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**KIRKLAND FIRE DEPARTMENT STRATEGIC PLAN
Consultant Recommendations and Staff Response
Most recent Update - November 2017**

Appendix A

Recommendation #	DESCRIPTION OF CONSULTANTS RECOMMENDATIONS	PRIORITY	STATUS	NOTES
48	Periodically (annually or more frequently) review minimum staffing levels and options for filling vacancies.		Complete	Reflects current practice
84	Determine the cause of the dramatic decrease in the percent of full alarm assignment deployments.		Complete	This was a data reporting issue. Added "confirmed" fires to run cards. Reduced "full" responses
87	Develop and adopt response time intervals, benchmark, and review at a minimum annually.		Complete	Is done annually. Response times reviewed quarterly by Public Safety Committee and CMO
88	NORCOM – Establish communication center performance measurement benchmarks that meet national standards.		Complete	
20	Aggregate like item equipment purchases with a total value of \$5,000 or more and include in the City's annual budget.		Complete	
50	Develop an internal CIP for the maintenance and replacement of KF&BD capital equipment.		Complete	Sinking fund list is complete and updated on regular basis
52	Replace apparatus using a combination of age, mileage (for gas powered units), engine hours (for diesel apparatus) and condition.		Complete	Reflects current practice
2	Create a budget category for administrative services		Complete	
22	Establish a medical baseline for new firefighters at the time of hire/appointment.		Complete	Reflects current practice
62	Develop a consistent program for training hazardous materials technicians	HIGH	Complete	Techs receiving required minimums per year
64	Develop a joint recruit academy with other members of the EMTG.	HIGH	Complete	Completed 2014 EMTG Academy in April of 2014. Are continuing to have regular academies for new hires. Currently hosting two EMTG academies per year.

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66	In the absence of a combined EMTG training manual, KF&BD should develop its own training manual, preferably in concert with the other members of the EMTG.	MED	Complete	Training manuals have been and are currently being developed by EMTG consortium. The EMTG Training Manual is part of the "Best Practices" (BP) program. Sections completed since Strategic Plan include Extrication BP, Safety BP, Command BP, EMS BP. Additional sections are being added as a result of the EMTG Strategic Plan.
67	Refine and expand goals and purpose statements of training objectives	MED	Complete	Part of EMTG Training Manual. EMTG has also created training Vision and Mission statements to address these areas. These statements may be modified as a result of the EMTG Strategic Plan study but they currently are complete.
69	Conduct at a minimum two night drills per shift per year that involve all fire suppression personnel.	LOW	Complete	Will be incorporated into EMTG training schedule. Was incorporated into 2013 quarterly training. It has become part of annual training in Kirkland and most of EMTG agencies. Likewise, crews also conduct night drills on their own, apart from EMTG. It is not possible to include all fire personnel in the same drill but all personnel will be scheduled to complete the training. Night drills have also been added to the three year calendar of classes.
72	Include company level training activities by subject in the RMS.	HIGH	Complete	Entering in training division RMS. Additional resources are being committed to this goal. Namely and enhanced, EMTG hosted Learning Management System that will streamline content development and delivery, records management and scheduling. EMTG goal is to launch Q1 2018.
34	Develop and adopt a plan for the maintenance, repair, and flow testing of all fire hydrants in the City of Kirkland.		Complete	Already completed by Water Districts

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37	Develop and adopt a plan to actively solicit feedback from a representative sample of recipients of KF&BD inspection and enforcement services.	MED	Complete	Done as part of Development Services Strategic Plan
71	Establish a minimum requirement for annual company and individual training evaluations. Include shift battalion chief involvement in annual evaluations.	HIGH	Complete	Required minimum competencies are established. EMTG does quarterly company drills that Training Officers and Battalion Chiefs observe and evaluate.
61	Identify training competencies in writing, teach, train, test, and evaluate personnel regularly by the training division in concert with shift battalion chiefs.	MED	Completed	Completed annual scheduled classroom and MCO Field operations, Tech Rescue, RS I, MCI, HM performed, taught and evaluated by EMTG staff. Addressed all WAC 296-305 requirements on either bi-annual or annual basis. Includes live fire. We require SCBA donning drills four times annually (WAC requires twice only). EMT CBT classes also conducted quarterly.
74	Refine and expand goals and purpose of training objectives.	MED	Completed	Same as #67
19	Develop a procedure and policy for reporting and retaining all employee exposure records.	HIGH	In-Process Completed	Complete for "reportable" exposures. Working on process for non-reportable as well
9	KF&BD review and validate the mission, vision, and values following completion of the 2012 strategic plan.	HIGH	In-Process Completed	Updated and validated by department members
60	Formalize the East Metro Training Group via an interlocal agreement between participating agencies.	HIGH	In-Process Completed	ILA completed in 2013 for five agencies. Current ILA for eight agencies was approved and signed in 2015. Ninth agency approved in 2017.
31	Hire a full-time City Emergency Manager, shifting daily responsibilities from the Deputy Chief of Administration to the City Emergency Manager.	HIGH	In-Process Completed	New Emergency Manager began February 16, 2014
10	Display the adopted mission, vision, and organizational values in City Hall and fire department facilities.	HIGH	In-Process Completed	Adopted and displayed since 2014
59	Create a formal mentoring program for officers to use with subordinates.	MED	In-Process Completed	Have started training, including management training to officers by Human Resources. Development of an Acting Officer and Fire Officer I NFPA 1021 program completed. First class held in May 2014.

