



CITY OF KIRKLAND
Fire & Building Department
123 Fifth Avenue, Kirkland, WA 98033
425.587.3600 (Building) or 425.587.3650 (Fire)
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager
Tracey Dunlap, Director of Finance and Administration

From: J Kevin Nalder, Fire Chief

Date: September 24, 2014

Subject: Fire Department Budget Briefing Report

This report details the progress on implementation of the Fire Strategic Plan, the 2015-16 Service Package Requests, and an update on the Finn Hill Station Siting.

Fire Strategic Plan

The Fire Strategic Plan contained 90 recommendations for department improvements. The Fire Department identified five additional recommendations, increasing the total to 95. After a thorough review process, 88 recommendations were identified as priorities and strategies for implementation were initiated. Currently, 83% of the recommendations have been completed or are in process. A matrix identifying the progress of each of the Fire Strategic Plan recommendations, as of September 2014, can be found in Attachment A.

The 2013-14 Budget funded several Strategic Plan recommendations, and through funding and department efficiencies 43 recommendations were completed or integrated into ongoing processes. Major accomplishments include the hiring of a full-time City Emergency Manager, deployment of electronic field tablets for data entry in the records management system, completion of an energy audit and subsequent upgrades to all fire stations, completion of the Washington Survey and Ratings Bureau evaluation which will provide a baseline for accreditation, and an Interlocal Agreement with Bellevue, Redmond, Mercer Island, and Northshore establishing the East Metro Training Group Consortium.

Additionally, the Fire Department has 30 recommendations that are in process, meaning that they have been started but are not yet complete. One example is a regional apparatus purchasing agreement that is in ongoing discussions with partner agencies.

The 2013-14 Budget also allocated one-time funding for several key Strategic Plan recommendations. These included a pilot project staffing a fourth firefighter at the Finn Hill fire station, the addition of a Senior Financial Analyst, and the update and maintenance of the Fire Department Policy and Procedure Manual utilizing Lexipol professional services and server software. The Fire Department is requesting continued funding for these assets in its 2015-16 service packages.

2015-16 Service Package Requests/ Preliminary Budget Recommendations

North Kirkland Four-Person Staffing

The 2013-14 Budget allocated one-time funding for a pilot program staffing a fourth firefighter in the north Kirkland neighborhoods. This staffing model has proven effective as it increases response capacities by allowing a station to respond to a subsequent EMS emergency in their area without dispatching a unit from an out-of-area station. Out-of-area response creates a delayed arrival time to the scene of the emergency. The addition of a fourth firefighter effectively doubles the EMS response capacity and has significant impact on reducing response times on concurrent calls along with meeting National Fire Protection Association (NFPA) 1710 response standards and complies with both Washington Industrial Safety and Health Administration (WISHA) “Two-In and Two-Out” rule and Washington Administrative Code (WAC) 296-305 “Safety Standards for Firefighters”. ***The preliminary budget reflects continued one-time funding of the fourth firefighter (\$1.06 million for 2015-2016).***

Senior Financial Analyst

The 2013-14 Budget allocated one-time funding for a Senior Financial Analyst. The analyst position was filled in 2013 and was responsible for many improved efficiencies in monetary and fiscal policy. This position is responsible for monitoring revenues and expenditures, budget development, accounting processes, grant writing and management and asset and inventory control. Additionally, this position constructs business models for potential revenue streams including the creation of a regional fire authority or fire service benefit charge. The position is the liaison between the Finance Department and the Fire Department, Building Department and Office of Emergency Management. Unfortunately, after a year of successful improvements to the department’s budget, the position was vacated. ***The preliminary budget reflects a re-organization of the work identified. The on-going 1.0 FTE Senior Financial Analyst in the Police Department (which is also vacant at this time) will be restructured as an on-going 1.0 FTE Public Safety Senior Financial Analyst in the Finance & Administration Department that will focus on support of Fire and Police at no new net cost. Additional administrative resources are recommended for each department to assist with tasks that do not require a Senior Financial Analyst’s level of expertise.***

