



Commission on  
Fire Accreditation  
International

# Annual Compliance Report 9th Edition

City of Snoqualmie Fire Department  
37600 SE Snoqualmie Parkway  
Snoqualmie, WA  
USA 98065



This Report Prepared on February 15, 2022  
By  
Michael Bailey, Deputy Fire Chief  
For The  
Commission on Fire Accreditation International

This Report Represents the Agency's Status  
As It Relates to Its Accreditation Report  
Dated January 26, 2019

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## Preface

The accreditation report submitted to the Commission on Fire Accreditation International (CFAI) enabled the commission to award accreditation status to your agency. Part of the requirements to retain accredited agency status is your commitment to quality improvement by keeping CFAI informed of any significant changes or developments in activities, direction, or programming. This is accomplished by the preparation and submission of an annual compliance report.

The accreditation report is the internal control document of the commission to record your agencies commitment to the quality improvement process. The annual compliance report is the document used by the Commission to monitor your status as it relates to your standards, procedures and practices as well as the progress made toward addressing strategic and specific recommendations.

Each section must be completed, and documentation provided for all changes identified. Examples of appropriate documentation are: certified copy of the governing body minutes, CEO written directives, copies of Federal or State Statutes, copies of local ordinances or resolutions, copies of purchase orders, copies of signed contracts, copies of Federal or State administrative rules, copies of Federal or State regulatory agency ordered action or settlement agreement, copies of court ordered action or settlement agreement, copies of local government charters, or copies of voter approved referendum. Copies of any supporting documentation that was used by the agency to effectuate a change should also accompany the compliance report. Examples of supporting documentation are: feasibility studies, ISO grading reports, position papers, legal opinions, recommendation memos, or consultant's reports.

**Updating Agency Information:** CPSE is tracking much of your agency information and demographics in our database. In order to keep this information current, we request that you **update your agency profile before submitting your ACR.**

The agency head, accreditation manager and department assistant will have multiple identities (personal and agency) and can switch between the two. Login to the portal using your email address.

Click [here](#) to login to the portal.

The annual compliance report is due 45 days before the anniversary date of your agency's most recent award of accreditation.

Any questions regarding the report, its content or length should be directed to the [CFAI Program Director](#).

## Agency Information

Enter the [CPSE portal](#) and update your agency information

Agency Name: City of Snoqualmie Fire Department

Agency Address: 37600 SE Snoqualmie Parkway

Agency Website: <http://www.snoqualmiewa.gov/166/Fire>

Agency Head: Fire Chief Mark Correira

Agency Head E-Mail: [mcorreira@snoqualmiewa.gov](mailto:mcorreira@snoqualmiewa.gov)

Agency Head Phone: 425-888-1551

Accreditation Mgr: Michael Bailey

Accred. Mgr. E-Mail: [mbailey@snoqualmiewa.gov](mailto:mbailey@snoqualmiewa.gov)

Accred. Mgr. Phone: 425-888-1551

Date of most recent Award of Accreditation: 03/12/2019

Annual Compliance Report due date: February 15, 2022

Annual Compliance Report Number (1-4): 3

Current ISO Rating 4

Current Population: 14,121 (est. 2020)

Department Type: Combination

Number of Fire Stations: 1

Number of Full Time Personnel: 12 line staff, 2 admin, 1 civilian

Number of Part Time (Volunteer/Paid on call) Personnel: 14

ACR Reporting Period: 1/1/2021 to 12/31/2021

## Agency/Jurisdiction Changes

1. Has there been a change in key positions of the agency during the past reporting period? Yes

In March of 2021 Fire Chief Mark Correira was named the Interim City Administrator for the City of Snoqualmie. Subsequently, Deputy Chief Mike Bailey was named the Interim Fire Chief. These appointments were effective until January of 2022 when they returned to their previous positions. This reshuffling of positions combined with the pandemic response resulted in the pausing of some strategic goals, report outs, and progress on specific recommendations. With the return to status quo in 2022 the department will once again focus on making progress towards project completions and implementations.

The Administrative Assistant for the Department retired at the end of 2020. The position was changed to a .5 FTE for budget reasons due to lost revenue due to Covid.

2. Has there been a change in the governance of the agency? No
3. Has there been a change in the area/population the agency protects? No
4. Have there been any changes in resources (i.e. equipment, stations, apparatus, etc.)? No
5. Have there been any changes in programs/services? No
6. Describe any significant changes to your annual budget?

Although approved budget allocations had not changed in 2021, the Department was asked to cut funds and decrease spending due to the lost tax revenue in the City associated with the pandemic. Current projects as well as budgeted expenses were put on hold. Through the American Rescue Plan Act (ARPA) the City is anticipating restoring some of the cuts in 2022.

