

**February 2021**

**Executive Summary**



**Centennial Fire District  
Circle Pines, MN**

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**CONSULTANT REPORT**

# CENTENNIAL FIRE DISTRICT

## Circle Pines, MN

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## EXECUTIVE SUMMARY

The Centennial Fire District (CFD) requested proposals to objectively review current operations and provide future-oriented considerations for greater effectiveness, efficiency, and long-term sustainability for the District. In August 2020, *FITCH* conducted the study kick-off meetings with the District stakeholders including the fire department, steering committee, and city officials. The site visit was conducted to seek to understand the unique local conditions and gain feedback and direction. An electronic staff survey was developed and distributed to the firefighters to determine if there were any unique issues in their opinion.

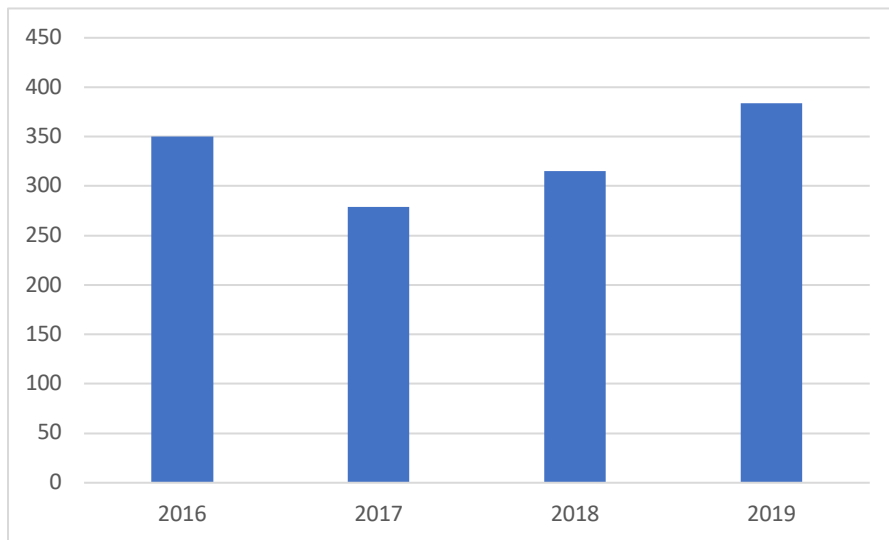
This comprehensive summary report includes an executive summary which includes history of the department and recommendations. Overall, the firm’s strategy is to provide the administration and policy group with sufficient objective data from which to establish policy. Therefore, all alternatives and recommendations are grounded in the data analysis and best practices, insulating the process from potential biases.

## COMMUNITY DEMANDS FOR SERVICE

CFD answered 384 unique calls for service during the 2019 calendar year, averaging 1.05 calls per day. Over the past four years, CFD has experienced a service demand variation between 279 and 384 incidents. It is likely that the department will see an increase in demand for community services, such as public education, rental inspections, and fire inspections in the future as the communities develop and age. In *FITCH*’s experience, most departments who provide fire service are experiencing a decrease in fire calls due to improved building and fire codes.

Annual calls for service are presented by calendar year in Figure 1.

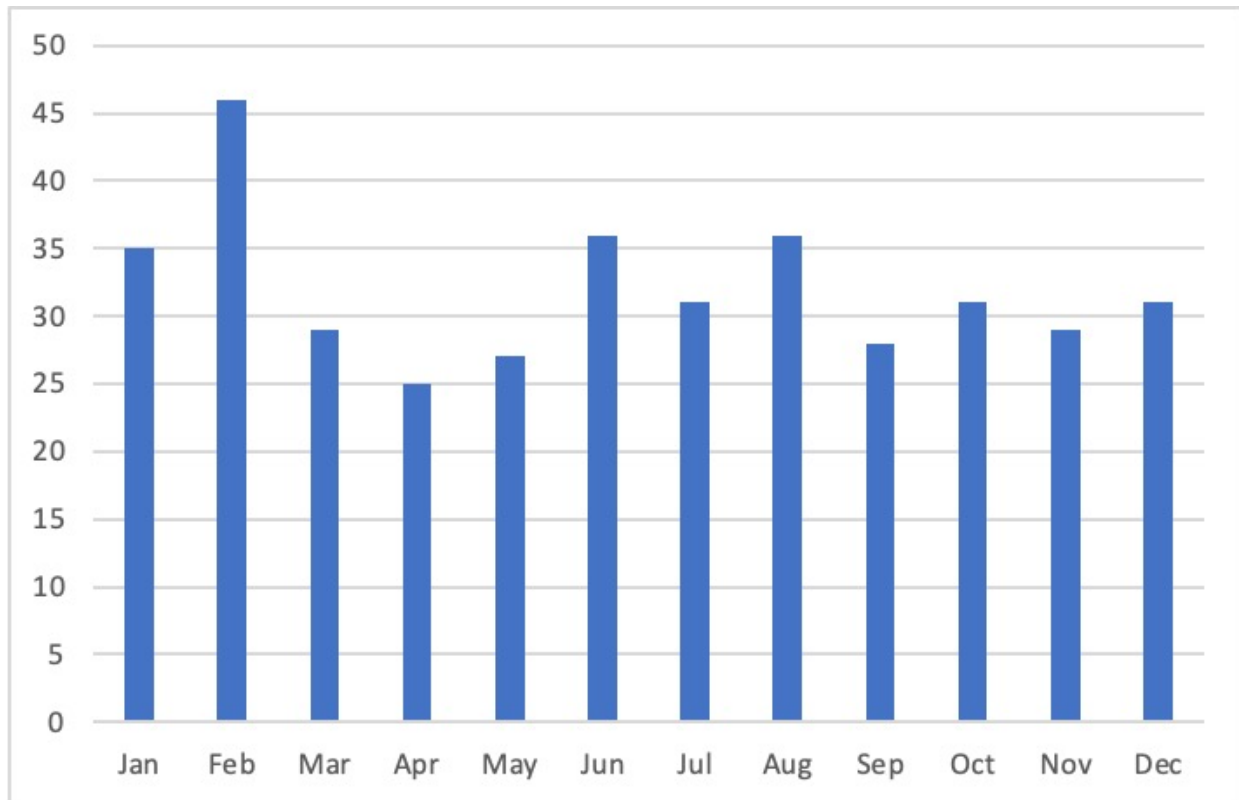
Figure 1: ANNUAL CALLS FOR SERVICE BY CALENDAR YEAR



When evaluating the data, it appears that CFD experienced variation in the demand for service by month (Figure 2). February was the busiest month with approximately 46 calls for service, while April was the least busy month with 25 calls for service. While it is notable that there is

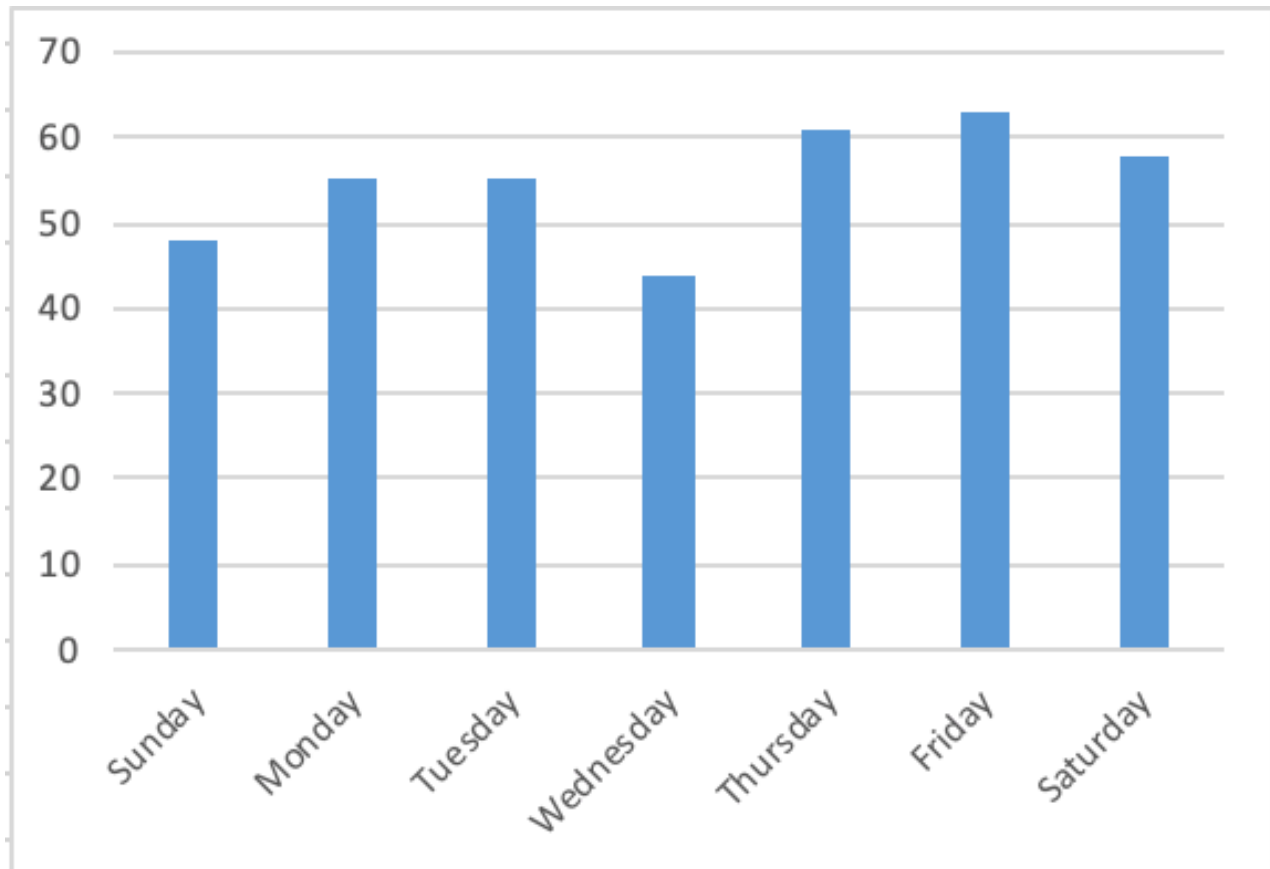
variation of service demand across months, there is little the department could do to adapt to the variation. Larger departments that experience a significant variation in service demand by month may be able to vary their staffing levels. CFD's current paid-on-call model does not have the capability to modify its staffing level nor would there be any benefit to changing staffing levels by month.

Figure 2: CALLS FOR SERVICE BY MONTH 2019



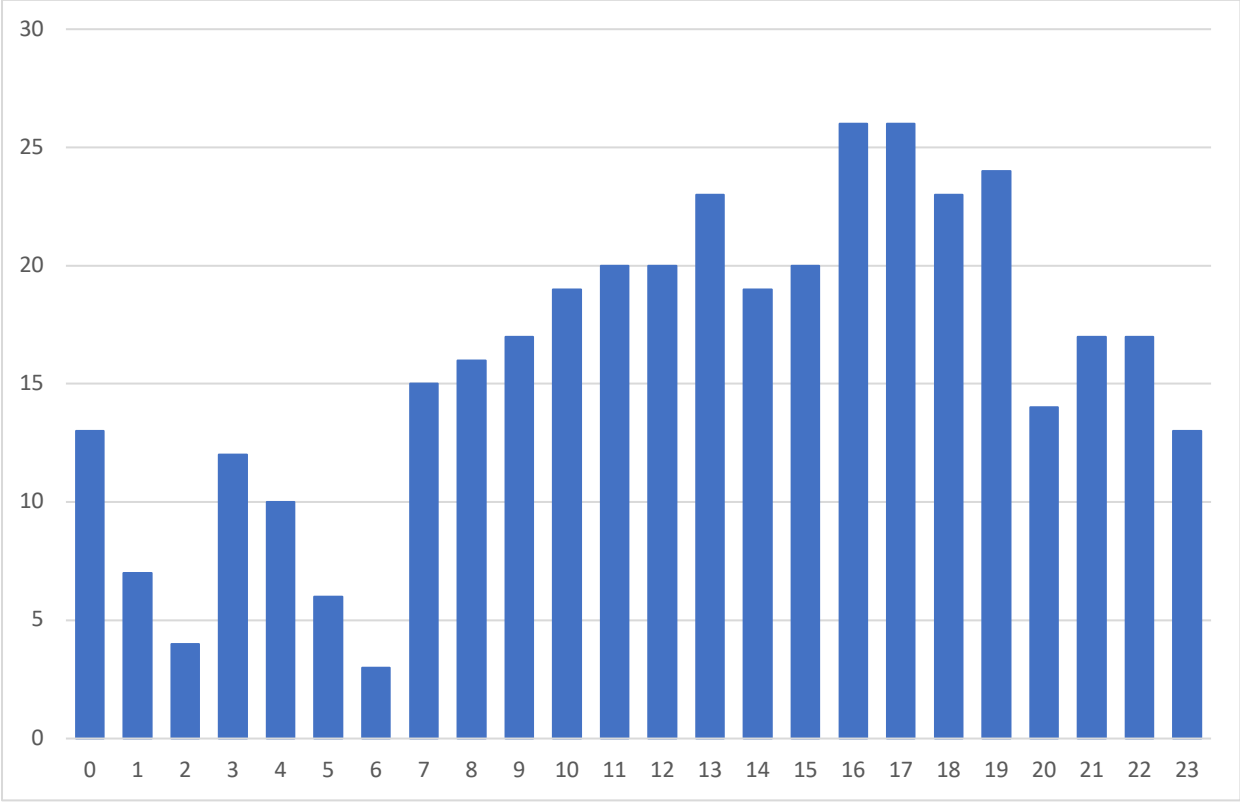
The day of week service demand shows that Friday was the busiest day during 2019 with 53 calls; Wednesday was the least busy day with 44 calls for service (Figure 3). Very similar to the variation by month, the analysis of the service demand by day of week shows some variation but not significant enough variation to recommend a different approach to staffing.