Policy and Procedure Manual (Lexipol)

A Policy and Procedure Manual is used as a department guideline on safety, conduct, duties and responsibilities. The Kirkland Fire Department Policy and Procedure Manual had not been updated for over a decade and was identified in the Strategic Plan as a priority goal to update the manual. The purchase of "Lexipol" professional services and server software for updating and maintaining department policy and procedures was approved as one-time funding in the 2013-14 Budget. The software automatically updates Federal and State legal compliance requirements and safe operating practices, a task that would require expertise and significant investment of staff time. After careful evaluation, Lexipol has proven to be an excellent tool for keeping the department's policy manual current. ***The preliminary budget recommends on-going funding of Lexipol at a biennial cost of \$14,500.***

Public Access Automatic External Defibrillators

The American Heart Association defines "*Public Access Defibrillation*" (PAD) as making automatic external defibrillators (AED) available in public and/or private places where large numbers of people gather or where people who are at high risk for heart attacks live. These locations include shopping malls, grocery stores, office complexes, hotels, doctor's offices, gated communities, assisted living facilities, public buildings, etc.

The City of Kirkland has worked proactively to equip all of its emergency response vehicles (Fire and Police), public buildings, and the pool and guarded beaches with AEDs and trained responders. With these priorities established, the Fire Department recommends establishing a program to expand the placement of public access AEDs in the Kirkland community for use by trained lay rescuers. This program is proposed to be a public/private partnership between the City and businesses, community groups, and private citizens. The City will offer significant financial incentives along with training and ongoing support in exchange for locating, supervising, and providing trained lay rescuers for CPR and AED use in case of a sudden cardiac arrest.

The details of implementation are still being worked out, but the Department recommends setting aside \$50,000 in the 2015-2016 budget biennium for public outreach, CPR/AED training, and financial incentives to reduce the cost of purchasing and installing AEDs. The following are key elements of the PAD program:

Financial incentives will be provided on a sliding scale based on public benefit, for example:

- A busy store, a school or other high traffic facility would get 80% of cost paid
- A multi-family residential facility 65%
- A single-family residential facility 50%
- A facility legally required to have an AED 0%
- Initial training will be provided by the City. The partner will be expected to bring 10 participants to the training.
- All AEDs must be registered in the King County AED registry.

- The City will provide ongoing training and supplies (batteries and electrode pads) at two year intervals provided the partner shows a record of regular inspections of the AED and 10 participants attend the provided CPR/AED training refresher.
- The program may include an AED loan program to community event organizers, sports clubs, or other groups.
- The program may also include City installation of AEDs in selected outdoor locations. These AEDs will be installed in secure, yet be easily accessible, weatherproof enclosures.

Staff estimates this program could add forty (40) new public access AEDs and four hundred (400) additional trained lay rescuers to the Kirkland community in the upcoming budget biennium. ***The preliminary budget reflects establishing a \$50,000 opportunity fund for this program using one-time resources.***

Antique Pumper Restoration

The 1929 LaFrance Antique Pumper was utilized in City parades and functions until 2013 when it was deemed unsafe for road travel. Restoration of the pumper will include modern hydraulic braking and an electronic fueling system, appropriate front and rear seating with seat belts, and a complete strip/seal/paint of all body parts and metal/wood working. The department will be pursuing grant opportunities and private donations as possible funding sources over the 2015-2016 budget biennium. ***The preliminary budget includes \$25,000 in one-time funds as a match to any community donations toward the restoration.***

Equipment for Reserve Engine and Aid Units

The department has one reserve fire engine and one reserve aid car that are placed in service on a regular basis whenever a front line engine or aid car is placed out of service for mechanical repair. The reserve vehicles are currently not outfitted with the tools and equipment that are carried on the front line vehicles. It takes 30-45 minutes to transfer the tools and equipment from the front line vehicle to the reserve prior to placing the reserve vehicle in service. Outfitting both the reserve engine and reserve aid car with the same tools and equipment as the front line units allows the reserve vehicle to be placed in service and ready to respond expeditiously. Outfitting the reserve vehicles makes them response ready for special events or disasters. ***The preliminary budget reflects funding the required equipment using one-time funds totalling \$39,200.***

