



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, 2021  
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](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, 2021

Annual Compliance Report Number (1-4): 2

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: 19

ACR Reporting Period: 1/1/2020 to 12/31/2020

## Agency/Jurisdiction Changes

1. Has there been a change in key positions of the agency during the past reporting period? No
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 inventory of 10 SCBAs were over 10 years old and past their useful life. In September of 2019 (exhibit #1), the City Council approved the purchase of 14 new SCBAs and assorted equipment. The purchase was made in November 2019 (Exhibit #27), but the delivery of the packs was delayed until October of 2020. After training on the new equipment, the packs were placed into service on November 1<sup>st</sup>, 2020 (Exhibit #2). Three of the SCBAs were placed on the front-line aid car which hadn't had SCBAs since early 2005. Having SCBAs on the aid car makes the unit more versatile and allows firefighters assigned to the aid car to be outfitted correctly to respond to a fire instead of returning to the station to retrieve the engine.
  - b. In September of 2020 new Homaltro Rescue tools were purchased for the front-line engine. (Exhibit #3). This set of extrication tools replaced the previous set which was over 15 years old. The new generation extrication tools are battery operated and provide more efficiency and versatility than the older set. The extrication tools were placed into service on November 1<sup>st</sup>, 2020 (Exhibit #2).
  - c. In Nov of 2019 the city council approved the purchase of a new aid car (Exhibit #4) to replace the 2006 aid car that had exceeded its useful service life. \$268,000 was appropriated from the equipment replacement fund. The decision was made to re-chassis and update the existing box, saving approximately \$73,000. These savings allowed for purchasing a \$20,000 power cot system to help prevent back injuries for personnel, as well as outfit the vehicle the same as our other aid car. An extra cab chassis was selected to provide for more storage space on the vehicle and to allow for putting SCBAs back on the apparatus as mentioned in 4(a) above. Delivery of the vehicle was delayed due to manufacturer modified Covid operations. The vehicle was placed into service in November 30, 2020. (Exhibit #2)
5. Have there been any changes in programs/services? Yes
  - a. In August of 2020 the fire department signed an agreement with the Redmond Fire Department to provide Mobile Integrated Health (MIH) services for the City of Snoqualmie (Exhibit 5). MIH is a community-based outreach program providing services to individuals in an out of hospital setting. Types of services that can be provided through the MIH program are chronic disease management, community paramedicine care,

preventative care or post follow-up visits, and transport or referral to community resources. Funds for the program are provided through a King County Emergency Medical Services levy. Creating a MIH program was identified in Objective 2C2 of the department's strategic plan (Exhibit #6). The MIH program was attached to the EMS Program for annual appraisal.

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 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.

In the Snoqualmie Fire Department these reports are tied into annual reporting provided to the Snoqualmie City Council (Exhibit #7, 2019 report as 2020 not completed till mid-year). 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 #8). Other response metrics as contained in the Standards of Cover (Exhibit #9) and required by SHB1756 are reported to the council in the Annual Report Annex (Exhibit #). Possible relocation or addition of a station to reduce response times to areas of the city is a long-term goal that is also addressed in the Annual Report Annex (Exhibit #10).

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

- c. 5A.5 The 2020 appraisal for the Community Risk Reduction Program is attached (Exhibit #12).
- d. 5B.3 The 2020 appraisal for the Public Education Program is combined with the community risk reduction program appraisal in 5A.5.
- e. 5C.5 The 2020 appraisal for the Fire Investigation Program is attached (Exhibit #13). Since 1999 the department has contracted with the King County Sheriff 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 14). The fire department plans to continue the relationship with KCSO-FIU for 2021.
- f. 5E.3 The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the fire suppression program and its impact on meeting the agency's goals and objectives.

The department uses a combination of the Annual Report (Exhibit #7), Standards of Cover (Exhibit #9), and monthly reports (Exhibit #8), to communicate to the city council the department's performance and needs as they relate to the overall goals and objectives for fire suppression. (Exhibit #28). In 2021, the goal of the agency is to do a more formal review of the fire suppression program to make it consistent with the template for the other program appraisals.