FIGURE 3: CALLS FOR SERVICE BY DAY OF WEEK 2019



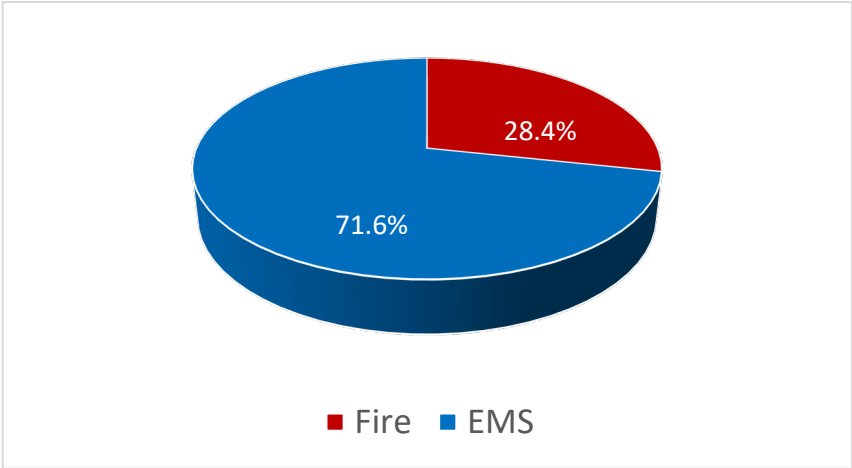
An analysis of the service demand by hour of the day shows a very typical curve based on when the majority of the population is awake. Most fire departments experience their highest demand for service during the daytime hours and the lowest demand during the twilight hours. For CFD, both the 4pm and 5pm hour were the busiest with 26 calls for service during each of these hours, and the least busy hour was 6am with 3 calls for service.

FIGURE 4: INCIDENTS BY HOUR OF DAY 2019



An analysis of the types of calls for service show that EMS calls were the greatest demand on the system, accounting for 71.6% of the call volume. Departments that regularly respond to EMS calls often experience 70% to 80% of their demand for service being associated with EMS responses. Evaluation of the fire incident types shows that gas leaks (29 in 2019) were the greatest demand for fire service in the District followed by cancelled en route (15 in 2019) and building fire (9 in 2019).

FIGURE 5: CALLS BY SERVICE TYPE 2019



Observation: The distribution of the calls for service in the District by month, day of week, and hour of the day are typical for most fire departments. It is also notable that the distribution between EMS and fire incidents is typical for most departments that provide an EMS response.

### OPERATIONS WORKLOAD

During 2019, there were a reported 431 unit responses to the 384 incidents, or 1.12 units per response on average. In *FITCH's* experience, the 1.12 units is an efficient response model as many departments are over 1.5 units per incident. This is likely due to a response protocol of sending only a single unit to medical calls and low-acuity fire responses.



TABLE 1: DEMAND BY COMMUNITY

Community	2016	2017	2018	2019	Total
Centerville	104	113	126	151	494
Circle Pines	246	166	189	233	834
<b>Total</b>	<b>350</b>	<b>279</b>	<b>315</b>	<b>384</b>	<b>1,328</b>

The two rescue units had the highest number of responses out of the fleet with Rescue 11 responding to 158 incidents in 2019 and Rescue 31 responding to 112 incidents. The average amount of time the rescue units spent per call was 28 minutes for Rescue 11 and 27 minutes for Rescue 31.

The following vehicles responded to less than 10 incidents in 2019:

- Chief 3
- Duty Officer
- Engine 31
- Ladder 1
- Personal Vehicle
- Standby
- Utility 15

Observation: The deployment of vehicles appears to be very efficient with an average of 1.12 units responding to each incident. CFD is also efficient using rescue trucks (pick-up truck) instead of heavy fire apparatus to respond to most medical calls.

## FIRE INSPECTION WORKLOAD

The District staff reports that there are approximately 300 inspectable properties within the District. There is no data available to show the fire inspection frequency, violations, or workload. It was reported that the District has not been compliant in completing all of the inspections over the past ten years. The staff do provide plan review services to ensure fire code compliance on projects that require permits within the district.

Observation: *FITCH* was only able to obtain subjective reports of the fire inspection workload and processes.

## HISTORICAL PERFORMANCE

CFD is currently composed of a collaboration between two cities. Those cities are Circle Pines and Centerville. This partnership has been in existence for over 35 years. The initial partnership included a third city, Lino Lakes. The city of Lino Lakes withdrew from the partnership in 2014. The city of Circle Pines is 1.97 square miles with a population of 4,978 (2017) and is located to

the west of Lino Lakes. The city of Centerville is 2.41 square miles with a population of 4,009 (2017) and is surrounded by Lino Lakes on every border.

CFD currently operates from two fixed facilities. The two fire stations are 7.4 miles apart. The city of Lino Lakes surrounds Centerville and is the territory between the stations. The department has an average response time of 10 minutes and 04 seconds from the time the department is notified of the call until the first unit arrives. The department's response time performance at the 90<sup>th</sup> percentile is 13 minutes and 33 seconds (90<sup>th</sup> percentile measures a higher degree of performance to determine what level of service 9 of 10 requests for service would receive, which in this case 9 of 10 customers would receive a response in 13:33 or less from when the department is notified). The average overall time on incident which is the length of time from when the dispatch center receives the call until units are cleared from the incident is 31 minutes and 19 seconds.

**Observation:** The District territory is not contiguous and there are 7.4 miles between the two fire stations.

## **DISPATCH CENTER**

CFD is dispatched by Anoka County Emergency Communications. The communications center is responsible for the dispatch of fire, EMS, and police calls to the District along with several other communities. The dispatch center has an electronic interface with Allina EMS, the ambulance provider for Circle Pines. There is no electronic interface between the dispatch center and M-Health, the ambulance provider for Centerville. This electronic interface decreases the need for manual exchange of information between the two communication centers. In *FITCH's* experience, the electronic interface improves efficiency of sharing information while decreasing the chances of human error.

**Observation:** The District is served by two different EMS providers. Those two providers have different interfaces with the dispatch center.

## **ESTABLISHING DESIRED PERFORMANCE**

The fire department's current performance is defined as a response time of 13:33 minutes or less to 90% of the calls for service. However, the current response time is somewhat distant from the National Fire Protection Association's (NFPA) 1720 recommendations of 9 minutes. A best practice in the industry to look to is from the Commission on Fire Accreditation International (CFAI). The accreditation model is based on a continuous improvement model and, as of recent versions, there is not a single response time requirement but rather an outline of best practices. Those best practices require an articulation of the adopted level of service and the supporting documentation of that level of service.

Conversely, the evidenced-based research in EMS and fire behavior suggests that if the agency cannot respond to the most critical of incidents within 5 minutes or less from onset, the outcome

is not strictly correlated with the response time.<sup>1,2</sup> Therefore, the District and its stakeholders have considerable latitude in establishing the desired service levels. As an example, improvement from the current travel time to 5 minutes may introduce significant costs without correlated improvement in outcomes. If policymakers desire to meet the NFPA response times, additional stations would need to be added and staffed.

TABLE 2: NFPA RESPONSE TIME COMPARISON

Measure	Average	90 <sup>th</sup> Percentile	NFPA 1720 <sup>3</sup>
Dispatch Processing	00:02:25	00:03:34	00:01:00
Turnout	00:05:13	00:07:35	N/A
Travel	00:02:26	00:04:36	N/A
<b>Total Response Time</b>	<b>00:10:04</b>	<b>00:13:33</b>	<b>00:10:00</b>

When specifically assessing the dispatch interval, the average and 90<sup>th</sup> percentile values are incongruent with best practice. NFPA recommends a 1.0-minute dispatch interval at the 90<sup>th</sup> percentile. However, due to the proliferation of cell phone utilization and other process consumption, such as prioritizing medical incidents, high performing dispatch centers are processing calls in 2.0 minutes or less at the 90<sup>th</sup> percentile. Therefore, there may be an opportunity to improve the citizens experience with a reduced dispatch interval. This provides a greater return on investment than attempting to purchase more personnel and/or stations to improve the citizens’ experience.

**Observation:** The District is distant from meeting or exceeding the NFPA standard. This gives the district policymakers considerable latitude to determine the appropriate level of service for the communities.

## CURRENT OPERATIONAL STAFFING

The department currently employs two full-time, one part-time, and 28 paid-on-call (POC) staff. The two full-time employees are the Fire Chief and Assistant Fire Chief. The part-time employee is the Training Officer. The department primarily uses POC firefighters to respond to calls for service. Of those POC staff, only two are available for daytime response during the week; the remainder of the POC staff are available as nighttime responders.

The POC staff are required to meet the following criteria:

- Attend at least 70% of training sessions

<sup>1</sup> Blackwell TH, Kline JA, Willis JJ, Hicks GM (2009) Lack of association between prehospital response times and patient outcomes. *Prehosp Emerg Care* 13 (4):444-450. doi:10.1080/10903120902935363

<sup>2</sup> Kerber S (2012) Analysis of Changing Residential Fire Dynamics. Underwriters Laboratories, Northbrook, IL

<sup>3</sup> NFPA 1720 <https://www.nfpa.org/codes-and-standards/all-codes-and-standards/list-of-codes-and-standards/detail?code=1720>

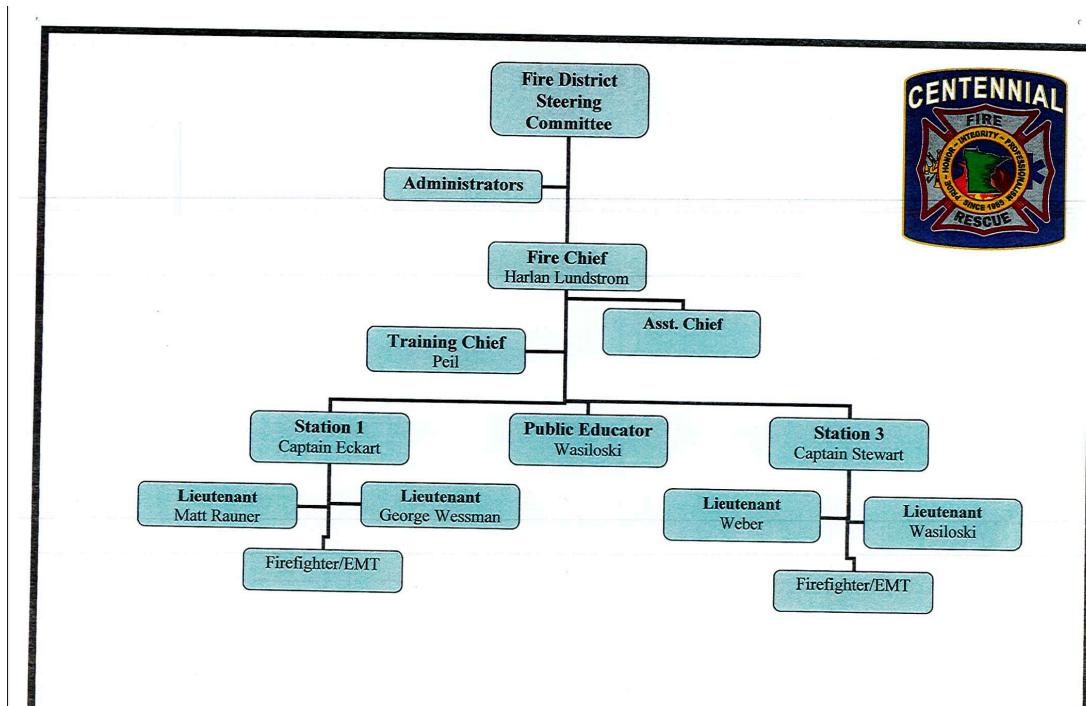
- Respond to 25% or more of the calls for service (there are other opportunities to receive credit that counts toward the percentage such as attending department events or serving as the duty officer)
- Respond within 15 minutes to receive credit for the call
- Obtain and maintain both Firefighting and EMT certifications

The POC staff are paid \$12-14 for the first hour of a call. They are also able to sign up and work on a daytime duty crew which is paid at \$20 an hour. The daytime duty crew is available 0700-1700hrs.

The staff report that they rarely have an instance where no one shows up. Those instances where no one is available is generally for mutual aid calls. The staff does report that there are times where only one person responds to the call.

The process if no one shows up for a call within five minutes is that the original station is paged again. If no one responds after another five minutes (ten minutes total), the second station is then paged.

FIGURE 6: ORGANIZATIONAL CHART



Observation: The District has a significant disparity between daytime and nighttime responders while a significant portion of the calls for service occur during the daytime hours.

## **REGIONAL CONSIDERATIONS**

Prior to positing alternative options for continued and/or expanded regional collaboration, an operational assessment was conducted. One unique element about CFD is that the two remaining municipalities of Centerville and Circle Pines are approximately 7 miles apart. While there are administrative efficiencies in the shared service model, operationally, the geographic distance creates some additional costs when attempting to find the most prudent staffing solutions. Of course, if the volunteer contingency can continue to provide the desired service levels, then the geographic distance will have little fiscal impact.

