SPECIAL COUNCIL COMMITTEE OF THE WHOLE

A Special Council Committee of the Whole Meeting was held on October 26, 2016 at 6:00 p.m., with Council President Slavin presiding. Members of Council present were Mr. Anderson (arrived at 6:24 p.m.), Mr. Sudler, Mr. Neil, Mr. Lewis, Mr. Cole (arrived at 6:40 p.m.), Mr. Hosfelt, Mr. Hare, and Mr. Hutchison. Mr. Keller was present. Mr. Shelton was absent. Mayor Christiansen was also present.

SAFETY ADVISORY AND TRANSPORTATION COMMITTEE

The Safety Advisory and Transportation Committee met with Councilman Hosfelt presiding.

AGENDA ADDITIONS/DELETIONS

Mr. Hutchison moved for approval of the agenda, seconded by Mr. Sudler and unanimously carried.

Fire Department Response to Public Safety Study - Fire/EMS Operational & Administrative Analysis

Mr. Brian Bashista, President, Robbins Hose Company, expressed appreciation on behalf of the Robbins Hose Company, stating that the members of Council and the City Manager spent a lot of time putting the Fire/EMS Operational & Administrative Analysis together and the report proved a lot to the Company. He indicated that parts of the analysis, if approved, would be beneficial in enhancing public and fire safety; however, other parts would be catastrophic to volunteerism within the City of Dover. Mr. Bashista noted that the Fire Department held eight (8) meetings about this report, starting in March, and indicated that 11 very senior members of the Fire Department were involved. Mr. Bashista noted that he had been with Robbins Hose Company for 23 years and that, of those present, he probably had the least amount of time with the Department. He advised that there was a lot of knowledge of the day-to-day operation of the Fire Department and what was necessary for continued volunteerism in the City. Mr. Bashista explained that they spent a tremendous amount of time trying make sure they could answer questions and opened their eyes to look at new ideas or things that could be done differently in the future.

Mr. Rhodes apprised members of the background of the fire company, stating that in 1869 the town purchased 40 fire buckets, six (6) ladders, and four (4) fire hooks in case of fire. In November 1882, 17 men met at Odd Fellows Hall on Loockerman Street and one (1) dollar was collected from each of the men present, and the treasury for Robbins Hose Company was established. He stated that on January 28, 1883, the first fire was reported. A committee was later appointed to visit the State Legislature in an effort to obtain appropriations. Mr. Rhodes advised that the Robbins Hose Company was granted $200 and an Act of Incorporation was established on January 25, 1883.

Mr. Rhodes indicated that the Dover Fire Department is composed of all volunteers, explaining that a volunteer is defined as "a person who voluntarily offers himself or herself for a service or undertaking willingly and without pay." He explained that Robbins Hose Company volunteers are grandparents, fathers, mothers, sons, daughters, and even grandchildren. Mr. Rhodes stated that the majority of their volunteers are residents of the City of Dover, and the remaining volunteers live

within the City's fire district, which is not limited to the City of Dover. He indicated that most of the volunteers are men and women in the community who work full-time jobs, while others are students and some are retirees. Mr. Rhodes stated that some volunteers are second and third generation firefighters. He advised that when the fire siren blows, these volunteers stop what they are doing and respond to the stations to answer the call for service, leaving dinner tables, birthday parties, and family events. Mr. Rhodes noted that in some of the most severe weather conditions, they are gone from their families for several hours, and sometimes for days. He pointed out that families at home also make sacrifices, and without their support the Robbins Hose Company could not be successful. Mr. Rhodes indicated that those who were seated behind him were a group of very dedicated individuals who continue to respond and support the goals and objectives of the Robbins Hose Company. He informed members that Robbins Hose Company responded to 1,345 calls for service in 2016 and they had responded to 1,074 calls to date in 2016, totaling 800.09 hours of on-the-street service. Mr. Rhodes advised members that at any given time, these individuals risk their lives to protect the life and property of the citizens that they serve without hesitation.

Mr. Paul Eichler, Firefighter, Robbins Hose Company, stated that he had held several past positions with the Fire Department and was a member of the committee that President Bashista formed to review the report. He advised that the Company's committee was formed in March and was comprised of President Bashista, Fire Chief Buck Carey, Deputy Chief Ron Rhodes, past Chief William Rhodes, Mr. James Hurley, past Chief Wayne Hutchison, past President Brian Wasko, past President and present Treasurer Terry Whitham, past Chief and past President Carlton Carey Sr., Secretary Al Farling, and Mr. Eichler.

Mr. Eichler reviewed a presentation entitled, "Analysis by the Center for Public Safety Management, LLC - Comments by the Robbins Hose Company No. 1, Inc. of Dover, Delaware" ***(Attachment #1)***. He credited Mr. Farling for the presentation, noting that Mr. Farling had spent more hours putting this together than anyone could possibly imagine.

Mr. Hosfelt expressed appreciation for what the Fire Department does, stating that the reason for many of the City's questions was that, other than the Mayor, they do not have the experience that members of the Fire Department have and do not live in their world.

Mr. Neil stated that one of the greatest things that a person can do is to put their life on the line for their neighbor, which the Fire Department does. He stated that this was brought home vividly by the recent Wilmington fire. Mr. Neil advised members that he came from Baltimore, where he served as news and sports director for a major Baltimore radio station, and later as press officer for the Mayor of Baltimore. He recalled being called out for a four-alarm fire at midnight while he was watching a movie, stating that he understood what members of the Robbins Hose Company must do when there are such calls. Mr. Neil expressed great regard for these individuals, noting that the report also praised them. He assured them that his questions did not mean that he did not support them and noted that his senior community looks forward to the Fire Department's annual visit to the community with Santa at Christmastime.

Mr. Neil stated that he recognized that the cost of a paid fire service would probably be beyond the City's means, unless taxes were raised. Referring to CPSM Recommendations #21 (The City of

Dover should reassign the dispatching function at the Dover Fire Department and move all fire dispatching to the Kent County 911 Dispatch Center) and #37 (The City of Dover should transfer its fire dispatching duties to the Kent County 911 Communications Center), Mr. Neil noted that the Fire Department had commented that moving fire dispatch would increase the number of general alarms and decrease the number of silent alarms. They had also indicated that this would lead to more apparatus on the road and fewer responders due to volunteer burnout. Mr. Neil asked why they believed these things would happen.
*(City Clerk's Office Note: The list of recommendations has been excerpted from the CPSM Operational and Administrative Analysis Final Report and enumerated (**Attachment #2**).*

Responding, Mr. Eichler indicated that the Fire Department's dispatchers go through training regarding the types of calls that the Department runs for the types of property throughout the district, which ranges from a very heavy urban area to a very rural area. They are able to discern the type of response with guidance from the leadership of the organization and the relationships that have already been established through the efforts of the Fire Marshal's Office. Mr. Eichler explained, for example, that Robbins Hose Company has relationships with Wesley College and Delaware State University and has experience in responding to alarms on those campuses.