## Accreditation Model Annual Compliance

A. Is your agency in compliance with all core competencies? No

See explanation below for 2D.6

B. Agencies will provide exhibits for the following core competencies each year:

- a. 2D.6 Performance gaps for the total response area, such as inadequacies, inconsistencies, and negative trends, are determined at least annually.

The Revised Code of Washington (RCW) 35.103 requires at least annually fire departments to monitor and track agency performance as it pertains to specific response metrics and provide a report to their elected officials.

The department usually reports out on this core competency through a combination of staff and annual reports at the public safety committee as well as the council retreat. Due to the staffing changes in 2021 as outlined in the agency changes section, and the workload capacity of remaining staff, an annual report was not completed for 2021. Additionally, staff time was not allocated during the council retreat in 2021 to allow for reports out to the City Council due to a prioritization of topics. In 2021 the department did share with the City Council the statement of facts from the 2021 ACR (Exhibit #1) and reviewed the information with them.

Plan for improvement- Now that staffing within the department is back to normal levels, the 2021 Annual report will be completed during 2<sup>nd</sup> quarter 2022. The department has also scheduled time with the Public Safety Council in the 2<sup>nd</sup> quarter of 2022 to discuss the ACR and performance measures (Exhibit #1A page 10) and will be added as a standing agenda item quarterly going forward.

- b. 3D.1 The agency's goals and objectives are examined and modified at least annually for quality and to ensure they remain current and consistent with the agency's mission, values, and long-range plans.

Department goals and objectives were developed with the 2018 strategic plan. The outstanding goals and objectives (Exhibit #2), and the timelines associated with them, are reviewed monthly at the officer's meeting (Exhibit #3).

- c. 5A.5 The 2021 appraisal for the Community Risk Reduction Program is attached (Exhibit #4).
- d. 5B.3 The 2021 appraisal for the Public Education Program is combined with the community risk reduction program appraisal in 5A.5.
- e. 5C.5 The 2021 appraisal for the Fire Investigation Program is attached (Exhibit #5). Since 1999 the department has contracted with the King County Sherriff Fire Investigation Unit (KCSO-FIU) to provide fire investigation services to the department. KCSO-FIU provides detailed investigative reports following any incident requiring investigation within the city (Exhibit #6). The fire department plans to continue the relationship with KCSO-FIU for 2022.

- f. 5E.3 The appraisal for the Fire Suppression Program is attached (Exhibit #7). This marks the first year that the Fire Suppression Program utilized the adopted template for its program appraisal.
- g. 5F.7 The 2021 appraisal for the EMS program is attached (Exhibit #8).
- h. 5G.3 The 2021 appraisal for Rescue program is attached (Exhibit #9).
- i. 5H.3 The 2021 appraisal for the Hazardous Materials program is attached (Exhibit #10).
- j. 5I.2 – No program. Not applicable.
- k. 5J.2 – No program. Not applicable.
- l. 5K.2 No formal wildland program exists currently. The department has begun to explore a Firewise program for targeted communities in the city that are near the urban interface, but the City has no plan for a formal program at this time. There are no wildland areas within the City boundaries.
- m. 9B.10 The 2021 appraisal for Emergency Communication systems is attached. (Exhibit #11). The fire department evaluated NORCOM's monthly Governing Board meetings (Exhibit #12) and Annual Reports (Exhibit #13) to make sure they meet the needs of the department. The 2020 annual report is used for comparison purposes as the 2021 report has not yet been completed by NORCOM at the time of the ACR publication.

C. Have there been any changes in compliance to non-core competencies? No

Below are updates to specific recommendations that were recommended by the department's initial site visit in January 2019.

1. 2B.5 Fire protection and detection systems are incorporated into the risk analysis.

Identify and explain: It was recommended that the department develop a process for including the presence of fire protection and detection systems in the risk analysis.

Plan for improvement: The Department will address this recommendation in year three or four of the evaluation period, and the current risk analysis will be updated accordingly. (2020 Update) This recommendation was not addressed in 2020 due to staff workloads and projects, but the plan is to still address this recommendation as part of our continual evaluation process. (2021 update) This project was pushed to late 2022 due to prioritized staff workload.

2. 2C.3 Fire protection systems and detection systems are identified and considered in the development of appropriate response strategies.

Identify and explain: It was recommended that the department reevaluate the response to occupancies with fire protection and detection systems.

Plan or improvement: The department is part of a county effort to coordinate run card responses to large incidents. Run card response discussions occur at the Zone Operation Chief monthly meeting, which a department representative attends and has input. As an example, the run card for working fires in residential and commercial occupancies was developed through the group and is used county wide. Because there is a regional approach to run card standardization, the department has a limited opportunity to change response cards on their own, but rather must work globally through the Zone Operation Chief meetings.

The department does realize the importance of firefighter and citizen safety by reducing the number of response units when able. Department run cards that can be modified from the county standard have taken this philosophy into account. The run card for AFAs is an example of lowering the number of response units. The department's run card for AFAs currently utilizes a single-or dual-engine response as opposed to a full response preferred by some agencies.

