
Water Charges	\$29,261
Phones	\$8,592
Garbage	\$4,274
Professional Services	\$24,656
Repair & Maintenance	\$31,908
Travel	\$19,017
Training	\$13,416
Revenue Reimbursement	\$11,580
Miscellaneous	\$226

Total **\$10,840,815**



Administration – by Fire Chief Jason Diehl

Summary of 2012

During 2012 we saw the retirements of Captain Gary Honold in August and Battalion Chief Joe Toth in December. Vacancy savings from those positions were used to cover the personal leave payouts for those retirees. During 2012, two new Administrative Support Staff positions were filled with the addition of Secretary Sarah Kennett and Administrative Secretary Cathy Janney. We hired four firefighters in September to fill vacancies created through attrition in FY2012. Soon after hire, one of these new firefighters resigned to take a position with the Spokane Valley Fire District. On April 1, 2013 three additional firefighters were hired to bring us to full staffing (80 in operations, 95 overall) as we prepare to enter FY2014.

Emergency responses for 2012 were up more than 400 calls from the previous year. MFD responded to 6548 calls for service in CY2012, including 161 fires and 4361 Emergency Medical Service (EMS) calls.

During 2012 we facilitated the installation of six new fire hydrants in URD II and URD III utilizing MRA funding. Also in 2012 our Fire Prevention Bureau, in coordination with Mountain Water Company, completed an inventory of all privately owned (non- Mountain Water) fire hydrants within the City to ensure they are adequately serviced and maintained in working order.

We completed our fourth full year of medical surveillance physicals and fitness assessments during 2012. Our adopting of the IAFF/IAFC Wellness Fitness program was initially made possible by Assistance to Firefighters Grant (AFG) award and was subsequently supported through funding from the fire department budget and the Fit City program.

Our Staffing for Adequate Fire and Emergency Response (SAFER) Grant period will sunset in the spring of 2013. This grant offset the salaries of eight firefighters over a five year period beginning in CY2009.

During 2012 we worked to construct two Type III wildland fire engines with Compressed Air Foam System (CAFS) pumping units. One CAFS unit was installed on a new chassis purchased in FY2013 and has been placed into service. The other CAFS unit will be installed on a new chassis to be purchased in FY2014. The addition of the new Type III units will enable us to have a wildlands apparatus at each station and will allow for an additional contract engine to be sent out as local fire conditions allow.

In 2012 we completed our initial river rescue training program after replacing our jet boat with two rescue water craft (RWC). The RWCs have significantly increased our department river rescue capabilities and improved safety for our firefighters. The RWCs were purchased utilizing FY2012 wildland fire contracting revenues.

In 2012 we completed our upgrade and transition to LifePack 15 defibrillators and began carrying the narcotics Fentanyl and Versed on all of our front-line engines. We also added five paramedics which brought our cadre of fire department paramedics to 26. These additions further improve our ability to deliver the gold standard in EMS care to our community.

For 2013 we anticipate increased general fund revenues through an additional wildland fire contract engine and fire department fees for plans review and inspection. In FY2013 \$166,000 in revenue was brought in from wildland fire contracting and nearly \$51,000 in plans review and inspection for CY2012.

Stations

After a string of large scale fire station construction projects where completed in 2008, our focus with respect to our facilities has been on ongoing maintenance and repair.



Station 1 at 625 E. Pine Street is our headquarters station and houses our administrative offices and Fire Prevention Bureau. New high efficiency boilers were installed and the parking lot was re-sealed during 2012.



The new Fire Station 2 at 247 Mount Avenue reopened in the spring of 2008. Originally constructed in 1953, the station was demolished in 2007 and the new larger station was constructed in the same location. This station has both solar hot water and solar electric systems.



After an addition and extensive remodel, Fire Station 3 at 1501 39th Street reopened in December of 2008. The City's building inspectors have been temporarily using this station's training room as their base of operations during the City Hall remodel project.



Station 4 at 3011 Latimer Street houses our Maintenance Division and serves as our main training facility. This station also has a solar electric system.



Station 5 at 6501 Lower Miller Creek Road was completed and opened in the spring of 2007. This station, funded by a voter approved bond in 2005, was constructed to provide service to the growing Linda Vista – Miller Creek area as well as support emergency operations throughout the rest of the City.



Our boat house at McCormick Park received a new garage door, new siding, and was repainted during 2012. The department's Rescue Water Craft (RWC) are housed at this location.

Grants

In 2012 the department completed our fourth year of a five year SAFER grant period. This grant provided \$843,000 to offset the cost of eight of the sixteen firefighters hired to staff Station 5 after its construction in 2007.