In addition, Mr. Eichler informed members that, as stated by Chief Rhodes, the Fire Department received over 1,300 calls last year, which indicates that they are hitting the street more than three (3) times per day, just in regard to fires. He advised that they have nothing to reflect the number of Emergency Medical Services (EMS) runs, expressing his belief that the study referenced over 7,000 to 8,000 runs. Mr. Eichler indicated that there are a lot of demands on the Department's dispatchers, including providing the appropriate response, tracking the response while en route and at the scene, and further communications between the City Fire Marshal's Office, Building Inspector's Office, and State Fire Marshal's Office. He noted that these demands are continuously expanding, since calls are increasing within their fire district and throughout the County. Mr. Eichler stated that the burden carried by the Fire Department's dispatchers was doubtless matched by the burden faced by the County, due to the increase in population and the incredible problems at the societal level today. He indicated that it would be a huge disservice to Kent County's organization and to the citizens of the City and the Fire Department's fire district to put the County in a position of trying to take care of the very generic mix of the volume in Dover in addition to the volume that the County carries. Mr. Eichler advised that the Department takes a lot of pride in being unique not only to the City but to the County. He stated that it would be a huge step backwards to place Robbins Hose Company in the position of being one (1) of 18 organizations, noting that he was not disparaging any of the fire companies that they work with, some of whom had members who were currently covering Station No. 1 at Governors Avenue for them. Reiterating that the call volume throughout Kent County was ever increasing, Mr. Eichler stated that a message would be missed or there would be an error in response, and unfortunate incidents such as the one in Wilmington could become very prevalent in Dover. He explained that dispatchers fulfill a specific, valuable, need based upon criteria that had been developed by the City with regard to the responsibilities that are handled in-house, and they provide a tremendous benefit to the citizens that are served. Mr. Eichler indicated that the City could not get a better value for its money than the services provided by the dispatchers through the Fire Department.

Mr. Neil stated that, according to what he read in the report, PrimeCare perhaps did not maximize emergency service; therefore, it was suggested that the City issue a national Request for Proposals (RFP) to see if a national company could be brought in to provide maximum service at a lower cost. He indicated that this possibility was connected to how many trucks would be in the two (2) firehouses. Mr. Neil asked if EMS could be housed in the fire houses. Responding, Mr. Eichler advised that there had been at least three (3) renovations of 103 South Governors Avenue through the years. Each time the renovations were designed and implemented to best benefit the fire apparatus housed in those buildings at the time. Mr. Eichler noted that they also currently house the City of Dover Fire Marshal's inspections truck, and are happy to do so; however, it puts a squeeze on the space. He indicated that the number of apparatus required gives them no leeway in terms of moving things out or reducing the fleet. In addition to considerations related to housing vehicles, Mr. Eichler stated that they were not equipped or set up for the living quarters, administrative space, and everything else that would be needed to support an EMS function out of 103 South Governors Avenue. He noted that members were currently "sitting in each others' laps administratively" in the available space. Mr. Eichler explained that, while they do have bunk space available, it is designed for very limited use specific to either bad storms or wintertime sleep-ins, when crews stay there in anticipation of bad weather. He stated that it would be a tremendous cost for Robbins Hose Company and the City to even consider making those changes since the buildings were not designed for that use. In addition, Mr. Eichler advised that he personally would be very hesitant to put an ambulance crew in one of the buildings because of the way that the Fire Department operates, noting that this approach would change a lot of the culture within the Fire Department.

Mr. Hosfelt, referring to CPSM Recommendation #21 (The City of Dover should reassign the dispatching function at the Dover Fire Department and move all fire dispatching to the Kent County 911 Dispatch Center), questioned why there would be a decrease in the number of silent alarms if the fire dispatchers were moved. Responding, Mr. Eichler explained that there are arrangements specific to Wesley College and Delaware State University because of the number of false alarms received from those facilities. In past administrations, the Fire Chief and Fire Marshal explained to these institutions that Robbins Hose Company could not run to their campuses for problems caused by a kid who pulled a pull station, etc. They had worked with the institutions' public safety forces so that those forces would get there first and identify whether or not there was an actual problem. In regard to silent alarms, Mr. Eichler stated that when they are notified of a call they check to see who is available in the station, noting that there may be four (4) people in the station who are able to take an engine to respond. He advised that this is a luxury they would not be able to enjoy if the dispatching function was moved to Kent County

Responding to Mr. Hosfelt, Mr. Eichler clarified that the term "silent alarm" is something that the Fire Department uses in-house, and a "cold response" refers to going without lights and sirens. He stated that cold responses fall under the Fire Department's protocols for each type of call.

In regard to CPSM Recommendation #31 (The Dover Fire Department should mandate that all officers participate in additional officer related training each year in order to be eligible to retain their positions), Mr. Hutchison asked if more training was needed than was being received on a regular basis. In response, Mr. Eichler stated this was absolutely true and that there are challenges placed on the Department and its membership. He noted that when someone calls, Robbins Hose Company

shows up and works hand in hand with responders from other agencies. Mr. Eichler indicated that there are resources available to allow them to take care of these problems; however, there have been expansions in the demand for special operations and increasing challenges regarding new construction and how it is affected by fire. Mr. Eichler stated there was a need for more time to be applied to training, as well as training on different topics.

Mr. Hutchison asked how long duty officers had been in place in the Department. Fire Chief Carey explained that this began in the mid 1970s, but really got going in 1997 when he became chief. He noted that they also began running silent alarms in 1997. In regard to the responsibility of the duty officer, Chief Carey advised that when there is an incident at DSU or Wesley College, rather than waking everyone up, the dispatcher calls the duty officer assigned for the day. This officer makes a decision whether to ride to the location or wait for security so they know what the incident is.

Responding to Mr. Hutchison regarding the duties and responsibilities of dispatchers, Chief Carey explained that they clean and maintain the trucks, check the fluids and water, make sure there are no leaks, and check the lights and air pressure. They use a daily checklist to go over the trucks and make sure that the air bottles are all holding up on pressure, since they sometimes leak. Chief Carey stated that if there is a leak in the air pressure for the braking systems, the dispatchers notify the proper people, and they check the radio systems as well. They also clean and perform maintenance on the building.

Responding to Mr. Hutchison, Chief Carey advised that in the event that the Kent County 911 Center goes down, the County sends some people to the Dover Fire Department. In regard to CPSM's recommendation to move the dispatching function at the Dover Fire Department to the Kent County 911 Dispatch Center, Chief Carey stated that this would put more burden on the Kent Center. He indicated that he would not get into the details of how things are run in the County for 17 out of the 18 companies that they run; however, he indicated that he would not want to be part of it.