- g. 5F.7 The 2019 appraisal for the EMS program is attached (Exhibit #15).
- h. 5G.3 The 2019 appraisal for Rescue program is attached (Exhibit #16).
- i. 5H.3 The 2019 appraisal for the Hazardous Materials program is attached (Exhibit #17).
- 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 2021.
- m. 9B.10 The 2019 appraisal for Emergency Communication systems is attached. (Exhibit #18). The fire department evaluated NORCOM's quarterly joint operation board meetings (Exhibit #19) and Annual Reports (Exhibit #20) to make sure they meet the needs of the department. 2019 annual report is used for comparison purposes as the 2020 report has not yet been completed by NORCOM.

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. An update on progress towards this recommendation will be included in the next 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. As an example, 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 #21).

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.

Internally the department has discussed further modifying their internal run cards for building occupancies that include fire protection and detection systems, but no decisions or changes have been made yet. These internal discussions and review will continue in 2021 with an update provided in the next ACR.

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 will develop 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 (Exhibit #9, page 89). The plan for 2021 is to fully integrate the new planning zones into the SOC as well as develop new response goals for the rural areas to be presented to the City Council for adoption.

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. Current practice 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. 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. The department plans to continue working towards the recommendations in 2021. New inspection software is being set up to be used by personnel for when inspections are allowed again under Covid regulations. New inspection policies regarding inspection frequency, occupancy and hazard group will be developed in coordination with inspections resuming.

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. One recent example of how the department is implementing this goal is through the purchase of new MDCs for the apparatus. Previously only the two front line apparatus had MDCs and wireless hotspots for vehicle routing, communication with dispatch and ems reporting. Those systems were outdated and needed to be replaced. The department pushed the IT staff to purchase four new MDCs and associated equipment so as to outfit all apparatus with the technology (Exhibit #22). By purchasing four MDCs this will eliminate the need to transfer the MDCs from one apparatus to another during maintenance and ensures that all four apparatus are ready to respond at any given time with the required technology and connectivity needed.

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 all of its equipment. The department has reverted back 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.

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 #23) to include information on the volunteer evaluations as well as the template to be used. Annual volunteer evaluations were completed by their shift officers in December of 2020. During the one-on-one evaluations the company officers worked with the volunteer to establish workplans to address any deficiencies and 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 will work toward identifying and establishing minimum training hours in 2021. Since the department did 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. Some preliminary work has been completed by tracking annual hours completed (Exhibit #24). The Training Officer will continue working on minimum annual training hours project with the goal of completion in 2021.

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.

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 and the services provided by the consortium. Evaluations are sent out on a semiannually basis. The most recent survey for quarters three and four of 2019 was sent to all participants in January of 2020 (Exhibit #25). As in person training through the consortium was cancelled for 2020 due to Covid, no training surveys were sent out or reported on in 2020.

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 #26).

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. The department currently is researching alternative revenue streams that will be presented to the council in early 2021. Goal is to use newly acquired revenue streams to help start a hydrant flow test program.

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. 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. Hands on training was not completed in 2020 due to Covid restrictions for multi company in person training but is scheduled for summer of 2021.

## 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 #7 and #10). Note: 2020 Annual Report is usually not completed till mid-year. Previous year's report is utilized as an Exhibit.

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 #7 and #10). Note: 2020 Annual Report is usually not completed till mid-year. Previous year's report is utilized as an Exhibit.

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 2022. 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. The fire department will participate in the Town Halls in 2021 when gathering restrictions are lifted.

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			2016-2020	2020	2019	2018	2017	2016
Alarm Handling	Pick-up to Dispatch	Urban	1:00	1:23	1:12	0:43	0:42	0:37
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
Turnout Time	Turnout Time 1st Unit	Urban	2:02	2:01	1:54	2:11	2:05	2:11
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
Travel Time	Travel Time 1st Unit Distribution	Urban	6:44	7:02	6:10	7:19	7:25	7:10
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
	Travel Time ERF Concentration	Urban	10:19	12:54	9.49	12:40*	8:15	9:28
		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	9:02	9:40	9:10	8:30	8:49	8:16
			n=385	n=57	n=77	n=91	n=90	n=70
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
	Total Response Time ERF Concentration	Urban	n=0	n=0	n=0	n=0	n=0	n=0
			12:43	15:57	12:30	15:36*	9:42	9:28
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
			n=0	n=0	n=0	n=0	n=0	n=0

