



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, 2020
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.ci.snoqualmie.wa.us/166/Fire>

Agency Head: Fire Chief Mark Correira

Agency Head E-Mail: mcorreira@snoqualmiewa.gov

Agency Head Phone: 425-888-1551

Accreditation Mgr: Michael Bailey

Accred. Mgr. E-Mail: 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, 2020

Annual Compliance Report Number (1-4): 1

Current ISO Rating 4

Current Population: 13,752 (est 2018)

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: 18

ACR Reporting Period: 1/1/2019 to 12/31/2019

Agency/Jurisdiction Changes

1. Has there been a change in key positions of the agency during the past reporting period? Yes
 - a. In March 2019 Training Officer Mike Bailey was promoted to Deputy Fire Chief. The Deputy Fire Chief position is a new position created in the department that reports directly to the fire chief as a management professional position in administration. Beginning in January of 2020 company officers will begin reporting to DC Bailey (Exhibit #1) (Exhibit #2).
 - b. In March of 2019 Lt. Jacob Fouts was promoted to Captain. Captain Fouts was assigned the duties of Training Coordinator and will continue to be represented by the International Association of Firefighters (IAFF) while serving as the shift supervisor for C shift.
 - c. September of 2019, Deputy Chief Bailey was appointed the Accreditation Manager for the Department replacing Captain Fouts (Exhibit #3).
 - d. In October of 2019 Captain Fouts was moved off shift to a temporary position in administration as Training Officer. The plan was to continue this administrative position into 2020. Due to budget constraints, Captain Fouts was placed back on shift January of 2020 but retained the Training Coordinator designation (Exhibit #4). The long-range plan is to return Captain Fouts to an administrative daytime position when budget funds are available.
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.)? Yes
 - a. Department's current inventory of 10 SCBAs were over 10 years old and past their useful life. In September of 2019, the City Council approved the purchase of 14 new SCBAs and assorted equipment. The purchase was made in November with delivery of packs scheduled for March of 2020 (Exhibit #5). After training on the new equipment the packs will be put in service. With the additional packs the department will put SCBAs on the aid cars as well as have spares for training or maintenance.
5. Have there been any changes in programs/services? No
6. Describe any significant changes to your annual budget? None

Accreditation Model Annual Compliance

- A. Is your agency in compliance with all core competencies? Yes
- B. Agencies will provide exhibits for the following core competencies each year:
- a. 2D.6 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.

In the Snoqualmie Fire Department these reports are tied into annual reporting provided to the Snoqualmie City Council (Exhibit #6). Currently there are two gaps that have been identified: (1) mutual aid responses outside of the city and (2) response times/travel distance to geographic planning areas in the southwest side of the city. The Fire Chief is tracking and evaluating mutual aid responses and communicating those to the city council through monthly reports (Exhibit #7), and internal memos (Exhibit #8). Possible relocation or addition of a station to reduce response times to areas of the city is a long-term goal that was addressed in the annual report appendix (Exhibit #9).

- 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 goals and objectives (Exhibit 10), and the timelines associated with them, are reviewed monthly at the officer's meeting (Exhibit 11).

- c. 5A.5 Risk reduction was chosen as the program to test a new format for standardized appraisal (Exhibit #12). Format was approved and will be phased in for all programs beginning in 2020.
- d. 5B.3 Program appraisal for the public education program is combined with the community risk reduction program appraisal in 5A.5
- e. 5C.5 The 2019 appraisal for the Fire Investigation program is attached (Exhibit #13). Since 1999 the department has contracted with the King County Sherriff Fire Investigation Unit to provide services to the department and plans to continue the relationship for 2020.
- f. 5E.3 The department uses a combination of Annual Report (Exhibit #6), Standards of Cover (Exhibit #14), and monthly reports (Exhibit #7), to communicate to the city council the department's performance and needs as they relate to the overall goals and objectives.
- g. 5F.7 The 2019 appraisal for the EMS program is attached (Exhibit #15). For 2020, the goal is for the program appraisal format that was beta tested with risk reduction to be utilized for all programs. Additional documents used to appraise the EMS program throughout the year are attached as Exhibits #16, #17, #18.