Mr. Hutchison advised that he had reviewed the document regarding the operations of the Robbins Hose Company and stated that the Company should be very proud of this document. Speaking as a resident and as someone who served 25 years with the Dover Police Department, including five (5) years as Police Chief, 10 years as Mayor, and a current member of Council, he stated that the citizens of the City could be very proud of each member of the Fire Department. Mr. Hutchison indicated that the document allowed the opportunity to look at the Department from a different point of view. Although there were possible changes that Chief Carey would look at and that staff had commented on, he stated that past and current members of Robbins Hose Company could be proud of their accomplishments. Mr. Hutchison thanked Chief Carey and his staff for the comments and stated that he looked forward to working with them in the future.

Mr. Sudler thanked the members of the Dover Fire Department for the excellent job that they do. He asked what challenges the Department is faced with in regard to new construction materials. Responding, Mr. Eichler stated that there are concerns specific to the lightweight construction practices that had come about within the last 10 years or so, and he noted that this relates for the most part to the construction of single-family and multi-family residential dwellings. He indicated that truss construction is very strong when it is unaffected by heat and other factors; however, when

it is affected by heat it falls apart very quickly. Mr. Eichler advised that a house fire earlier this year off Wyoming Mill Road started toward the back of the house and was helped considerably by vinyl siding. The fire went into the attic space of the house, which took away the structural integrity of the roof, and there was a roof and ceiling collapse with members inside. In addition, Mr. Eichler explained that open floor plans, with a wide-open foyer and living area, are now popular. He informed members that the older housing throughout the City is well compartmentalized, which makes firefighting a little easier, noting that a door that is shut helps to contain fire. Mr. Eichler advised that a recent fire on Kirkwood Street was contained to one (1) bedroom specifically because of this type of construction; however, the newer type of construction would fail under fire conditions.

Mr. Slavin echoed the comments made by his fellow Council members and stated that it may be difficult for members to express their thanks personally because of the depth of the Fire Department's service, which was breathtaking. He advised that he always states that the Dover Fire Department has kept his family safe every minute of their lives, and he appreciated that and wanted to thank them personally. Mr. Slavin stated that those chosen to represent the Fire Department, including Chief Carey, Mr. Eichler, and others, had conducted themselves in a way that reflected a very high degree of professionalism. He explained that in every conversation held with them, they were open to listening and firm in their commitment to the Fire Department, and the City came to understand the Department's concerns a lot deeper through their spirit and what had been achieved. Mr. Slavin reiterated Mr. Hosfelt's comment that the City does not live in the world of the Fire Department and is trying to understand it a little more. He indicated that the City understood the Fire Department's concerns and hoped that they had begun to understand some of the City's concerns. It was Mr. Slavin's opinion that this matter pertained to the safety of the Fire Department's members on the job, the well-being of Robbins Hose Company, and the safety of the citizens of Dover, and he hoped that a series of shared concerns was beginning to develop. He advised that good organizations are not exempt from critical analysis, stating that questions can always be asked about how they can get better. Mr. Slavin stated that exemplary organizations welcome such looks to incorporate them into continuous improvement, and he advised that he saw this from the Robbins Hose Company and from the City. He expressed pride that everyone was able to look at this together, stating that sometimes consultants understand and sometimes they do not, which was reflected in the report, and he stated that this was okay. Mr. Slavin stated that this healthy dialogue had allowed for a deeper knowledge and appreciation for what the Fire Department does and that he hoped that the dialogue would continue beyond this meeting and report, and that it would be something that the City and the Fire Department could rely on over time.

Mr. Slavin indicated that he had questions related to the Robbins Hose Company comments that they did not have an opinion, or when they commented that CPSM's recommendations related to City of Dover ordinance issues; however, he would like to discuss them in-depth at another time to determine if the Fire Department thought these were good ordinances, if they could help to improve them, if they could help to make a better decision, or if the City could help to make these issues better for the citizens, Robbins Hose Company, and everyone involved. Mr. Slavin thanked the Fire Department for their efforts, acknowledging that this was a nerve-wracking undertaking with a lot of attached anxiety; however, he indicated that this was a sign of a healthy organization, where members believe in what they are doing and are protective of the health and well-being of the organization.

Referring to CPSM Recommendation #10 (The DFD should work with the Dover 911 Police Communications Center in an effort to classify and dispatch fire calls into emergency and nonemergency response categories), Mr. Hosfelt asked for an explanation of the difference between a fire called in on a land line and a call made on a cell phone. He questioned how calls are transferred and what decisions are made. Responding, Chief Carey explained that all 911 calls made through a cell phone or from those who live in the City of Dover go directly to the Dover Police Department. If they find out that there is a fire, they automatically transfer the call to the Dover Fire Department dispatchers as a one-button transfer. Chief Carey indicated that response times would not be any quicker if referred to the Kent Center because 80% of the Fire Department's calls are through the Dover Police Department. He advised that the remaining 20% of the Fire Department's calls come through the County and relate to a smaller rural area in the County. Chief Carey advised that everything is tied into the City.

Mr. Hosfelt questioned if the Robbins Hose Company's area of responsibility was greater than the City itself, and Chief Carey stated that the Fire Department does go outside the City limits.

In response to Mr. Hosfelt regarding CPSM Recommendation #13 (Dover should request from ISO a reevaluation of its August 2015 review after making adjustments in its fire hydrant testing procedures and the transfer of fire dispatching to Kent County), Mr. Eichler explained that ISO refers to the Insurance Services Organization.

Referring to CPSM Recommendation #18 (The City of Dover should reorganize the structure of fire department operations so that the supervision and management of the Dover Fire Department is unified and under the direction of the City Manager), Mr. Hosfelt asked if the charter, constitution, and by-laws of the Robbins Hose Company could be provided. Responding, Mr. Bashista stated that those documents would be provided.

In regard to CPSM Recommendation #23 (The City of Dover, through the Emergency Services Manager, should review all selection, promotional, and personnel issues carried out by the Volunteer Association in order to ensure compliance with city regulations, and state and federal guidelines), Mr. Hosfelt noted that Robbins Hose Company's comments referenced the City Solicitor's opinion of December 8, 2008 and asked for elaboration. Mr. Eichler provided a copy of a legal opinion from Mr. Nicholas Rodriguez, City Solicitor, dated December 8, 2008 ***(Attachment #3)***. He explained that this correspondence was generated as a result of inquiries from previous Robbins Hose Company administrators regarding issues going on in the Fire Department at that time.

Referring to CPSM Recommendation #24 (The City of Dover should revisit its current prohibition of allowing employees to respond as volunteer firefighters without docking their pay or requiring utilization of leave time), Mr. Hosfelt advised members that when he previously worked for the Dover Police Department, he had gone against this policy. He explained that, at that time, if a firefighter was working for the Police Department and the Police Department wanted them to respond and could clear this individual, the individual was allowed to respond. Mr. Hosfelt asked if there had been issues with Robbins Hose Company members in the City's workforce who were unable to respond while working, and if the Company had been caught short-staffed because of this. Responding, Mr. Eichler stated that there are provisions, such as letters of insurance, coverage, and

training, that allow for members of other fire companies to ride with the Dover Fire Department, and this opportunity is open to City employees. Mr. Eichler indicated that if there is a call of sufficient magnitude and they are short-staffed, they would call other fire companies anyway. The assistance that they would get from a City employee leaving their regular responsibility would be welcome; however, they would hopefully have a lot more additional people on the street.