The Deputy Chief will continue to provide input at the Zone Chiefs Meeting regarding standardized run cards and the reduction of response units when warranted.

3. 2C.6 The agency has identified the total response time components for delivery of services in each service program area and assessed those services in each planning zone.

Identify and explain: It was recommended that the department develop a policy for the regular evaluation of each response time component by planning zone.

Plan or improvement: The department accepted this recommendation and has developed two planning zones, rural and urban, to replace the 44 grid square planning zones that were used previously. Development of the two planning zones was completed in 2020, and first utilized with the 2021 SOC and response times.

4. 5A.6 The community risk reduction program identifies the frequency that occupancies are inspected.

Identify and explain: It was recommended that the department create a policy identifying facilities by occupancy, hazard group and inspection frequency.

Plan or improvement: The department reviewed this recommendation and planned to develop a policy in 2020 to address this recommendation. Due to the small size of the response area and adequate staff in the fire and building departments, the department can inspect each occupancy annually. Fire department shift personnel do the majority of the business occupancy inspections while the city building department staff inspect the more complex buildings such as schools and hospitals. The first quarter of the year is dedicated to follow up on any open inspections and re-inspections from the previous year, while the rest of the year's



inspections are divided up amongst the shifts by quarter. Because of Covid restrictions all inspection activities were suspended after the first quarter in 2020 and were not restarted until 4<sup>th</sup> quarter of 2021. Staff compiled a list of high-risk occupancies to be inspected during the 4<sup>th</sup> quarter of 2021, which were completed. With the beginning of 2022 the department will resume the previous schedule and practice of completing all inspections annually. While inspections were shut down in 2021 the department was able to implement a new inspection management program which will handle the scheduling and documentation of all inspections (Exhibit #14). The new system was beta tested in 2021, with full implementation beginning in 2022. The policy governing inspections is scheduled for review 1<sup>st</sup> quarter 2022 and is currently in process.

5. 6E.1 Tools and equipment are distributed appropriately, are in sufficient quantities, and meet the operational needs of the specific functional area or program (e.g., fire suppression, community risk reduction, investigations, hazmat, etc.).

Identify and explain: It was recommended that the department fully equip all apparatus and aid cars as front-line units to be used in the event of staff recall.

Plan or improvement: The department has accepted this recommendation and is taking steps toward achievement. Purchasing decisions for equipment are made with standardization between the units in mind. The goal is to work towards the full outfitting of the backup apparatus to mirror that of the front line but will take time to achieve through the budget process and equipment replacement schedules.

6. 6F.4 An inventory control and maintenance tracking system are in place and current

Identify and explain: It was recommended that the department implement an enhanced system for inventory control, maintenance tracking and inspection of equipment to track the serviceability of equipment through standardized reports.

Plan or improvement: The department accepts this recommendation and is working towards its completion. In 2019 while on light duty a firefighter began the work of investigating options for inventory management. The city was paying for an inventory tracking system called Mainstar. The program was designed mainly for a public works application, but since the city had invested a substantial amount of money in the program it was decided that the fire department should utilize the program for tracking its inventory. After putting countless hours into setting up the system and modifying it for the department's use, it was decided that the program just wouldn't work for the department's needs to track its equipment. The department has reverted to tracking equipment through excel spreadsheets while looking for a new fire department specific stand-alone tracking program. Goal is to evaluate applicable products during 2021 and make a recommendation for purchase. (2021 update) The purchase of an inventory management program was postponed in 2021 due to budget constraints from the impacts of Covid. Work has already begun in 2022 evaluating programs and should be completed by mid-year.

7. 7D.3 A personal appraisal system is in place.

Identify and explain: It is recommended that the department work with its stakeholders and develop a personnel appraisal system for its volunteer members.

Plan or improvement: The department accepted this recommendation and completed it in 2020. Beginning July 1<sup>st</sup> of 2019, the volunteers began a trial of a new procedure to sign up for duty nights on an assigned shift. This procedure allowed the company officer to have more contact with the volunteers and evaluate their performance at the end of the year. This trial was made permanent January 1 of 2020. Revisions were made to PPG 1002 Performance Evaluations (Exhibit #15) to include information on the volunteer evaluations as well as the template to be used (Exhibit #16). Annual volunteer evaluations were completed by their shift officers in December of 2020 and is set to occur each year in tandem with the career evaluations. During the one-on-one evaluations the company officers work with each volunteer to establish workplans to address any deficiencies and to set goals for the coming year.

8. 8A.4 The agency identifies minimum levels of training required for all positions in the organization.

Identify and explain: It was recommended that the department set minimum training hours for identifying department job descriptions.

