
M E M O R A N D U M

DATE: January 17, 2005
TO: City Council Members
FROM: Jennifer Bruno, Policy Analyst
RE: Fire Department Audit Response

The City received the Final Report of the Fire Department Management and Performance Audit from Tri-Data Corporation in May of 2005. Some of the recommendations were reviewed and considered during the budget process. The Council decided to hold off on a formal briefing of the audit until after the Fire Department could fully respond to all of the recommendations.

Attached is the full list of the recommendations from Tri-Data Corporation, the Fire Department's response to those recommendations, whether additional funding would be needed to respond to those recommendations, and the priority in which they would be addressed.

The following is a list of major points from the Audit and response:

1. There were a total of 165 recommendations.
 - a. Originally there were 166 recommendations. However, as a result of SLCFD's initial response to the audit, one recommendation was "pulled" by the auditor's because SLCFD brought it to their attention that the recommendation did not comply with Utah State law.
 - b. The following is a breakdown of number of recommendations, by subject:
 - i. Organization and Management - 30
 - ii. Performance Goals - 9
 - iii. Risk and Demand Analysis/Management - 3
 - iv. Station and Apparatus Deployment - 8
 - v. Fire Operations - 14
 - vi. Emergency Medical Services - 13 (6 relating to Ambulances)
 - vii. Prevention - 57
 - viii. Support Services - 18
 - ix. Fitness and Wellness - 14
2. The Fire Department agreed with 136, disagreed with 26, and decided to take no position until further review on three.
 - a. Earlier in the year, the SLCFD had an opportunity to review a draft version of the Audit, and respond to particular recommendations relating to the Ambulance provider issue (see attached letter dated April 13, 2005). As a

result of this response, the recommendations that conflicted with state law were removed (previously #69 and #70) and replaced with recommendation #69: "The SLCFD should explore a legal mechanism that will allow the ambulance transport provider to pay the City an annual fee for its 'paramedic first responder' program."

3. Additional funding would be needed for 52 of the recommendations, 38 of which the Fire Department agreed could be addressed.
4. No additional funding would be needed for 113 of the recommendations, 98 of which the Fire Department agreed could be addressed.
 - a. The following summarizes the status of the 98 recommendations that the Fire Department agreed could be addressed with no additional funding:
 - i. 31 completed
 - ii. 22 in progress
 - iii. 40 under review
 - iv. 5 no action taken (3 were previously in place)

AUDIT RECOMMENDATIONS RELATING TO THE BUDGET

The following section details findings and recommendations from the audit report that relate directly to the budget.

- Additional Dispatch Staff - The audit of the Fire Department included as one of its recommendations, additional Fire Dispatch staff. The final budget approved by the Council included two additional fire dispatchers, at a cost of \$99,912, for a savings of \$32,000 in associated overtime costs.

A total of 166 recommendations (1 relating to ambulances removed) were made in the final report of the Fire Department audit. The following are selected recommendations from the audit that directly relate to the budget, grouped in general categories:

1. Recommendations relating to overtime/retirement management:
 - a. #30 The Fire Department uses salary savings from vacant positions to supplement overtime costs, which can result in more overtime. There are times of 20 or more vacancies. Consider some overhire process.
 - b. #21 Design an incentive program to provide more notice of retirement.
 - c. #10 Explore alternative work schedules that could reduce the reliance on overtime
 - d. #11 Identify current trends in leave use and establish a smaller number of people allowed off each day on scheduled leave
 - e. #12 Implement incentives to reduce sick leave taken (reduce overtime)
 - f. #14 and #115 Assign some basic cause and origin investigation to company officers rather than bring investigator in (overtime) for clear-cut cases
 - g. #161 Implement a sick leave reduction program to reduce overtime and provide some health insurance funding after retirement.
2. Recommendations relating to staffing changes:

