



**AGENDA
CITY OF CEDAR FALLS, IOWA
STANDING COMMITTEE MEETING
TUESDAY, SEPTEMBER 06, 2022
5:15 PM AT COMMUNITY CENTER, 528 MAIN STREET**

Committee meetings will begin at the time noted above with succeeding Committee meetings starting immediately following the conclusion of the previous meeting. Time periods for individual topics represent an estimate and is based on the time of completion of the previous Committee topic.

Call to Order

Roll Call

Community Development Committee

1. Hearst 2.0.
(45 Minutes, Community Development Director Stephanie Houk Sheetz, Tourism & Cultural Programs Manager Jennifer Pickar and Art & Culture Board Member Matthew Wilson)
2. Destination Iowa Grant Update.
(20 Minutes, Grow Cedar Valley & INRCOG)

Public Safety Committee

1. Orchard Hill Drive Fire Response.
(30 Minutes, Fire Chief John Bostwick)



DEPARTMENT OF COMMUNITY DEVELOPMENT

City of Cedar Falls
220 Clay Street
Cedar Falls, Iowa 50613
Phone: 319-273-8600
Fax: 319-268-5126
www.cedarfalls.com

MEMORANDUM
Administration Division

TO: Mayor Green & City Council
FROM: Stephanie Houk Sheetz, AICP, Director of Community Development
DATE: August 25, 2022
SUBJECT: Hearst 2.0

Hearst Center expansion has been identified as a future need in the City’s Capital Improvement Program for a number of years. Continuing a focus on enhancing quality of life is a goal listed in the adopted FY2023 City Council Goals, Work Program and Short-Term Financial Plan. 4.C.1 lists the Hearst Center expansion/relocation as a detailed objective.

At the Community Development Committee meeting on September 6th, the Art & Culture Board and City Staff will ask the City Council if it wishes to proceed with a Master Plan for a new Hearst Center. The presentation will include information on the condition of the facility, past actions considering Hearst’s future, Hearst’s core pillars, and the Art & Culture Board’s recommendation.

Xc: Jennifer Pickar, Tourism & Cultural Programs Manager

Attachments: Hearst Center for the Arts presentation
Forecasted Repairs FY2019 Forward
Visioning Drivers (2018)
Art & Cultural Board letter of recommendation
Friends of the Hearst letter of recommendation



Hearst Center for the Arts



FY2023 City Council Goals

Item 1.

4.C.1. Continue planning for Hearst Center expansion/relocation.

GOAL #4: ENHANCE COMMUNITY QUALITY OF LIFE

Preserve the community's physical, human, and aesthetic assets by assuring that Quality of Life services are available for leisure, educational, cultural and personal enrichment of residents.



FY2023 City Council Goals, Work Program and Short-Term Financial Plan City of Cedar Falls, Iowa

Mission: Maintain and improve the safety and desirability of Cedar Falls through the efficient delivery of public services, and the ongoing practice of open communication among Council, Staff, Mayor, and Citizens.

Contents	
References Cited in this Document	2
Abbreviations Used in this Document	3
1. GOAL #1: DELIVER RESPONSIVE LOCAL GOVERNMENT	3
2. GOAL #2: ENSURE GOVERNMENT EFFICIENCY AND EFFECTIVENESS	4
3. GOAL #3: PROMOTE ECONOMIC DEVELOPMENT	9
4. GOAL #4: ENHANCE COMMUNITY QUALITY OF LIFE	17
5. GOAL #5: FOSTER ORGANIZATIONAL EXCELLENCE	24
ANNEX A: FY2023 SHORT-TERM FINANCIAL PLAN	26
	26
	1



Hearst 2.0

Tonight's Discussion

Item 1.

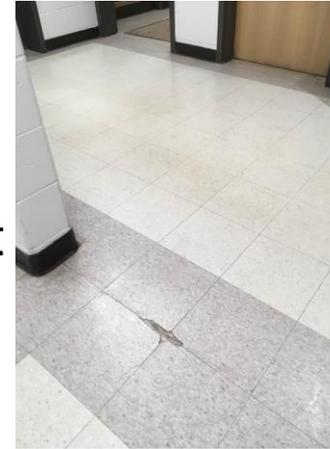
Does the City Council wish to proceed with a Master Plan for a new Hearst Center?



Hearst Facility Discussion

Item 1.

- Building condition & future needs:
 - Elevator replacement 5+/- years
 - HVAC 7+/- years (7 different units)
 - Humidification & controls replacement
 - Flooring replacement
 - Bathrooms need renovation
 - Egress of basement office spaces
- Inadequate staff offices
- Lack of proper storage for both programming & artworks



Hearst 2.0 Discussion

Summary of Timeline

Item 1.



PROJECT DRIVERS	ART STORAGE	CLASS ROOM SPACE	PERFORMANCE	STAFF SPACE	SITE/PARKING/ENTRY
ART STORAGE	●	●	●	●	●
CLASS ROOM SPACE	●	●	●	●	●
PERFORMANCE	●	●	●	●	●
STAFF SPACE	●	●	●	●	●
SITE/PARKING/ENTRY	●	●	●	●	●

PROJECT DRIVERS	ART STORAGE	CLASS ROOM SPACE	PERFORMANCE	STAFF SPACE	SITE/PARKING/ENTRY
AMENITIES	●	●	●	●	●
COMMUNITY BUY-IN	●	●	●	●	●
CITY BUY-IN	●	●	●	●	●
TIMELINE	●	●	●	●	●
STUDIO SPACE	●	●	●	●	●

- **2018:** Visioning Committee recommended: new facility (preferably near/in downtown) or major expansion on-site
 - Art & Culture Board (ACB) agreed
- **2021:** ACB & staff reconsidered recommendation noting heavy use of garden/outdoor areas during COVID
- **2021:** Analyzed programming & operational scenarios
- **2022:** Art & Culture Board confirms project, at current site

Hearst Facility Discussion

CIP # 48

Item 1.