Under each of the alternatives, the underlying assumption is that at least one staffed resource would be provided, either through the peak period of the day or for 24 hours. Three high-level scenarios are provided to frame potential alternatives:

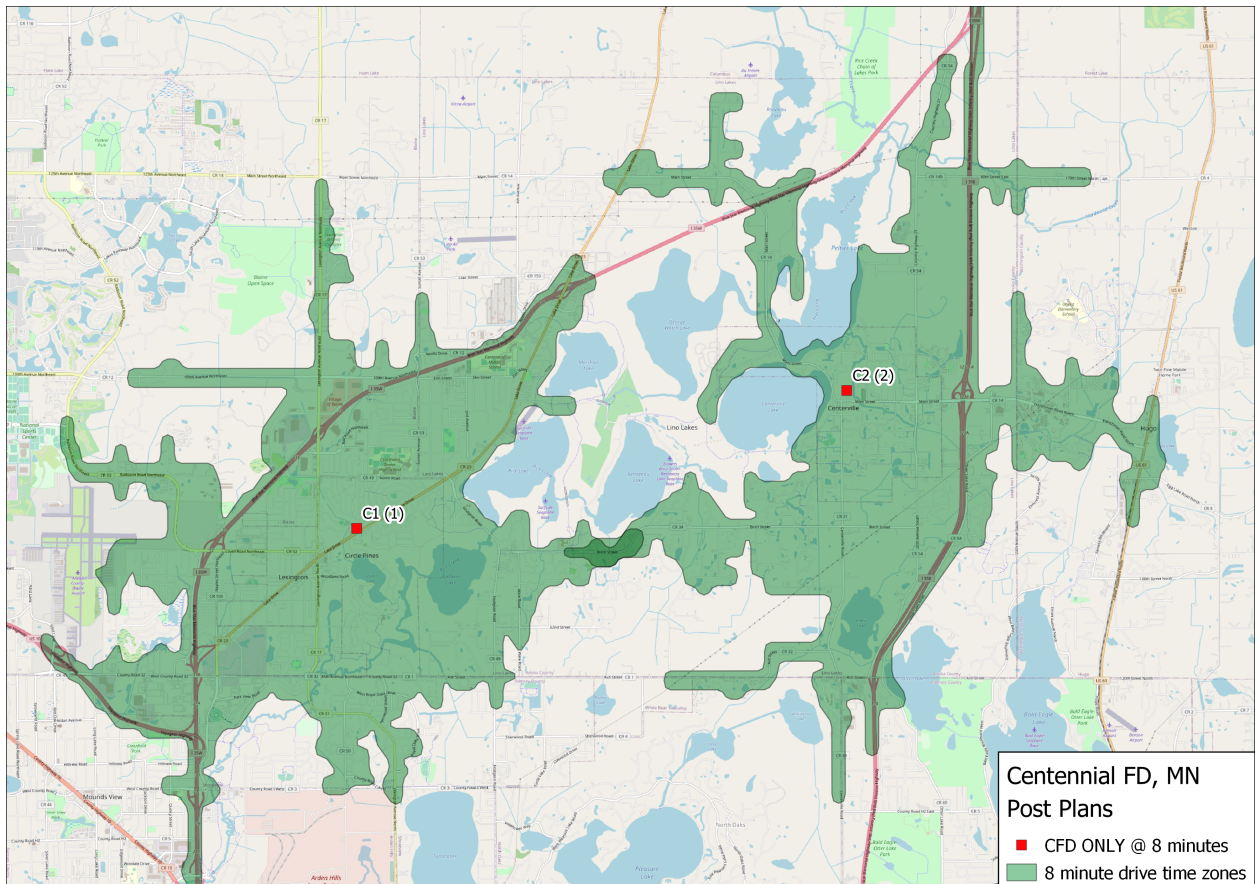
1. Staffing for each station in CFD;
2. Collaboration with regional partners; and
3. Collaboration with Lino Lakes, exclusively.

First, continuing the discussion about establishing desired service levels, it is important to understand the synergistic relationship between each of the independent response time intervals through the citizens' lenses. When referring to Table 2, the total response time that includes dispatch, turnout, and travel times is between 13 and 14 minutes. In other words, that is the citizens' experience from the time they call 911 until arrival 9 out of 10 times. Therefore, holding the dispatch interval as constant, the total time that the fire department consumes is between 10 minutes and 11 minutes. The following examples consider a staffed resource with a response time that approximates or improves the citizens' experience from the historical baseline.

### ***STAFFING FOR EACH STATION IN CFD***

When evaluating travel time from the Centennial-only stations, any variation between 5 minutes and 8 minutes would always require both stations to surpass at least 90% of the incidents within the desired time frame. In all scenarios, the Circle Pines station provided the greatest coverage that varied between 53% and 62% and with both stations from 92% to nearly 100%. Therefore, to provide a commensurate service level for the District and ensure an equitable distribution of both performance and costs, both stations would need to be staffed under these assumptions, at least during the peak portions of the day. Considering the stations to be staffed, the combined turnout and travel times should be approximately 10 minutes, improving the citizen's experience. Mapping for 8 minutes is provided below.

**FIGURE 7: CENTENNIAL FIRE DISTRICT 8-MINUTE TRAVEL TIME**

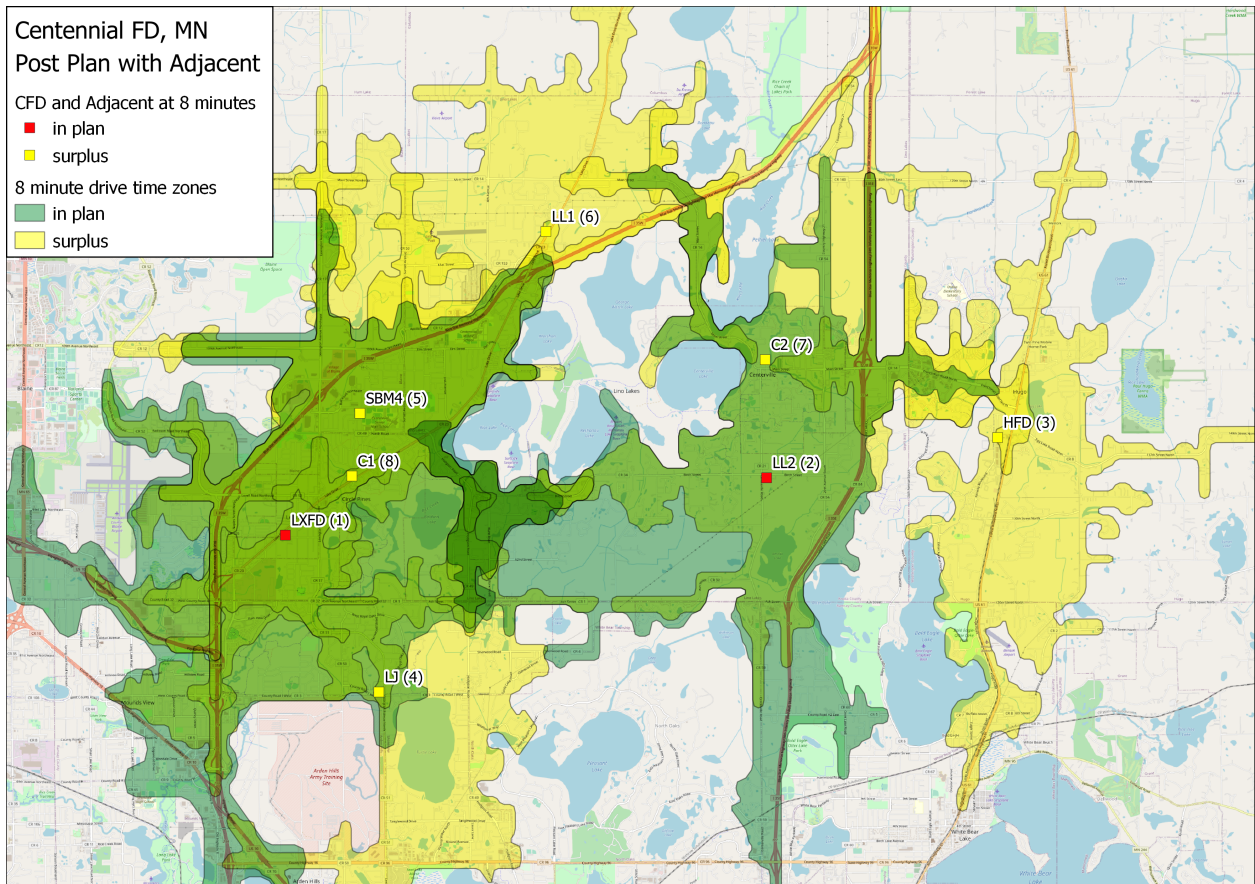


### ***COLLABORATION WITH REGIONAL PARTNERS***

Evaluations were completed with the regional fire departments to explore synergies between the departments and the desired performance within CFD. Variations between 5 and 10 minutes were completed. The more restrictive the time, such as 5 minutes, the less opportunities exist for regional partners to provide coverage within the desired time frame. In other words, the regional stations were too far away to assist with respect to response time. In each of the scenarios between 5 and 9 minutes, the Lexington station provided the greater coverage followed by the Centerville station. The total coverage varied between 93% and 100% with both stations. Results for an 8-minute travel time are provided below.

Therefore, if there is a desire and a fiscal benefit, the location (if staffed) from Lexington could be contracted to provide sufficient coverage for the Centennial Station 1 (Circle Pines).

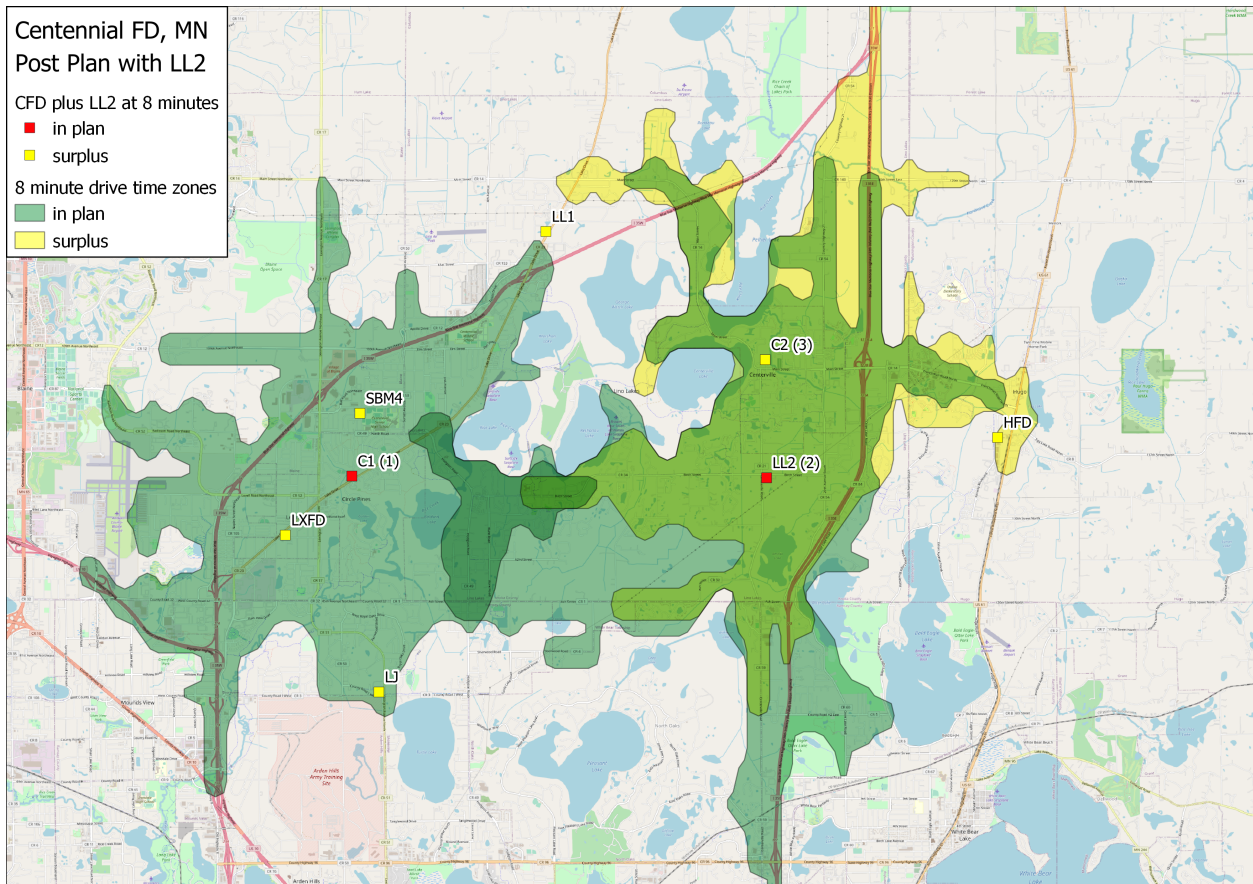
**FIGURE 8: CENTENNIAL FIRE DISTRICT - REGIONAL ANALYSIS 8-MINUTE TRAVEL TIME**



***COLLABORATION WITH LINO LAKES***

The regional analysis provided some interesting observations with respect to Lino Lakes, exclusively. Due to the geographic island between the Centennial fire stations, this analysis forced the consideration of Lino Lakes Station 2. In scenarios between 5 and 7 minutes, the configuration always required both of the Centennial fire stations to meet at least 90% of the incidents. However, at 8 minutes, a configuration of Centennial Station 1 (Circle Pines) and Lino Lakes Station 2 would cover nearly 100% of all calls within 8 minutes travel time or less, maintaining or improving the current service. There may be a fiscal benefit to a shared-cost model with Lino Lakes to take advantage of the geographic centrality. The results of an 8-minute performance are provided below.