Regarding CPSM Recommendation #28 (The city, under the direction of the new Emergency Service Manager, should be responsible for fleet maintenance and vehicle acquisition for the Dover Fire Department), Mr. Hosfelt asked if Robbins Hose Company agreed that if the City is putting up funds for a ladder truck or engine, this purchase should go through the City's purchasing policy and bid process. He questioned if this recommendation was a matter of the Fire Department having a position on the committee that chooses the apparatus. In response, Mr. Eichler indicated that Robbins Hose Company had previously established this relationship and noted that Fire Department personnel communicate with Mrs. Donna Mitchell, Controller/Treasurer, with regard to how the financing for the apparatus will be structured and how monies are included for maintenance. He stated that he would absolutely defer to members of Robbins Hose Company regarding the design and need for the apparatus, what would fit, where the apparatus would be taken, and how it would be used within the City. Mr. Eichler indicated that there are different aspects to the process, reiterating that the relationships are there already, and this would depend on what part of the process was being discussed.

Mr. Anderson thanked the Robbins Hose Company for their service and taking the time to answer questions. He asked why fire technicians would not fulfill some of the dispatch duties and why Robbins Hose disagreed with the creation of an Emergency Services Manager. In regard to an Emergency Services Manager, Mr. Eichler responded that they did not feel that this position was necessary, noting that the Fire Department has a recognized process and chain of command that is listed in the City code. He advised that their organization is set up administratively and operationally such that they have processes in place for leadership in providing fire services to the citizens of the fire district, not just the citizens of the City. Mr. Eichler noted that they had established relationships with the City Fire Marshal's Office and Code Enforcement Office and work very well together with them. He indicated that, when looking at where improvements could take place, they did not see any advantage to an Emergency Services Manager as far as the day-to-day running of the Fire Department. Mr. Eichler explained that they have people in place with training, experience, and knowledge, including the subtle institutional knowledge of access through the neighborhoods and what will aggressively take care of a problem. He noted that the leadership structure was there already. In regard to a fire technician or other position that would be developed, Mr. Eichler advised that there were already processes in place, and that conversations regarding pre-planning and these types of things had been such that they were now better prepared. Acknowledging that they could always do a better job, he reiterated that they already have a rapport with City departments and communications go back and forth. Mr. Eichler indicated that he did not see the Emergency Services Manager as a necessity or a vast improvement to the operations serving the citizens.

In regard to CPSM Recommendation #40 (The DFD should conduct a formal Standards of Response Coverage analysis under the guidelines of the Commission on Fire Accreditation International (CFAI)), Mr. Anderson noted the reference to organizations that "deal with volunteer fire

organizations." He asked if the Commission on Fire Accreditation International (CFAI) does not deal as much with volunteer organizations. Responding, Mr. Eichler stated that he did not know the full scope of the services that the Commission offers; however, they largely direct their efforts toward large municipal departments that are fully staffed. He indicated that a lot of their criteria is based upon the integration of many departments and divisions falling under a fire department. Mr. Eichler advised that Robbins Hose Company would be happy to see what programs they have available; however, it would be too far outside the scope of the Department's operations to be applicable. He stated that their comment made note of the National Volunteer Fire Council, which is an organization specifically dedicated to volunteer fire departments. Mr. Eichler stated that they had commented on continued communications with ISO, on how they rate the City, the input that insurance companies and entities can take into consideration for coverage, and how the Fire Department's protection levels affect this. He stated that, while the CFAI is probably far outside the scope of the citizens, there are plenty of other organizations that the Dover Fire Department would be able to find if they need resources.

Mr. Anderson stated that there is a lot of value to an accreditation process; however, it takes a major resource investment. He asked if this type of investment would take a volunteer organization away from its core function or help with its core function. Responding, Mr. Eichler advised that taking on an accreditation process would be a tremendous burden upon Robbins Hose Company and the City of Dover, regardless of what organization they would affiliate with to attain the accreditation.

Mayor Christiansen thanked the members of Robbins Hose Company for their service over the last 134 years, noting that it was his privilege to have been part of it for a time. He indicated that the men and women of Robbins Hose Company have continued to perfect their skills, as exemplified in the report. Referring to CPSM Recommendation #22 (The City of Dover should reduce the number of full-time dispatchers from five to two, reclassify this position to a Fire Technician designation, and eliminate the Fire Chief's Assistant position), Mayor Christiansen stated that attending to the workload of leading the Fire Department, as well as their home lives, takes a lot of officers' time. He indicated that adding the Fire Chief's Assistant was one of the things that was of the greatest assistance in the smooth running of Robbins Hose Company. Mayor Christiansen stated that he was bothered that many of the recommendations made by CPSM were already in place and he questioned who they had talked to. He noted that they had extensive conversations with members and officers of the Fire Department, and some of these best practices were already in place. Mayor Christiansen stated that some of the recommendations were substantiated handily by the members of the Robbins Hose Company that were present. He stated that he did not think that this was the best report that could have been obtained for the dollars that were spent on it. Mayor Christiansen thanked the members of the Department for their continued service to the City and echoed Mr. Slavin's words by thanking them for protecting his family 24/7, 365 days per year.

Referring to CPSM Recommendation #11 (The DFD should modify its response protocols in an effort to reduce the number of units responding to those calls that are screened sufficiently to determine that they are nonemergency in nature), Mr. Anderson noted that Robbins Hose Company follows the best practice protocols and questioned whether these practices are State Fire Commission or national standards. In response, Mr. Eichler indicated that best practice protocols fall back to Robbins Hose Company's experience regarding the type of call volume experienced in the City.

Referring to page 55 of the Public Safety Study - Fire/EMS Operational & Administrative Analysis, he noted that the study identified that the use of the silent alarm and duty officer was a best practice. Mr. Eichler advised that there is a combination of sources in this regard. He noted that this also tied back to the earlier discussion regarding calls from Wesley College and Delaware State University, stating that presumably practices would be based on the experience the Fire Department had in properly taking care of the different types of calls.

Mr. Anderson questioned why Robbins Hose Company believed that the Fire Marshal was best left with building code and not the Fire Department. In response, Mr. Eichler stated his understanding that a lot of the concerns that come from the work of the Fire Marshal relate immediately and specifically to the building code issues and ordinances that the City had undertaken. He indicated that this was a well-established relationship that should continue and was probably the least resistant path to getting problems taken care for both City staff and citizens in terms of the immediacy of addressing problems. Mr. Eichler advised that the Fire Department receives information from the Fire Marshal regarding concerns raised through their inspections and has a strong history with the Office itself, regardless of who is occupying the Fire Marshal position.