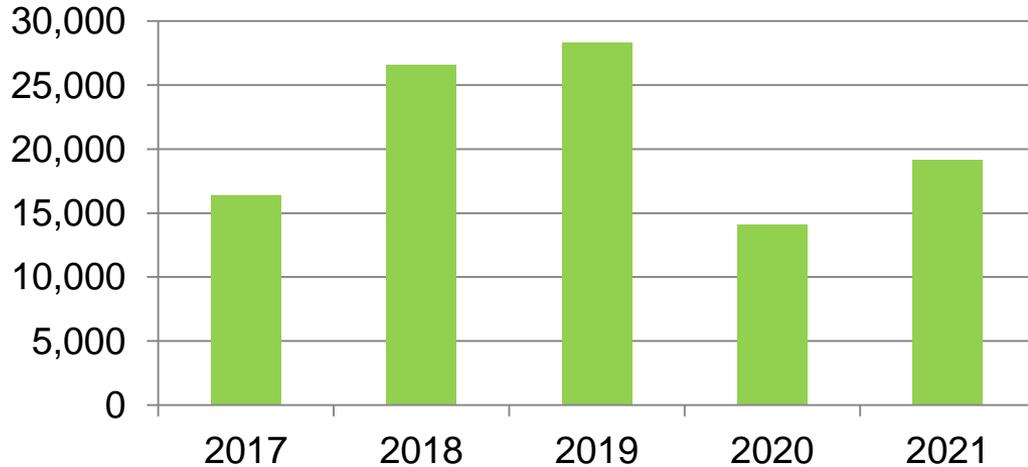
Funding Source	Amount
Gen. Obligation Bond	\$700,000
Community Foundation	\$650,000
Federal/State Grants	\$350,000
Private (47%)	\$2,370,000
Black Hawk County Game	\$750,000
Cultural Improvement Fund	\$180,000
Total	\$5,000,000



Hearst = Quality of Life & Community Engagement for All

Item 1.

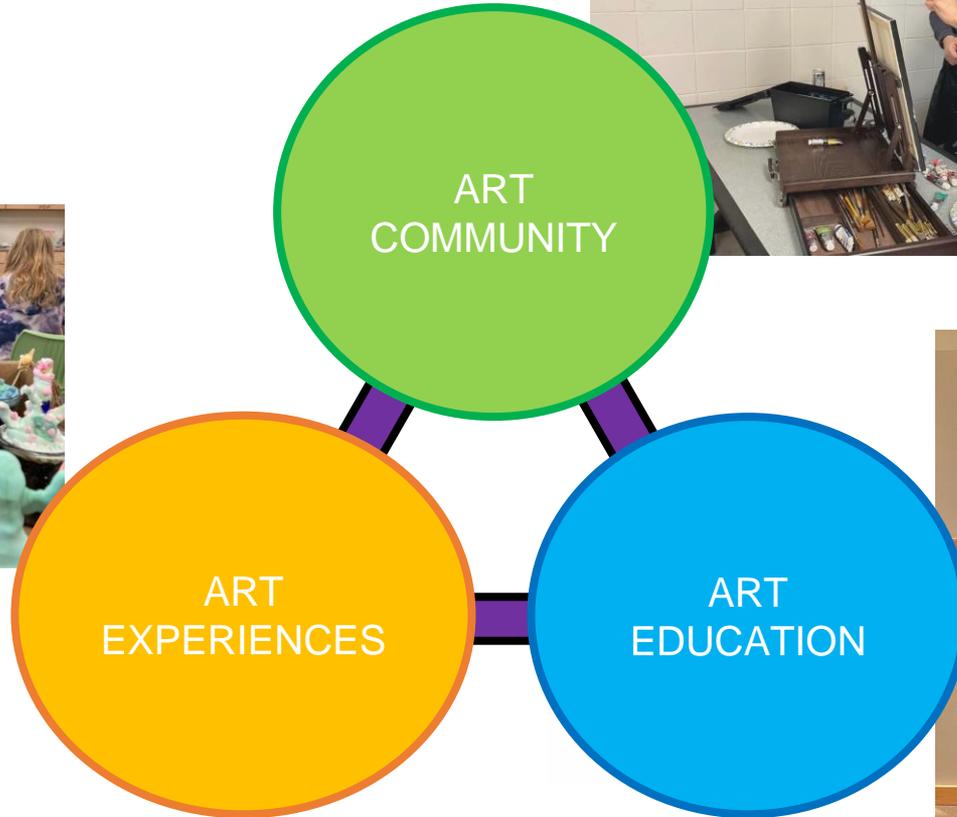
Hearst Engagement



Hearst Core Pillars



Item 1.





Hearst 2.0 will offer the option to: expand and optimize education offerings

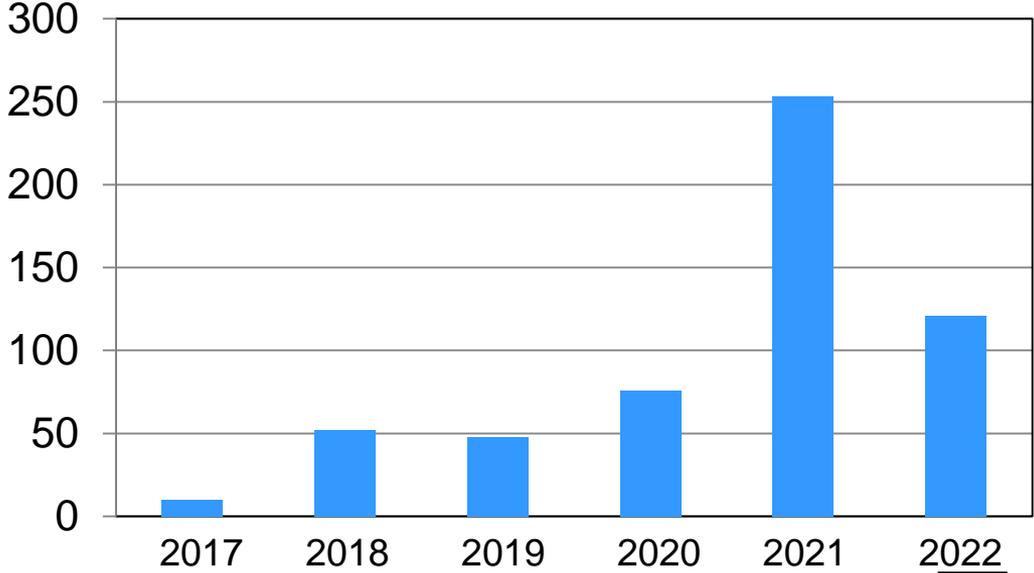
"I was put in the waiting list with many people in front of me. I think probably my kids would not be able to attend the summer camps. They are very disappointed. They love arts and have attended multiple art classes previously. I am wondering whether Hearst Center could hold more summer camps so more kids could attend.