Fire Corps Volunteer

Since 2011 the fire department has been successfully working to establish a Fire Corps Volunteer program, a division of the Citizen Corps that supports fire and emergency medical services (EMS) through community involvement. The intent is to have the Fire Corps Volunteer Program partner with the Kirkland Fire Department in proactive activities such as: community public education and outreach, non-emergency incident

support, community CPR training, and other special projects. The Fire Corps Volunteers are intended to bridge the gap between public EMS intervention and the arrival of professional firefighters and EMTs at the incident. This team also supports the Office of Emergency Management involving activities with the disaster rig and equipment, connecting with the CERT and ARES program, and other community disaster support services. City funding has not been previously allocated for this program and is now at the point that it needs to be supported with uniforms, supplies and maintaining the ready trailer. ***The preliminary budget includes on-going funding of \$14,628 and one time funding of \$2,000 for the biennium.***

.5 FTE Office Technician for Training Division

The Training and Safety Division is responsible for maintaining and recording all mandated trainings and safety processes. For many years the Redmond Fire Department has provided administrative support to manage all of Kirkland's required documentation of quarterly training, required EMT training and recertification requirements, as well as managing the training website for Kirkland. Beginning in 2015, Redmond will no longer provide this service to Kirkland. This critical body of work is mandated by Washington Administrative Codes (State Laws) and was identified in the Strategic Plan. Due to this critical work necessity, the Fire Department will be reducing the current training budget in order to fund .25 of this position, additionally fire administration is reallocating a .5 Office Tech position to help support the Training and Safety Division. The department is requesting funding for the remaining .25 to make this a 1.0 FTE. ***The preliminary budget funds the additional 0.5 position on a one-time basis for the biennium, with half funded from the expenditure reduction in the current budget and the remainder funded with one-time resources (net new funding of \$44,573). The additional resource is also intended to provide capacity for administrative tasks previously performed by the temporary Senior Financial Analyst.***

Water Rescue Craft

The Fire Department is responsible for the protection of 13 miles of well-developed waterfront that offer hundreds of access points to the lake. When there is a drowning emergency in the water, response time is critical. The department responds to multiple stand-up paddleboard, boating, swimming, and other water incidents each year. Current Kirkland Fire Department emergency response capabilities to drowning incidents allows for near shore water rescue only and reliance on outside agencies to respond to open water rescue, resulting in delays. A major goal in the Fire Strategic Plan is to improve department capabilities in responding to open water and waterfront emergencies.

The department is proposing adding two Water Rescue Craft (WRC) equipped with open water rescue equipment. One will be located along the waterfront in south Kirkland and the other located along the waterfront in north Kirkland. Kirkland

firefighters will be trained in open water rescue technique. The addition of the watercraft, equipment and training will allow the department to increase service level to include open water rescue capabilities and greatly improve reliability and expediency when responding to open water drowning emergencies. ***The preliminary budget includes funding this program using \$37,000 in donation funds, \$55,000 in CIP funds from a previously approved project, with the remainder funded using \$48,096 in one-time resources, plus \$18,411 in on-going funds for the biennium.***

Body Armor

Fire and EMS are called to respond to scenes of violence and take action to save injured people before the suspects are apprehended, an action that puts rescuers at risk. The region has been working on a common response plan that is estimated to be finalized in 2015. A preliminary recommendation of this response plan is the distribution of body armor for emergency medical responders. ***The department is pursuing grants to fund purchase of the body armor and \$14,000 has been set aside in 2016 as a potential grant match, if necessary.***

In addition to the service packages reflected in the preliminary budget, the department re-allocated funding within its existing budget to fund the following programs:

- FD Cares Program - The FD Cares Program is a community assistance program that is focused on solving issues for people before an emergency takes place. There are many issues facing the growing, aging, and health needs of a society. Frequently when a member of the community finds themselves in need of the emergency 911 system for low acuity type assistance it is because they have nowhere else to turn. This first call to 911 is often a predictor of future 911 use as emergency providers are able to correct the immediate problem. The FD Cares Program has been developed to interact directly with these community members to provide a wide range of social service information and contacts in both the public and private sector.
- Fire Department Accreditation - In 2014 the Washington Survey and Ratings Bureau (WSRB) evaluation was completed. The department maintained a Class 4 protection rating (Class 1 being optimal protection). The WSRB evaluation will provide a baseline of information that will be utilized during the fire department accreditation process. Accreditation is integral to many of the Fire Strategic Plan recommendations. The department is now registered with the Commission on Fire Accreditation International (CFAI) and have assigned fire department personnel to work on specific requirements of the accreditation process. Working toward accreditation will be a primary focus of the department during the next two years. The accreditation process will identifies gaps that need to bridge in order to improve fire department all hazards service to Kirkland and lower the WSRB protection rating which also has the effect of lowering property

insurance premiums for residential and commercial properties based on improved service.

- Dashboard Reporting - A dashboard report, which displays a visual summary of fire department response data, accessible 24/7/365 to City Council, City Manager's Office and fire department staff is included in the Fire Department Strategic Plan and identified as a high priority by the Public Safety Committee. The dashboard report is an up to the minute report showing the number of emergency calls responded to, type of calls responded to and the response time of each individual call or aggregate of all calls broken down into 1) the time it takes the dispatch center to process a 911 call and dispatch the firefighters (call processing time), 2) the time it takes for the firefighters to respond to the apparatus, don their appropriate gear, be seated with seat belts in the response vehicle and for the wheels to start turning (turnout time) and 3) the time it takes to travel from start of wheels moving to arrival at the emergency scene (drive time). The dashboard will show this data independently for each station and each of the department response vehicles.

Fire department staff will utilize the data as a barometer of how well the department is meeting established response times and to identify where improvements can be made to meet response goals and establish response time objectives.

The department identified FirstWatch as the product that will accomplish this task. The City of Kirkland contracts with North East King County Regional Public Safety Communications Agency (NORCOM). NORCOM uses FirstWatch software to identify trends in types of responses dispatched in order to identify patterns that may be helpful to emergency responders. The City's contract with NORCOM allows the department to access FirstWatch software for a nominal one-time fee of \$2500 for a set number of data access point needed and ongoing maintenance fee of \$500 annually.

- Wellness Physicals - The International Association of Fire Chiefs and the International Association of Firefighters (IAFF) provide statistics that demonstrate that prevention, diagnosis, and treatment of occupational exposures and illnesses that firefighters experience save both lives and money. Implementing wellness physicals for all firefighters is a contractual obligation outlined in the 2012 thru 2014 Collective Bargaining Agreement. These physicals and related testing are available through the City's medical plan and a memorandum confirming that availability will be transmitted to the IAFF.

Finn Hill Station Siting

During the August 6, 2014 City Council Study Session, City Council received the "Finn Hill Fire Station Siting Analysis" final report prepared by TCA Architecture and provided feedback and direction to staff based on the information provided in the report. City

Council directed staff to further study maintaining Finn Hill Fire Station 25 in its current location and moving Finn Hill Fire Station 24 to a more optimal location further east in the Finn Hill Neighborhood as identified in the 2014 Standard of Coverage and Deployment Plan. The TCA siting analysis identified two properties located on NE 132nd Street and 100th Avenue NE. Council directed staff to broaden the analysis to other properties in the general area of these two properties.

Based on Council direction, four additional sites have been identified as possible locations for the relocation of Finn Hill Fire Station 24. City Staff is working with TCA Architects and New Ventures Group to bring back to Council by mid-November a report outlining for each of the six sites: response capabilities, physical suitability of the site, zoning and legal issues, projected costs and architectural site plans for the top three viable sites.