Plan or improvement: The department has accepted this recommendation and has established minimum training hours for department members. The current goal is 200 hours for career staff and 80 hours for volunteers. The minimum annual hours standard was based off a combination of minimum drill requirements and WSRB (Washington version of ISO) standards. In the past the department has produced a quarterly and annual report of hours per member (Exhibit #17). This report has not yet been created for 2021 due to a problem with the Training Consortium's (which the department is a member of) LMS system that prevents accurate data collection. The consortium moved to a new LMS platform midway through 2021, which contributed to the records issues. In 2022 the department will go back to managing the training program internally and will have better control of the data, thus returning to using the attached report. In conjunction with the move back to internal training the department will update and create new policies to formalize the training requirements, annual hours for each position, and documentation.

9. 8B.4 The agency analyzes student evaluations to determine the reliability of training conducted.

Identify and explain: It was recommended that the department create student evaluations, conduct training on their use and purpose, and implement them, as part of the training process.

Plan or improvement: The department has accepted this recommendation and is working towards the most efficient way to implement. In 2019 the department created a paper evaluation form to be used with classes conducted. This level of delivery worked but was labor intensive to deliver and track. The department then began utilizing an online collection process which was easier to track but was

difficult to gain compliance, as it required the student to log in separately from the class to fill out the evaluation. Currently the department is still evaluating and determining the best way to move forward with evaluations for internal classes. The South King County Fire Training Consortium (SKCFTC), which the department joined in July of 2019, utilizes its own student evaluation/survey form through its learning management system (LMS) for training classes provided by the consortium. In the past an evaluation report was sent out annually for review. In 2021 the SKCFTC did not use the evaluation feature of the LMS due to ongoing issues with the LMS platform and inability to analyze data. The consortium does have a standard form for evaluations (Exhibit 18). In 2022 the department will be leaving the consortium and going back to conducting internal training. The LMS platform the department will be going to includes an evaluation feature for all classes, which the department will utilize. In 2021, the department did complete class evaluations on several large trainings conducted independently from SKCFTC (Exhibit #19).

10. 8C.3 Instructional material are current, support the training program, and are easily accessible.

Identify and explain: It was recommended that the department review all training materials and identify redundant or outdated items and have them replaced.

Plan or improvement: The department Training Officer has been tasked with reviewing the current training aid inventory and removing outdated materials. The recommendation made was to purchase a new training catalogue centered around IFSTA 7 which will be included in a budget request for 2021. In the meantime, the South King County Training Consortium, which the department is part of, maintains an online training library with the materials needed to provide references for personnel when completing assigned training and tasks (Exhibit #20). (2021 update) The purchase of the IFSTA series was postponed in 2021 due to budget constraints from Covid. Purchase of the new IFSTA series will occur in first quarter of 2022 (Exhibit #21).

11. 8C.6 The agency maintains a current inventory of all training equipment and resources.

Identify and explain: It was recommended that the department create a comprehensive inventory of its training library and training aids.

Plan or improvement: The cataloguing of library materials and training aides will occur in conjunction with the recommendation for 8C.3.

12. 9A.7 Public fire hydrants are inspected, tested, and maintained in accordance with nationally and internationally recognized standards. The agency's fire protection related processes are evaluated, at least annually, to ensure adequate and readily available public or private water.

Identify and explain: It was recommended that the department conduct annual flow testing of fire hydrants to ensure fire flow requirements availability within the

community and identify flow capabilities on electronic sources (mobile data terminals or maps) and on the individual hydrants.

Plan or improvement: The department recognizes this recommendation as a weakness in our system. The Fire Chief has explored the idea of hiring temporary summer help to be shared by the water department for this project. Due to current budget restraints related to lost revenue from Covid pandemic the city has placed a temporary hiring freeze on all departments. (2021 Update) Budget restrictions have carried into 2021 so the department has been unable to address this recommendation. With the current biennial budget set to expire the end of 2022, the department will look to address temporary help for hydrant maintenance with the 2023-2025 budget.

13. 9A.9 The agency has operational procedures in place outlining the available water supply.

Identify and explain: It was recommended that the department conduct annual training with mutual aid partners on tender operations to ensure necessary fire flow can be maintained.

Plan or improvement: Recommendation completed. Training with the Fall City Fire Department (neighboring jurisdiction) was first held in July and August of 2019. Training was completed by all shifts and included information on Fall City's tender and fold-a-tank operations. To ensure information is current and up to date tender operation training was added to the master training calendar as a subject to be trained on annually.

## Performance Monitoring

Are you currently meeting the following performance indicators? No

See explanations below for 2D.8 and 2D.9

2D.8 On at least an annual basis, the agency formally notifies the authority having jurisdiction (AHJ) of any gaps in the operational capabilities and capacity of its current delivery system to mitigate the identified risks within its service area, as identified in its standards of cover.