Thank you."

J.S.



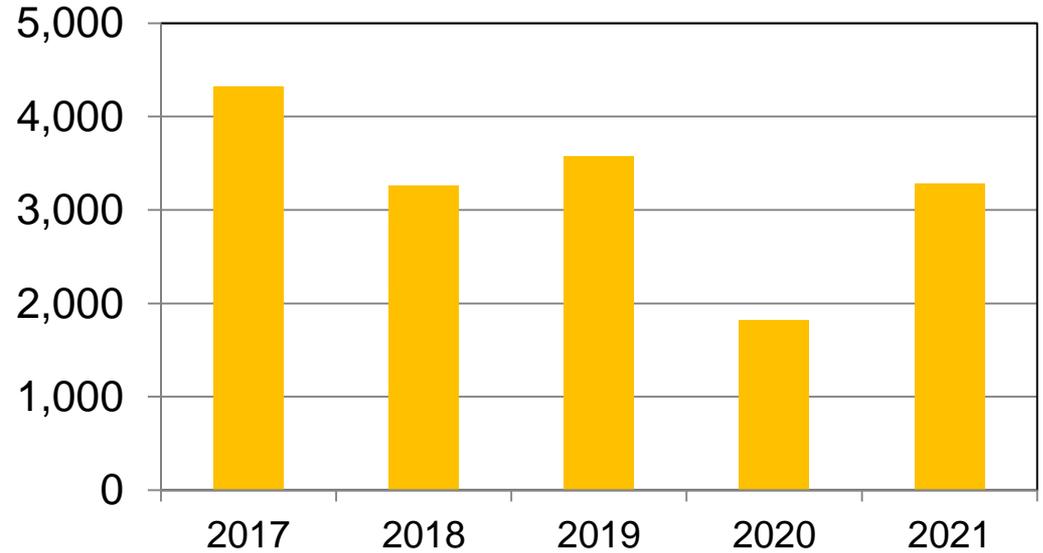
Summer Camp Wait List



Hearst 2.0 will offer the option to: Increase the quality of our art experiences

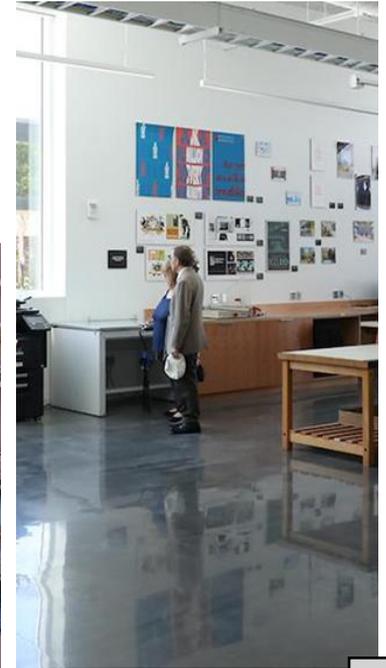


Gallery Visits

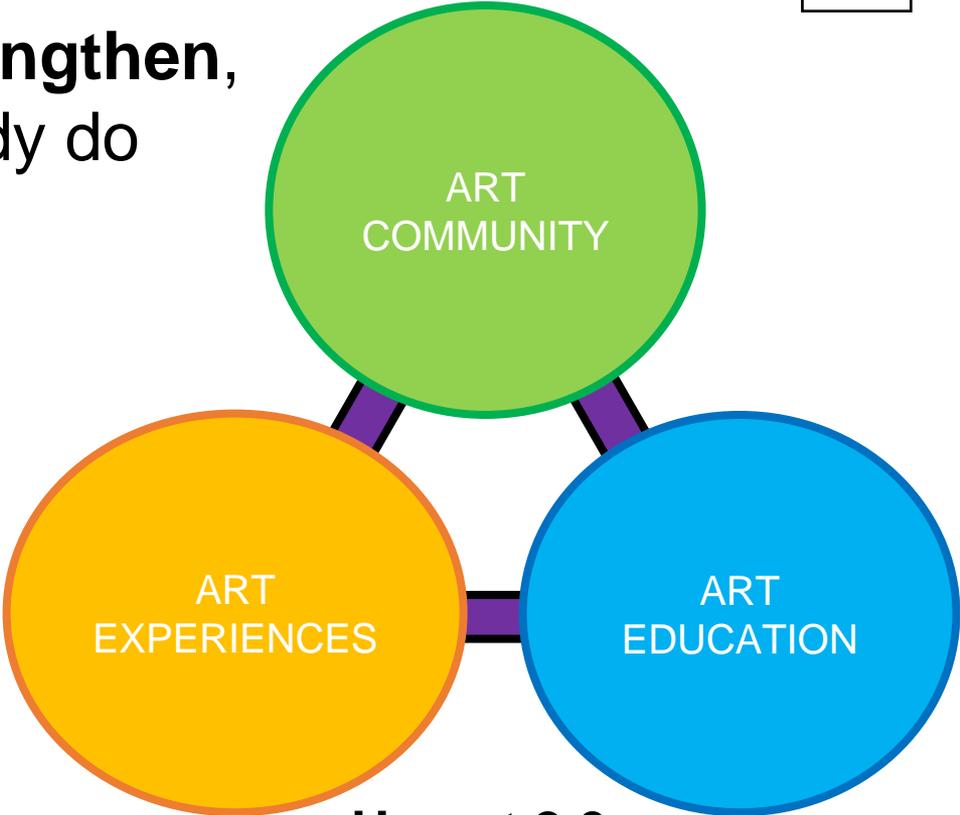


ART
COMMUNITY

Hearst 2.0 will offer the option to:
More fully develop and support the
Cedar Falls arts community



Hearst 2.0 will **build on, strengthen,** and **enhance** what we already do well.