After direction from Council on a preferred site, staff will continue working with TCA Architects and New Ventures Group to perform environmental, geotechnical and traffic surveys and bring back a detailed project scope and budgeting recommendations. Staff is anticipating completion of these steps by year end 2014 and moving forward with the project in 2015.

Attachment 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	Is 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
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
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
Recommendation #	DESCRIPTION OF CONSULTANTS RECOMMENDATIONS	PRIORITY	STATUS	NOTES
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.
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. Our training manual is part of the "Best Practices" (BP) program. Sections currently being worked on are Extrication BP, Safety BP, Command BP, EMS BP and more will be added. This will be is an EMTG Manual. It will constantly change and grow. Currently we operate out of manuals but will be a single resource soon. I consider this completed but it

				could also be classified as on-going.
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. We constantly refine and grow our objectives as requirements and responsibilities change.
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 last year's quarterly training. It has become part of our annual training in Kirkland and most of EMTG. Likewise, crews have also had night drills on their own. It is not possible to include all fire personnel in the same drill but all personnel will be scheduled to complete the training.

Recommendation #	DESCRIPTION OF CONSULTANTS RECOMMENDATIONS	PRIORITY	STATUS	NOTES
72	Include company level training activities by subject in the RMS.	HIGH	Complete	Entering in training division RMS
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
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.
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	Complete annual scheduled classroom and MCO Field operations, Tech Rescue, RS I, MCI, HM perform, taught and evaluated by EMTG staff. We address all WAC 296-305 on either bi-annual or annual basis. Includes live fire. We require SCBA Practice four times annually (WAC Requires twice only). Annual fit

				tests are also performed.
74	Refine and expand goals and purpose of training objectives.	MED	Completed	Will be part of EMTG training manual. EMTG has also created training Vision and mission statements to address these areas. We constantly refine and grow our objectives as requirements and responsibilities change.
Recommendation #	DESCRIPTION OF CONSULTANTS RECOMMENDATIONS	PRIORITY	STATUS	NOTES
19	Develop a procedure and policy for reporting and retaining all employee exposure records.	HIGH	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	Completed	Updated and validated by department members
60	Formalize the East Metro Training Group via an interlocal agreement between participating agencies.	HIGH	Completed	ILA has been completed. All five agencies have approved and signed
31	Hire a full-time City Emergency Manager, shifting daily responsibilities from the Deputy Chief of Administration to the	HIGH	Completed	New Manager began February 16, 2014

	City Emergency Manager.			
10	Display the adopted mission, vision, and organizational values in City Hall and fire department facilities.	HIGH	Completed	Currently being added to printed materials as needed and updated
59	Create a formal mentoring program for officers to use with subordinates.	MED	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 scheduled for May 2014.
32	Integrate KF&BD fire prevention records management with the EnerGov RMS software used by the Building Division.	HIGH	Completed	Looking at data transfer from New World to EnerGov and alternate software to include integrated pre-fire plans with other partner agencies Using Zoll FireRMS
4	Request WSRB to conduct an evaluation of the fire and suppression capabilities of KF&BD	HIGH	Completed	Dept recommends this be highest priority and foundation for all other recommendations in Strategic Plan
Recommendation #	DESCRIPTION OF CONSULTANTS RECOMMENDATIONS	PRIORITY	STATUS	NOTES
51	Perform an energy audit on all fire stations and follow recommended energy efficiency measures.	MED	Completed	Potential long term costs savings could offset one time costs Upgrades

				completed in Feb 2014
49	Periodically review sick leave and work-related injuries for patterns and opportunities to reduce occurrences.	HIGH	Completed	Current Practice. Sick leave usage reviewed on weekly basis
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. If they don't, we don't.
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	Completed. Scheduled Annually	Revenue currently exceeds expenditures and forecast.
8	Add one FTE administrative assistant support for EMS.....	HIGH	Staff position increased from .25 to .5	Administrative support needed for EMS and billing
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	Completed	Provided on ongoing basis - Recommend partnering with outside agencies to continue to provide ICS training
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	Completed	Unable to accomplish every 12 months. Goal should be 24 month compliance w/current staff. 12 months requires add staff