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49	Periodically review sick leave and work-related injuries for patterns and opportunities to reduce occurrences.	HIGH	Ongoing Completed	Current Practice. Sick leave and on-duty injuries reported and reviewed on weekly basis.
8	Add one FTE administrative assistant support for EMS.....	HIGH	MODIFIED Completed	Administrative support needed for EMS and billing. Staff position increased from .25 to .5 FTE to handle transport billing.
5	Annually conduct a detailed analysis of revenue verses expenditure to validate that EMS transportation activity is meeting stated goals established by the city.	MED	Ongoing Completed	Revenue currently exceeds expenditures and forecast. Have completed annual analysis since 2011. Revenue exceeded expenditures for each year 2011-2016. Included in Department Annual Report.
7	Bill for EMS transport when responding and transporting patients outside of the City of Kirkland.	MED	Completed	Currently we bill for transport in those jurisdictions who also bill for transport. Redmond and Northshore are the only agencies that do not bill. So we do not bill for transports in those jurisdictions. We do bill in all other jurisdictions.
58	ICS training is currently at the federal minimum. Department minimum should be IS-100, IS-200, & IS-700 and IS-800b for all response personnel, and IS-300 & IS-400 for all chief officers.	HIGH	Ongoing Completed	Provided on ongoing basis - Recommend partnering with outside agencies to continue to provide ICS training. OEM will be offering to all City Employees in 2017.
54	Monitor mutual and automatic aid for equity "service impacts".	MED	In Process Completed	Remove "equity" and replace with "Service Impacts". Completed at least annually. Will be included in quarterly dashboard reports.
36	Acquire and deploy electronic tablet devices for field data entry and rapid downloading to the records management system.	MED	In Process Completed	Tablets have been purchased. RMS issues are in process with NORCOM. Tablets purchased with ESO software. Downloaded "live" to KCEMS.
53	Store PPE in a separate, well ventilated room.	HIGH	In Process MODIFIED Completed	Analyzed current stations for upgrades and it proved unworkable. Is included, where possible, in station renovations and in all new station designs.
55	Make upgrades to incident reporting RMS software to eliminate erroneous data entries.	MED	In Process Completed	Exploring alternatives to New World which was purchased to meet this need. Purchased ESO EMS software and field tablets to accomplish this recommendation. Add ESO Fire software in first half of 2018.

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29	Develop a Hazard Identification and Vulnerability Assessment and a Hazard Mitigation Plan. Submit to King County for inclusion as an annex to the County plan.	HIGH	In-Process Completed	In Process with King County Emergency Operations Center. Kirkland submitted update to King County Plan Annex in June of 2014
63	Dedicate a reserve engine to the training division, preferably a unit that can be shared by agencies.	MED	In-Process Completed	Reserve engine has been identified for transfer. Transfer to State Fire Training Academy made in 2016. EMTG agencies work off existing frontline engines.
30	Involve KF&BD and other City of Kirkland employees in community-based emergency exercises at least annually.	MED	In-Process Completed	To be scheduled. June 2016 regional Cascadia Rising drill involved all City employees. Completed City wide earthquake response drill, November 2017. Scheduling annual training/drills.
8	And one FTE financial analyst to administrative support functions.	HIGH	In-Process Completed	Hired half time Financial Analyst who splits time with PD
11	Outsource development and maintenance of Administrative Rules and Standard Operating Guidelines to a third party.	HIGH	In-Process Completed	Outsourced to Lexipol. 48 policies have been issued with more in process.
18	Administer a stress test at the time of hire and periodically on incumbent employees/members based on age and risk factors.	HIGH	In-Process Completed	Stress test done at time of hire. Medical insurance covers almost all of industrial wellness physicals thereafter, including stress testing.
70	Develop lesson plans for core competencies requiring instructors to follow plans when instructing.	MED	In-Process Completed	Have lessons plans for recruit academy currently. Will use same format for all required training. Actively scheduling current and future company officers to attend Fire Instructor I courses. Have developed standard lesson plans for Live Fire, Fireground Communications, HM Training, Auto Extrication and more. Some of these lesson plans are taught by outside agencies.
13	Prioritize media messaging. Use "Currently Kirkland" and other media outlets as a tool to leverage the reach and impact of fire department public information and education messages.	MED	Done on-Limited Basis Completed	Done occasionally as needed or requested With help of City Communication Mgr, Department is using Currently Kirkland and social media for consistent messaging.
16	Develop interactive content for the fire department website: citizen training videos and downloadable documents (fire escape plans, preparedness, and self-help checklists).	HIGH	In-Process Completed	Working with IT on webpage redesign. Website training set. Web redesign launched. Fire web team updating pages