- a. #49 Staff Station 9 during peak hours only. #48 In the next five years, move Station 9 further southeast to justify full-time operation with sufficient volume of calls.
 - b. #46 Add a 2-person Advanced Life Support (ALS) unit in the downtown area from 10 A.M. to 10 P.M.
 - c. #37 Continue using four-person staffing on all engines and trucks in the SLCFD.
 - d. #144 Fire communications center requires a total of 20 employees, but the center has only 16 employees. (The budget addresses this recommendation)
 - e. #47 Upgrade Engine 1 to advanced life support and downgrade Rescue Engine 4 to an engine to better address the distribution of EMS demand.
 - f. #55 Institute an officer rotation policy for all captains
 - g. #66 Consider adding a provision to its upcoming RFP for ambulance services that would include a single medical director for both the ambulance service provider and the fire department. (See attached memo for SLCFD response)
 - h. #81 Convert all employees except four (fire marshal and three sworn fire investigators) in the Fire Prevention Bureau to civilian positions through attrition.
 - i. #148 The radio technician position with the Fire Department should be consolidated into IMS Division.
 - j. #99 Require fire captains and/or battalion chiefs to become certified as fire inspectors so they can supervise company inspections.
 - k. #110 The deputy fire marshal (captain) over investigations should be a working captain active in fire investigations.
 - l. #86 Contract with 1 or 1.5 civilian certified fire plan examiners (or private companies) to provide fire code plan checking services.
 - m. #88 The hazardous material inspector should become certified as a fire inspector to allow greater flexibility in assignment.
 - n. #90 The civilian Public Education Specialist should be retained to provide adult and children programs.
 - o. #91 .5 to 1 FTE clerical position is needed to provide 5-10 hour day coverage for reception and phone duties, at a lower cost than having certified fire inspectors perform these duties.
3. Recommendations relating to general operations:
- a. #36 Monitor response times in areas with traffic calming devices.
 - b. #43 and #44 Call processing, dispatch and turnout times much higher than recommended standards. Implement changes such as to dispatch first fire unit before all call information is entered into the CAD system.

- c. #67 The City should maintain the current two-tiered system that involves the SLCFD and a private ambulance provider in the delivery of Advanced Life Support (ALS) and Basic Life Support (BLS) pre-hospital care and ambulance transport. (see attached memo for response)
 - d. #68 The SLCFD should formalize and strengthen its organizational structure and oversight of EMS service delivery within the Operations Division. (see attached memo for response)
4. Recommendations relating to budget increases/fees:
- a. #6 Add technologies to eliminate manual processes for firefighter shift schedules and free up staff resources for other critical projects.
 - b. #69 The SLCFD should explore a legal mechanism that will allow the ambulance transport provider to pay the City an annual fee for its “paramedic first responder” program. (Fee not allowed under state law. See attached memo for SLCFD response)
 - c. #16 Allocate revenue from special events back to the EMS Division to offset the cost of the bike patrol.
 - d. #99 Establish a self-inspection program for the lower risk businesses.
 - e. The following recommendations all relate to the issue of fees charged (or not charged) for permits and inspections:
 - i. #104 Institute fees for all permits (only 14 fees out of 47 permits).
 - ii. #85 Establish fees for fire construction permits that are sufficient to cover the cost of the entire construction code enforcement function including fire plan review and fire construction inspection.
 - iii. #103 Fire construction permits *with fees* should be issued for the construction and renovation of permanent or temporary structures and for all fire protections systems (alarms, mains, standpipes, sprinklers, hood, etc.)
 - iv. #105 Fees should be instituted for initial inspections and re-inspections for all operational code enforcement inspections.
 - v. #107 Fees should be instituted for initial inspections and re-inspections conducted by fire companies.
 - vi. #108 Evaluate feasibility of building Services issuing all permits and collecting fees rather than the Fire Department.
 - f. #122-128 Workload data on the number of plans reviewed and the amount of time spent on each type of plan should be collected. Establish goals.
 - g. #149 Mobile computer devices should be installed in fire apparatus to improve communication capabilities and response times.

APR 14 2005

CGJ

CHARLES M. QUERRY
FIRE CHIEF

SALT LAKE CITY CORPORATION
FIRE DEPARTMENT

ROSS G. "ROCKY" ANDERSON
MAYOR

April 13, 2005

Cindy Gust-Jenson
Executive Director
Salt Lake City Council
451 South State Street
Salt Lake City, Utah 84111

Dear Cindy,

Subject: Ambulance RFP Meeting Follow up

Thank you for the opportunity to meet with you and your staff yesterday to discuss the ambulance RFP. I hope that we were able to answer your questions and address your concerns about this process. As was mentioned yesterday, the fire department has worked earnestly to create an RFP that is fair and equal and will select the best ambulance provider for the city and its citizens.