- h. 5G.3 The 2019 appraisal for Rescue program is attached (Exhibit #19). For 2020, the goal is for the program appraisal format that was beta tested with risk reduction to be utilized for all programs.
- i. 5H.3 The 2019 appraisal for the Hazardous Materials program is attached (Exhibit #20). For 2020, the goal is for the program appraisal format that was beta tested with risk reduction to be utilized for all programs.
- 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. The Department will reevaluate the need for a wildland program in 2020.
- m. 9B.10 The 2019 appraisal for Emergency Communication systems is attached. (Exhibit #21). For 2020, the goal is for the program appraisal format that was beta tested with risk reduction to be utilized for all programs. The department evaluated NORCOM’s performance through monthly partner meetings (Exhibit #22) and quarterly joint operation board meetings (Exhibit #23).

C. Have there been any changes in compliance to non-core competencies? YEs

On July 1, 2019 the department joined the South King County Fire Training Consortium (SKCFTC) to provide training for all department members. The SKCFTC is led and operated by a CPSE accredited agency. The SKCFTC utilizes an online training platform in conjunction with practical skills and evaluations that are performed at the local level by the AHJ. This change to the training will affect multiple non-core competencies going forward. Because the SKCFTC is part of an accredited agency, and a full year of participation in the SKCFTC has not been completed yet, the department has not fully completed an analysis of all the non-core competencies that may be affected. To ensure compliance, a complete review is scheduled for 2020 with full re-writes planned in conjunction with updating all competencies to the 10th edition in the future.

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: to The Department will address this recommendation in year 3 or 4, and the current risk analysis will be updated accordingly. The department will reevaluate at during next year’s ACR.

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. The run card for working fires in residential and commercial occupancies was developed through the group and is used county wide.

The department does realize the importance of firefighter and citizen safety by reducing the number of response units when applicable. 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 (Exhibit #24).

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 City will develop two planning zones, rural and urban, to replace the 44 grid square planning zones that were used previously. The new planning zones will be utilized for the 2020 evaluation.

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 will 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 has the ability to inspect each occupancy annually. Occupancies are currently assigned for inspection to the crews by quarter (Exhibit #25) and are rotated annually amongst the crews to provide them with a continual knowledge base of all buildings in the city. City Building Department staff inspect more complex buildings such as schools and hospital annually. In 2020, the department

will update its inspection policy and break out inspections frequency by occupancy class.

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: Currently the department is using excel spreadsheet to track equipment as required by Washington Administrative Code and recommended by NFPA guidelines. In 2019 while on light duty a firefighter began the work of investigating options for inventory management. The City of Snoqualmie had an existing commercial product in place called Maint-Star that is being utilized in Public Works. The firefighter modified the program to fit our needs. Categories like PPE, facilities, medical, wildland, and hose were created in the program to track assets. Currently the firefighter is working on data entry on PPE, rope and swiftwater equipment (Exhibit #26). The goal is to have all department equipment entered and tracked by the end of 2020.

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 began working towards providing evaluations for the volunteer members. To begin preparations, July 1st the volunteers began a trial of a new procedure to sign up for duty nights on their assigned shift. This procedure allows the company officer to have more contact with the volunteers and evaluate their performance at the end of the year (Exhibit #27). This trial was made permanent January 1 of 2020. In November of 2019 the Chief met with the officer group and volunteer leads to create a volunteer evaluation form modeled after the career firefighters' evaluations. This form was added to PPG 1002 Performance Evaluations, which

was re adopted in Dec 2019 (Exhibit #28). The evaluation policy calls for evaluations to be completed in November of each year. In order to create a baseline evaluation, the officers were tasked with completing the volunteer evaluations for their shift in January 2020 and delivering to the volunteers in February of 2020. Evaluations will be delivered during a one on one meeting with the volunteer in order to create a work plan for the coming year. After the initial evaluations are completed, the volunteers will fall into the schedule outlined in PPG 1002.