54	Monitor mutual and automatic aid for equity "service impacts".	MED	In Process	Remove "equity" and replace with "Service Impacts"
Recommendation #	DESCRIPTION OF CONSULTANTS RECOMMENDATIONS	PRIORITY	STATUS	NOTES
36	Acquire and deploy electronic tablet devices for field data entry and rapid downloading to the records management system.	MED	Completed	Tablets have been purchased. RMS issues are in process with NORCOM.
77	Provide Advanced Life Support services within the City of Kirkland via the King County Medic One program.	MED	In Process	Updated KCEMS language to allow Kirkland participation in next levy cycle
53	Store PPE in a separate, well ventilated room.	HIGH	In Process	Analyzed current stations for upgrades and it proved unworkable. Should be included in future station planning
55	Make upgrades to incident reporting RMS software to eliminate erroneous data entries.	MED	In Process	Exploring alternatives to New World which was purchased to meet this need
63	Dedicate a reserve engine to the training division, preferably a unit that can be shared by agencies.	MED	In Process	Reserve engine has been identified for transfer
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	In Process with King County Emergency Operations Center

30	Involve KF&BD and other City of Kirkland employees in community-based emergency exercises at least annually.	MED	In Process	To be scheduled
1	Amend Job descriptions to accurately reflect roles and expectations for administration and support staff.	HIGH	In Process	Restructuring the organizational chart will effectively complete this recommendation
8	And one FTE financial analyst to administrative support functions.	HIGH	In Process	Hired one FA completed on temp basis. Recommend FA become permanent
Recommendation #	DESCRIPTION OF CONSULTANTS RECOMMENDATIONS	PRIORITY	STATUS	NOTES
11	Outsource development and maintenance of Administrative Rules and Standard Operating Guidelines to a third party.	HIGH	Completed	Outsourced to Lexipol. Many 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	Stress test done at time of hire but not periodically thereafter
24	Provide a fire service-related occupational and health program.	HIGH	In Process	Recommend IAFC/IAFF Wellness Fitness Initiative. In current CBA 20.3. Added to 2015-2016 budget as Service Package request
45	Update KF&BD Department Manual Directive Number 3.001 to accurately reflect	MED	In Process	To be included in Policy and Procedure update

	current daily minimum staffing level.			
70	Develop lesson plans for core competencies requiring instructors to follow plans when instructing.	MED	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 certificated Fire Instructor I courses. We 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.
16	Develop interactive content for the fire department website: citizen training videos and downloadable documents (fire escape plans, preparedness, and self-help checklists).	HIGH	Completed	Working with IT on webpage redesign. Website training set. Web redesign launched. Fire web team updating pages
Recommendation #	DESCRIPTION OF CONSULTANTS RECOMMENDATIONS	PRIORITY	STATUS	NOTES
38	Adopt a local residential sprinkler ordinance for new residential construction.	HIGH	In Process	Staff is initiating process to make recommendation based on stakeholder input.
Dept	Establish proactive community risk reduction	HIGH	In Process	Requires Risk Reduction Officer to develop and lead programs to reduce risk to citizens

Dept	Establish regional Metro Fire Investigation Team	HIGH	In Process	Shared data, integrated access and possible grant funding are benefits Regional discussions underway
Dept	Develop joint, regional apparatus purchasing and sharing of reserve apparatus	HIGH	In Process	Currently in discussions with Zone 1 representatives to reach mutual agreements
12	Develop a succession plan to ensure employees are recruited and developed to fill each key role within the organization.	LOW	In Process	Improvements need to be made to area of Officer Development. Started Leadership training on coaching best practices for all BCs and Captains. Managing for success for all officers. Annual Command post training. Incident Safety Officer class for all Captains scheduled for April 2014.
75	Jointly construct and staff a new fire station with Northshore FD.	HIGH	In Progress	To be evaluated in Station Siting and Standard of Coverage Studies Discussions ongoing but completion unlikely
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 Progress	Station Siting Study and Standard of Coverage Study will define plan