

This data was summarized in a 'descriptive profile' of the Department, which was reviewed by City and Fire Department staff to ensure we had a factual foundation for the study. This approach ensured that the project team had an appropriate understanding of the Department.

Data was collected over the past several months and presented in interim deliverables. Throughout this process, the project team reviewed facts, findings, and conclusions through these interim deliverables with the City and Department.

### **3. Summary of Recommendations**

Throughout this report the project team provides evaluation and analysis of the staffing, organization, and services provided by the Steamboat Springs Fire Rescue and, where appropriate, makes suggestions for improvements. The table below provides a summary list of all the recommendations, appearing in sequential order, in this report.

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#### **PERFORMANCE OBJECTIVES**

Continue to work with the Routt County Communications Center to improve their performance on processing and dispatching calls for service.

Establish call processing time benchmark performance objectives of 64 seconds for emergency calls for service 90% of the time.

Formally establish a baseline performance objective turnout time of 90 seconds for emergency calls 90% of the time.

Create a reporting mechanism for excessive turnout times to allow for evaluation on the cause in turnout time delays.

Establish travel time baseline performance objectives for the first arriving unit of 5 minutes 12 seconds and baseline performance objectives of 10 minutes 24 seconds for a first alarm assignment 90% of the time in the City of Steamboat Springs.

Establish travel time baseline performance objectives for the first arriving unit of 13 minutes and baseline performance objectives of 18 minutes 12 seconds for a first alarm assignment 90% of the time in the Steamboat Springs Area Fire Protection District response area.

Develop a mechanism to monitor and report the call processing, turnout time, and travel time performance against the established performance objectives at least annually.

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#### **OPERATIONAL SHIFT STAFFING**

Increase the staffing of each shift from eight personnel to ten personnel phased in over a three-year period at a cost of \$169,304 for the first year and total cost of approximately \$523,304 annually once all personnel are added.

Create and establish a policy for the scheduling of time off in advance to assist in scheduling and ensuring the shifts are appropriately staffed and overtime minimized.

If funding becomes available increase the minimum staffing of each shift to 12 personnel.

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### **FIRE STATION PLANNING**

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As funding becomes available move the central station to the north in the general area of Lincoln Avenue and Indian Trail to a property with enough available land to co-locate a training facility on the site.

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### **FIRE PREVENTION**

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Identify the businesses and occupancies as high hazard, moderate hazard, and low hazard to establish the frequency of inspections as annually for high hazard, biennial for moderate hazard, and triennial for low hazard.

Increase the staffing of the fire prevention function with one civilian certified fire safety inspector at an estimated salary of \$48,000 with benefits estimated at \$17,328.

Establish an engine company inspection program to perform inspections for the low hazard occupancies.

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### **TRAINING**

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The department should create a plan for a fire training facility to include the type of facility, the cost, and potential funding sources including the use of grants.

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### **ORGANIZATION**

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Monitor the organizational span of control, adjusting the organization as growth occurs.

Develop a formal succession plan for the Fire Department to include developing new officers to more senior positions within the department.

Develop a mentoring program for newly appointed officers and firefighters to provide support and understanding of the expectations of the Department.

Continue to explore the feasibility of annexation of the City into the Steamboat Springs Area Fire Protection District to stabilize funding of providing emergency fire and rescue services in the City.