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12	Develop a succession plan to ensure employees are recruited and developed to fill each key role within the organization.	LOW	In Process Completed	Employees moved via Civil Service rules to fill long term vacancies. Started Leadership training on coaching best practices for all BCs and Captains. Managing for Success class for all officers. Annual Command post training. Incident Safety Officer class for all Captains completed.
82	Develop a long term plan to become a CFAI accredited fire agency	HIGH	Not yet Started In Progress	High Priority. Need to find staff time to complete. Accreditation plan developed. Secured funding. Attending Training. Process underway.
85	Adopt two tiered response time objectives for fire, EMS, hazardous materials, technical rescue, and specialized rescue incidents.	HIGH	Not yet Started In Progress Completed	Currently have tiered response for Fire and EMS. To be included in Standard of Coverage Study Response time objectives recommended. Tiers for HM, TR and SR rejected.
68	Establish a minimum number of annual training hours an individual or company is required to complete.	DISAGREE MED	N/A MODIFIED Completed	Training is competency based not hours based. Have required minimum competencies established.
1	Amend Job descriptions to accurately reflect roles and expectations for administration and support staff.	HIGH	In Process Completed	Restructuring the organizational chart will effectively complete this recommendation. Job expectation and Org chart updated and discussed with staff.
89	Adopt turnout time standards based on incident type and time of day.	HIGH	Not yet Started In Progress Completed	Currently have turnout time standards based on incident type. Will conduct Standard of Coverage Study re: time of day Turn out times for time of day rejected.
80	Expand the current partnership with the King County Sheriff's Marine Unit and the Seattle Fire Department to provide a joint, coordinated response to marine firefighting and rescue incidents.	HIGH	Not yet Started In Process Completed MODIFIED Completed	To be included in Standard of Coverage Study. Pursue CIP & grant funding for possible off shore rescue equipment and additional partnerships with other agencies. King County Marine unable to provide 24/7 response. Seattle Fire responds as requested. Deployed two Water Rescue Craft in April of 2016 with certified pilots and certified rescue swimmers for rescue incidents. Marine Firefighting capability through Seattle or Mercer Island Fire.

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83	Define and report (Response Time Objectives Report) geographic areas where response time objectives are not being met. Include information on predictable consequences and steps to achieve compliance.	HIGH	Not yet Started In-Progress-Completed	To be included in Standard of Coverage Study Report completed. Areas identified. Moving to build new Fire Station 24 in North Juanita and relocate Station 27 east of I405
4	Request WSRB to conduct an evaluation of the fire and suppression capabilities of KF&BD	HIGH	Not yet Started Completed	Dept recommends this be highest priority and foundation for all other recommendations in Strategic Plan. Completed January 2014
26	Identify a location and develop a dedicated EOC; apply for a matching grant from the Washington EMD Emergency Operations Center Grant Program (requires 25% local match).	MED	Not yet Started Completed	Dedicated EOC secured at City Hall. Will be completed with City Hall remodel.
51	Perform an energy audit on all fire stations and follow recommended energy efficiency measures.	MED	Not yet Started Completed	Potential long term costs savings could offset one time costs Audit completed end of 2013. Upgrades completed in Feb 2014
79	Modify the EMS response protocol of sending three responders to medical incidents. Redeploy with dedicated staffing of two-person aid units, or single person quick response unit for low priority EMS incidents.	HIGH	Not yet Started In-Process-Completed	Agree with dedicated staffing of aid units. Redeployment of one person responses should be reviewed in Standard of Coverage Study. Two person aid units deployed with four person station staffing at Station 25.
56	Track failure rate of units to respond to incidents in their first due area by fire station and apparatus.	HIGH	Not yet Started Completed	To be included in Standard of Coverage Study. Included in SOC and data pulled and updated annually.
78	Participate in the King County Medic One Community Medical Technician (CMT) pilot.	MED	Not yet Started Attempted Unsuccessful MODIFIED Completed	Request will be made when program funding becomes available. Kirkland did not participate in pilot. KCEMS may reinstate process but with modified recommendation. If so, Kirkland will evaluate program and participation at that time. Partnering with Redmond Fire for CMT services on 2nd one year pilot program.
65	Maintain the practice EMTG recruit training or use the practice of sending recruits to either Bates or North Bend, augmented with agency specific training.	DISAGREE HIGH	Completed	Agree w/#64. Currently hosting two EMTG recruit academies per year. Disagree with sending recruits to North Bend or Bates.