**FIGURE 9: CIRCLE PINES AND LINO LAKES 2 - 8-MINUTE TRAVEL TIME**



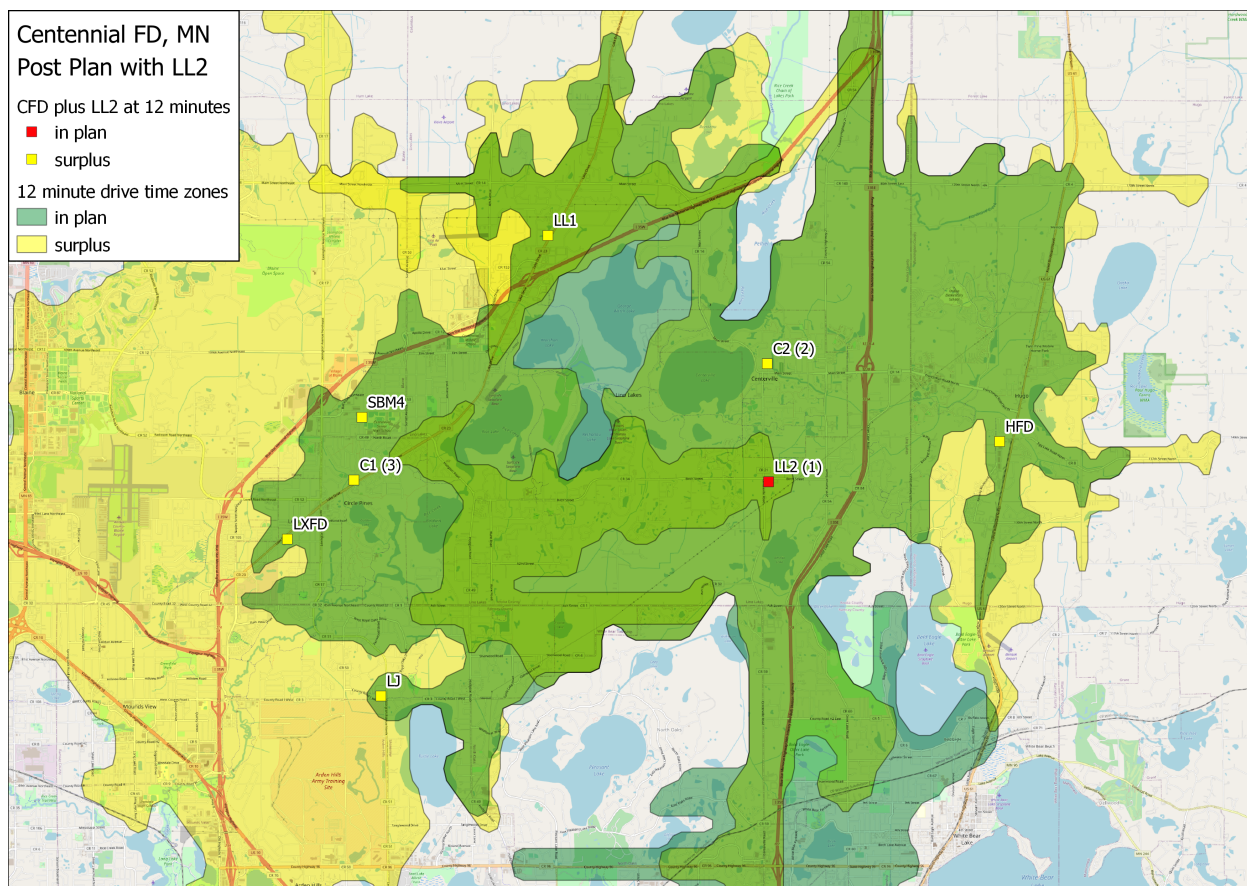
However, in all of the alternatives presented, it required two staffed stations to achieve the desired performance. In other words, while the operational concerns have been largely satisfied, these scenarios would expand the current and planned expenditure levels. Therefore, a more cost-effective solution was tested that involved Lino Lakes.

At 10 minutes, the Lino Lakes Station 2 could cover 79% of all calls in the Centennial District with only one staffed station. Similarly, at the 11- and 12-minute travel times, 92% and 100% of the incidents could be covered by Lino Lakes 2, respectively. The results of the 12-minute travel time are provided below.

A mutually beneficial shared-service model could be explored with Lino Lakes for a staffed station and continue to provide volunteer services from the two Centennial stations as desired. Overall, the citizen's experience would be approximately the same at 14 minutes or less and account for any considerations for equity between costs and performance.



**FIGURE 10: LINO LAKES STATION 2 12-MINUTE TRAVEL TIME**



## **CONTRACTING / COLLABORATION WITH REGIONAL PARTNERS**

At least three specific opportunities are explored at a high level.

## **CONTRACTING ADMINISTRATIVE/MANAGEMENT SERVICES WITH SBM**

First, and perhaps the most salient, is a contractual management contract with the Spring Lake Park-Blaine-Mounds View Department (SBM). After a brief interview and follow-up discussions with SBM, a generalized concept from SBM emerged to provide at least one day crew member each day to supplement Centennial's current 2-person day crew and for SBM to further provide the administrative oversight of the Centennial District.

Therefore, the Centennial District would benefit from a more robust administrative capacity and staff the fire engine at Station 1 with 3-personnel. The entire Centennial jurisdiction, plus the SBM Station 4 would be covered by this collaboratively staffed unit. All of the operating, capital, equipment, and part-time personnel would continue to be funded and employed by the Centennial District. It is not contemplated that the District would join SBM, but rather contract

for the administrative oversight and additional response staffing that may be is mutually beneficial.

Fiscally, there may be some merit to the proposal depending on final language of an agreement. Operationally Centennial would benefit from a deeper bench strength of the SBM organization. However, like other single station solutions, the shared costs may not always equal commensurate service as the Circle Pines and SBM Station 4 areas will receive service from a more closely positioned unit than the Centerville area. Although, as discussed in our operational analysis, the service is likely to be closely aligned to the current delivery.

Finally, while there is an argument for a degree of lost control from Centennial, the fact that all current expenditures and capital will remain with Centennial, the District is partially insulated from substantive impacts to severability. The District would once again have to hire administrative oversight that could range from 0.5 to 1.5 FTEs. Therefore, it is recommended that the District ensure that the contractual language includes regular and defined reporting and metrics to ensure there isn't any mission creep or misalignment with the District's expectations.

As represented in the table below, this partnership could potentially provide cost avoidance for the District. The potential cost avoidance for administrative services of \$195,231 would be offset by any cost to SBM for an agreed upon level of administrative services, and a potential increased level of daytime staff. The District should consider exploring such an opportunity with SBM.

**TABLE 3: POTENTIAL ADMINISTRATIVE STAFF SAVINGS**

FY2020 Budget	Cost
Existing Personnel Salaries (budgeted)	\$ 229,981
Current costs for day-staff (2 per day)	\$ (80,000)
Payroll Taxes (FICA)	\$ 14,176
Payroll Taxes (FICA) - EMS Training	\$ 1,148
Benefits (Health & Dental, etc.)	\$ 29,926
<b>Total Cost Avoidance - Administrative Staffing</b>	<b>\$ 195,231</b>

**SHARED SERVICES WITH LINO LAKES**

As previously evaluated, there is considerable benefit to the geographic location of the Lino Lakes Station 2 that is centrally located to both Circle Pines and Centerville. Theoretically, what is contemplated is that Centennial and Lino Lakes could form a contractual relationship to acquire space at the Lino Lakes Station 2 and provide services the Centennial District and Lino Lakes if desired. It is not suggested that a merger or more formal relationship emerge at this time, but rather more of a cost sharing opportunity for the facility that may be mutually beneficial. It is understood that Lino Lakes as migrated to a public safety model and that integration is not specifically contemplated by either party.

This alternative would provide a more equitable distribution of service capacity to both parties of Centennial with the current staffing strategy. The downside is that this location may be too distant to concurrently integrate with the SBM strategy and may warrant additional discussions if both opportunities have merit.

## **CENTERVILLE CONTRACTING WITH HUGO**

The SBM proposal introduces mutually beneficial operational and fiscal efficiencies as SBM would benefit from avoiding future facilities costs with Station 4 understanding that Station 1 is within close proximity. When contemplating Centerville contracting with Hugo, there may be some mutual benefit of a shared cost of personnel and single location, if both parties are having difficulty recruiting and retaining members. Since the proximity of stations are relatively close, consolidating the recruiting zone may provide some operational benefit and a reduced individual cost for personnel.

However, if Centerville contracted out entirely with Hugo, elements to consider are the loss of control of the quality of services, performance, and the potential for escalating costs for the future. Interviews with Hugo were conducted during our initial visit, but at the time of this report, no proposals or discussions were posited.

Overall, contemplating contractual relationships between Centerville and either Lino Lakes or Hugo, the greatest opportunity exists if there is a consolidation of service areas such as contemplated between Centennial and SBM. Otherwise, it may be more appropriately viewed as a policy choice as the fiscal benefits may be minimal as the market will influence costs regardless of the provider.

## **POLICY SUMMARY**

### *Ordinances*

Both cities appear to have policies adopting the Minnesota State Fire Code<sup>45</sup> and other relevant fire ordinances such as open burning. As part of the initial data request, *FITCH* was provided a copy of ordinance 122 from 1978 for Circle Pines which outlined the establishment of a fire department and included the election of the Fire Chief. It appears this ordinance is likely outdated, and it is not posted on the city's website under the current code.

### *Department Policies*

The department has an established policy manual. The policy manual has the expected administrative and human resource policies that are necessary to operate the department.

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<sup>4</sup> Centerville [https://www.centervillemn.com/vertical/Sites/%7BD770044D-2DE8-4478-9AB4-047D7127BF55%7D/uploads/City\\_Code\\_11-13-2019.pdf](https://www.centervillemn.com/vertical/Sites/%7BD770044D-2DE8-4478-9AB4-047D7127BF55%7D/uploads/City_Code_11-13-2019.pdf)

<sup>5</sup> Circle Pines <https://www.ci.circle-pines.mn.us/index.asp?SEC=DF0BA107-3975-4F11-BC5F-690729686DEB>

*Budget Overview*

The department is primarily funded by contributions from both Centerville and Circle Pines. Some other revenue is collected through intergovernmental transfers, fees for service, and miscellaneous revenues. The majority of the expenses within the District are related to personnel costs amongst all three employee types--full-time, part-time, and POC.

Observation: Currently the ordinances within the cities do not reference the fire district, they reference individual positions such as the Fire Marshal. The department has an administrative policy manual outlining many administrative and human resource expectations. The budget is primarily composed of revenue from the two cities and personnel expenses.

## FISCAL ANALYSIS

**TABLE 4: OPERATING (NON-CAPITAL) CONTRACT REVENUES HISTORY**

	2016	2017	2018	2019	2020
Circle Pines Contract	\$273,387	\$304,962	\$309,761	\$307,392	\$313,848
Centerville Contract	\$212,203	\$244,969	\$240,170	\$241,761	\$257,824
Total	\$485,590	\$549,931	\$549,931	\$549,153	\$571,672
Circle Pines - %	56.30%	55.45%	56.33%	55.98%	54.90%
Centerville - %	43.70%	44.55%	43.67%	44.02%	45.10%

## CURRENT ALIGNMENT WITH INDUSTRY EXPERIENCE

The overall budget for the District was \$571,672 in 2020. The value is relatively evenly split between the administrative positions of approximately \$230,000 and the remaining costs for the POC response programs. The administrative positions account for 2.5 FTEs as the fire chief, assistant chief, and training/EMS coordinator. From this perspective, the administrative costs are relatively high compared to total costs. However, this is not uncommon in volunteer and combination departments as the general response expenditures are low when compared to full-time personnel.

Overall, it is common to see departments similarly tasked as Centennial to function between 0.5 and 2.0 FTEs in administration. The experience may vary due to the service expectations such as fire prevention, plans review, and code compliance as well as the department’s reliance on administrative personnel to provide routine response. In our experience, the current administrative allocation for Centennial is not aberrant, but opportunities do exist to provide a leaner experience if desired. Specific recommendations will be provided under the prioritized alternatives section.

# PROPOSED BUDGET MODEL

The historic contributions between the two cities for fire protection services are shown above, reflecting an approximate 55% / 45% split between Circle Pines and Centerville. These figures do not reflect any capital equipment contribution that may be made from year to year.

Fiscal equity can be evaluated from multiple perspectives. In shared-cost delivery models, various approaches have included a defined cost per population, number of incidents, and even more elaborate formulations. In assessing fire protection, one common approach considers the relative risk properties within the service area represent for the community. For purposes of CFD, the proposed approach incorporates two often defined parameters – *potential demand* as quantified by the value of properties being protected, and *actual demand* as quantified by a three-year average to smooth year-to-year fluctuations. Incorporating both the relative taxable value of each community and the demand for services of each offers a rational formula in apportioning costs. While each of these two components can be weighted as the parties may desire, an initial approach is to simply apply a 50% weighting to each, as represented in the following formula.

When considering EMS, actual demand for services is often used when defining cost allocation. However, demand for services is often disproportionately impacted by certain types of properties – specifically nursing homes, multi-family senior housing, as well as transient spikes in demand at venues hosting special events.

Where:

- CA = cost allocation among participants
- FC = fire calls (incidents) as a 3-year average
- TV = taxable value
- wv = weighted value between fire calls & taxable value - default is 50%/50%

Applying this model to the estimated city total expected contribution for the 2020 adopted budget yields the following cost allocations.