Hearst 2.0

Why Consider Hearst 2.0?

Item 1.

“Better quality employees demand a better quality of life...Millennials usually decide if they want to live where the job is located before they decide whether to accept the position.”

- Business Facilities (December 2021)



Why Consider Hearst 2.0?

Item 1.

According to the U.S. Bureau of Economic Analysis, arts and cultural production contributed \$764 billion to the nation's economy in 2015. This represents 4.2 percent of the GDP—a larger share of the economy than transportation, tourism, or construction.

-Americans for the Arts Report (2019)



Why Consider Hearst 2.0?

Item 1.

72% of Americans believe ‘the arts unify our communities regardless of age, race and ethnicity’

73% agree that the arts ‘helps me understand other cultures better-a perspective observed across all demographic and economic categories’

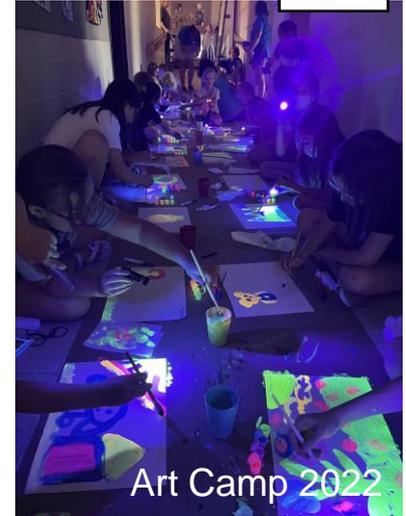
-Americans for the Arts Report



Art & Culture Board's Recommendation

Item 1.

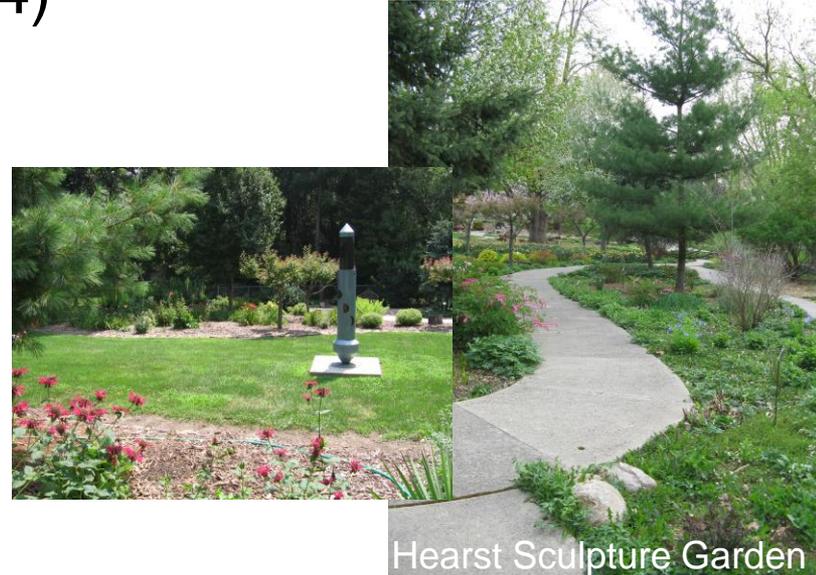
- Develop a Master Plan.
- Build a new facility.
- Locate on Seerley Blvd.
- Right size to accommodate expansion of classrooms & art studios, modern gallery, proper art storage, adequate staff offices.



Next Steps

Item 1.

- City Council Committee discusses ACB recommendation
- Master Plan – CIP #77 (FY23-24)
- Fundraising
 - Fundraising feasibility study
 - Campaign Counsel
- Construction plans
- Construction goal: FY26



Hearst Sculpture Garden

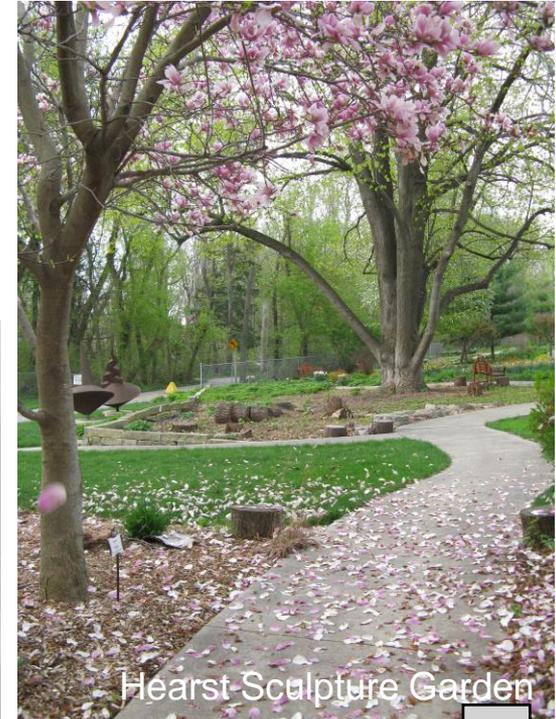
Motion

Item 1.

Is there City Council consensus to proceed with a Master Plan?



Party on the Patio



Hearst Sculpture Garden

Forecasted Repairs/Maintenance of Current Building

Flooring:

- Replacement of carpeting in main gallery and Mae Latta Hall
- Stairwell vinyl flooring x2; All vinyl composite tile throughout the lower level and elevator room is in poor condition

HVAC/Mechanical:

- ~~Two additional air conditioning units being replaced in FY19/20 (\$10,000.00 total)~~
- Furnaces installed in 2006, will need replacement in the next 10 years
- Replacement of the humidification system and controls is recommended; currently leaking.