Other recent grant awards have included:

- 2009 AFG SCBA Replacement Grant \$258,000
- 2009 NW Energy USBC Grant \$40,000 to install 13kW photovoltaic system
- 2007 AFG Wellness/Fitness Grant \$46,000
- 2007 Town Pump Grant \$10,000 for rescue equipment
- 2006-2013 Title III Fuel Mitigation Grants \$100,000

Currently, we have an active AFG grant request to replace our 1990 Baker ladder truck. This request was submitted in June of 2012.

Training Division – by BC and former TO Dave Wolter

In 2012 the Training Division was headed by Training Officer Dave Wolter. The Training Division continued to work to maintain all necessary requirements for the Missoula Fire Department. National and State agencies such as NIOSH, OSHA and DOT mandate annual training in areas such as self-contained breathing apparatus, hazardous materials and emergency medical training. The division also provided training to maintain proficiency in all aspects of emergency response delivery.



2012 was a very busy year for the Training Division with two groups of firefighter trainees hitting the streets and providing service to the fine citizens of Missoula. The training division also began a very aggressive “Back to Basics” approach to our training format. On 26 different days we had live fire training in our burn building at Station 4. We saw a

change in our Swift Water Rescue program with the development and implementation of two Rescue Water Craft that replaced our aging and unreliable jet boat. These new RWCs allow for enhanced abilities and may be used in a broader time frame as they are not as susceptible to the water levels as the old jet boat.

Our crews were able to assist in a research project with the Forensic Anthropology students at the University of Montana that earned National recognition for work on fire related fatalities and effect on the body.

We hosted a “show and tell” day that allowed us to see the value of an arson investigation dog from Spokane Valley Fire Dept. The dog is trained to sniff out all types of flammable liquid residues left after a fire, very impressive to say the least.

MFD also began a new Rapid Intervention Crew training program that included all Missoula Fire Department members and our cooperating agency the Missoula Rural Fire District. This training was met with great feedback and continues to be built upon today in different situations and opportunities.

While it seems there is always more we want to get done, we succeeded in fulfilling our goals of maintaining the Level One training requirements for all members of the fire department.

2012 ended with Training Officer Dave Wolter handing over the reigns of the Training Division to Matt Kerns as Dave transitioned to the position of Battalion Chief.

EMS Training – by EMS Coordinator Ben Webb

2012 was a busy and productive year for the fire department's EMS program. Our response capabilities and equipment were upgraded and several of our personnel received higher levels of certification.

Five Additional Paramedics - In early 2012, five of our Operations personnel were certified as Nationally Registered Paramedics. All five members had previously served as Basic level EMTs. After an approximately 18 month training process, they received certification as well as being authorized to work as Paramedics by our Medical Director. We currently have 26 Paramedics on our roster which allows us to provide advanced life support services on most medical aid calls.

Narcotics - With the approval of our Medical Director, we now have the ability to administer narcotic medications to patients in need of pain control or sedation. We carry Fentanyl, a narcotic for pain control, and Versed (Midazolam) a narcotic for sedation and seizure control. We received authorization from the Drug Enforcement Administration (DEA) to use and store these narcotics and now have a DEA license.

Equipment Upgrades - We made some very positive upgrades to our medical equipment in 2012. Our defibrillator/cardiac monitor units were upgraded to state of the art Physio Control Life Pak 15 units. King LTD Airway devices were added to replace an older and less effective airway control adjunct that was in service. Our medical equipment packs were also upgraded to a design that can be worn as a backpack to make access to remote areas easier and free up the user's hands to perform other tasks.

Training/Recertification - We continued to provide all our members with quality medical training from both in-house instructors as well as outside experts. Our annual training regime far exceeds what is required for national certification. Our EMS program also maintained the medical certification of all of its members at both the State of Montana and National level.

Fire Prevention Bureau – by Fire Marshal Gordon Hughes

In 2012 the Fire Prevention Bureau worked to keep up with and adapt to new processes and procedures and although our numbers of inspections, investigations, public education events etc... may be quantifiable, it is more difficult to measure the work and planning that went into streamlining our information processing. With the City's change from Permits Plus software to the Accela Automation system, our Administrative Support Staff spent many hours working with other City staff and learning the ins and outs of this new programming. We have continued to improve our inspection forms to a more comprehensive and user friendly version. Our filing and data management have also been revamped, and all of our fire investigation reports are now consolidated and organized by date.