**\* 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			2016-2020	2020	2019	2018	2017	2016
Alarm Handling	Pick-up to Dispatch	Urban	0:49	NRI	0:23	1:07	0:58	0:54
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
Turnout Time	Turnout Time 1st Unit	Urban	2:59	NRI	2:37	2:54	3:28	2:17
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
Travel Time	Travel Time 1st Unit Distribution	Urban	6:07	NRI	7:46	5:15	5:20	3:44
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
	Travel Time ERF Concentration	Urban	14:16	NRI	15:54	16:27	10:28	6:29
		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	NRI	9:40	6:56	8:10	NRI
			n=8	n=0	n=1	n=2	N=5	n=0
		Rural	mm:ss	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 Concentration	Urban	17:40	NRI	17:53	20:41	14:26	NRI
			n=8	n=0	N=1	n=2	n=5	n=0
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
			n=0	n=0	n=0	n=0	n=0	n=0

## 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			2016-2020	2020	2019	2018	2017	2016
<b>Alarm Handling</b>	Pick-up to Dispatch	Urban	1:39	1:43	1:14	1:41	2:01	1:39
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
<b>Turnout Time</b>	Turnout Time 1st Unit	Urban	1:40	1:48	1:30	1:39	1:33	1:51
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
<b>Travel Time</b>	<b>Distribution</b> Travel Time 1st Unit	Urban	7:12	9:21	6:38	6:58	6:19	6:44
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
	<b>Concentration</b> Travel Time ERF	Urban	7:12	9:21	6:38	6:58	6:19	6:44
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
<b>Total Response Time</b>	<b>Distribution</b> Total Response Time 1st Unit on Scene	Urban	9:11	11:06	7:57	9:06	8:33	9:13
			n=1377	n=259	n=298	n=263	n=291	n=266
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
			n=0	n=0	n=0	n=0	n=0	n=0
	<b>Concentration</b> Total Response Time ERF	Urban	9:11	11:06	7:57	9:06	8:33	9:13
			n=1377	n=259	n=298	n=263	n=291	n=266
		Rural	mm:ss	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 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			2016-2020	2020	2019	2018	2017	2016
<b>Alarm Handling</b>	Pick-up to Dispatch	Urban	1:31	1:38	1:15	1:30	2:01	1:13
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
<b>Turnout Time</b>	Turnout Time 1st Unit	Urban	1:44	1:41	1:20	1:46	1:49	2:04
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
<b>Travel Time</b>	Travel Time 1st Unit Distribution	Urban	6:45	6:54	6:51	7:02	6:38	6:24
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
	Travel Time ERF Concentration	Urban	13:37	12:48	13:40	13:02	15:27	13:09
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
<b>Total Response Time</b>	Total Response Time 1st Unit on Scene Distribution	Urban	9:35	9:00	7:49	8:23	11:03	11:43
			n=831	n=114	n=161	n=130	n=266	n=160
		Rural	mm:ss	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 Concentration	Urban	16:52	17:31	14:45	16:13	19:14	16:41
			n=558	n=114	n=96	n=117	n=113	n=118
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
			n=0	n=0	n=0	n=0	n=0	n=0

## 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			2016-2020	2020	2019	2018	2017	2016
Alarm Handling	Pick-up to Dispatch	Urban	1:39	1:47	2:46	0:54	1:09	NRI
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
Turnout Time	Turnout Time 1st Unit	Urban	1:26	1:08	1:24	2:29	0:45	NRI
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
Travel Time	Travel Time 1st Unit Distribution	Urban	3:33	4:55	2:39	5:12	1:29	NRI
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
	Travel Time ERF Concentration	Urban	9:03	NRI	8:58	9:09	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	6:00	6:42	4:03	8:35	4:42	NRI
			n=5	n=2	n=1	n:1	n=1	n=0
		Rural	mm:ss	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 Concentration	Urban	10:42	NRI	11:36	9:09	NRI	NRI
			n=2	n=0	n=1	n=1	n=0	n=0
		Rural	mm:ss	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.