Elevator:

- Elevator is estimated to require replacement within the next 7-8 years
- Door restrictors will be required via state code by 2020; ADA door upgrades will eventually be required by inspectors
- Cement block wall in elevator room leaches water/salt

Lighting:

- LED lighting in the gallery

Ceiling systems:

- The suspended ceiling systems in the lower level are damaged and in need of replacement

Plumbing:

- Updating basins and fixtures in the restrooms is recommended
- Management of back-up drain in art storage is needed
- ~~Dishwasher needs replacement~~

Storage areas:

- Storage areas throughout the building are inadequate. Storage spaces lack proper lighting.

Roof:

- Roof was replaced in 2008, repairs made in 2012. Still leaking above west entrance.

Concrete:

- Parking lot is in fair condition and received repairs in 2018. Resurfacing is recommended.
- Concrete steps at west entrance require replacement
- Sidewalks and patio panels need repair/replacement

Windows/Doors/Railings:

- Windows on the original structure are in need of re-glazing and painting, could be replaced with more energy-efficient windows
- Replacement of wood front entry doors is recommended due to poor seal and lack of closure
- ~~Electronic entry for west door~~
- West railing held together with bungies

Hearst Facility Discussion

Project Drivers (2018)

Item 1.

PROJECT DRIVERS	MINOR	MAJOR	NEW		HEARST +
	EXP	EXP	ONSITE	OFF SITE	SATELLITE
Art Storage	R	G	G	G	O
Classrooms x4	O	G	G	G	G
Ceramic Studio	O	G	G	G	Y
Gallery	R	G	G	G	Y
Performance	R	G	G	G	Y
Staff Space	R	Y	G	G	R
Site/Parking/Entry	R	Y	G	G	Y
Amenities	O	Y	Y	Y	R
Community Buy-in	Y	G	Y	Y	G
City Buy-in	G	Y	O	O	G
\$\$	G	Y	R	R	G
Timeline	Y	O	R	G	G
Community Studios (shared)	R	O	Y	Y	Y
Studio Space (individual)	R	Y	Y	Y	Y

R – 1 (low)
O – 2
Y – 3
G – 4 (high)

Cedar Falls Art & Culture Board



August 25, 2022

Dear Mayor Green and Council Members,

As a unified group, the City of Cedar Falls Art and Culture Board is reaching out to you to express our support of a new building to house the Hearst Center for the Arts. We are advocating for a new facility that will sustain and improve the art offerings available to the citizens of Cedar Falls.

We are seeking your consensus to move us into the next chapter for this facility. We are ready to work with staff on an RFP for a master plan that would help us determine an efficient building layout and realistic costs.

The Hearst Center for the Arts was started by and continues to attract dedicated community members who see the need for a municipally based art center. Due to the ongoing need for an improved facility, the Art and Culture Board initiated a visioning committee in 2018 and did a programming review in 2021. Based on the results of this work, we confidently voted to move forward with a Hearst 2.0 project at our meeting on May 25, 2022. The board also determined that the current site at Seerley Boulevard is where the Hearst Center should remain. The pandemic demonstrated the need and popularity of the outdoor space and sculpture garden.

We will continue to honor the name and creative spirit of poet James Hearst, but now is the time to look to the future of the arts and cultural presence in Cedar Falls. We seek to have a facility that offers enhanced educational, programming and community connections that will last for the next 30 plus years.

Thank you for your consideration.

Anne Bonsall Hoekstra
 Toni Wilson Wood
 Kate Brennan Hall
 Matthew Wilson
 Peter Berendzen
 Lauren Finke
 Kendra Wohler

Art and Culture Board Mission Statement: We are a volunteer team that works to support, nurture, and inspire passion for the arts at the Hearst Center and throughout Cedar Falls. **Hearst Center Mission Statement:** The Hearst Center works to empower artists and promote arts and culture in our community; to collect, preserve and exhibit works of art; provide education and outreach; and to operate within the dollars allocated and policies governed by the City of Cedar Falls.



To: The Honorable Mayor Rob Green and the Cedar Falls City Council

Greetings,

The Friends of the Hearst was established to demonstrate community support for the establishment of a community art center in Cedar Falls. Through the years, the Friends have had a proud history of providing financial and volunteer support to advance the mission of the Hearst. In addition to program support, these projects have included the remodel of the kitchen, classrooms, patio improvements and other physical improvements to help keep the facility as functional as possible for its ever increasing number patrons.

It is with great enthusiasm that the Friends now offers support of a new Hearst Center for the Arts, Hearst 2.0. We believe the time is right to take the Hearst to the next level and have approved funding support for initial planning phases of the project. The Hearst classes, exhibits, and presentations bring people together in ways that foster civility, understanding and respect, qualities vital to a healthy community. It does so by providing opportunities for:

- cross cultural engagement
- multigenerational interaction
- and as a forum for dialog and expression of divergent ideas

Expanding the Hearst builds on the rich legacy of artists, writers, musicians, and patrons who have brought notoriety, inspiration, and beauty to Cedar Falls. Expanding the Hearst is 'future forward' making sure there is room for the growing population of young families and retirees moving to Cedar Falls. Improving and increasing the class rooms, galleries, performance spaces and much needed collections storage and staff space will increase the quality of life of Cedar Falls for years to come.

We look forward to the City Council's discussion on this future project and ask that they direct staff to proceed with a Request for Proposals for a Master Plan to develop a facility layout, conceptual building elevations, conceptual images of the interior and a cost estimate for Hearst 2.0.

Sincerely,

Wendy Bowman, President
Sandra Lutichens-Van Allen, Vice President
Diane Meggers, Treasurer
Mary Brammer, Secretary
David Beaty

Scott Cawelti
Dale Schrad
Linda Taylor
Molly Taiber

August 22, 2022

Dear Mayor Green and Council Members,

As President of the Art and Culture Board that oversees the Hearst Center for the Arts I am writing in support of the opportunity to move towards the next chapter for this facility as we look to expanding its footprint and the ability to serve more citizens of Cedar Falls.