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38	Adopt a local residential sprinkler ordinance for new residential construction.	HIGH	In Process Attempted Unsuccessful	Staff is initiating process to make recommendation based on stakeholder input. Sprinkler Ordinance recommended to City Council June 2016. Not adopted.
24	Provide a fire service-related occupational and health program.	HIGH	In Process Attempted Unsuccessful	Recommend IAFC/IAFF Wellness Fitness Initiative. In current CBA 20.3. Added to 2017-2018 budget as Service Package request but didn't make final budget cut. We will continue to work accomplish.
6	Add a Medical Service Administrator (MSA) at the rank of division chief to manage the medical division.	HIGH	Not yet Started Modified Completed	Funding and regional partnerships will be pursued. Have Emergency Medical Services Officer at rank of Captain.
77	Provide Advanced Life Support services within the City of Kirkland via the King County Medic One program.	MED	In Process Attempted Unsuccessful	Updated KCEMS language to allow Kirkland participation in next levy cycle. KCEMS conducted third party "Standard of Coverage" study for ALS in King County. Kirkland contributed and expressed desire to participate in ALS service. Study was not favorable to Kirkland position.
75	Jointly construct and staff a new fire station with Northshore FD.	HIGH	In Process Attempted Unsuccessful	To be evaluated in Station Siting and Standard of Coverage Studies. Held discussions with both Northshore FD but completion unlikely due to objections from labor.
42	Rotate emergency operations personnel to a temporary duty assignment as a public educator to deliver the public education curriculum.	DISAGREE MED	In Process	Temp rotations need to be backfilled. No cost savings. Should be 3 yr rotation if implemented.

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33	Conduct a fire and life-safety inspection of all inspect able occupancies in the next 12 months. If necessary use emergency services personnel to complete inspections.	HIGH	Ongoing In Process	Unable to accomplish every 12 months. Added third Fire Inspector and recommending adding a fourth. Major developments have pulled inspectors into other areas, primarily plans review. Dedicated inspection software is foundational to items 33, 35, 73 & 86. These items cannot be completed without software to identify, assign, track and report on inspection activity. Development activity currently demands 70% of available staff time. Remaining time is dedicated to responding to nuisance alarms, complaints, observed violations, IFC permits and inspections, and special events. Additional inspection staff and implementation of dedicated inspection software application will be required to make material progress on this. Available staff time, for this item, is dedicated to implementing software solution, creating a catalog of inspections, and assigning inspections.
32	Integrate KF&BD fire prevention records management with the EnerGov RMS software used by the Building Division.	HIGH	Not yet Started MODIFIED Completed	Looking at data transfer from New World to EnerGov and alternate software to include integrated pre fire plans with other partner agencies. Fire prevention successfully uses EnerGov for construction inspection. However, neither Zoll nor EnerGov will work for maintenance inspections. Dedicated maintenance inspection software still needs to be implemented to identify, assign, track and report on maintenance inspection activity. Fire Prevention has purchased software to accomplish this recommendation. It is on the IT work plan to be installed in 2018.
81	Develop a capital plan for the rebuild or replacement of Fire Station 25 (Finn Hill South) and Fire Station 27 (Totem Lake).	HIGH	In Process In Process	Station Siting Study and Standard of Coverage Study will define plan. Renovation of St. 25 began October 2017. Scheduled completion 3rd Qtr of 2018. Replacement of St. 27 identified possible site, negotiating with property owner and considering funding options.