Identify and explain:

The department usually reports out on this core competency through a combination of staff and annual reports at the public safety committee as well as the council retreat. Due to the staffing changes in 2021 as outlined in the agency changes section, and the workload capacity of remaining staff, an annual report was not completed for 2021. Additionally, staff time was not allocated during the council retreat in 2021 to allow for reports out to the City Council due to a prioritization of topics. In 2021 the department did share with the City Council the statement of facts from the 2021 ACR (Exhibit #1) and reviewed the information with them.

Plan for improvement- Now that staffing within the department is back to normal levels, the 2021 Annual report will be completed during 2<sup>nd</sup> quarter 2022. The department has also scheduled time with the Public Safety Council in the 2<sup>nd</sup> quarter of 2022 to discuss the ACR and performance measures (Exhibit #1A page 10) and will be added as a standing agenda item quarterly going forward.

2D.9 On at least an annual basis, the agency formally notifies the AHJ of any gaps between current capabilities, capacity, and the level of service approved by the AHJ.

Identify and explain:

The department usually reports out on this core competency through a combination of staff and annual reports at the public safety committee as well as the council retreat. Due to the staffing changes in 2021 as outlined in the agency changes section, and the workload capacity of remaining staff, an annual report was not completed for 2021. Additionally, staff time was not allocated during the council retreat in 2021 to allow for reports out to the City Council due to a prioritization of topics. In 2021 the department did share with the City Council the statement of facts from the 2021 ACR (Exhibit #1) and reviewed the information with them.

Plan for improvement- Now that staffing within the department is back to normal levels, the 2021 Annual report will be completed during 2<sup>nd</sup> quarter 2022. The department has also scheduled time with the Public Safety Council in the 2<sup>nd</sup> quarter of 2022 to discuss the ACR and performance measures (Exhibit #1A page 10) and will be added as a standing agenda item quarterly going forward.

2D.10 The agency interacts with external stakeholders and the AHJ at least once every three years, to determine the stakeholders' and AHJ's expectations for types and levels of services provided by the agency.

Identify and explain: The department last completed a strategic plan in 2017 that was facilitated and produced by Emergency Services Consulting International (ESCI). In order to formulate the plan, meetings were held with both community leaders and representatives, as well as department personnel at all levels (company officer, firefighter, volunteer).

Plan for improvement: Currently a full strategic plan is scheduled on a five-year rotation with the next one being scheduled in 2023. Annually the city holds multiple town hall meetings organized by the city council to provide for citizen comment and participation. Due to Covid restrictions there were no citywide Town Hall meetings scheduled in 2020 or 2021. The fire department will look to participate in the Town Halls in 2022 if allowed when gathering restrictions are lifted. The department also will be formulating a plan for a strategic plan update in 2023.

The department will continue to utilize the bimonthly public safety committee meetings to convey information to the city council on service levels and strategic goals, improvements, and program evaluations and outcomes.

# Agency Performance Tracking

Fire Suppression

2021 First year of new planning area to include rural.

Benchmark Performance:

ERF of 6 firefighters and officers shall be 10 minutes in all areas.

Baseline Performance:

ERF of 6 firefighters and officers shall be 10 minutes 38 seconds in all areas.

<b>(Medium) Fire Suppression - 90th Percentile Times - Baseline Performance</b>			<b>2017-2021</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
<b>Alarm Handling</b>	Pick-up to Dispatch	Urban	1:11	1:55	1:23	1:12	0:43	0:42
		Rural	2:08	2:08	mm:ss	mm:ss	mm:ss	mm:ss
<b>Turnout Time</b>	Turnout Time 1st Unit	Urban	1:59	1:44	2:01	1:54	2:11	2:05
		Rural	2:12	2:12	mm:ss	mm:ss	mm:ss	mm:ss
<b>Travel Time</b>	Travel Time 1st Unit Distribution	Urban	7:11	8:01	7:02	6:10	7:19	7:25
		Rural	8:37	8:37	mm:ss	mm:ss	mm:ss	mm:ss
	Travel Time ERF Concentration	Urban	11:16	12:44	12:54	9:49	12:40*	8:15
		Rural	13:37	13:37	mm:ss	mm:ss	mm:ss	mm:ss
<b>Total Response Time</b>	Total Response Time 1st Unit on Scene Distribution	Urban	9:12	9:51	9:40	9:10	8:30	8:49
			n=418	n=103	n=57	n=77	n=91	n=90
		Rural	10:38	10:38	mm:ss	mm:ss	mm:ss	mm:ss
			n=19	n=19	n=0	n=0	n=0	n=0
	Total Response Time ERF Concentration	Urban	13:50	15:27	15:57	12:30	15:36*	9:42
			n=38	n=21	n=4	n=3	n=7	n=3
Rural	17:28	17:28	mm:ss	mm:ss	mm:ss	mm:ss		
n=6	n=6	n=0	n=0	n=0	n=0			

**\* In November of 2017 the Fire Department adjusted the effective force assembly related to the risk class. Previously, the department sent only one (1) pumper to a high-value fire alarm. This was changed to two (2) pumpers to address risk.**

Benchmark Performance:

ERF of 17 firefighters and officers shall be 17 minutes 45 seconds in all areas.