Mr. Anderson questioned if there was some concern about adopting the 2015 International Code Council International Fire Code standards in the building and real estate community. He asked if doing so would raise costs without bringing much more into the safety mix. Responding, Mr. Eichler indicated that, in addition to being a firefighter with Robbins Hose Company, he is Chairman of the Delaware Fire Sprinkler Coalition. He explained that the 2015 edition of the International Residential Code is the latest edition that is becoming available for jurisdictions to adopt and to implement. Mr. Eichler noted that since 2009, a provision for the inclusion of residential fire sprinkler systems had been included within that residential building code. He indicated that, unfortunately, state-wide, when jurisdictions adopt that particular edition of the Residential Building Code they specifically delete the sprinkler requirement, whether they are small towns or large municipalities. Mr. Eichler indicated that a lot of concern is based upon myth and misconceptions, specifically regarding the cost that it adds. He noted that, at this time, the national average cost of adding residential sprinklers to a property is $1.61 a square foot. Mr. Eichler stated that the houses under construction in Dover are approximately 1,500 to 3,000 square feet, so the total added cost would be less than $5,000. He explained that statistics from Prince George's County, Maryland; the State of Maryland; Scottsdale, Arizona; as well as the State of California specifically and directly state that sprinklered properties have yet to suffer a fire fatality. Mr. Eichler advised that the subjective desire not to install sprinklers due to the added cost is largely a misdirection of intention at best. He explained that, with the passage of House Bill #133 at the State level last spring, builders are required to provide educational materials to all customers coming in for new homes regarding the installation of residential sprinklers. Mr. Eichler indicated that a growing coalition in Delaware is pushing to revise the ordinances that are on the books. He stated that the specific recommendation from the study recognized that it is largely nothing but a benefit, not only for those who live on a property but for those persons surrounding that property. Mr. Eichler stated that a fire does not stay in one place, noting that there are many examples, such as three (3) houses in Magnolia that were taken out by one (1) fire. He encouraged members to look at including residential fire sprinklers in the adoption of the building code to protect persons in the home. Mr. Eichler noted that there were construction projects going on now through Habitat for Humanity,

which he stated was a wonderful organization. He indicated that the families with the opportunity to take ownership of these properties may be the least able to suffer and recover from a fire. Mr. Eichler pointed out the need to look at the protection of the immediate neighborhood and the members of the Robbins Hose Company when they respond to calls, so that they would not be subjected to some of the factors regarding the failure of lightweight construction when subjected to heat. Mr. Eichler stated that sprinklering was almost a no-brainer, and this was a good recommendation from the study and a trend that he hoped would be followed and pursued.

Fire Chief Carey thanked Mr. Slavin and Mr. Hosfelt for working together with himself and Mr. Bashista since this matter began. He noted that it had been frustrating to the Fire Department and thanked members for their support and working with the Department. He expressed his hope that this matter could be finalized after the next month or so and that everyone would approve of how this matter proceeds.

Mr. Hutchison moved for adjournment, seconded by Mr. Neil and unanimously carried.

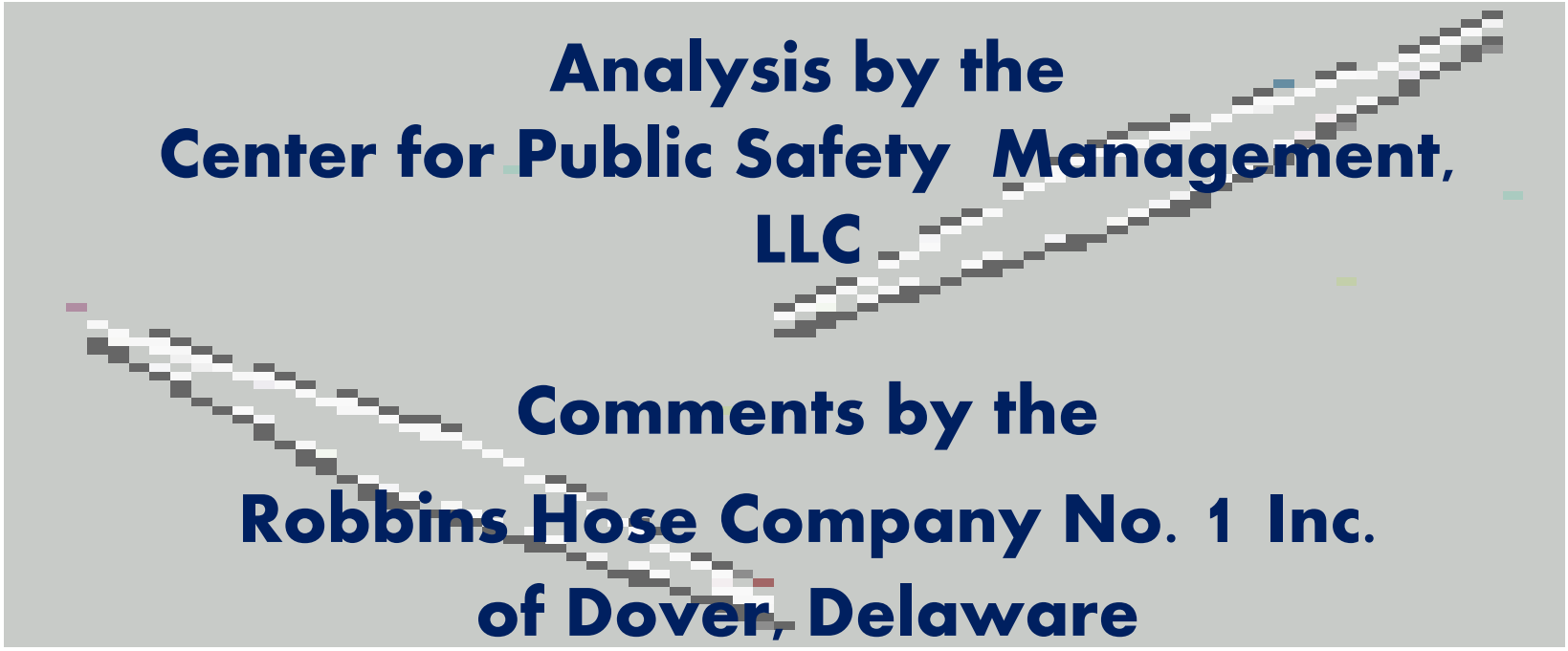
Meeting adjourned at 7:26 p.m.

Timothy A. Slavin
Council President

TAS/TM/js/dd
S:\AGENDAS-MINUTES-PACKETS-PRESENTATIONS-ATT&EXH\Committee-Minutes\2016\10-26-2016 SPECIAL CCW-SA&T - Corrected.wpd

Attachments
Attachment #1 - Presentation - Analysis by the Center for Public Safety Management, LLC - Comments by the Robbins Hose Company No. 1, Inc. of Dover, Delaware
Attachment #2 - List of recommendations excerpted and enumerated from the CPSM Report
Attachment #3 - City Solicitor - Legal Opinion from Mr. Nicholas Rodriguez, City Solicitor, dated December 8, 2008

Operational and Administrative Analysis
Dover Fire Department
Dover, Del.
March 2016



ROBBINS HOSE COMPANY No. 1

DOVER'S VOL. FIRE DEPT.
Since 1882



CPSM Recommendation:

(1) The City of Dover should create a full-time position of Emergency Services Manager.