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35	Develop and implement a self-inspection program for light risk occupancies where the occupants have demonstrated regular code compliance.	MED	Not yet- Started In Process	As staff is available to accomplish. Dedicated inspection software is foundational to items 33, 35, 73 & 86. These items cannot be completed without software to identify, assign, track and report on inspection activity. Self inspection could be used on a limited basis after a complete catalog of occupancies is established. Item 33 must be completed first.
86	Risk assessment RMS should be managed by the KF&BD Fire Prevention Division.	MED	Not yet- Started In Process	Software system will need to be identified and purchased. Dedicated inspection software is foundational to items 33, 35, 73 & 86. These items cannot be completed without software to identify, assign, track and report on inspection activity.
3	Increase emergency operations by adding a BLS aid unit staffed for 12 hours to maintain adequate personnel for a moderate risk fire event.	HIGH	Not yet- Started In Process	Are looking at other options. To be included in Standard of Coverage Study. Opted for 4th firefighter at Station 25 to provide 2nd EMS response capability.
39	Form a regional partnership to develop and deliver juvenile firesetter intervention and counseling.	MED	Not yet- Started In Process	Additional resources will be required. The fire investigation unit will respond to individual juvenile firesetter activity as it is identified. Discussions ongoing.
28	Complete and publish the COOP and COG plans	HIGH	Not yet- Started In- Process- Completed	High priority. Has been assigned to City Emergency Manager. Draft provided in November 2016. Final draft to Council in 2017. Approved and Adopted by Council October 2017.
14	Anticipate controversies or events which may generate media or community interest and develop a media or messaging plan in advance.	MED	Done on- Limited Basis In Process	City Communication Manager assists on a limited basis.
45	Update KF&BD Department Manual Directive Number 3.001 to accurately reflect current daily minimum staffing level.	MED	In Process	To be included in Policy and Procedure update. Currently working with Local to update Policy Manual and specifically former Dir. 3.001.
76	Develop a comprehensive evaluation program to assess all aspects of the EMS system.	HIGH	Not yet Started	Requires Medical Services Administrator investment

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27	Seek potential partner agencies to provide contracted emergency management services from KF&BD.	LOW	Not yet Started MODIFIED Completed	Last in implementation order. Hired full time Emergency Manager and Preparedness Coordinator instead. OEM working on regional coordination and planning.
90	Integrate the New World RMS (records management system) with emergency management plans, records, and reports.	MED	Not yet Started Completed	Data for Emergency Management needs to be in RMS. Public documents are on Kirkland's website at Fire/OEM. Internal documents are/will be posted on KirkNet.
21	Develop, validate and employ a physical evaluation process that is job related.	MED	Not yet Started	Current Physical Fitness program not job related. Program is also not a fit for duty test so doesn't need validation.
15	Develop a proactive message file where the subject is not time-sensitive, but timely release may position the message to its greatest advantage.	MED	Not yet Started	This is accomplished whenever possible. Insufficient staff prevents a more proactive approach as recommended
40	Develop, adopt, publish, and implement a KF&BD Public Education Plan.	MED	Not yet Started	Requires subject matter expert to initiate. Additional resources required. Staff exploring launching company level Public Education activities.
41	Form regional partnerships for the development and deployment of public fire and life safety education initiatives; also rotate operations personnel to deliver a structured curriculum.	MED	Not yet Started	Additional staffing required to develop and implement. Staff exploring launching company level Public Education activities.
43	Employ electronic information media from the United States Fire Administration and NFPA for linking or posting and making available on the Kirkland website.	MED	Not yet Started	Current staff will implement as time permits. Risk Reduction Officer needed to expedite.
44	Create partnerships with other public agencies and private sector companies to provide public education and information to the citizens of Kirkland.	MED	Not yet Started	Additional staff needed to manage program. OEM has initiated the process with CERT, Map your Neighborhood and in partnership with local churches.
57	Expand Chapter 21.35A of the Kirkland Municipal Code to include response by KF&BD to repeat false of malicious fire alarms.	MED	Not yet Started	Work with City Attorney to develop code

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73	Integrate pre-fire incident planning of community target hazards in training activities.	MED	Not yet Started	Fire Prevention developing list of target hazards. Dedicated inspection software is foundational to items 33, 35, 73 & 86. These items cannot be completed without software to identify, assign, track and report on inspection activity.
46	Maintain a minimum per shift of two personnel (swing personnel) at firefighter EMT, two at lieutenant, and two at the captain rank with the qualifications and appropriate certifications to fill vacancies or step-up.	DISAGREE		KFD trains and utilizes Acting Officers to fill these vacancies
47	Within the limits of the collective bargaining agreement use personnel at the Captain and Lieutenant rank to work down to fill vacancies.	DISAGREE		Collective Bargaining Agreement would limit. Situation this deals with is rare
23	Produce a live monthly informational broadcast between the fire chief and department personnel.	DISAGREE		Fire Chief prefers face to face visits during regularly-scheduled monthly mtgs and station visits. Station visits, monthly "Chiefs Notes" and monthly Operations meetings give ongoing updates to firefighters. Looking at addition means of communications to increase information availability.