TABLE 5: 50/50 COST ALLOCATION MODEL

Variables	Circle Pines Centennial 1	Centerville Centennial 3	Total
Year 1 Incident Count	166	113	279
Year 2 Incident Count	189	126	315
Year 3 Incident Count	233	151	384
3-Year Incident Count Average	196	130	326
<b>FC</b>	<b>60.12%</b>	<b>39.88%</b>	<b>100.00%</b>
Taxable Valuation	\$ 464,589,924	\$ 443,575,365	\$ 908,165,289
<b>TV</b>	<b>51.16%</b>	<b>48.84%</b>	<b>100.00%</b>
<b>Weighted FC+TV</b>	<b>55.64%</b>	<b>44.36%</b>	<b>100.00%</b>
<b>AC</b>	<b>\$ 318,077</b>	<b>\$ 253,595</b>	<b>\$ 571,672</b>

As noted, this methodology provides a similar cost allocation as the parties already provide. However, should additional parties elect to engage CFD for services, this methodology outlined above may provide an objective and equitable allocation strategy.

## **FIREFIGHTER SURVEY**

The firefighters were given the opportunity to attend a town hall meeting with the *FITCH* Consultants during a site visit to discuss their thoughts on the department. Following the site visit, all firefighters were sent a survey to confidentially provide their opinions on the needs of the fire department. The results of the survey are provided in Attachment “A.” The survey results have been incorporated into some of the final recommendations. The comprehensive results of the survey are stated below.

### **PAID-ON-CALL SURVEY COMPREHENSIVE RESULTS**

#### ***Service Levels and Training:***

The POC staff all agreed that the department provides a good level of service. Most of the staff believe the department should consider expanding into responding to more calls for service, with only 19% of the staff disagreeing. The staff did not want to see the District split up any further and they find value in the current partnership between the two cities.

All of the POC staff believe that they initially were well trained. At least half of the staff do not believe that their fire and EMS skills are being enhanced with their ongoing training. They believe that training should have more variety, and more qualified instructors should be brought in or train in-house instructors to train them properly. The majority of the department found value in the maintenance night.

#### ***Employee Morale/Field Operations:***

The majority of the staff (69%) believed the morale in the department is good and even more believe it is good with the chief officers. Most of the staff have a clear understanding of the command structure.

#### ***Equipment:***

There were positive responses regarding the equipment in the department. Most staff believe they have the equipment they need to do their job. They also feel that the equipment gets repaired when needed.

#### ***Management/Supervisors:***

There is also faith that the leadership deals with personnel issues when they arise. The staff was split on the communication within the department; 34% of the staff believe there needs to be more communication. There was a split in the responses based on the satisfaction and direction with the current fire administration. The staff was also split on the feeling of appreciation from the fire steering committee.

Response requirements appear to be adequate to 58% of the staff, % of staff wanted an increased requirement. Most of the respondents also believe that the POC staff should notify the leadership when they are available.

Observation: The survey had good participation amongst POC staff. There appears to be great pride in the service the department provides to the communities. It is also apparent the staff want to take on more and be challenged more in training. There is also a desire for more communication within the department.

## **OBSERVATIONS AND ALTERNATIVES**

A number of recommendations or alternatives were developed for consideration. These alternatives are developed through a comprehensive review of the staff survey, site visit, data analysis, and GIS analysis.

### ***Policy Considerations:***

1. *Cost Sharing* - The policymakers of CFD may want to consider a sustainable cost-sharing formula for the future. Many separations of shared-service models are born out of an imbalance in the funding formula. It is important that each community is contributing a share equal to agreed-upon factors such as taxable property values and calls for service. It is important to understand that the fire service has many sunk costs given its readiness model. Fire stations, apparatus, administrative tasks, and training for example are part of a fire department operation regardless of the department responding to one call or one thousand calls for service per year. Regardless of the desired and agreed-upon funding formula, the two cities are more efficient together due to the sunk costs that would be borne by each city if the District were to split up further.
2. *Future Collaboration* – It would be prudent for CFD to identify partners for future collaboration. That collaboration does not need to include full consolidation. The county fire departments already have a collaborative fire training academy that have produced efficiencies and positive outcomes for the participating department. These future partners could share administrative workload and training responsibilities, as well as improve operational functionality. The following opportunities may be worth further exploration:
  - a. *Lino Lakes* – Rejoining with Lino Lakes would bring the most efficiency from an operational standpoint. Since Lino Lakes is the territory between both fire stations, the entire geography would then be reconnected. Having contiguous service areas would allow the department to consider staffing a single station for

all three cities and still have a similar or improved response time. Currently, with the two fire stations miles apart, staffing one of the two stations does not improve the response time in the entire District but only in that one station's area. A single, more centrally located Lino Lakes station may be able to serve the entire District more efficiently if it were staffed by significantly reducing the turnout time while elongating the travel time and still seeing similar or reduced overall response time. There is a tradeoff that can be made with a staffed fire station by reducing the turnout time significantly. Once that turnout time is reduced, the staffed station can cover more geography without an increased response time. The reduced turnout time can be used for a longer travel time without negatively affecting the customer's experience. This single station operation would not be feasible with the current makeup of CFD; the single station would have to be more centrally located.

- b. *Functional Consolidation* – The department may consider a functional consolidation with other departments in the area. The functional consolidation can be done by the individual functional areas within the department such as the administration, fire prevention/inspections, and training areas; these are likely to be the areas with the most opportunity. These consolidations would need further evaluation to identify willing partners, political climate, and functionality. The consolidation could be accomplished through a joint powers agreement (JPA) or a contract for service.
3. *Fire Inspection Policy* - The steering committee may want to develop and adopt a clear expectation for the fire inspection practices. A policy should be designed to make sure all life hazards and commercial properties are inspected within the time period and appropriate violations are remedied in a timely fashion.
4. *Job Descriptions* – The steering committee may want to review and update the department's job descriptions to ensure the committee's priorities are being accomplished. With 2.5 FTEs funded in the budget, sufficient capacity exists for the department to adequately address all of the administrative, training, and fire prevention tasks as well as the operational coverage within the current staff allocation. In *FITCH's* experience, the department should be able to accomplish the administrative tasks, training administration, and prevention tasks within 2.0 FTEs.
5. *Duty Crew* – It is common for departments to use duty crews to ensure a response during the weekday daytime hours. The challenge to most departments is that the daytime hours are when the least amount of POC staff are available. In CFD's case, only two of the POC staff

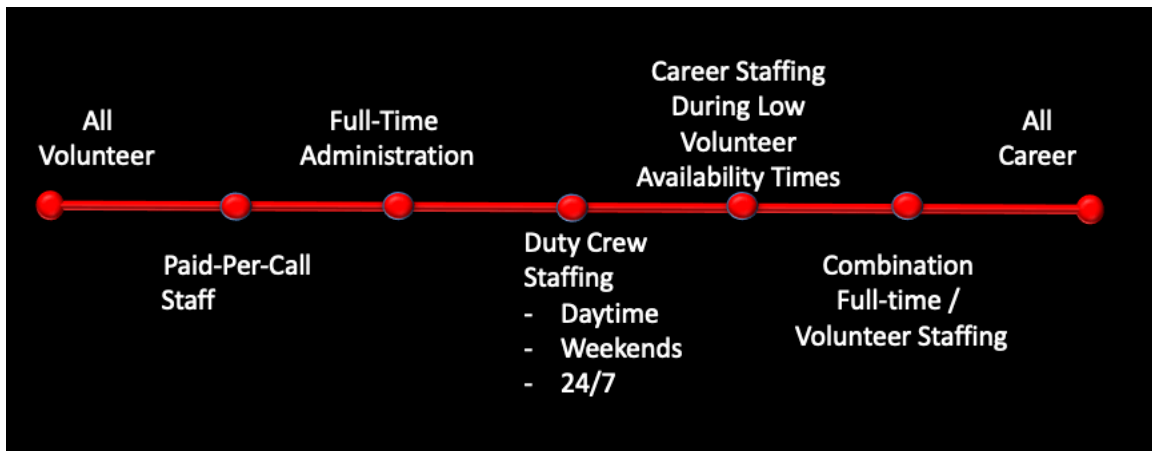


are considered daytime available outside of the two full-time staff. It is likely that some of the nighttime staff will occasionally assist with the duty crew. In *FITCH's* experience, it is not likely that CFD will be able to fill all of the daytime duty crew shifts within the existing model.

The current budget does not identify any funds on the duty crew line item for 2020. The department spent \$13,214 in 2018 from the duty crew line item. The 2018 expenses account for 660 hours of coverage. That is equivalent to 66 days of 10 hours of coverage with one firefighter or 33 days of 10-hour coverage with two firefighters. It would take 5,200 hours of coverage to have two firefighters work a duty crew during the daytime weekday hours. This would cost the department \$104,000 annually. Even if the budget was available for this coverage, it is unlikely that the current staff would be available to cover all of those hours.

The figure below shows the staffing continuum that most fire departments find themselves on. Most departments are finding themselves moving to the right in future years in order to provide reliable fire protection to their communities. There is a national trend towards a decreased ability to recruit and retain POC staff which has continued to push departments towards the models further to the right. The further to the right, the increased investment in staffing costs is necessary. Further collaboration would be beneficial as the department's model moves further to the right to ensure a response within the District.

FIGURE 11: STAFFING CONTINUUM



It is understood that the department is currently in the process of adding a daily minimum of two on-duty personnel. Since the current 2.5 administrative FTEs are often the only personnel on duty, there may be an opportunity to reduce the administrative FTE count to 0.5 to 1.5 FTEs if the District feels that the response capability has been satisfied.

6. *Performance Standards* – It would be prudent for the District policymakers to establish an acceptable level of local performance. This will allow the department administration to identify strategies to meet the expectation, allow for further transparency on the departments

service level, and give policymakers thresholds to determine when changes to level of service or service delivery model may need to be made.

7. *Ordinances* – It may be necessary to ensure the communities’ ordinances are up to date and to reference the District in a legal document to ensure the staff have the legal authority to enforce the fire code and local ordinances. Further consultation with local legal counsel may provide detailed advice on this matter.

### ***Administrative Considerations:***

1. *Policy Manual* - The fire department may want to ensure that the policies clearly communicate all expectations. Currently, the policy manual focuses on administrative and human resource topics. Additional topics such as safety, facilities, training, incident command, EMS, fire, HAZMAT, and other topics would be best practice.
2. *Operating Guidelines* – In addition to, or as part of, the policy manual, the department should consider developing and implementing operating guidelines. Industry best practices show that Standard Operating Guidelines (SOGs) improve operations and communications. By developing SOGs for the department, employees would have a clearer understanding of what is expected of them and standardize procedures. This document would also spell out equipment operation, training materials/references, vehicle placement on emergency scenes, fire inspection practices, construction plan review, pre-fire plan documentation, radio communication, handling public complaints, fire gear maintenance, report requirements, and cleaning of all equipment, as examples.

### ***Operations:***

1. *Data Enhancement* – The department would benefit from expanding the data collection for incident responses. These data will be imperative as the department continues to evaluate the appropriate model and level of service. Examples include unit times, staff on each unit, and staff responding to the station.
2. *Duty Crew* – The department may need to evaluate the use of the duty crew to ensure a reliable response during the daytime hours. It was reported from the staff that there are only two daytime POC staff and there are times where only one person shows up to respond to the call for service. The department may be able to have longer drive times with a staffed station without increasing the response time since the turnout time is decreased. The challenge CFD faces is the distance between the two stations. A more central location would lend itself to a more robust response across the entire District. This may be an opportunity to identify a collaborative approach with Lino Lakes.

3. *Back-Up* – It was reported that the department re-tones the same station after five minutes of no response, if there is no response after a second five minutes (or an elapsed time of ten minutes), the second station is notified. Consider toning the second station or auto aid after five minutes. The average turnout time of the department is just over five minutes. It may be beneficial to notify the second station after the first five minutes given the second station would have to travel multiple miles to get to the other station’s response area. If the department were able to identify the days of week and time of day where there is a challenge getting POC staff to respond, notifying both stations or using auto aid from the initial notification may provide the best service to the communities.
4. *Protective Equipment* – The staff reports being assigned a single set of turnout gear. Given the currently available information on cancer and the toxic hazards to firefighters, it is best practice for staff to have access to a second set of turnout gear. Having access to a second set of turnout gear will ensure staff are not out of service while their primary protective equipment is being cleaned following a fire. It will also reduce hesitation of the staff from cleaning their turnout gear due to their availability to respond.

Prevention:

1. *Community Risk Reduction* – The department should consider evaluating a comprehensive risk reduction program. These risk reduction strategies can reduce life loss and property loss, and increase safety for responders. A comprehensive risk reduction program includes multiple of these strategies:
  - a. *Education*
  - b. *Engineering (fire sprinklers, smoke alarms, etc.)*
  - c. *Enforcement*
  - d. *Economic Incentives*
  - e. *Emergency Response*
2. *Fire Inspection Practices* - The department should strive to improve fire inspection practices. It was reported that the department has not been compliant with the fire inspections within the District over the past decade. Staff should use an electronic software platform to document these inspections. The inspection software is available at no cost from the Minnesota State Fire Marshal’s Office. Proper training on city ordinances, fire inspection forms and documentation would enhance the inspection process. These inspections give the staff the opportunity to accomplish a number of important tasks:
  - a. Identify hazards that could cause life or property loss
  - b. Establish relationships with community stakeholders
  - c. Complete pre-planning that can provide responders important information about a property

### ***Training:***

1. *Competency-Based Training* - The survey results demonstrated a strong need for enhanced training procedures. The department should design and implement an organizational-wide competency-based training program that is required of every member. A competency-based program ensures that each staff member is able to perform the knowledge, skills, and abilities within their level of responsibility. An organizational-wide program also provides a career development path and clear expectations of staff on knowledge, skills, and abilities for each role. It is important that the department provides a program to ensure that all staff are compliant with the regulations such as OSHA, HIPPA, and other agencies as well as industry best practices. The transition to competency-based training focuses less on the time spent in training and more on an individual's ability to perform expected tasks competently.
2. *Career Development* - Given the turnover in the department, it is important that the department design and implement a career development program. The career development program would identify the expectations for each position within the organization as well as opportunities staff can pursue to garner the knowledge, skills, and abilities for their desired position.
3. *Initial Training* – The initial training was highly rated in the surveys and appears to produce a great entry-level firefighter at the conclusion. It is prudent for the department to continue the partnership for the initial training.
4. *EMS Training Program* – The department has provided initial EMS training for both internal and external personnel for years. The historical origin of the program filled a necessary void in the region and proved a cost-effective manner for internal needs and perhaps provided some revenue for the District. Today, however, the program requires considerable utilization of the limited administrative capacity and no longer provides substantive revenue to offset the sunk administrative capacity. There may be an opportunity to acquire EMS service training through one of the regional ambulance providers, hospital systems, or academic institutions. If a better fiscal solution emerges, it is recommended that the EMS training program be discontinued.