RHC Response:

Dover City Code provides that the fire department report to City Council and RHC concurs with that arrangement. RHC should continue to follow City Code, ARTICLE II. – FIRE DEPARTMENT.

CPSM Recommendation:

(2) City and Volunteer Association should enter into a contractual agreement that specifies the terms and conditions involved in the delivery of fire services.

RHC response:

The RHC is a private, non-profit, volunteer organization that provides fire protection within the RHC fire district in accordance with the Delaware State Fire Commission rules and regulations, Dover City Code, and the Haggerty and Haggerty Agreement. (cont.)

Dover City Code provides that the fire department report to City Council and RHC concurs with that arrangement. RHC should continue to follow Dover City Code, ARTICLE II, Sec. 46.

CPSM Recommendation:

(3) The Emergency Services Manager should be assigned the administration of the contract with PrimeCare and should coordinate the emergency management activities for the City.

RHC response:

ESM not applicable to the fire department operations which has an established chain of command.

CPSM Recommendation:

(4) City of Dover and the Volunteer Association should specify those city personnel policies that apply to members of the Volunteer Association and place these provisions in the service agreement.

RHC response:

RHC is not aware of any City personnel policies that apply to the volunteers.

CPSM Recommendation:

(5) City of Dover should facilitate the development of a strategic plan for the Dover Fire Department which focuses on the department's long-term needs and anticipated service demands.

RHC response:

RHC agrees and it should be a joint effort.

CPSM Recommendation:
(6) The Fire Chief and/or the duty officer, when dispatched to an incident, should respond with their assigned command vehicle to the incident scene and assume the role of incident commander.

RHC response:
RHC already does this - RHC follows best practices dependent upon the incident reported.

CPSM Recommendation:
(7) The DFD should standardize its response to a single unit to automatic fire alarm soundings and other non-emergency situations (when these are unconfirmed as a true emergency).

RHC response:
RHC follows best practices dependent upon the incident reported.

CPSM Recommendation:

(8) The DFD should limit its fleet of primary response apparatus to three engines, one ladder truck, and two command vehicles.

RHC response:

The State Fire Prevention Commission requires two engines in each station. It is best practice for a City of Dover's size and call volume to have two ladder trucks in service.

CPSM Recommendation:

(9) The DFD should build at least a portion of its training regimens and tactical strategies around the exterior or transitional attack when the fire scenario and the number of responding personnel warrant this approach.

RHC response:

The OIC makes a tactical decision on each incident as to the best attack mode, keeping in mind how far the fire has advanced, the risk to fire personnel, the possibility of entrapped victims, and exposures.

CPSM Recommendation:

(10) The DFD should work with the Dover 911 Police Communications Center in an effort to classify and dispatch fire calls into emergency and nonemergency response categories .

RHC response:

This is a long standing practice of the RHC. The RHC dispatchers are trained and certified to classify fire calls in accordance with current policies. Additional resources are available in-house to assist with classifying calls.

CPSM Recommendation:

(11) The DFD should modify its response protocols in an effort to reduce the number of units responding to those calls that are screened sufficiently to determine that they are non-emergency in nature.

RHC response:

RHC follows best practice protocols for responses to call types and the amount of apparatus that responds.

CPSM Recommendation:

(12) The DFD should institute a unified incident and activity reporting system for emergency response and other support activities carried out by all personnel.

RHC response:

RHC has had such a system (Red Alert) in place for over 20 years.

CPSM Recommendation:

(13) Dover should request from ISO a reevaluation of its August 2015 review after making adjustments in its fire hydrant testing procedures and the transfer of fire dispatching to Kent County.

RHC response:

* **RHC met with ISO and was informed that:**
  ISO rating is 50% fire, 40% water, 10% dispatch.
* **10 pts were lost due to lack of a response by the City Fire Marshal's Office.**
* **3 pts were lost due to the City not properly flow testing fire hydrants.**
* **RHC disagrees with transferring fire dispatch to Kent County.**

CPSM Recommendation:

(14) The City should include a requirement for residential fire sprinklers when it adopts the 2015 International Code Council International Fire Code.

RHC response:

RHC agrees. This would protect civilian lives and property while reducing the risk of injury to first responders.

CPSM Recommendation:

(15) The DFD should require all new firefighters to meet the training qualifications of the NFPA Standard 1001, *Standard for firefighter Professional Qualifications for Firefighter I & II.*

RHC response:

RHC follows the guidelines of the Delaware State Fire Prevention Commission.

RHC trains to the Fire Fighter I & II standard.

CPSM Recommendation:

(16) The DFD training program should be revised in order to schedule weekly training meetings and drills through out the year.

RHC response:

This recommendation will be taken under consideration. RHC normally schedules weekly training January thru May and September into December.

CPSM Recommendation:

(17) The DFD should revise the ongoing training requirements for all active members (including life members) to ensure that skills and proficiency training is carried out to sufficiently ensure firefighter readiness and safety.

RHC response:

This recommendation will be taken under consideration.

CPSM Recommendation:

(18) The City should reorganize the structure of fire department operations so that the supervision and management of the DFD is unified and under the direction of the City Manager.

RHC response:

RHC feels that the present organization functions well. RHC is a stand-alone organization with a charter, constitution, and by-laws that reports to the President of City Council and the Delaware State Fire Prevention Commission.

CPSM Recommendation:

(19) The City Fire Marshal and Fire Inspectors (Deputy Fire Marshals), along with fire code enforcement, plans review, and fire inspection duties, should be assigned under the supervision of the Emergency Services Manager.

RHC response:

RHC does not see the need for an Emergency Services Manager.

CPSM Recommendation:

(20) All officer positions, including Captain, Assistant Fire Chief, Deputy Fire Chief, and Fire Chief, should be filled on the basis of firefighting/emergency services training, certifications, and experience, along with successful completion of a formal, openly competitive assessment process, including a practical skills evaluation.

RHC response:

RHC follows and supports the procedures as provided in the Dover City Code of Ordinances

CPSM Recommendation:

(21) The City of Dover should reassign the dispatching function at the Dover Fire Department and move all fire dispatching to the Kent County 911 Dispatch Center.

RHC response:

RHC disagrees – the dispatchers are Emergency Fire Dispatch certified at the same level as the County dispatchers (cont.)

RHC response: continued

Moving fire dispatch will increase the number of General Alarms and decrease the number of Silent Alarms due to having to follow County policies and procedures. Could cause loss of institutional knowledge of the City fire district. Timely dispatch could be jeopardized.

CPSM Recommendation:

(22) The City of Dover should reduce the number of full-time dispatchers from five to two, reclassify these positions to a Fire Technician designation, and eliminate the Fire Chief's Assistant position.

RHC response:

RHC disagrees – the dispatchers are an integral part of the daily operations of the RHC. The Fire Chief's Assistant provides essential continuity in the Fire Chief's office and a point of contact with City staff and residents.