Training: FPB members continued to attend the latest training programs as available. Our goal for 2013 is for FPB members to take advantage of outside training opportunities as our budget allows. This last year we coordinated with the Training Division to teach a refresher course on Structures and Systems for the Operations Division. This was well received and we are looking into future training such as elevator and target hazard occupancies. We also participated in training seven new firefighter trainees in public education, structures and systems, and fire investigation/scene preservation.

Staffing: Sarah Kennett joined the department and the FPB as Secretary in January of 2012. Fire Inspector Kory Garman transitioned back into the Operations Division at the end of the year and we look forward to the addition of Charles Talbott to the FPB as our new Rotating Fire Inspector in 2013.

Due to staffing issues and a shortage in the department's overtime budget during 2012, two Fire Inspectors were temporarily re-assigned to the Operations Division during times when operational staffing levels fell below minimum.

Projects: In addition to the records and information management projects mentioned earlier, we completed our assessment of all the private fire hydrants within the city. We continue to coordinate with other agencies on fireworks enforcement and burn permits. After evaluating our lock box program it was determined we needed to address the lack of information available to responders and ensure the proper keys were being kept in the boxes. This has been a combined effort between the FPB and Operations crews. Other improvements were made to our inspection and investigation reports, public education efforts, and our cooperation and coordination with ongoing projects at the U of M. Work on a comprehensive plan for the Missoula County Fairgrounds was revisited to address fire and life safety issues. We worked cooperatively with Montana DNRC to conduct another defensible space awareness campaign utilizing radio spots and billboards. For 2013 we are working on updating and improving our Match Safety program in addition to other ongoing programs.

2012 MISSOULA FIRE PREVENTION BUREAU STATISTICS – COMPILED BY SECRETARY SARAH KENNETT

FPB 2012 INSPECTION LISTINGS

Inspections by Occupancy Class				Inspections by Type			
Occupancy Class	Inspections Total	Total Plans	Grand Total	Inspection Type	Rec'd	Total Complete	% Complete
Assembly	178	32		Business License	303	303	100%
Business	354	78		Bldg Finals	N/A	128	N/A
Mercantile	162	42		Liquor Licenses	195	188	96.41%
Educational	66	9		School Inspections	29	29	100%
Residential	134	41		5 year Inspections	N/A	218	N/A
Health care/ Detention	16	9		Sprinkler Inspections		22	
Storage	25	17		Alarm Inspections		26	
Hazardous	2	2		Consultations		16	
Factory/Industrial	24	5		Plans Reviews		236	
Other	6	1		Referrals/Complaints		1	
Totals	967	236	1203	Violations Noted		1,952	
2012 Fee intake for both Plan and Inspections:						\$50,894.53	

FPB 2012 FIRE INVESTIGATIONS

	Accidental	Undetermined	Incendiary	Juvenile	Natural
Total: 51	35	8	8	0	1

FPB 2012 PUBLIC EDUCATIONS ACTIVITIES

Activity	Occur.	Adults	Children	Total Attendees	Hours
Safety Trailer AC7000	2	147	375	522	12.5
Smoke Detector AC5030	3	3	0	3	2.25
Pub Ed AC4060	21	87	0	87	136.25
Puppet shows AC4090	61	142	1548	1690	30.5
Match Safety AC4092	59	135	1300	1435	29.5
JFS AC4094	7	0	1	1	7
Fire Ext. Demo AC4095	11	114	1	115	45.5
Totals:	164	628	3225	3853	263.5

MFD 2012 PUBLIC EDUCATIONS ACTIVITIES

Activity	Occur.	Adults	Children	Total Attendees	Hours
Engine Visits/Tours AC6010	83	1321	2194	3515	178.5
Ride Alongs AC6015	21	21	0	21	422.5
Job Shadows AC6017	0	0	0	0	0
CPR AC4065	28	136	1	137	84
Fire Prevention Week AC2030	1	0	0	0	0.5
Totals:	133	1478	2195	3673	685.5

Operations

The Missoula Fire Department responded to 6,548 requests for service in 2012 resulting in a total of 9,723 unit responses. Of those, 161 were fires resulting in a total loss of over \$1.7 million. We also responded to 4361 rescue/ medical aid calls, 469 false alarms, and 1,260 public assist and good intent calls. Other responses were for hazardous materials



and hazardous conditions such as motor vehicle crashes with no injuries, gas line ruptures due to construction, power lines down, antifreeze, chemical, and gas spills, overpressure ruptures, and severe weather calls.