Baseline Performance:

Per peer team, not enough incidents to provide sufficient data so no baseline service level performance statements are provided for the effective response force.

<b>(High) Fire Suppression - 90th Percentile Times - Baseline Performance</b>			<b>2017-2021</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
<b>Alarm Handling</b>	Pick-up to Dispatch	Urban	1:01	1:38	NRI	0:23	1:07	0:58
		Rural	0:53	0:53	mm:ss	mm:ss	mm:ss	mm:ss
<b>Turnout Time</b>	Turnout Time 1st Unit	Urban	2:54	2:39	NRI	2:37	2:54	3:28
		Rural	3:11	3:11	mm:ss	mm:ss	mm:ss	mm:ss
<b>Travel Time</b>	Travel Time 1st Unit Distribution	Urban	6:38	8:14	NRI	7:46	5:15	5:20
		Rural	3:43	3:43	mm:ss	mm:ss	mm:ss	mm:ss
	Travel Time ERF Concentration	Urban	14:45	16:14	NRI	15:54	16:27	10:28
		Rural	12:31	12:31	mm:ss	mm:ss	mm:ss	mm:ss
<b>Total Response Time</b>	Total Response Time 1st Unit on Scene Distribution	Urban	8:15	11:11	NRI	9:40	6:56	8:10
			n=19	n=11	n=0	n=1	n=2	N=5
		Rural	5:12	5:12	mm:ss	mm:ss	mm:ss	mm:ss
			n=2	n=2	n=0	n=0	n=0	n=0
	Total Response Time ERF Concentration	Urban	17:40	17:42	NRI	17:53	20:41	14:26
			n=11	n=3	n=0	N=1	n=2	n=5
Rural		14:44	14:44	mm:ss	mm:ss	mm:ss	mm:ss	
		n=1	n=1	n=0	n=0	n=0	n=0	



EMS

2021 First year of new planning area to include rural.

Benchmark Performance:

First due unit staffed with 3 firefighters/EMT-Bs shall be 8 minutes in all areas

Baseline Performance:

First due unit staffed with 3 fighters/EMT-Bs shall be 8 minutes 44 seconds in all areas

<b>(Medium) EMS - 90th Percentile Times - Baseline Performance</b>			<b>2017-2021</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
<b>Alarm Handling</b>	Pick-up to Dispatch	Urban	1:38	1:34	1:43	1:14	1:41	2:01
		Rural	01:47	01:47	mm:ss	mm:ss	mm:ss	mm:ss
<b>Turnout Time</b>	Turnout Time 1st Unit	Urban	1:36	1:30	1:48	1:30	1:39	1:33
		Rural	01:16	01:16	mm:ss	mm:ss	mm:ss	mm:ss
<b>Travel Time</b>	Travel Time 1st Unit <b>Distribution</b>	Urban	7:26	7:26	9:21	6:38	6:58	6:19
		Rural	10:25	10:25	mm:ss	mm:ss	mm:ss	mm:ss
	Travel Time ERF <b>Concentration</b>	Urban	7:20	7:26	9:21	6:38	6:58	6:19
		Rural	10:25	10:25	mm:ss	mm:ss	mm:ss	mm:ss
<b>Total Response Time</b>	Total Response Time 1st Unit on Scene <b>Distribution</b>	Urban	9:16	9:42	11:06	7:57	9:06	8:33
			n=1366	n=255	n=259	n=298	n=263	n=291
		Rural	12:32	12:32	mm:ss	mm:ss	mm:ss	mm:ss
			n=16	n=16	n=0	n=0	n=0	n=0
	Total Response Time ERF <b>Concentration</b>	Urban	9:16	9:42	11:06	7:57	9:06	8:33
			n=1366	n=255	n=259	n=298	n=263	n=291
Rural		12:32	12:32	mm:ss	mm:ss	mm:ss	mm:ss	
		n=16	n=16	n=0	n=0	n=0	n=0	

Benchmark Performance:

ERF of 6 firefighters/EMT-Bs and 2 firefighter/EMT-Ps shall be 13 minutes and 30 seconds to all areas

Baseline Performance:

ERF of 6 firefighters/EMT-Bs and 2 firefighter/EMT-Ps shall be 16 minutes and 22 seconds to all areas