To review some of the specific questions and concerns:

1. The benefits to the city for issuing an RFP for ambulance services are:
 - a) Benefits to City
 1. Increased and better service to citizens
 2. Most cost efficient service to the citizens
 3. Better integration between the provider and fire department
 4. Increased accountability of the ambulance provider
 5. Better cost recovery for the city
 6. Improved communications between the city and the provider
 2. There is currently no cost for the city with the current ambulance provider and there is no anticipated cost that will be associated with the selected ambulance provider.
 3. The RFP as currently constituted addresses all of the issues raised in the Tri-Data audit with one exception. Please see the detailed response listed below.

Impact of the audit on the RFP

Recommendation #65 – The Department should evaluate the severity of PMA calls to determine the degree ALS intervention that takes place by SLC paramedics during transport.

315 EAST 200 SOUTH, SALT LAKE CITY, UTAH 84111

TELEPHONE: 801-799-4103 FAX: 801-799-3038

WWW.SLCGOV.COM



SLCFD Response: The fire department and its medical director, Dr. Steven Joyce, agree that ongoing evaluation of advanced life support and the proper use of paramedics is important. Under current state statute and rules, only one provider per geographic area may be licensed to provide paramedic rescue services. The fire department has held that license for over thirty years. As was mentioned in the audit, Salt Lake City pioneered, and is a national leader, as it pertains to determining the severity of calls that come into the 911 center. The fire department also believes that it is state-of-the-art as it pertains to the deployment of the tiered system of basic and advanced life support.

Recommendation #66 – The City should consider adding a provision to its upcoming RFP for ambulance services that would include medical direction for both the ambulance service and the fire department.

SLCFD Response: The fire department strongly agrees with this recommendation. Many of the problems associated with our current ambulance provider revolve around having two separate medical directors. Dr. Joyce has expressed an interest in providing dual medical direction for both the fire department and the ambulance provider. As it pertains to the RFP, the law strictly prohibits the City from telling the respondent how to meet a standard such as medical direction and who they must have provide it. Within the RFP, and as part of the City's desire to have as fully integrated a partner as possible, the City has offered the services of its medical director for contract.

Recommendation #67 – The City should maintain the current two-tiered system that involves the SLCFD and a private ambulance provider in the delivery of ALS and BLS pre-hospital care and ambulance transport.

SLCFD Response: The fire department strongly agrees with this recommendation and can confirm that the RFP is written to meet this recommendation.

Recommendation #68 – The SCLFD should formalize and strengthen its organizational structure and oversight of EMS service delivery within the Operations Division.

SLCFD Response: The fire department agrees with this recommendation and intends to do so with the ambulance RFP.

Recommendation #69 and Recommendation #70 – (69) The SLCFD should consider the re-deployment of its paramedics and establish a staffing policy that places a minimum of one paramedic on every first response unit in the City and (70) The SLCFD should include in the

proposed RFP for ambulance transport services the requirement that all ambulance units be staffed with a minimum of one paramedic.

SLCFD Response: This recommendation appears to contradict Recommendation #67 ***The City should maintain the current two-tiered system that involves the SLCFD and a private ambulance provider in the delivery of ALS and BLS pre-hospital care and ambulance transport.*** The fire department believes a tiered system of BLS and ALS is the most effective and efficient system.

The fire department does not agree with this recommendation for the following reasons:

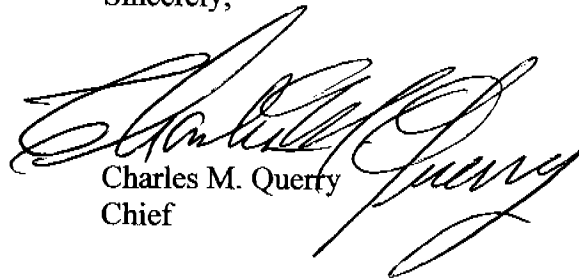
- a) State law only allows for one paramedic provider in each geographic area and thus this type of structure of having two paramedic providers licensed in the same area is illegal.
- b) The cost to both the City and the ambulance provider would be prohibitive. This system would require the ambulance company to educate and certify approximately 40 EMTs to the paramedic level, which takes a minimum of six months of education and upwards of \$30,000 per employee.
- c) Salt Lake City has reached its optimal level of ALS coverage with the number of paramedics it has. Adding more paramedics into the system will invoke the law of diminishing returns, in that a large pool of paramedics, the opportunities for paramedics to utilize their skills will severely decline. That degradation of skill levels will have a negative effect on patient outcomes. Dr. Steven Joyce has produced multiple studies on the effectiveness of paramedics, the number of paramedics necessary, and the proper use of paramedics in the pre-hospital setting.
- d) The costs to the patients will increase substantially. The auditors propose that every unit have at least one paramedic on it and that by doing so, each patient can be charged the higher rate. This practice of charging patients for licensure level rather than service received constitutes fraud under the federal Medicare laws.
- e) The cost recovery revenues received by the City will drop from approximately \$650,000 to about \$50,000, leaving an operational deficit of \$500,000.