2012 Emergency Response Data – Compiled by Administrative Secretary Cathy Janney

<u>Call Type</u>	<u>All Stations</u>	<u>Station1</u>	<u>Station2</u>	<u>Station3</u>	<u>Station4</u>	<u>Station5</u>
Structure Fires	81	21	18	16	21	5
Wildland/Grass Fires	17	8	5	9	5	4
Vehicle Fires	32	7	5	0	6	0
Other Fires	31	7	11	2	11	0
Rescue/EMS	4361	1298	803	803	1392	65
False Alarms	469	122	120	89	136	2
Hazardous Materials	178	62	41	33	33	9
Hazardous Conditions	119	30	36	15	34	4
Public Assist/Good Intent	1260	341	271	242	385	21
Total Calls for Service	6548	1896	1310	1209	2023	110
Mutual Aid Given	143	3	50	67	19	4

Responses by Unit	
110	984
111	2151
121	1887
131	1424
138	156
141	1864
148	537
151	326
	9526
Other unit	<u>197</u>
Total Responses	9723

MFD Response Times (from dispatch to on-scene)		
	90th percentile	Average
Station 1	6:13	4:03
Station 2	6:00	4:17
Station 3	6:00	4:20
Station 4	7:00	4:37
Station 5	12:00	7:58
Overall	7:00	4:23

Maintenance Division - by Master Mechanic Sean Garner

In 2012 the Maintenance Division completed several large projects, in addition to the routine preventative maintenance required. During the last year, the Maintenance Division completed over 750 maintenance and repair items on apparatus, as well as nearly 200 station repair items. Apparatus down time in 2012 was less than 0.25% (354 hours total).

This year also saw the replacement of our outdated, inefficient boilers at Station 1. The new, high efficient boilers, in combination with new direct digital controls (DDC), reduced our natural gas usage in the first month of operation to less than half of the amount used for the same month last year.

This year also contained a significant achievement for certifications in the Maintenance Division. Our Master Mechanic recertified as a Level 3 Master Fire Emergency Vehicle Technician (EVT). This certification requires the successful completion of thirteen

national tests as well as a minimum of two years experience. Our Assistant Mechanic, Brad Davis, joined the Maintenance Division in 2012 and has already achieved the status of a Level 1 EVT.

Construction of a new Compressed Air Foam System (CAFS) Type III fire engine is nearing completion and is proving to be more effective than expected. This unit will increase our capabilities in areas with limited water sources, as well as improve our response capabilities to structure fires in the urban interface areas.

Programs

Hazmat – by BC Steve Paske



The Missoula Fire Department Hazardous Materials Team is comprised of 12 active certified Hazardous Materials Technicians. These 12 members are required to attend at least 24 hours of refresher training and one drill per year. This training includes training with other hazardous material teams in the state, local agencies, businesses and fire departments.

These 12 members are part of the Missoula Regional Team which is comprised of members from Missoula Rural Fire District, Missoula City-County Health Department, U of M, and the Rocky Mountain Labs in Hamilton. Together this makes one of the largest regional teams in Montana at approximately 40 members.

The Regional Team is part of the State of Montana Hazardous Materials Response Team. There are teams located in Billings, Bozeman, Great Falls, Helena, Kalispell and Missoula which can be dispatched to hazardous material incidents anywhere in the state. To be part of State Response Team, team members must meet all state requirements for training and equipment. We are active members on the State Team Advisory Group; all six teams are represented and meet semi-annually to coordinate the state teams training, equipment and outreach education classes for area jurisdictions.

In 2011 the regional team received a grant for a new tow vehicle for the hazmat response trailer that replaced the old regional tractor trailer vehicle. This new vehicle has increased safety in towing the trailer and capabilities of the team. In 2012 our department was successful in receiving a grant to host a state recognized Hazardous Material Technician class which will be open to area fire agencies at no cost. This class is scheduled to take place during 2013.

In 2012 the team worked with Allied Waste here in Missoula to develop a new response protocol to radiological alarm at the area landfill. We are now completing protocols with the US Postal Service on their new Biologic Detection System installed in Missoula. Our team was also involved with a large scale drill in the fall of 2012 that included the Frenchtown Fire District, local EOD team, law enforcement, and the Civil Support Team out of Helena. The team continues to work toward filling requests for outreach classes throughout the area.

Wildlands – by Assistant Chief Chad Nicholson



The 2012 fire season was below average in terms of fire occurrences and acres burned within our jurisdiction, with above average responses outside of our jurisdictional boundaries. Our firefighters responded to 32 wildland incidents (82% of average) on lands within the City with less than 10 acres burned.

In addition to our local fire suppression experience, we also provided reimbursable assistance to other agencies nationally. This assistance was in the form of overhead, firefighters, and apparatus. Our firefighters and apparatus responded to 52 wildland fires on 21 assignments in four states through Cooperative Agreement requests through the Montana DNRC.