CPSM Recommendation:

(23) The City of Dover thru the Emergency Services Manager, should review all selection, promotional, and personnel issues carried out by the Volunteer Association in order to ensure compliance with city regulations, and state and federal guidelines.

RHC response:

RHC disagrees – RHC is a private non-profit corporation that follows its Constitution, By-Laws, and Policies. We fully agree with the City Solicitor's opinion of December 8, 2008.

CPSM Recommendation:

(24) The City of Dover should revisit its current prohibition of allowing employees to respond as volunteer firefighters without docking their pay or requiring utilization of leave time.

RHC response:

This is a City of Dover personnel issue.

CPSM Recommendation:

(25) The DFD should conduct a formal fire risk analysis that concentrates on its downtown areas, high rise structures, and manufacturing and institutional occupancies.

RHC response:

The existing program could be improved with the RHC and City Fire Marshal working together.

CPSM Recommendation:

(26) The City of Dover should adopt an apparatus replacement schedule to serve as a guide for the financial planning and replacement of fire apparatus.

RHC response:

RHC has submitted such plans to the City as part of the CIP process for many years. Following is the most current plan.

Dover Fire Department

Modified CIP - 10 Year Apparatus Replacement Schedule

Fiscal Year	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Engine 7 ($625,000)		73,400	73,400	73,400	73,400	73,400	73,400	73,400	73,400	73,400	-	625,000
Engine 3 ($625,000)	-	73,400	73,400	73,400	73,400	73,400	73,400	73,400	73,400	73,400		625,000
Engine 6 ($635,000)	-	-	63,500	63,500	63,500	63,500	63,500	63,500	63,500	63,500	63,500	571,500
Engine 4 ($645,000)	-	-	-	64,500	64,500	64,500	64,500	64,500	64,500	64,500	64,500	516,000
Engine 2 ($655,000)							43,667	43,667	43,667	43,667	43,667	218,335
Totals:	-	146,800	210,300	274,800	274,800	274,800	318,467	318,467	318,467	318,467	171,667	2,555,835

Updated 10/3/2016

Rescue 1 ($1.25million)							?					$1.25 million
Ladder 1 ($920,000)	145,700	145,700	145,700									437,100
Ladder 2 ($1.25million)				?								$1.25 Million

*Curent Ladder 1 will be replaced in 20; 2026 estimated cost (: ($1.25million)

DOLLAR AMOUNTS ARE PRINCIPAL AMOUNTS ONLY

CPSM Recommendation:

(27) The City should adopt an apparatus replacement program that allocates annual funding that is earmarked for future apparatus purchases.

RHC response:

RHC agrees.

CPSM Recommendation:

(28) The City, under the direction of the new Emergency Service Manager, should be responsible for fleet maintenance and vehicle acquisition for the DFD.

RHC response:

RHC disagrees. RHC is best qualified to be responsible for fire apparatus maintenance and purchasing.

CPSM Recommendation:

(29) The DFD should undertake a concerted effort to develop a comprehensive set of performance measures that monitors its system performance and system outcomes. The process of developing the measures should utilize input from DFD members, the community, elected officials, and city administrators.

RHC response:

RHC is willing to look at continuous performance improvement and will work to develop meaningful performance measures.

CPSM Recommendation:

(30) The DFD should expand the responsibilities of the Fire Technician position to include inspection and code enforcement, including the prefire planning of key occupancies.

RHC response:

RHC does not support the concept of the Fire Technicians. Preplanning should be accomplished jointly by the Fire Marshal's Office and RHC.

CPSM Recommendation:

(31) The DFD should mandate that all officers participate in additional officer-related training each year in order to be eligible to retain their positions.

RHC response:

RHC will take this under advisement.

CPSM Recommendation:

(32) The City of Dover should consider the re-assignment of the Fire Marshal's Office and its fire code enforcement duties under the Fire Department's Emergency Services Manager.

RHC response:

RHC disagrees with the creation of the Emergency Services Manager position and hence with this recommendation.

CPSM Recommendation:

(33) The DFD should develop an annual training budget that identifies the needed training for its membership and the associated cost for each element of the training program

RHC response:

RHC has an annual training plan and training budget and provides the training needed for all of its members.

CPSM Recommendation:

(34) Under the direction of the Emergency Services Manager, the DFD should form a committee comprised of a cross-section of the department's membership to develop standard operating guidelines (SOGs).

RHC response:

RHC already has Standard Operating Guidelines (SOGs) and has had for many years.

CPSM Recommendation:

(35) The City of Dover should ensure that all Fire Department personnel are familiar with applicable city policies and that these are included in the annual training curriculum.

RHC response:

The Robbins Hose Company is a private non-profit corporation. See City Solicitor's memo of December 8, 2008. We agree and look forward to discussing this with the City.

CPSM Recommendation:

(36) The City of Dover should ensure that the hazard mitigation efforts of Kent County are aligned with the needs of the city and should identify those key infrastructure and public outreach efforts necessary to protect all city residents.

RHC response:

RHC agrees.

CPSM Recommendation:

(37) The City of Dover should transfer its fire dispatching duties to the Kent County 911 Communications Center.

RHC response:

RHC disagrees. This will result in more General Alarms, fewer silent alarms, more apparatus on the road, and fewer responders due to volunteer burn out.

Fire dispatchers are an integral part of the RHC by reduction of General Alarms, assistance with Fire Prevention, public outreach, apparatus maintenance, station cleaning, and security.

CPSM Recommendation:

(38) The City should consider the relocation of all Fire Department operations, including Fire Code Inspections/ Enforcement, EMS transport, and the emergency management functions, to the main fire station at 103 S. Governors Ave..

RHC response:

RHC disagrees. The Stations are not built as public facilities, there is not sufficient space, there are liability issues, there would be a substantial cost to the City, and fire inspections need to be with building inspections.

CPSM Recommendation:

(39) The City of Dover should integrate its community risk analysis and hazard mitigation efforts with Kent County.

RHC response:

RHC agrees, to some extent this is ongoing with LEPC.

CPSM Recommendation:

(40) The DFD should conduct a formal Standards of Response Coverage analysis under the guidelines of the Commission on Fire Accreditation International (CFAI).

RHC response:

Robbins Hose should work with the National Volunteer Fire Council, ISO, and NFPA which all deal with volunteer fire organizations.

CPSM Recommendation:

(41) The DFD should develop a comprehensive, department-wide risk management plan as recommended in NFPA 1500.

RHC response:

RHC agrees, however there is a substantial cost associated with development and implementation.

CPSM Recommendation:

(42) The DFD should make it a priority to establish a formal pre-incident planning program with the goal of having an up-to-date preplan for every business and commercial occupancy (including schools, churches, etc.) within its response area.

RHC response:

RHC agrees; with assistance from the Fire Marshal's Office and Building Inspections.