(High) Rescue Services - 90th Percentile Times - Baseline Performance			2016-2020	2020	2019	2018	2017	2016
<b>Alarm Handling</b>	Pick-up to Dispatch	Urban	0:45	0:45	NRI	NRI	NRI	NRI
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
<b>Turnout Time</b>	Turnout Time 1st Unit	Urban	1:42	1:42	NRI	NRI	NRI	NRI
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
<b>Travel Time</b>	<b>Travel Time 1st Unit Distribution</b>	Urban	1:47	1:47	NRI	NRI	NRI	NRI
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
	<b>Travel Time ERF Concentration</b>	Urban	7:38	7:38	NRI	NRI	NRI	NRI
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
<b>Total Response Time</b>	<b>Total Response Time 1st Unit on Scene Distribution</b>	Urban	4:14	4:14	NRI	NRI	NRI	NRI
			n=1	n=1	n=0	n=0	n=0	n=0
		Rural	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss	mm:ss
			n=0	n=0	n=0	n=0	n=0	n=0
	<b>Total Response Time ERF Concentration</b>	Urban	10:55	10:55	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=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.		
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) Standardized format for program appraisals was utilized in 2020. Will be evaluated during 2021 to continue 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) Standardized format for program appraisals was utilized in 2020. Will be evaluated during 2021 to continue to improve the process to include more outcome-based information.	
6C.1 It is recommended that the agency continue to evaluate the need to purchase	(2019) Applied for safer grant to fund a		

<p>an aerial apparatus based upon risk, development and growth of the community.</p>	<p>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.</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>(2020) Implementation has begun with the purchase of PowerDMS program in September 2020 (Exhibit #25). Program will be used to track document workflows and manage annual updates and reviews. Full integration and implementation of PowerDMS program will occur in 2021.</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</p>		

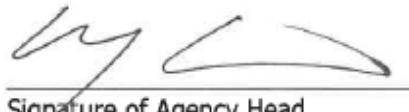
	city wide budget constraints. Goal is to work towards reestablishing day shift position with 2021 budget. (2020) Update. No change in status due to constraints on budget due to Covid response. Still looking to achieve in 2021.		

## **Exhibit List**

- Exhibit #1: Snoqualmie Resolution 1517
- Exhibit #2: 2020 In-Service Training
- Exhibit #3 Holmatro Invoice 9-2020
- Exhibit #4 Aid Car Agenda Bill 11-2019
- Exhibit #5 AB20-078 MIH Agreement
- Exhibit #6 2020 SP Tracking Sheet (master)
- Exhibit #7 2019 SFD Annual Report
- Exhibit #8 May 2020 Fire Department Council Report
- Exhibit #9 SOC Snoqualmie V2021
- Exhibit #10 2020 Appendix A-Annual Report
- Exhibit #11 Officer Mtg Notes 111920 Strategic Plan
- Exhibit #12 Community Risk Reduction Program Appraisal 2020
- Exhibit #13 Fire Investigation Services Appraisal 2020
- Exhibit #14 KCSO FIU C20-000510 Incident Report
- Exhibit #15 EMS Program Appraisal 2020
- Exhibit #16 Rescue Program Appraisal 2020
- Exhibit #17 Hazardous Materials Program Appraisal 2020
- Exhibit #18 Communication Program Appraisal 2020
- Exhibit #19 NORCOM Signed GB Minutes 2020-12-1
- Exhibit #20 NORCOM 2019 Annual Report
- Exhibit #21 AFA Run Card Example
- Exhibit #22 MEMO MDC Purchase
- Exhibit #23 PPG 1002 Performance Evaluations
- Exhibit #24 Annual Hours Report
- Exhibit #25 PowerDMS Invoice
- Exhibit #26 SCBA Invoice Oct 2020
- Exhibit #27 SKCFTC Absorb training resource example
- Exhibit #28 Council Roundtable #6 Final PPT 4 27 20

## 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

2/15/2021