We have joined with other local agencies to form a local Type 3 All Hazard Incident Management Team (IMT). The team's main goal is to assist co-operating agencies with overhead support during incidents that exceed the host agencies capabilities. The team will be compliant with NWCG standards to manage Type 3 wildland fires, along with FEMA standards for All Hazard Incidents.

The Missoula Fire Department currently certifies personnel up to and including Engine Boss. The policies of the MFD mirror those of the NWCG 310-1 requirements. MFD also certifies A, B, and C sawyers utilizing three MFD C-certifiers following DNRC guidelines.

This year we were successful in establishing and maintaining our own IQS / ROSS data base. This will allow us to accurately track the status of all apparatus and personnel that are within our scope of certification.

The Wildland Program Manager in coordination with the Training Officer facilitates and tracks training for the department's more than 90 employees. Training hours in 2012 were approximately 18,805 hours, with 1,589 hours specific to wildland fire. We provided personnel for 241 hours of wildland fire instruction with 56 of those hours provided to cooperating agencies.

Rescue – by BC Troy Ault



The objective of the rescue team is to bring all members of the team up to the technician level in a total of seven various rescue disciplines. This gives our members the ability to teach the entire department up to, but not limited to the awareness level in each discipline.

The structure of the rescue team includes a designated program manager, equipment manager, team training officer, planning manager, and PIO liaison officer. Each discipline also has a lead instructor managed by the team training officer. This structure has been in place for 3 years now and is working well.

We have been able to start work on the development of a master rescue inventory spreadsheet, a replacement cycle for equipment, and a 1 to 3, and a 5 year budget plan.

We purchased a new rescue wheel that attaches to a stokes stretcher making patient transport over rough terrain much safer and more efficient.

In the early spring of 2012 we were able to replace our jet boat with two Rescue Water Craft purchased locally at Gull Boats. This change has made our river rescue capabilities more efficient and safer for both the victim and the rescuers. These watercraft have also proven to be more reliable and give us the ability to perform watercraft based rescues considerably longer into the summer season due to their shallow draft.

We created a new tracking plan to ensure we have and identify the NFPA standards tied to each training session as well as costs and liability issues. We have also put a new attendance tracking system in place, as well as meeting and training notes.

In 2012 we were able to train with Life Flight during one of our wilderness rescue drills. We have had local media report on this and three other training sessions with more news coverage planned for future training.

Regular monthly training was well attended in 2012 with a few changes in the team roster. All members are required to attend at least 8 of the 12 to 15 sessions we have every year, as well as instruct all the annual refresher training on their shift.

Rescue Training Highlights for 2012

Life Flight rescue drill on MT Jumbo. The team used the Life Flight helicopter crew to locate and transport rescuers and equipment to the victim and used the new rescue wheel for retrieval. This drill also helped us come up with an air to ground communications plan thus greatly improving radio capabilities with the helicopter.

New Rescue Water Craft training. The removal of the Milltown dam opens up a whole new section of river around the confluence of the Blackfoot and Clark Fork. This, along with new hazards and access areas made RWC and swift water training a primary focus during spring and summer.

Structure Collapse. New collapse props at station 4 were built for team training and refresher training.

Extrication. A full size school bus was brought to Station 4 and flipped on its side for extrication training. We were able to accomplish both team and refresher training. Pacific Recycling has allowed us to train in their yard numerous times.

Other Programs and Projects – by Assistant Chief Jeff Brandt

Safety. In 2012 we continued to improve and formalized our safety program. In order to reduce injuries and the associated costs, we have placed a new emphasis on daily safety messages, improved personal protective equipment, and thoroughly investigating and documenting all work related injuries and accidents. Our department has also taken a lead role on the newly re-organized City Wide Safety Committee.

Records Management System (RMS). In 2012, the Missoula Fire Department joined the effort between the City and the County to move forward with a new RMS (Records Management System). Along with the new RMS, we will continue our effort to place MDCs (Mobile Data Computers) in all of our front-line fire apparatus. These MDCs will greatly enhance our capabilities relating to incident response, fire records, decision making support, hazard recognition, fire scene management and day-to-day operations.

Radio Communications. During 2012 we worked with County DES on the FCC mandated switch to narrow band radio frequencies. Fortunately the planning we had in previous years in anticipation of this change positioned us well ahead of time to comply with this mandate.

Standard Operating Guideline (SOG) Update. In 2012 we began a comprehensive update of the department's SOGs. We anticipate this project will be completed during 2013.