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 will work toward identifying and establishing minimum training hours in 2021. Since the department does not have a full year of data or experience with the South King County Fire Training Consortium (SKCFTC), the plan is to reevaluate the SKCFTC training procedures, programs and offerings at the end of 2020, in conjunction with the department's training needs, to determine a minimum training hour level for all job descriptions.

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: This recommendation was accepted by the department and work began in March of 2019 to implement student evaluations. A form was created (Exhibit #29) and was initially utilized for classes. After evaluating, it was determined the best usage of the form would be to have it electronically added to the Elogic learning management system (LMS) so it could be tracked. Students would be required to fill out the form before confirming completion of the class. By attaching the form to the LMS record it could be utilized for both online as well as practical skill training. Efforts to add the evaluation form to the LMS were started in late 2019 but never completed. It is on the training officer's work plan in 2020 to complete the project and create a policy for student evaluations.

In the meantime, the South King County Training Consortium, which the department joined in July of 2019, utilizes its own student evaluation/survey form for training classes. Evaluations are sent out semiannually. The most recent survey for quarters three and four of 2019 was sent to all participants in January of 2020 (Exhibit #30). This student evaluation is not ideal as it does not

encompass all training conducted, but it will provide some feedback while the department continues to refine the process for their own internal evaluations.

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: A new training officer was appointed in October of 2019. The Training Officer has been tasked with reviewing the current training aid inventory and remove outdated materials. A new training catalogue centered around IFSTA 7 will be included in a budget request for 2021. In the meantime, the South King County Training Consortium maintains an online training library with the materials needed to provide references for personnel when completing assigned training and tasks (Exhibit #31).

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. Current budget restraints do not allow staffing increases at this time, but the project will remain as a long-term discussion item for the future.

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 held in July and August of 2019 (Exhibit #32). Training was completed by all shifts and included information on Fall City's tender and fold-a-tank operation. 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? Yes

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 Snoqualmie Fire Department meets this performance measure through the evaluation and documentation of RCW 35.103 and the annual report. Copies of these documents are attached (Exhibit #6 and #9).

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 Snoqualmie Fire Department meets this performance measure through the evaluation and documentation of RCW 35.103 and the annual report. Copies of these documents are attached (Exhibit #6 and #9).

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 in 2022. Annually the city holds town hall meetings organized by the city council to provide for citizen comment and participation. Although fire services are a topic at times during the town hall, a full town hall meeting on Public Safety is scheduled for Feb 2020. Information gathered from the town hall meeting will be reviewed and analyzed in 2020 and reported on in the 2020 ACR.

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

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.

(Medium) Fire Suppression - 90th Percentile Times - Baseline Performance			2015-2019	2019	2018	2017	2016	2015
Alarm Handling	Pick-up to Dispatch	Urban	0:49	1:12	0:43	0:42	0:37	0:52
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
Turnout Time	Turnout Time 1st Unit	Urban	2:05	1:54	2:11	2:05	2:11	2:07
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
Travel Time	Travel Time 1st Unit Distribution	Urban	6:52	6:10	6:19	7:25	7:10	7:15
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
	Travel Time ERF Concentration	Urban	8:51	9:49	12:40*	8:15	9:28	4:06
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	8:49	9:10	8:30	8:49	8:16	9:21
			n=429	n=77	n=91	n=90	n=70	n=101
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
			n=XX	n=XX	n=XX	n=XX	n=XX	n=XX
	Total Response Time ERF Concentration	Urban	10:42	12:30	15:36*	9:42	9:28	6:14
			n=17	n=2	n=7	n=3	n=3	n=2
Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss		
n=XX	n=XX	n=XX	n=XX	n=XX	n=XX	n=XX		