The Hearst was founded by dedicated community members who saw the need for a municipally based art center. Since its beginning it has been a bit like the proverbial “Little Engine That Could”—working hard within its means to provide a sense of creative continuity in a space that was once the residence of poet, James Hearst.

Cedar Falls prides itself in being proactive—always looking towards the future. And that’s what the Hearst seeks to do: build upon our successful history as we look ahead to the next thirty years of creative potential for the Hearst and cultural opportunities for the citizens of Cedar Falls.

Sincerely,



Kate Brennan Hall



TO: Mayor Green & City Council
FROM: Cary Darrah, Executive Director, Grow Cedar Valley
Isaiah Corbin, Community Planner II, INRCOG
DATE: August 29, 2022
SUBJECT: Destination Iowa Grant Proposal

In April 2022, the Iowa Economic Development Administration (IEDA) announced a newly created program from the State of Iowa's American Rescue Plan Act funds (ARPA) called Destination Iowa. The program is a \$100 million investment to bolster the quality of life in Iowa's communities and attract visitors and new residents to the state. The program is designed to help communities move forward on transformational, shovel-ready attractions. It was broken down into four categories: Economically Significant Development, Outdoor Recreation, Tourism Attraction, and Creative Placemaking.

In preparation for the project, Grow Cedar Valley, Iowa Northland Council of Governments, and Deere Corporation contracted with Vandewalle & Associates to help develop a placemaking plan around the Cedar River focused on enhancing and amplifying the Cedar Valley's greatest assets as a collective between the City of Cedar Falls and Waterloo. Part of that plan is the impetus for the Destination Iowa application. The initiative includes anchor projects in each of the city's downtown areas and complements them with connector projects to help bring the two together. Overall, the goals of the project are to:

- **Promote** Cedar Falls & Waterloo's unique position in the State of Iowa as two distinctive yet connected communities.
- **Elevate** our natural assets, resources, and cultural amenities at a regional, state, and national scale.
- **Transform** the Cedar Valley into a magnet for great talent retention and recruitment.
- **Enhance** our regional economic impact & growth.

The Destination Iowa application provides a maximum award per project of 40% with a requested match of 60%. Costs must be incurred or under contract before December 31, 2024, with projects completed by June 30, 2026.

INRCOG | PARTNERS FOR PROGRESS

Developing Strong Local Government through Regional Cooperation

The attached document provides an overview of the anchor and connector projects being proposed as well as their estimated costs. The Cedar Falls anchor project includes Trees & Main Street Bridge lighting, W 1st Street Bridge lighting, Center Street Bridge Lighting as the anchor projects. The connector projects include updates to Olsen, Tourist, Washington, and Island Park. In sum, the total costs for Cedar Falls are \$566,194 with a local match of \$339,716. The application would be submitted as one application including the City of Waterloo's projects listed in the attached document.

For questions, please contact Cary Darrah at cary@growcedarvalley.com or Isaiah Corbin at icorbin@inrcog.org.

Destination Iowa Grant Project List - Cedar Valley River Experience

Projects	Estimated Cost		Jurisdiction
Anchor Projects			
Waterloo Whitewater Park*	\$ 11,348,536	\$11.3M includes design & CRS	Waterloo
Trees and Main St, Center St, & W 1st St Bridge Lighting	\$ 329,000		Cedar Falls
Subtotal for Anchor Projects	\$ 11,677,536		
Waterloo Connector Projects			
	20% Inflation Adjus.	2018 Estimates	
Cedar Park Bend	\$ 173,994	\$ 144,995	Waterloo
Pioneer Park	\$ 131,048	\$ 109,207	Waterloo
Riverview Recreation Area	\$ 91,469	\$ 76,224	Waterloo
River Road Improvements	\$ 474,204	cost includes design & contingency	Waterloo
River Road Deere Improvements (Match)	\$ 1,000,000		Waterloo
San Souci Island Master Plan	\$ 150,000		Waterloo
Design & Engineering for Connector Construction Projects (20%)	\$ 79,302		Waterloo
Contingency (20%)	\$ 79,302		Waterloo
Subtotal for Waterloo Connector Projects	\$ 2,179,320		
Cedar Falls Connector Projects			
	20% Inflation Adjus.	2018 Estimates	
Olsen Park	\$ 54,606	\$ 45,505	Cedar Falls
Tourist Park	\$ 20,477	\$ 17,064	Cedar Falls
Washington Park	\$ 44,270	\$ 36,892	Cedar Falls
Island Park	\$ 50,071	\$ 41,726	Cedar Falls
Design & Engineering for Connector Construction Projects (20%)	\$ 33,885		Cedar Falls
Contingency (20%)	\$ 33,885		Cedar Falls
Subtotal for Cedar Falls Connector Projects	\$ 237,194		
Subtotal for Connector Projects	\$ 2,416,514		
TOTAL FOR ALL PROJECTS	\$ 14,094,050		

V&A estimate source / includes 20% contingency & 15% design
 Deere Cost Estimates
 V&A estimate source

60% Total Match - Total Project	\$ 8,456,430		
40% Total Request - Total Project	\$ 5,637,620		
Waterloo Total	\$ 13,527,856	Cedar Falls Total	\$ 566,194
Waterloo 60% Match	\$ 8,116,713	Cedar Falls 60% Match	\$ 339,716
Waterloo 40% Request	\$ 5,411,142	Cedar Falls 40% Request	\$ 226,478



MAYOR ROBERT M. GREEN
CITY OF CEDAR FALLS, IOWA
220 CLAY STREET
CEDAR FALLS, IOWA 50613
319-273-8600
FAX 319-268-5126

MEMORANDUM
Office of the Mayor

FROM: Mayor Robert M. Green
TO: Cedar Falls Public Safety Standing Committee
DATE: August 31, 2022