CPSM Recommendation:

(43) The City of Dover should revise its performance criteria in future contracts with the ambulance provider, with specific guidelines relating to unit availability, turnout time, and overall response time, measured at the 90 percent fractile rates.

RHC response:

RHC has no opinion on this recommendation.

CPSM Recommendation:

(44) The City of Dover should amend its future ambulance contract to require that all ambulances operating within the City be staffed with a minimum of two (2) EMTs.

RHC response:

RHC has no opinion on this recommendation.

CPSM Recommendation:

(45) At the close of the current contract with Prime Care, the City should consider issuing a national RFP for an ambulance provider for the City service area.

RHC response:

City of Dover issue.

CPSM Recommendation:

(46) The City should consider the housing and deployment of ambulance units from the Dover fire stations.

RHC response:

RHC disagrees with this recommendation. There is neither sufficient nor adequate space in the fire stations for this activity.

CPSM Recommendation:

(47) The Dover Fire Department should consider CPSE accreditation in the future.

RHC response:

When linked with item #40, this amounts to double accreditation. There is significant cost associated with accreditation, at what benefit? RHC feels its resources are better utilized working with ISO, which provides a measurable cost benefit to the public it serves.

CPSM Recommendation:

(48) Personnel seeking to become an officer should be required to start at the rank of captain and serve in each successive rank for a minimum period of time before seeking a higher office.

RHC response:

RHC follows and supports the procedures as provided in the Dover City Code of Ordinances.

CPSM Recommendation:

(49) The City should develop Continuity of Operations Plans (COOP) for each department and align these plans with an overall Continuity of Government Plan.

RHC response:

This is a City of Dover issue. RHC would willingly work with the City in the development of a COOP.

QUESTIONS





EXCERPTED RECOMMENDATIONS FROM CENTER FOR PUBLIC SAFETY MANAGEMENT (CPSM) OPERATIONAL AND ADMINISTRATIVE ANALYSIS DOVER FIRE DEPARTMENT DOVER, DE Final Report - March 2016

Initial Phase Recommendations

Recommendation #1 - The City of Dover should create a full time position of Emergency Services Manager and transfer the day to day oversight of the fire department and the other closely related emergency services and support functions under this position. We recommend that this new position be a direct report to the City Manager.

Recommendation #2 - The City of Dover and the Volunteer Association should enter into a contractual agreement that specifies the terms and conditions involved in the delivery of fire services.

Recommendation #3 - The Emergency Services Manager should be assigned the administration of the contract with PrimeCare and should coordinate the emergency management activities for the City of Dover.

Recommendation #4 - The City of Dover and the Volunteer Association should specify those city personnel policies that apply to members of the Volunteer Association and place these provisions in the service agreement.

Recommendation #5 - The City of Dover should facilitate the development of a strategic plan for the Dover Fire Department which focuses on the department's long term needs and anticipated service demands.

Recommendation #6 - The Fire Chief and/or the duty officer, when dispatched to an incident, should respond with their assigned command vehicle to the incident scene and assume the role of incident commander.

Recommendation #7 - The DFD should standardize its response to a single unit to automatic fire alarm soundings and other nonemergency situations (when these are unconfirmed as a true emergency).

Recommendation #8 - The DFD should limit its fleet of primary response apparatus to three engines, one ladder truck, and two command vehicles.

Recommendation #9 - The DFD should build at least a portion of its training regimens and tactical strategies around the exterior or transitional attack when the fire scenario and the number of responding personnel warrant this approach.

Recommendation #10 - The DFD should work with the Dover 911 Police Communications Center in an effort to classify and dispatch fire calls into emergency and nonemergency response categories.

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Recommendation #13 - Dover should request from ISO a reevaluation of its August 2015 review after making adjustments in its fire hydrant testing procedures and the transfer of fire dispatching to Kent County.

Recommendation #14 - The City of Dover should include a requirement for residential fire sprinklers when it adopts the 2015 International Code Council International Fire Code.

Recommendation #15 - The Dover Fire Department should require all new firefighters to meet the training qualifications of the National Fire Protection Association (NFPA) Standard 1001, *Standard for Firefighter Professional Qualifications for Firefighter I and II*.

Recommendation #16 - The DFD training program should be revised in order to schedule weekly training meetings and drills throughout the year.

Recommendation #17 - The DFD should revise the ongoing training requirements for all active members (including life members) to ensure that skills and proficiency training is carried out to sufficiently ensure firefighter readiness and safety.

Second Phase Implementation

Recommendation #18 - The City of Dover should reorganize the structure of fire department operations so that the supervision and management of the Dover Fire Department is unified and under the direction of the City Manager.

Recommendation #19 - The city Fire Marshal and Fire Inspectors (Deputy Fire Marshals), along with fire code enforcement, plans review, and fire inspection duties, should be assigned under the supervision of the Emergency Services Manager.

Recommendation #20 - All officer positions, including Captain, Assistant Fire Chief, Deputy Fire Chief, and Fire Chief, should be filled on the basis of firefighting/emergency services training, certifications, and experience, along with successful completion of a formal, openly competitive assessment process, including a practical skills evaluation.

Recommendation #21 - The City of Dover should reassign the dispatching function at the Dover Fire Department and move all fire dispatching to the Kent County 911 Dispatch Center.

Recommendation #22 - The City of Dover should reduce the number of full-time dispatchers from five to two, reclassify this position to a Fire Technician designation, and eliminate the Fire Chief's Assistant position.

Recommendation #23 - The City of Dover, through the Emergency Services Manager, should review all selection, promotional, and personnel issues carried out by the Volunteer Association in order to ensure compliance with city regulations, and state and federal guidelines.

Recommendation #24 - The City of Dover should revisit its current prohibition of allowing employees to respond as volunteer firefighters without docking their pay or requiring utilization of leave time.

Recommendation #25 - The DFD should conduct a formal fire risk analysis that concentrates on its downtown areas, high rise structures, and manufacturing and institutional occupancies.

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Third Phase Implementation

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Recommendation #41 - The DFD should develop a comprehensive, department wide risk management plan as recommended in NFPA 1500.

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Recommendation #49 - The City of Dover should develop Continuity of Operations Plans (COOP) for each department and align these plans with an overall Continuity of Government Plan.

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December 8, 2008

RECEIVED
DEC 11 2008
OFFICE OF THE CITY CLERK

Traci McDowell, CMC, City Clerk
City of Dover City Hall
P.O. Box 475
Dover, Delaware 19903-0475

Dear Traci:

I am responding to your e-mail dated December 3, 2008, asking whether the City Code (Chapter 46) or the Robbins Hose Company Articles of Incorporation would be controlling and have precedence in certain situations.

In our opinion, anything that deals with the City of Dover directly and Robbins Hose directly would be controlled by our Charter and the Municipal Code.

On the other hand, the Robbins Hose Company Articles of Incorporation would govern their interactions over their members and business dealings so long as they do not relate directly to the City of Dover.

Very truly yours,

NICHOLAS H. RODRIGUEZ

NHR:cef
cc: William W. Pepper, Sr., Esquire