*** In November of 2017 the Fire Department made adjustments to 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.

(High) Fire Suppression - 90th Percentile Times - Baseline Performance			2015-2019	2019	2018	2017	2016	2015
Alarm Handling	Pick-up to Dispatch	Urban	0:50	0:23	1:07	0:58	0:54	NRI
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
Turnout Time	Turnout Time 1st Unit	Urban	2:49	2:37	2:54	3:28	2:17	NR
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
Travel Time	Travel Time 1st Unit Distribution	Urban	5:31	7:46	5:15	5:20	3:44	NRI
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
	Travel Time ERF Concentration	Urban	12:19	15:54	16:27	10:28	6:29	NRI
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	8:15	9:40	6:56	8:10	NRI	NRI
			n=8	n=1	n=2	n=5	N=0	n=0
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
			n=XX	n=XX	n=XX	n=XX	n=XX	n=XX
	Total Response Time ERF Concentration	Urban	17:40	17:53	20:41	14:26	NRI	NRI
			n=8	n=1	N=2	n=5	N=0	n=0
Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss		
n=XX	n=XX	n=XX	n=XX	n=XX	n=XX	n=XX		

EMS

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

(Medium) EMS - 90th Percentile Times - Baseline Performance			2015-2019	2019	2018	2017	2016	2015
Alarm Handling	Pick-up to Dispatch	Urban	1:33	1:14	1:41	2:01	1:39	1:12
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
Turnout Time	Turnout Time 1st Unit	Urban	1:40	1:30	1:39	1:33	1:51	1:49
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
Travel Time	Travel Time 1st Unit Distribution	Urban	6:44	6:38	6:58	6:19	6:44	7:04
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
	Travel Time ERF Concentration	Urban	6:44	6:38	6:58	6:19	6:44	7:04
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	8:39	7:57	9:06	8:33	9:13	8:28
			n=1,530	n=298	n=263	n=291	n=266	n=412
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
			n=XX	n=XX	n=XX	n=XX	n=XX	n=XX
	Total Response Time ERF Concentration	Urban	8:39	7:57	9:06	8:33	9:13	8:28
			n=1,530	n=298	n=263	n=291	n=266	n=412
Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss		
n=XX	n=XX	n=XX	n=XX	n=XX	n=XX	n=XX		

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

(High) EMS - 90th Percentile Times - Baseline Performance			2015-2019	2019	2018	2017	2016	2015
Alarm Handling	Pick-up to Dispatch	Urban	1:37	1:15	1:30	2:01	1:13	2:07
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
Turnout Time	Turnout Time 1st Unit	Urban	1:48	1:20	1:46	1:49	2:04	2:03
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
Travel Time	Travel Time 1st Unit Distribution	Urban	6:45	6:51	7:02	6:38	6:24	6:51
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
	Travel Time ERF Concentration	Urban	13:28	13:40	13:02	15:27	13:09	12:04
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	9:31	7:49	8:23	11:03	11:43	8:41
			n=935	n=161	n=130	n=266	n=160	n=218
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
			n=XX	n=XX	n=XX	n=XX	n=XX	n=XX
	Total Response Time ERF Concentration	Urban	16:16	14:45	16:13	19:14	16:41	14:30
			n=571	n=96	n=117	n=113	n=118	n=127
Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss		
n=XX	n=XX	n=XX	n=XX	n=XX	n=XX	n=XX		

Rescue Services

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.

(Medium) Rescue Services - 90th Percentile Times - Baseline Performance			2015-2019	2019	2018	2017	2016	2015
Alarm Handling	Pick-up to Dispatch	Urban	1:36	2:46	0:54	1:09	NRI	NRI
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
Turnout Time	Turnout Time 1st Unit	Urban	1:32	1:24	2:29	0:45	NRI	NRI
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
Travel Time	Travel Time 1st Unit Distribution	Urban	3:06	2:39	5:12	1:29	NRI	NRI
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
	Travel Time ERF Concentration	Urban	9:09	8:58	9:09	NRI	NRI	NRI
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	5:46	4:03	8:35	4:42	NRI	NRI
			n=3	n=1	n=1	n:1	n=0	n=0
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
			n=XX	n=XX	n=XX	n=XX	n=XX	n=XX
	Total Response Time ERF Concentration	Urban	11:36	11:36	9:09	NRI	NRI	NRI
			n=2	n=1	n=1	n=0	n=0	n=0
Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss		
n=XX	n=XX	n=XX	n=XX	n=XX	n=XX	n=XX		

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.