Recommendation #71 – The SLCFD should include in the proposed RFP for ambulance transport services a provision that will pay the City an annual fee for its “paramedic first responder” program.

SLCFD Response: The auditors propose that the ambulance provider pay the fire department a "paramedic first responder fee" to make up for the loss of paramedic on board fees. This fee is not allowed under current state law. Paying this fee to the fire department will be illegal unless the law is changed. Additionally, this fee is not typically paid by private insurance companies and is never paid by government payers such as Medicaid and Medicare. This recommendation would be very difficult to implement.

The fire department would be happy to meet with council members for further discussion and explanation if necessary. Because the RFP has been issued and potential offerors are preparing their bids, the fire department recommends that any such meetings be held as confidentially as possible so as not to disrupt the current process. Once again, thank you for the opportunity to meet yesterday. My staff and I are available to you for any necessary follow up.

Sincerely,

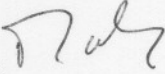
A handwritten signature in black ink, appearing to read "Charles M. Query". The signature is fluid and cursive, with a large initial "C" and "Q".

Charles M. Query
Chief

SF

cc: Rocky Fluhart
Lyn Creswell
Bryan Hemsley
Scott Freitag

COUNCIL TRANSMITTAL

TO: Rocky J. Fluhart, 
Chief Administrative Officer

DATE: October 20, 2005

FROM: Chief Chuck Querry, Salt Lake City Fire Department

SUBJECT: Fire Department Audit Response

STAFF CONTACT: Deputy Chief Larry Littleford, 799-4202

BACKGROUND/DISCUSSION:

The Fire Department has been asked to come and discuss with the council the recommendations received from the audit performed by Tri-Data Corporation. The Department has prepared the attached written responses to the audit recommendations and looks forward to meeting with the council to discuss any of these items.

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<i>Recommendation 001: Battalion chiefs should be given more management-related duties and become more engaged in planning and implementing new policies and procedures in the Department.</i>	This would free the deputy chiefs to concentrate more on executive decision making, administrative tasks and goal-oriented functions. Otherwise, the top administrative staff seems to delegate tasks and goal oriented projects well. The demarcation of lines of authority at the administrative level is well drawn. Both uniformed and civilian staff appear to have the latitude to do their jobs and thereby the initiative to complete them with a certain amount of professional pride and freedom to follow them through to completion.	Agree	This is currently under way. Battalion Chiefs have been given specific assignments to work on and have oversight.	Completed	No
<i>Recommendation 002: Continue to fund and staff the Administrative Assistant position in the Office of the Chief.</i>	This position is an excellent administrative organizational tool.	Agree	The Fire Department is supportive of this recommendation.		No
<i>Recommendation 003: Where applicable assign specialty areas within the committee system to all Operations Battalion Chiefs.</i>	This move will have the positive effect of getting the Operations Battalion Chiefs more involved in the management of the department.	Agree	The Wellness and Fitness Committee, Safety Committee, Technology Committee, Training Committee, Diversity and Recruitment Committee and the JATC Committee all have Battalion Chief participation.	In Progress	No
<i>Recommendation 004: The SLCFD should consider hiring one additional clerical employee to provide administrative support to Fire Prevention and Payroll.</i>	Tasks assigned to this employee would include performing receptionist and phone duty in Fire Prevention, processing inspection permits, and assisting with payroll. The Fire Marshal or Fiscal Supervisor could provide supervision.	Agree	Department is supportive of this if funds are made available by the City. We currently use the receptionist/data entry person from the administrative offices to assist in Fire Prevention during times of need.	Under Review	Yes