<b>(High) EMS - 90th Percentile Times - Baseline Performance</b>			<b>2017-2021</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
<b>Alarm Handling</b>	Pick-up to Dispatch	Urban	1:33	1:23	1:38	1:15	1:30	2:01
		Rural	1:34	1:34	mm:ss	mm:ss	mm:ss	mm:ss
<b>Turnout Time</b>	Turnout Time 1st Unit	Urban	1:37	1:32	1:41	1:20	1:46	1:49
		Rural	1:39	1:39	mm:ss	mm:ss	mm:ss	mm:ss
<b>Travel Time</b>	Travel Time 1st Unit <b>Distribution</b>	Urban	6:50	6:48	6:54	6:51	7:02	6:38
		Rural	7:02	7:02	mm:ss	mm:ss	mm:ss	mm:ss
	Travel Time ERF <b>Concentration</b>	Urban	13:47	14:01	12:48	13:40	13:02	15:27
		Rural	10:26	10:26	mm:ss	mm:ss	mm:ss	mm:ss
<b>Total Response Time</b>	Total Response Time 1st Unit on Scene <b>Distribution</b>	Urban	8:59	8:44	9:00	7:49	8:23	11:03
			n=814	n=143	n=114	n=161	n=130	n=266
		Rural	8:41	8:41	mm:ss	mm:ss	mm:ss	mm:ss
			n=19	n=19	n=0	n=0	n=0	n=0
	Total Response Time ERF <b>Concentration</b>	Urban	17:00	17:20	17:31	14:45	16:13	19:14
			n=523	n=83	n=114	n=96	n=117	n=113
Rural	14:22	14:22	mm:ss	mm:ss	mm:ss	mm:ss		
n=10	n=10	n=0	n=0	n=0	n=0			

Rescue Services

2021 First year of new planning area to include rural. NRI for 2021.

Benchmark Performance:

ERF of 13 firefighters and officers shall be 19 minutes and 15 seconds to all areas

Baseline Performance:

Per peer team, not enough incidents to provide sufficient data so no baseline service level performance statements are provided for the effective response force.

<b>(Medium) Rescue Services - 90th Percentile Times - Baseline Performance</b>			<b>2017-2021</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
<b>Alarm Handling</b>	Pick-up to Dispatch	Urban	1:33	1:13	1:47	2:46	0:54	1:09
		Rural	NRI	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
<b>Turnout Time</b>	Turnout Time 1st Unit	Urban	1:21	1:03	1:08	1:24	2:29	0:45
		Rural	NRI	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
<b>Travel Time</b>	Travel Time 1st Unit <b>Distribution</b>	Urban	3:56	5:27	4:55	2:39	5:12	1:29
		Rural	NRI	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
	Travel Time ERF <b>Concentration</b>	Urban	8:43	8:04	NRI	8:58	9:09	NRI
		Rural	NRI	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
<b>Total Response Time</b>	Total Response Time 1st Unit on Scene <b>Distribution</b>	Urban	5:56	5:39	6:42	4:03	8:35	4:42
			n=9	n=4	n=2	n=1	n=1	n=1
		Rural	NRI	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
			n=0	n=0	n=0	n=0	n=0	n=0
	Total Response Time ERF <b>Concentration</b>	Urban	8:48	5:39	NRI	11:36	9:09	NRI
			n=6	n=4	n=0	n=1	n=1	n=0
Rural		NRI	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	
		n=0	n=0	n=0	n=0	n=0	n=0	

Benchmark Performance:

ERF of 13 firefighters and officers shall be 19 minutes and 15 seconds to all areas

Baseline Performance:

Per peer team, not enough incidents to provide sufficient data so no baseline service level performance statements are provided for the effective response force.

<b>(High) Rescue Services - 90th Percentile Times - Baseline Performance</b>			<b>2017-2021</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
<b>Alarm Handling</b>	Pick-up to Dispatch	Urban	1:01	1:17	0:45	NRI	NRI	NRI
		Rural	NRI	NRI	mm:ss	mm:ss	mm:ss	mm:ss
<b>Turnout Time</b>	Turnout Time 1st Unit	Urban	1:29	1:16	1:42	NRI	NRI	NRI
		Rural	NRI	NRI	mm:ss	mm:ss	mm:ss	mm:ss
<b>Travel Time</b>	Travel Time 1st Unit <b>Distribution</b>	Urban	4:10	6:34	1:47	NRI	NRI	NRI
		Rural	NRI	NRI	mm:ss	mm:ss	mm:ss	mm:ss
	Travel Time ERF <b>Concentration</b>	Urban	9:17	10:56	7:38	NRI	NRI	NRI
		Rural	NRI	NRI	mm:ss	mm:ss	mm:ss	mm:ss
<b>Total Response Time</b>	Total Response Time 1st Unit on Scene <b>Distribution</b>	Urban	6:25	8:37	4:14	NRI	NRI	NRI
			n=4	n=3	n=1	n=0	n=0	n=0
		Rural	NRI	NRI	mm:ss	mm:ss	mm:ss	mm:ss
			n=0	n=0	n=0	n=0	n=0	n=0
	Total Response Time ERF <b>Concentration</b>	Urban	13:06	15:18	10:55	NRI	NRI	NRI
			n=4	n=3	n=1	n=0	n=0	n=0
Rural		NRI	NRI	mm:ss	mm:ss	mm:ss	mm:ss	
		n=0	n=0	n=0	n=0	n=0	n=0	

Hazmat

The department has a very low instance of haz mat in the city. No reportable incidents in medium or high risk.