### ***Communications:***

1. *Regular Communication Platform* - The department may want to consider developing a regular newsletter or communication platform that would provide current and relevant information to everyone, whether this is a written document, an electronic dashboard, or a controlled-access website. This document could include the staff availability, notable calls, notable inspection findings, equipment issues, training, station maintenance issues, road

closures, fire hydrants out of service, and special events. Upcoming events, communicating performance metrics, or reinforcing expectations could be communicated through this platform. This communication method would ensure anything notable for all staff to know.

## **OVERALL PRIORITIZED ALTERNATIVES**

### **ORGANIZATIONAL STRUCTURE**

The department has made incremental changes to the organizational staffing throughout the project study period. Therefore, it has been difficult to provide specific recommendations on staffing and organizational structures as the recommendations are a variant of other staffing decisions; most notably the hiring of a minimum of two daily part time employees.

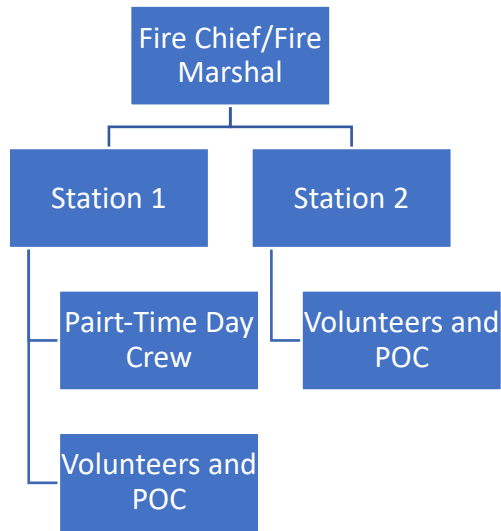
In each of the following administrative alternatives, it is assumed that the assistant chief's position will be eliminated, and the salary savings redirected to the 4-FTE part time contingency. In addition, the EMS training program would be discontinued as previously discussed.

#### ***1.0 ADMINISTRATIVE FTE***

Under the current plan of hiring 4-part time staff for a minimum of 2-per day (M-F), the operational service delivery will be much improved and the reliance on administrative staff to provide field responses will be diminished accordingly. This will provide the department the opportunity to reduce administrative capacity to 1.0 FTE (Fire Chief / Fire Marshal). This alternative would eliminate the assistant chief and training chief positions.

The approximated savings to the District would be \$48,033 associated with the EMS Coordinator/Training position. The salary savings from the assistant chief position has been reallocated to the 4-person part-time contingency.

**FIGURE 12: 1.0 ADMINISTRATIVE FTE – PROPOSED ORGANIZATIONAL STRUCTURE**

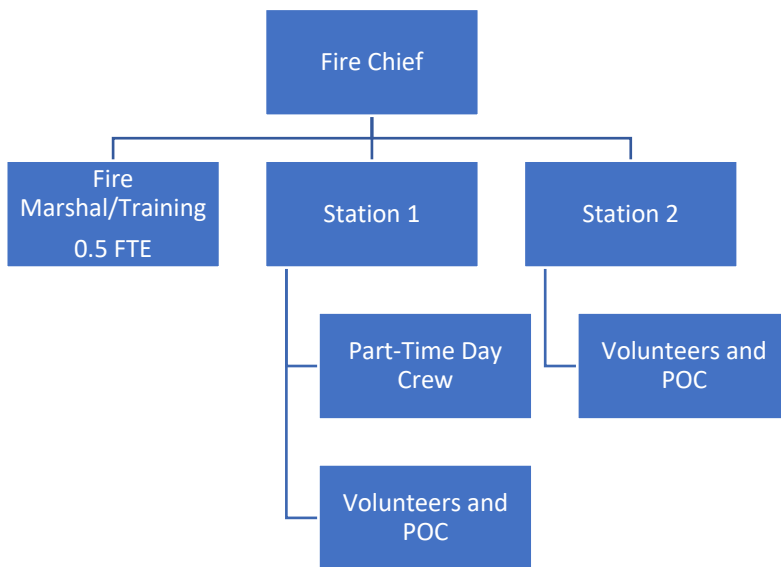


**1.5 ADMINISTRATIVE FTEs**

Continuing with the assumption of the 4-part time FTEs, the District could elect to employ 1.5 FTEs to fill the Fire Chief and the 0.5 FTE could share the workload for the Fire Marshal and Training positions.

There would be no specific savings associated with this alternative as the only salary savings was reallocated to the part time contingency.

**FIGURE 13: 1.5 ADMINISTRATIVE FTE – PROPOSED ORGANIZATIONAL STRUCTURE**



**CONTRACTUAL RELATIONSHIP BETWEEN CENTENNIAL AND SBM**

With respect to the previous discussions on regional collaborations, it is recommended that the Centennial District explore a management contract with SBM. Overall, this will provide both operational and fiscal benefits while retaining the greatest degree of autonomy and resiliency if the relationship is severed in the future.

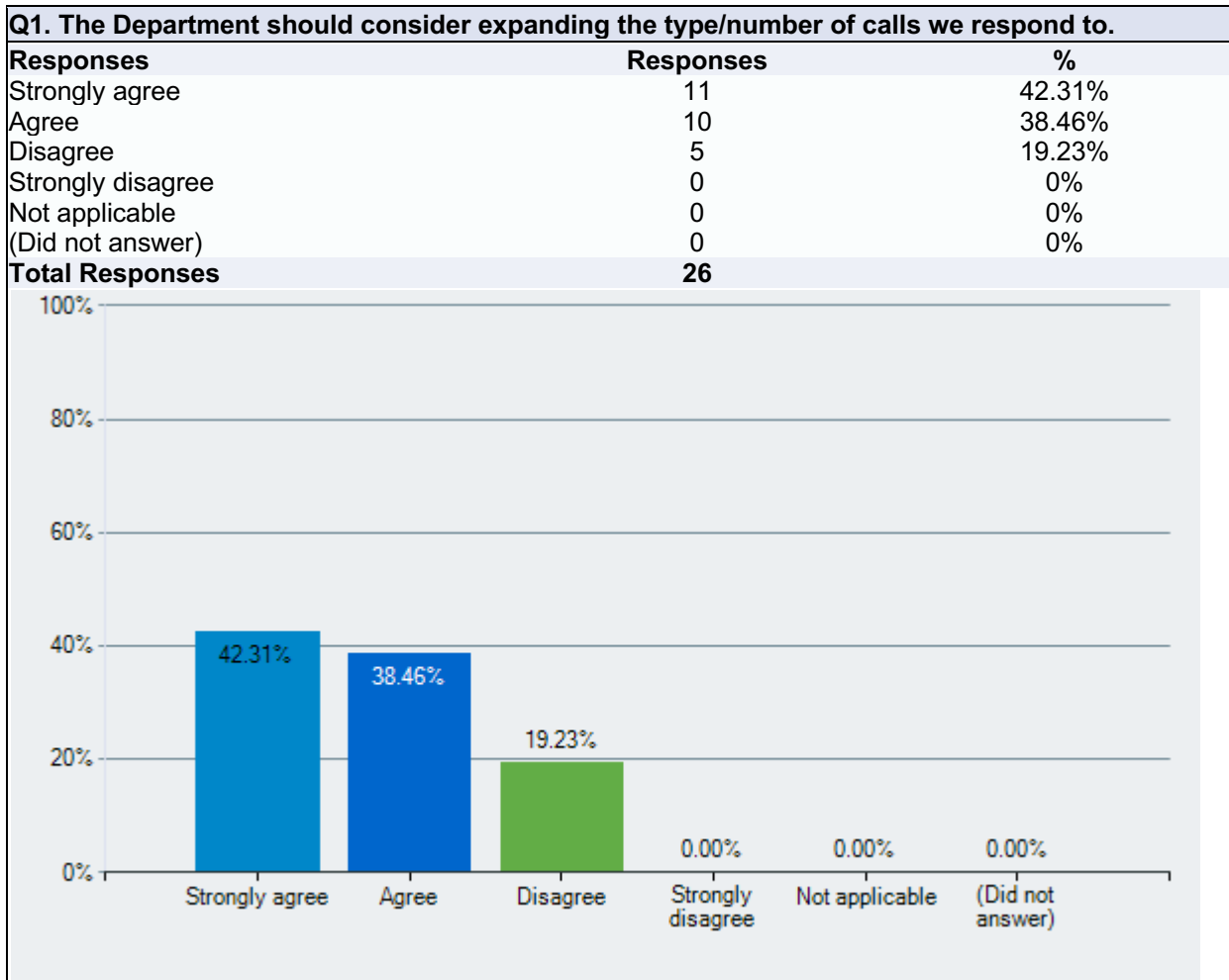
**DISCONTINUE THE EMS TRAINING PROGRAM**

As previously discussed, it is recommended that the District explore options for external sources to train personnel with either the local ambulance providers, health systems, or academic institutions. If the costs are reasonable and/or less than current expenditures, it is recommended that the District discontinue the program as it is not a fiscally robust as it was historically.

# ATTACHMENT "A"

## PAID-ON-CALL SURVEY

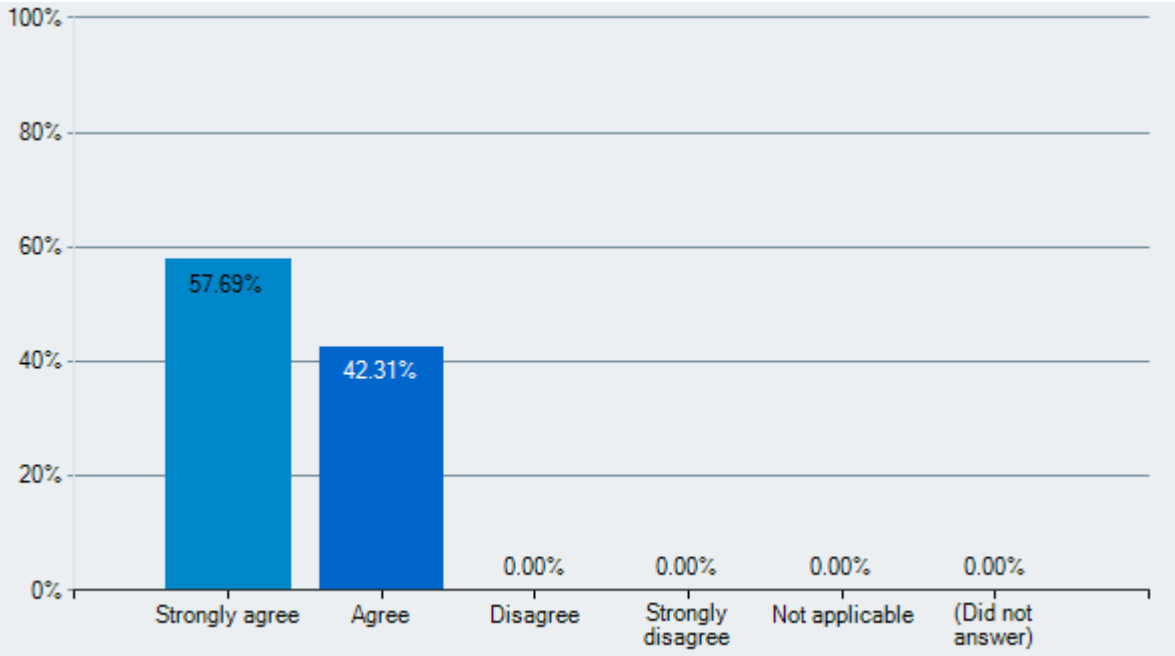
<b>Report Title: Centennial Fire Survey</b>
<b>Survey Title: Centennial Fire District</b>
<b>Report Type: Bar Graph</b>
Start Date :8-Sep-20
End Date :9-Oct-20
Sent :44
Delivered :43
Bounced : 1
Completed :24
Unique Access Rate :55.81%
Incomplete :2
Incomplete Incl. in Report :2