(High) Rescue Services - 90th Percentile Times - Baseline Performance			2015-2019	2019	2018	2017	2016	2015
Alarm Handling	Pick-up to Dispatch	Urban	NRI	NRI	NRI	NRI	NRI	NRI
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
Turnout Time	Turnout Time 1st Unit	Urban	NRI	NRI	NRI	NRI	NRI	NRI
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
Travel Time	Travel Time 1st Unit Distribution	Urban	NRI	NRI	NRI	NRI	NRI	NRI
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
	Travel Time ERF Concentration	Urban	NRI	NRI	NRI	NRI	NRI	NRI
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	NRI	NRI	NRI	NRI	NRI	NRI
			n=0	n=0	n=0	n=0	n=0	n=0
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
			n=XX	n=XX	n=XX	n=XX	n=XX	n=XX
	Total Response Time ERF Concentration	Urban	NRI	NRI	NRI	NRI	NRI	NRI
			n=0	n=0	n=0	n=0	n=0	n=0
Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss		
	n=XX	n=XX	n=XX	n=XX	n=XX	n=XX		

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.		
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		
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. Goal is to utilize for all programs in 2020.		

<p>6C.1 It is recommended that the agency continue to evaluate the need to purchase an aerial apparatus based upon risk, development and growth of the community.</p>	<p>(2019) Applied for safer grant to fund a ladder truck. Grant was unsuccessful. The purchase of a ladder truck remains a priority for the department and will continue to explore options moving forward. (Exhibit #33)</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 following core competency: 9C.5 (administrative support services and office systems).</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 tracking process to ensure compliance. Goal is to complete by end of 2020</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</p>		

	budget.		

Exhibit List

- Exhibit #1: 2019-04 Reclassification and Promotion
- Exhibit #2: Snoqualmie Organizational Chart
- Exhibit #3 Accreditation Manager Appointment
- Exhibit #4 2019-08 Shift Realignment
- Exhibit #5 Snoqualmie Resolution 1517
- Exhibit #6 2018 Snoqualmie Fire Annual Report
- Exhibit #7 December 2019 Fire Report for Council
- Exhibit #8 Council Memo 2019-03 ESFR Board Discussion on Mutual Aid
- Exhibit #9 2018 Annual Report Appendix A
- Exhibit #10 Officer Meeting Notes 112119
- Exhibit #11 Strategic Planning 4th Quarter
- Exhibit #12 2019 Risk Reduction Appraisal
- Exhibit #13 KCSO 2019 proposed costs for fire investigations unit services
- Exhibit #14 Standards of Cover Snoqualmie V2020
- Exhibit #15 2019 EMS Program Appraisal
- Exhibit #16 ESO Lock Time Report
- Exhibit #17 ESO Review Officer Mtg Notes 101719
- Exhibit #18 KCEMS Annual Report Statistics
- Exhibit #19 2019 Rescue Program Appraisal
- Exhibit #20 2019 Hazardous Materials Program Appraisal
- Exhibit #21 2019 NORCOM and Communications Appraisal
- Exhibit #22 Norcom_Governing_Board_Meeting_Minutes_for_12-13-2019
- Exhibit #23 122_Joint_Operations_Board_Minutes_2019_03
- Exhibit #24 AFA Run Card Example
- Exhibit #25 2019 Inspections
- Exhibit #26 Maint Star Inventory Program Sample
- Exhibit #27 2019-06 Vol Shift Assignments
- Exhibit #28 PPG 1002 Performance Evaluation
- Exhibit #29 Class eval master
- Exhibit #30 SKCFTC eval form

- Exhibit #31 Sample SKFTC Training Materials
- Exhibit #32 Tender Supply Documentation
- Exhibit #33 Ladder truck grant denial

Verification

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



Signature of Agency Head

Fire Chief

Title

February 14, 2020

Date