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<p><i>Recommendation 005: The City should conduct an administrative support needs assessment to determine the needs of the organization and the best utilization of current staff resources.</i></p>	<p>Job audits should be conducted to determine the appropriate pay and classification for each position. Redundant processes currently exist in the areas of payroll and staffing. In payroll, information is recorded in three separate places (one of them being a manual log) to track employee leave and pay. This redundancy is due in part to the limitations of the City's payroll software in accommodating the firefighter 27-day cycle. Also, the amount of staff time and resources expended on tracking staffing and overtime is extremely inefficient. Up to four administrative employees contribute to this process. The Battalion Chiefs compile and submit a daily roster; the Administrative Assistant calculates personnel needs, providing for buy-back opportunities and overtime. The Payroll Administrator ensures individuals receive appropriate compensation in their biweekly paychecks. The Fiscal Supervisor and Administrative Assistant compile reports on overtime use in an effort to accurately forecast budget needs. Improved technology would greatly enhance the efficiency of this operation. In fact, one of the high priorities of the newly formed Information Management Committee should be the exploration of software packages that will automate this process and integrate it into existing payroll systems. Streamlining manual or redundant processes will go a long way toward reducing the workload of several administrative positions.</p>	<p><i>Disagree</i></p>	<p>The Fire Department feels the audit conducted by Tridata has adequately reviewed the administrative needs and have made recommendations regarding the issue.</p>	<p>No Action Taken</p>	<p>Yes</p>

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<p><i>Recommendation 006: The City should prioritize technological improvements needed to eliminate streamline redundant or manual processes, and free up staff resources for other critical projects.</i></p>	<p>Consideration should be given to software programs that address the unique characteristics of the firefighter shift schedule, the 27-day cycle, and its implication on FLSA requirements, as well as any additional payments (buy-backs and step-up pays) identified in their wages and benefits agreement. One area where the Department is particularly weak is in analyzing its performance. Although performance measures have been established for each section of the Department, very few individuals review or understand them. Without an integrated records management system, the Department has had difficulty obtaining detailed information on emergency incidents, inspections, and other activities performed by its personnel. If quality and efficiency are indeed established goals of the SLCFD, then analyzing service performance is key to reaching those goals. Our interviews confirmed there is very little in-house expertise related to data analysis and performance measurement. It is our understanding the Department previously had a Research Analyst position, but it was eliminated in 2000. This position could greatly enhance the department by compiling detailed information on the emergency workload and activities of the other sections of the Department. At the very least, existing personnel will need to receive training in order to extract information from databases and accurately present these once technological improvements are made.</p>	<p><i>Agree</i></p>	<p>The Technology Committee is currently working with IMS to address this issue.</p>	<p>In Progress</p>	<p>No</p>

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<p><i>Recommendation 007: The City should consider reinstating the position of Research Analyst in the SLCFD in order to monitor activities of the Department and analyze service performance.</i></p>	<p>The Research Analyst should be a civilian position with specific background in statistical methods, research methodology, data analysis, report writing, and GIS. In addition, this individual could be utilized in researching and preparing grant applications and compiling monthly, quarterly, and yearly reports. Ongoing review of emergency incident data should include response time performance (divided into small response districts), workload by unit and station, types of calls, as well as effectiveness measures such as “percent of fires kept to the room of origin.” This type of analysis should be a major consideration when proposing staffing and deployment changes. Without exception, administrative support employees indicated they are well informed and included in departmental issues. Personnel are extremely knowledgeable of their job duties and can function with a great deal of independence. While there have been several personality clashes in the past, employees indicated that most of those issues have been resolved and key staff get along fairly well.</p> <p>There appears to be little opportunity for career advancement unless personnel are willing to transfer outside of the Fire Department. This is typical of paramilitary organizations, but can be addressed if the organization is willing to look at civilianizing other non-operational functions such as fire prevention and communications. In Salt Lake City, there are several civilians in fire prevention, but there is little chance for advancement. Up to this point, suppression personnel have been promoted into supervisory positions. Creating civilian positions allows the department to hire employees with unique skill sets (often at a lower cost than uniformed personnel); providing a promotional ladder will assist in retaining these skills.</p>	<p><i>Agree</i></p>	<p>The Fire Department is supportive of this if funds are made available by the City.</p>	<p>Under Review</p>	<p>Yes</p>