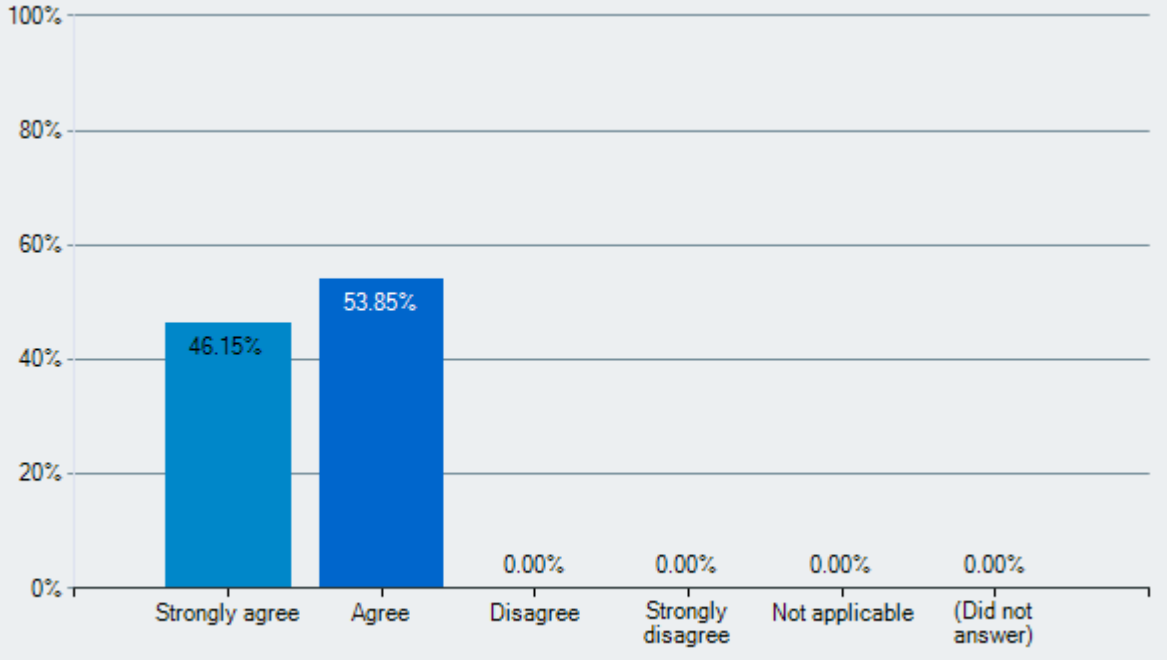
**Q2. I believe that the Centennial Fire District provides a good level of service to our community.**

Responses	Responses	%
Strongly agree	15	57.69%
Agree	11	42.31%
Disagree	0	0%
Strongly disagree	0	0%
Not applicable	0	0%
(Did not answer)	0	0%
<b>Total Responses</b>	<b>26</b>	



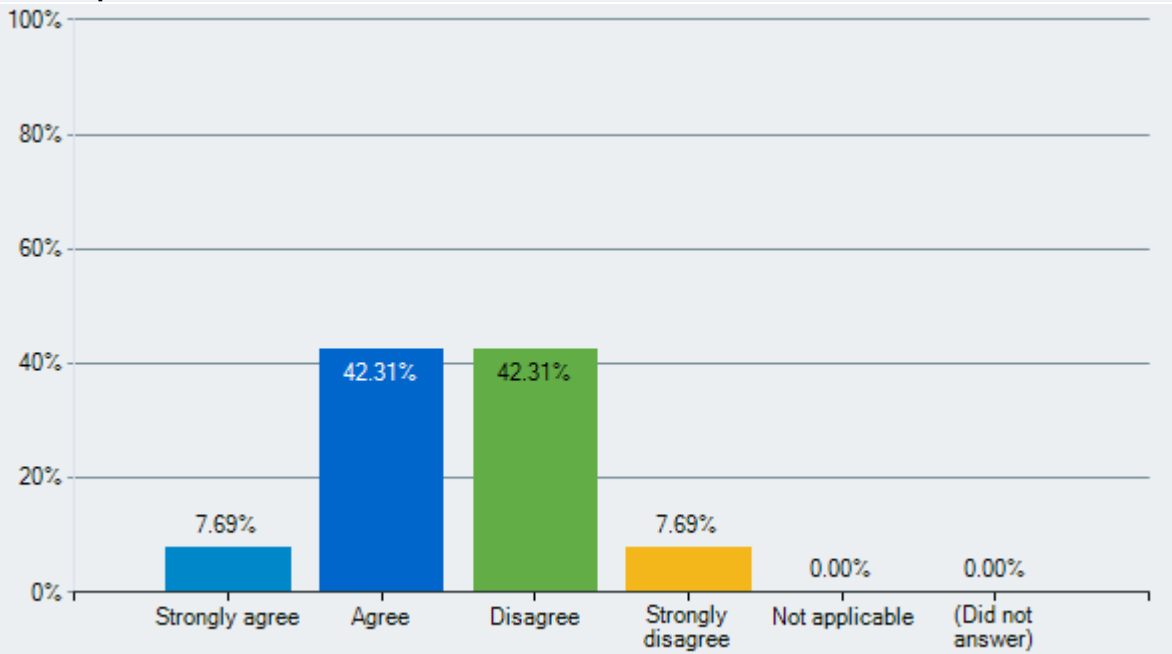
**Q3. When I began my current job at the fire department, the initial training I received regarding fire functions prepared me adequately for the work.**

Responses	Responses	%
Strongly agree	12	46.15%
Agree	14	53.85%
Disagree	0	0%
Strongly disagree	0	0%
Not applicable	0	0%
(Did not answer)	0	0%
<b>Total Responses</b>	<b>26</b>	



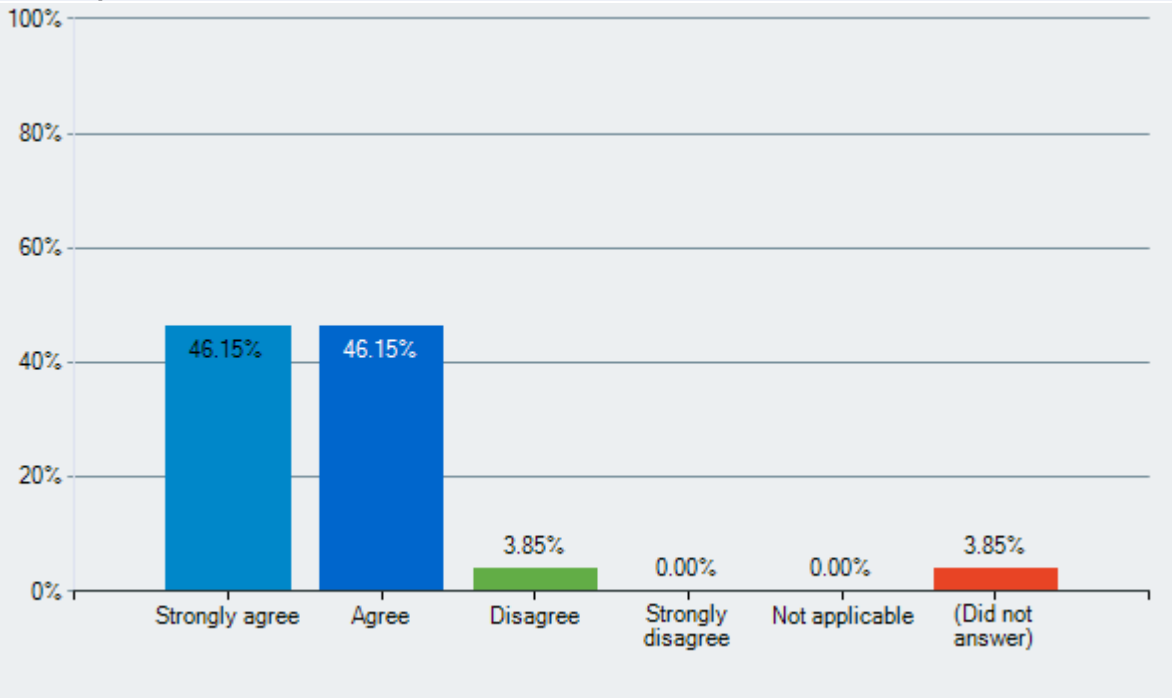
**Q4. The ongoing fire training I receive continues to enhance my skills.**

Responses	Responses	%
Strongly agree	2	7.69%
Agree	11	42.31%
Disagree	11	42.31%
Strongly disagree	2	7.69%
Not applicable	0	0%
(Did not answer)	0	0%
<b>Total Responses</b>	<b>26</b>	



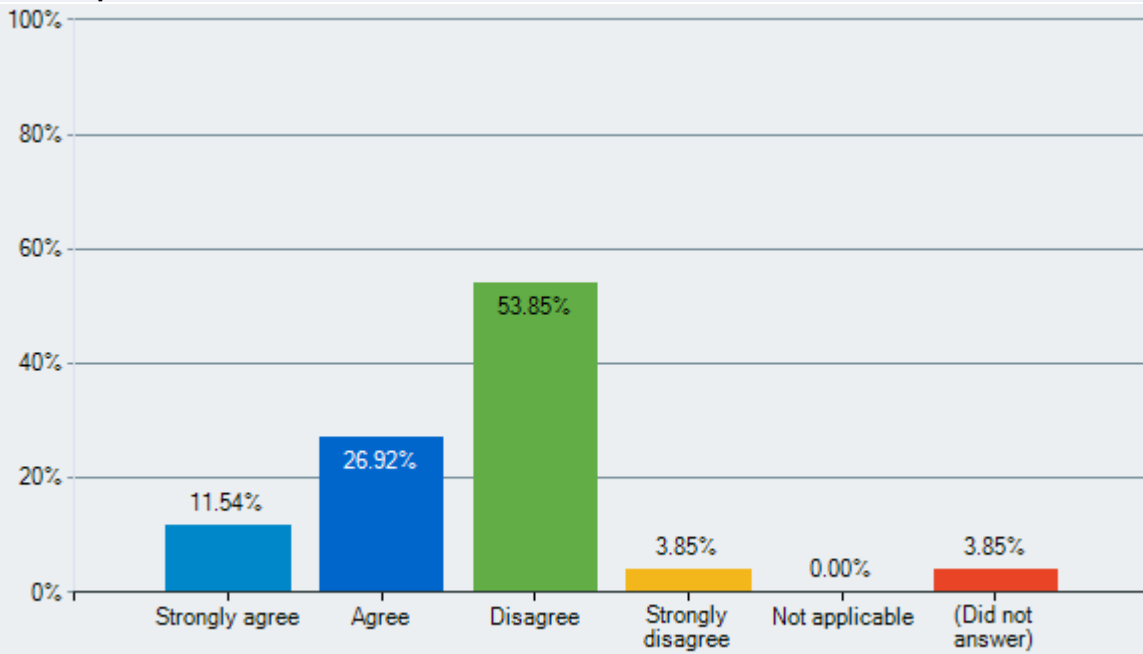
**Q5. When I began my current job at the fire department, the initial training I received regarding EMS functions prepared me adequately for the work.**

Responses	Responses	%
Strongly agree	12	46.15%
Agree	12	46.15%
Disagree	1	3.85%
Strongly disagree	0	0%
Not applicable	0	0%
(Did not answer)	1	3.85%
<b>Total Responses</b>	<b>26</b>	



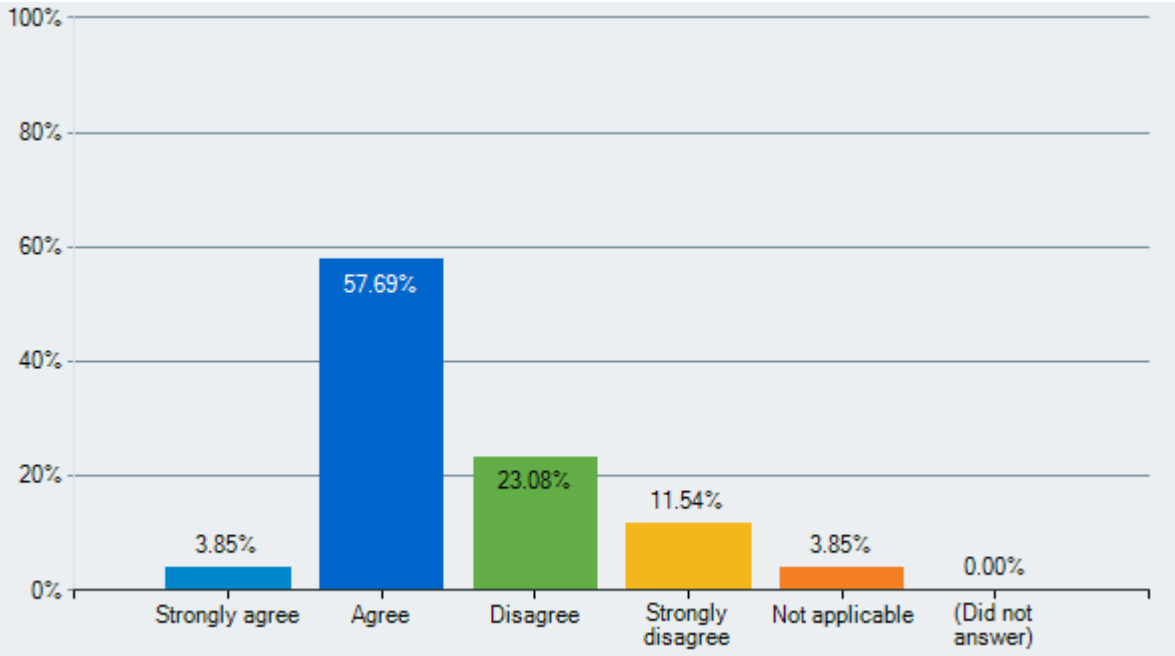
**Q6. The ongoing EMS training I receive continues to enhance my skills.**

Responses	Responses	%
Strongly agree	3	11.54%
Agree	7	26.92%
Disagree	14	53.85%
Strongly disagree	1	3.85%
Not applicable	0	0%
(Did not answer)	1	3.85%
<b>Total Responses</b>	<b>26</b>	