SUBJECT: Orchard Hill Drive Fire Response at September 6th Public Safety Committee

REF: (a) CFD 1121.22: Council Meeting Procedures
(b) Code of Ordinances, City of Cedar Falls, Section 2-921

1. In accordance Rule 6.3 with reference (a), I am referring to your committee a review of the August 18, 2022 structure fire response on Orchard Hill Drive.
2. The short presentation will provide the Fire Division with an opportunity to describe the success of the fire response efforts (including metrics regarding response times, property preserved, and personnel counts) and to answer committee questions in the interest of public oversight and accountability.
3. I specifically request that the Public Safety Committee review the following:
 - a. Applicability during this incident of Fire SOG 4.29 [enclosure (1)] regarding the wearing of protective clothing on the fire ground.
 - b. Supervisory roles in ensuring firefighter/first responder safety on the fire ground.
 - c. Lessons learned from the Orchard Hill Drive response's after action review.
 - d. Any remedial training actions taken to address deviations from fire ground procedures.
 - e. Plans to update to fire ground support roles as a continuous improvement measure.
4. As stated in reference (b), "*All final authority over the administration and policy of the department of public safety services shall be retained and exercised by the city council.*" To this end, the Public Safety Committee may recommend to the City Council any desired changes to Public Safety Services policies based on the information provided in this briefing.

Encl: (1) Fire Rescue SOG 4.29: Structure Fires (approved 12/12/2018)

Xc: (1) City Administrator
(2) City Clerk
(3) Director of Public Safety Services



Cedar Falls Fire Rescue

SOG Number:	4.29
SOG Title:	Structure Fires
<i>Original Issue: 2/01/2004</i>	<i>Revised: 12/12/2018</i>

Purpose:

This guideline provides guidance for fighting structure fires in areas with hydrants.

Policy:

All personnel shall observe the practices and precautions established in this guideline when responding to in-town structure fires. The incident commander may adapt and modify the guideline as required by the magnitude of the emergency and existing conditions.

Safety and Health Guidelines.

Firefighter/first responder safety and health shall be the overriding consideration at all emergency response operations and shall take priority over all other factors.

All personnel shall check in and out by the established accountability system.

All firefighters shall wear NFPA compliant protective clothing consisting of:

- Protective coat.
- Protective trousers.
- Helmet with face shield.
- Eye Protection (when SCBA is not worn).
- Boots.
- Gloves.
- Fire retardant hood.
- Pass alarm.

Self-contained breathing apparatus (SCBA) shall be worn by firefighters per SOGs.

Personnel exposed to vehicular traffic shall wear reflective clothing.



Firefighters shall operate in pairs.

A two person backup team wearing full protective equipment including SCBA's and pass alarms should be provided when firefighters operate in, adjacent to or above active fire areas.

The backup team shall have a charged attack line.

The backup team shall provide hoseline protection as required.

An Ambulance or EMT should be on standby when firefighters operate in, adjacent to or above active fire areas.

Firefighters shall use care and caution when entering burning structures.

Stand off to side when opening doors/windows. Limit damage to structure when forcing entry.

All firefighters shall maintain a clear means of escape when entering active fire areas.

Personnel should remain alert for fire ground safety and health hazards:

Overhead power lines.

Vehicular traffic.

Hazardous materials.

Backdraft and flashover conditions.

Structural failure - steel truss roofs, overhangs and false fronts.

Any condition that does not look or feel right.

All hazards should be reported to the safety officer.

All personnel should take adequate rest periods and remain alert for any signs/symptoms of heat stress or hypothermia/frostbite.

Personnel with signs or symptoms of heat stress or hypothermia/frostbite should report to the rehab area (if a rehab area has not been established report to the safety officer).

Personnel should report all injuries and/or symptoms of illness to the safety officer.

A solid horn blast shall signal personnel to immediately withdraw from the fire ground.

WARNING!
Remain alert for conditions that may result in backdraft, flashover or structural collapse.



Action Plan:

If adequate staffing is not available request a call back and mutual aid if needed. Clearly identify the resources being requested.

- A. Approach and staging.
 - 1. Fire Resue vehicles.
 - a) During emergency response:
 - (1) Lights and siren shall be in operation.
 - (2) Fire Rescue vehicles shall be operated in compliance with all federal, state and local traffic laws, including sections pertaining to emergency vehicles.
 - (3) Drivers of fire rescue vehicles shall come to a complete stop under the following circumstances:
 - (a) When directed by a law enforcement officer.
 - (b) Red traffic lights.
 - (c) Stop signs.
 - (d) Negative right-of-way intersections.
 - (e) Unguarded railroad grade crossings.
 - (f) Blind intersections.
 - (g) When the driver cannot account for all lanes of traffic in an intersection.
 - (h) When other hazards are present.
 - (i) When encountering a stopped school bus with flashing warning lights.
 - (4) Drivers of fire rescue vehicles shall proceed through intersections only when the driver can



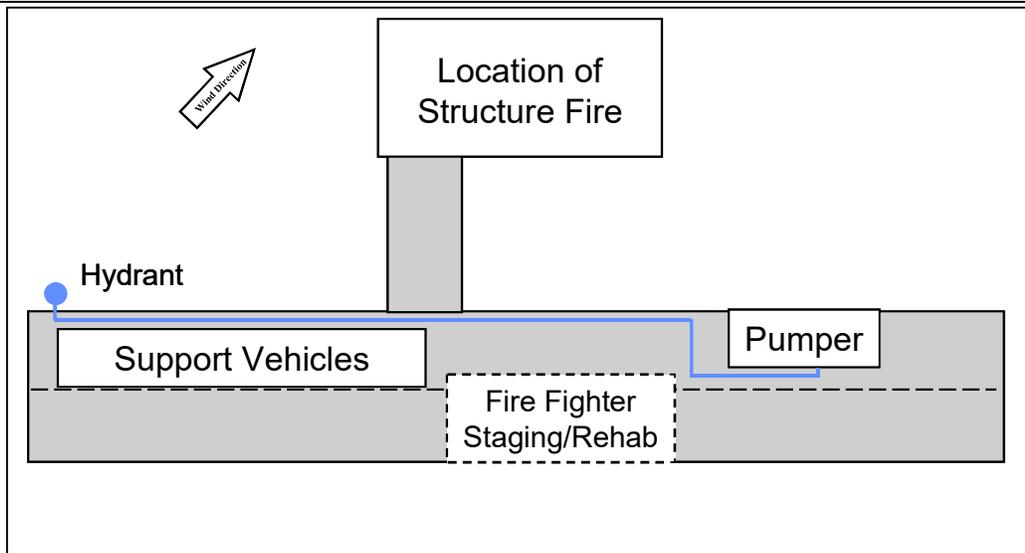
account for all lanes of traffic in the intersection.