## Strategic Recommendations

Recommendation	ACCEPTED	IMPLEMENTED	REJECTED
4A.2 It is recommended that the process of updating all city fiscal policies by the end of 2019 be continued	(2019) City Finance Director was tasked with updating financial polices by end of 2019. Has not been completed yet. (2020) No update. (2021) No update.		
5E.3 It is recommended that the department identify a more robust annual appraisal process to include outcome-based information. This recommendation also applies to the following core competencies: 5G.3 (Technical Rescue) and 5H.3 (hazardous material)	(2019) Addressing this recommendation as part of the re-evaluation and standardization of the recommendation in 5F.7.	(2020) Completed. Standardized format for program appraisals was utilized in 2020 and 2021. Will be continually evaluated to improve the process to include more outcome-based information.	
5F.7 It is recommended that the department develop a standardized appraisal format for each program offered by the department that includes identifying gaps and program outcomes specific to the department and is consistent across the organization. This recommendation also applies to performance indicator 7G.5 (wellness/fitness)	(2019) Department has accepted the recommendation and is working towards it. A standard appraisal format was created and used as a trial for some program evaluations.	(2020) Completed. Standardized format for program appraisals was utilized in 2020 and 2021. Will be continually evaluated to improve the process to include more outcome-based information.	
6C.1 It is recommended that the agency	(2019) Applied for		

<p>continue to evaluate the need to purchase an aerial apparatus based upon risk, development, and growth of the community.</p>	<p>safer grant to fund a ladder truck. Grant was unsuccessful. (2020) Update. Discussion of ladder truck purchase ongoing with the council who realize the importance. Continue to pursue grants and explore funding options. Department reapplied for the grant in early 2021. (2021) The 2021 grant was also unsuccessful. The department administration has prioritized vehicle replacement discussions with the City Council with the goal of them creating a plan by the end of 2022</p>		
<p>7C.1 It is recommended that the department further integrate and enhance plans within the newly developed policy for review and update of documents, forms, and policy, procedures and guidelines on a standard review process. This recommendation also applies to the</p>	<p>(2019) The department accepts this recommendation and is moving forward with creating a timeline and schedule for reviewing documents as well as a</p>	<p>(2021). Completed. Full integration and implementation of PowerDMS occurred at the end of 2021. All PPGs are now located and tracked on</p>	

<p>following core competency: 9C.5 (administrative support services and office systems).</p>	<p>tracking process to ensure compliance using PowerDMS. Goal is to complete by end of 2020</p>	<p>PowerDMS. A two-year review schedule was set up for each policy through staggered quarterly reviews by the company officers.</p>	
<p>9C.1 It is recommended that the agency conduct in depth analysis to determine the benefits of increasing support service staff within the fire department for program development, implementation, and support services functions of the organization.</p>	<p>(2019) Accepted recommendation. Moved line officer to daytime shift Captain in Oct 2019. Returned to shift January 1 due to city wide budget constraints. Goal is to work towards reestablishing day shift position with 2021 budget. (2020) Update. No change in status due to constraints on budget due to Covid response. Still looking to achieve in 2021. (2021) No change due to continued budget constraints. Established as a priority for 2022.</p>		

## Exhibit List

Exhibit #1	Email ACR Council
Exhibit #1A	Council Planning Guide
Exhibit #2	2021 SP Tracking Sheet (master)
Exhibit #3	OfficerMtgNotes 102121 (strategic plan)
Exhibit #4	Community Risk Reduction Appraisal 2021
Exhibit #5	Fire Investigation Services Appraisal 2021
Exhibit #6	KCSO FIU C21011823 Raven
Exhibit #7	Fire Suppression Appraisal 2021
Exhibit #8	EMS Program Appraisal 2021
Exhibit #9	Rescue Program Appraisal 2021
Exhibit #10	Hazardous Materials Program Appraisal 2021
Exhibit #11	Communication Program Appraisal 2021
Exhibit #12	Signed-GB-Minutes-December-10-2021
Exhibit #13	NORCOM-2020-Annual-Report
Exhibit #14	Inspection Report
Exhibit #15	1002 Performance Evaluations
Exhibit #16	1002 Appendix C
Exhibit #17	Annual Hours Report
Exhibit #18	SKCFTC 2021 4 <sup>th</sup> Quarter Survey
Exhibit #19	Swiftwater 2021 Eval
Exhibit #20	SCKFTC Absorb Training Resources Example
Exhibit #21	IFSTA Purchase Email



## Verification

I verify that the information contained in this report is complete and true to the best of the knowledge.

  
\_\_\_\_\_  
Signature of Agency Head  
Fire Chief  
\_\_\_\_\_  
Title  
2/15/2022  
\_\_\_\_\_  
Date