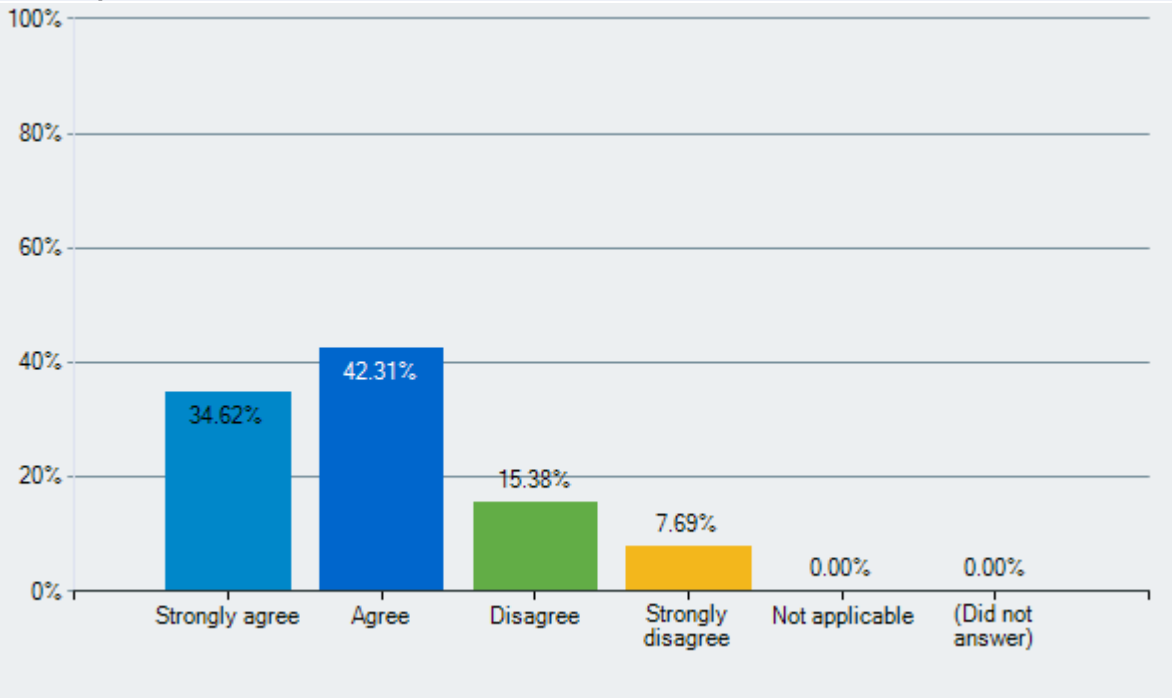
**Q7. The ongoing training program keeps me adequately trained to perform my job.**

Responses	Responses	%
Strongly agree	1	3.85%
Agree	15	57.69%
Disagree	6	23.08%
Strongly disagree	3	11.54%
Not applicable	1	3.85%
(Did not answer)	0	0%
<b>Total Responses</b>	<b>26</b>	



**Q8. The maintenance night (4th session) is useful and is important for the Department to remain prepared.**

Responses	Responses	%
Strongly agree	9	34.62%
Agree	11	42.31%
Disagree	4	15.38%
Strongly disagree	2	7.69%
Not applicable	0	0%
(Did not answer)	0	0%
<b>Total Responses</b>	<b>26</b>	



<b>Q11. Under the current conditions, I believe that morale within the Fire Department is good.</b>			
<b>Responses</b>	<b>Responses</b>	<b>%</b>	<b>Percentage of total respondents</b>
Strongly agree	7	26.92%	
Agree	11	42.31%	
Disagree	3	11.54%	
Strongly disagree	4	15.38%	
Not applicable	0	0%	
(Did not answer)	1	3.85%	
<b>Total Responses</b>	<b>26</b>		

<b>Q12. Under the current conditions, I believe that the overall working relationships between paid-on-call personnel and chiefs are good.</b>			
<b>Responses</b>	<b>Responses</b>	<b>%</b>	<b>Percentage of total respondents</b>
Strongly agree	3	11.54%	
Agree	18	69.23%	
Disagree	2	7.69%	
Strongly disagree	1	3.85%	
Not applicable	1	3.85%	
(Did not answer)	1	3.85%	
<b>Total Responses</b>	<b>26</b>		

<b>Q13. Personnel have a clear understanding of the command structure when responding to all emergency related calls.</b>			
<b>Responses</b>	<b>Responses</b>	<b>%</b>	<b>Percentage of total respondents</b>
Strongly agree	10	38.46%	
Agree	13	50.00%	
Disagree	2	7.69%	
Strongly disagree	0	0%	
Not applicable	0	0%	
(Did not answer)	1	3.85%	
<b>Total Responses</b>	<b>26</b>		



<b>Q14. Personnel have a clear understanding of the command structure when performing to non-emergency duties.</b>			
<b>Responses</b>	<b>Responses</b>	<b>%</b>	<b>Percentage of total respondents</b>
Strongly agree	8	30.77%	
Agree	16	61.54%	
Disagree	1	3.85%	
Strongly disagree	0	0%	
Not applicable	0	0%	
(Did not answer)	1	3.85%	
<b>Total Responses</b>	<b>26</b>		








<b>Q15. I believe our department is respected within the area.</b>			
<b>Responses</b>	<b>Responses</b>	<b>%</b>	<b>Percentage of total respondents</b>
Strongly agree	4	15.38%	
Agree	15	57.69%	
Disagree	5	19.23%	
Strongly disagree	1	3.85%	
Not applicable	0	0%	
(Did not answer)	1	3.85%	
<b>Total Responses</b>	<b>26</b>		







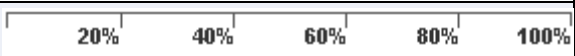
<b>Q17. The equipment we use for fire and rescue responses is reliable and appropriate to do the job.</b>			
<b>Responses</b>	<b>Responses</b>	<b>%</b>	<b>Percentage of total respondents</b>
Strongly agree	4	15.38%	
Agree	15	57.69%	
Disagree	5	19.23%	
Strongly disagree	1	3.85%	
Not applicable	0	0%	
(Did not answer)	1	3.85%	
<b>Total Responses</b>	<b>26</b>		








<b>Q18. Problems with fire service equipment are handled appropriately, and I get feedback on problems I report.</b>			
<b>Responses</b>	<b>Responses</b>	<b>%</b>	<b>Percentage of total respondents</b>
Strongly agree	4	15.38%	
Agree	15	57.69%	
Disagree	4	15.38%	
Strongly disagree	1	3.85%	
Not applicable	0	0%	
(Did not answer)	2	7.69%	
<b>Total Responses</b>	<b>26</b>		







<b>Q19. I have all of the required equipment that I need to do my job effectively.</b>			
<b>Responses</b>	<b>Responses</b>	<b>%</b>	<b>Percentage of total respondents</b>
Strongly agree	4	15.38%	
Agree	17	65.38%	
Disagree	3	11.54%	
Strongly disagree	0	0%	
Not applicable	0	0%	
(Did not answer)	2	7.69%	
<b>Total Responses</b>	<b>26</b>		







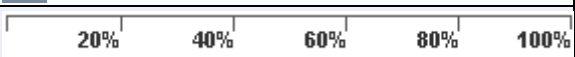
<b>Q21. Fire Department management/command understands the daily problems we face with our jobs.</b>			
<b>Responses</b>	<b>Responses</b>	<b>%</b>	<b>Percentage of total respondents</b>
Strongly agree	4	15.38%	
Agree	16	61.54%	
Disagree	3	11.54%	
Strongly disagree	1	3.85%	
Not applicable	0	0%	
(Did not answer)	2	7.69%	
<b>Total Responses</b>	<b>26</b>		


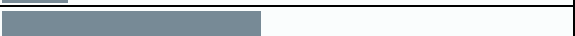
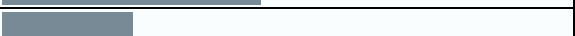
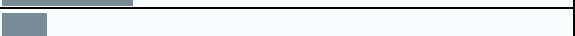
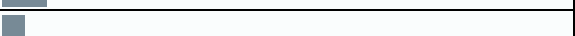
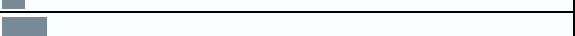

<b>Q22. Fire Department management (Chief Officers) deals effectively and transparently with issues of misconduct or unsatisfactory performance that may occur within the Fire Department.</b>			
<b>Responses</b>	<b>Responses</b>	<b>%</b>	<b>Percentage of total respondents</b>
Strongly agree	1	3.85%	
Agree	15	57.69%	
Disagree	6	23.08%	
Strongly disagree	0	0%	
Not applicable	2	7.69%	
(Did not answer)	2	7.69%	
<b>Total Responses</b>	<b>26</b>		

<b>Q24. Fire Department supervisors (Captains) deal effectively and transparently with issues of misconduct or unsatisfactory performance that may occur within the Fire department.</b>			
<b>Responses</b>	<b>Responses</b>	<b>%</b>	<b>Percentage of total respondents</b>
Strongly agree	9	34.62%	
Agree	11	42.31%	
Disagree	3	11.54%	
Strongly disagree	0	0%	
Not applicable	1	3.85%	
(Did not answer)	2	7.69%	
<b>Total Responses</b>	<b>26</b>		

<b>Q26. Fire Department management works collaboratively to fulfill the mission of the fire department.</b>			
<b>Responses</b>	<b>Responses</b>	<b>%</b>	<b>Percentage of total respondents</b>
Strongly agree	2	7.69%	
Agree	19	73.08%	
Disagree	3	11.54%	
Strongly disagree	0	0%	
Not applicable	0	0%	
(Did not answer)	2	7.69%	
<b>Total Responses</b>	<b>26</b>		

<b>Q27. I receive enough communication to ensure I know what is happening within the Centennial Fire District.</b>			
<b>Responses</b>	<b>Responses</b>	<b>%</b>	<b>Percentage of total respondents</b>
Strongly agree	2	7.69%	
Agree	13	50.00%	
Disagree	8	30.77%	
Strongly disagree	1	3.85%	
Not applicable	0	0%	
(Did not answer)	2	7.69%	
<b>Total Responses</b>	<b>26</b>		

<b>Q28. Overall, I am satisfied with the direction and leadership of the current fire administration.</b>			
<b>Responses</b>	<b>Responses</b>	<b>%</b>	<b>Percentage of total respondents</b>
Strongly agree	2	7.69%	
Agree	10	38.46%	
Disagree	9	34.62%	
Strongly disagree	2	7.69%	
Not applicable	1	3.85%	
(Did not answer)	2	7.69%	
<b>Total Responses</b>	<b>26</b>		

<b>Q29. I feel the fire steering committee appreciates my service.</b>			
<b>Responses</b>	<b>Responses</b>	<b>%</b>	<b>Percentage of total respondents</b>
Strongly agree	3	11.54%	
Agree	12	46.15%	
Disagree	6	23.08%	
Strongly disagree	2	7.69%	
Not applicable	1	3.85%	
(Did not answer)	2	7.69%	
<b>Total Responses</b>	<b>26</b>		

<b>Q30. I believe the Fire Steering Committee treats our department equally with others.</b>			
<b>Responses</b>	<b>Responses</b>	<b>%</b>	<b>Percentage of total respondents</b>
Strongly agree	4	15.38%	
Agree	11	42.31%	
Disagree	4	15.38%	
Strongly disagree	3	11.54%	
Not applicable	2	7.69%	
(Did not answer)	2	7.69%	
<b>Total Responses</b>	<b>26</b>		

<b>Q32. I believe we have adequate paid-on-call participation and response requirements that ensures sufficient personnel respond to incidents.</b>			
<b>Responses</b>	<b>Responses</b>	<b>%</b>	<b>Percentage of total respondents</b>
Strongly agree	2	7.69%	
Agree	13	50.00%	
Disagree	9	34.62%	
Strongly disagree	0	0%	
Not applicable	0	0%	
(Did not answer)	2	7.69%	
<b>Total Responses</b>	<b>26</b>		

<b>Q33. I believe we have adequate paid-on-call firefighter participation for responding to calls.</b>			
<b>Responses</b>	<b>Responses</b>	<b>%</b>	<b>Percentage of total respondents</b>
Strongly agree	1	3.85%	
Agree	14	53.85%	
Disagree	9	34.62%	
Strongly disagree	0	0%	
Not applicable	0	0%	
(Did not answer)	2	7.69%	
<b>Total Responses</b>	<b>26</b>		

<b>Q34. I believe the paid-on-call personnel should be responsible to notify the full-time staff the hours they are available to respond.</b>			
<b>Responses</b>	<b>Responses</b>	<b>%</b>	<b>Percentage of total respondents</b>
Strongly agree	3	11.54%	
Agree	15	57.69%	
Disagree	5	19.23%	
Strongly disagree	1	3.85%	
Not applicable	0	0%	
(Did not answer)	2	7.69%	
<b>Total Responses</b>	<b>26</b>		

<b>Q35. I believe we have an adequate paid-on-call hiring process.</b>			
<b>Responses</b>	<b>Responses</b>	<b>%</b>	<b>Percentage of total respondents</b>
Strongly agree	4	15.38%	
Agree	15	57.69%	
Disagree	4	15.38%	
Strongly disagree	1	3.85%	
Not applicable	0	0%	
(Did not answer)	2	7.69%	
<b>Total Responses</b>	<b>26</b>		

<b>Q36. I believe I have an adequate chain of command structure.</b>			
<b>Responses</b>	<b>Responses</b>	<b>%</b>	<b>Percentage of total respondents</b>
Strongly agree	4	15.38%	
Agree	13	50.00%	
Disagree	6	23.08%	
Strongly disagree	1	3.85%	
Not applicable	0	0%	
(Did not answer)	2	7.69%	
<b>Total Responses</b>	<b>26</b>		