- (5) All riders shall be seated with seat belts fastened.
- b) While enroute observe weather conditions and plan initial actions.
- c) Approach scene from the uphill/upwind direction.
- d) Approach scene with care and caution. Slow down and size-up the situation as you approach. Be alert for special hazards:
 - (1) Down power lines.
 - (2) Involvement of hazardous materials (occupancy/location, container/vehicle type, markings/placards and/or unusual smoke/fire).
 - (a) If hazardous materials are involved refer to *Hazardous Material Guideline*.
 - (b) If BLEVE, explosion hazards or toxic substance exposure hazards exists:
 - (i) DO NOT APPROACH.
 - (ii) Isolate area and remain at safe distance as per the *North American Emergency Response Guidebook*.
 - (3) Other special hazards or circumstances.
- e) Staging fire rescue vehicles.

Apparatus shall be staged at a safe location that is upwind of the fire.

Make hydrant (if possible) and pull past involved structure so that three sides can be viewed on approach.

Sample:



Note: If hydrants are not available, a water shuttle should be utilized. If so, a water supply sector officer will be appointed for the incident. Either the IC or WSO will call for additional tankers to be dispatched if needed.

Upon arrival personnel should report to the staging area for assignment.

Incident Management.

The ranking on-scene Supervisor shall assume incident command and establish the incident management system.

Communicate to dispatch (by radio) command, units on-scene, staffing and situation. Advise dispatch of involvement and best approach.

Establish scene control and security.

Establish traffic control as required by the situation/location. Request assistance from law enforcement as required.

Remove civilians to a safe location.

Have dispatch contact Red Cross if temporary housing or other assistance is required by the family.

Request mutual aid as required by the situation. Clearly identify the resources being requested.

Fire ground operations.

Size-up.



Item 1.

Command shall review pre-incident plan if applicable.

Command shall size-up the situation to identify priorities and tactics.

Life/safety issues (is everyone out of the structure).

Fire location, intensity and involvement.
Attack from unburned side if at all possible.

Entry points.

Exposures.

Weather conditions.

Special hazards/conditions.

Command shall identify and communicate priorities and tactics on the basis of life/safety issues, water supply and staffing.

Search and rescue.

Offensive — interior fire attack and ventilation.

Defensive — exterior fire attack and protect exposures.

Secure utilities.

Shut-off electric and gas services.

Establish water supply.

Connect additional units to other hydrants as available.

If available hydrants are not adequate, treat as rural structure fire.

Search and Rescue Precautions:

As determined by existing conditions ventilate (forced or vertical) structure to reduce heat/smoke before entry is made.

Search and rescue should be performed by two person teams (buddy system) wearing full protective gear including SCBA's and pass alarms with a fully charged attack line.

Chose rule of right or left and be consistent.



Maintain contact with attack line.

Perform primary search

Perform secondary search, it is preferable to have a different crew perform the secondary.

Identify rooms/areas that have been searched.

Interior fire attack.

As determined by existing conditions ventilate (forced or vertical) structure to reduce heat/smoke before entry is made.

Interior fire attack should be performed by two person teams (buddy system) wearing full protective gear including SCBA's and pass alarms.

Attack fire by suitable means — attack line or fire extinguisher.

Coordinate attack teams.

Minimize property damage. When possible remove or cover furnishings.

Maintain contact with attack line.

Exterior fire attack/exposure protection.

Exterior fire attack should be performed by two person teams (buddy system) wearing full protective gear including SCBA's and pass alarms.

Coordinate attack teams.

Vertical ventilation.

Coordinate ventilation with other fire ground operations.

Firefighters operating on roofs that are directly above active fires should operate in pairs and wear full protective including SCBA's and pass alarms. Having a line for protection is desirable.

Place two ladders for alternate means of escape.

Place roof ladder on roof. Firefighters shall remain on the roof ladder.

Cut ventilation hole at the desired location using suitable tools.



Forced ventilation.

Coordinate ventilation with other fire ground operations.

Firefighters positioning forced ventilation equipment inside should operate in pairs and wear full protective equipment including SCBA's and pass alarms.

Place mechanical ventilator.

Use of positive pressure ventilation must be coordinated with interior operations.

Provide a second opening in structure to ventilate desired room/area.

Salvage and overhaul.

Salvage and overhaul should be performed by two person teams (buddy system) wearing full protective gear including SCBA's and pass alarms.

Based on existing conditions SCBA's may be omitted at the discretion of the safety officer based on SOGs.

Protect structure/contents from unnecessary damage.

Locate and extinguish all hot spots.

Place structure in a safe condition.

Incident Termination.

Determine fire origin and cause.

Preserve any evidence if arson is suspected. Notify law enforcement.

Return control of structure to owner/tenant. Determine need for Red Cross or other assistance for occupants.

Be sure the fire is completely extinguished before returning to station.

Ensure that all personnel are accounted for before leaving scene.

Replace used or damaged equipment on apparatus.

Fuel apparatus.

Conduct a debriefing as required for the incident.



Item 1.

Note any signs of stress, injuries and/or complaints of illness. Ensure follow-up.

Complete incident reports.