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<p><i>Recommendation 008: The SLCFD should consider creating or reclassifying additional civilian positions in order to provide professional development opportunities for its personnel.</i></p>	<p>Various alternatives can be utilized in administration, communications, and fire prevention. In administration, individuals who become proficient in specific database software might move up to an information specialist position. Fire prevention offers a number of opportunities to stratify the work force, dependent on certification and experience. An entry-level position might be an Inspector I, conducting routine fire safety inspections on existing occupancies. An Inspector II might require specialty classes in public education, arson investigation, or juvenile firesetting. The point is to reward employees for continuing their education throughout their careers.</p>	<p><i>Disagree</i></p>	<p>The decision to utilize more civilians in the Fire Prevention has been considered by the Fire Department administration. The current mix of civilians and firefighters works well. Expertise gained by firefighters who move into Fire Prevention has proven to be very beneficial. Perhaps a career path could be developed within the current civilian employees. This would need to be negotiated with their Local representatives in the future.</p>	<p>No Action Taken</p>	<p>Yes</p>
<p><i>Recommendation 009: The City Council should give priority and funding to an improvement to the payroll system that will also address the need to track staffing of personnel on emergency units and that will integrate with the City's approved payroll system.</i></p>	<p>The software would streamline current staffing/payroll processes, eliminate redundant, manual records, and provide the ability to extract information for internal analysis. This issue has come before the City in the past, but has yet to be funded.</p>	<p><i>Agree</i></p>	<p>The Fire Department has been and still is supportive of this recommendation. Difficulty in finding such a program that adequately combines the unique needs of the department continues to be an issue. Funding for such a program also continues to be another issue.</p>	<p>Under Review</p>	<p>Yes</p>
<p><i>Recommendation 010: The SLCFD should explore alternate work schedules that could reduce the reliance on overtime.</i></p>	<p>But some overtime is more effective than carrying enough personnel to always be able to fill in for absences or to do extra tasks.</p>	<p><i>Agree</i></p>	<p>This is currently underway in the dispatch office.</p>	<p>In Progress</p>	<p>No</p>

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<p><i>Recommendation 011: The SLCFD should identify current trends in leave use, including vacation, sick, injury leave, FMLA, and personal time, to determine the amount of full-time equivalent hours being expended on leave.</i></p>	<p>The sum of minimum staffing plus FTE leave hours subtracted from the number of people assigned per shift will determine the maximum number of people that can be allowed off on scheduled leave without incurring overtime.</p> <p>No. of people assigned per shift (e.g. 99) - Minimum staffing (e.g. 79) = Maximum allowed off on scheduled leave (e.g. 20)</p> <p>The other relevant issue is the use of sick time. The use of sick time due to illness and injury can greatly impact overtime costs, although it is recognized that most benefits related to leave and holidays have already been agreed upon in the Memorandum of Understanding with IAFF Local 1645, and would require renegotiation. Because of this, many departments have implemented initiatives and incentives that would reduce the amount of sick leave taken by their current personnel. These initiatives might include safety and wellness programs targeted at injury prevention and healthy lifestyle changes or incentives, usually in the form of financial compensation, for employees who do not use sick leave.</p>		<p>These benefits would need to be evaluated during contract negotiations with local Labor representatives.</p>	<p>No Action Taken</p>	<p>Yes</p>

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<p><i>Recommendation 012: The City should consider initiatives and programs that will aid in the reduction of sick leave usage within the SLCFD.</i></p>	<p>Health and wellness programs that address lifestyle changes can have a positive affect on sick leave use. In addition, injury prevention education and implementing other safety practices can reduce the occurrence and severity of on-the-job injuries. Any financial compensation less than what is currently being paid out in overtime costs could be considered a savings. A collaborative solution will be required between management and the union to ultimately affect the bottom line. Analyzing the workload and service demand may also prove helpful in validating whether the minimum staffing level is appropriately established at 79 per shift. There are a number of different scenarios that could adequately address service needs utilizing fewer personnel without jeopardizing firefighter safety. For example, the personnel at multi-company stations could be reduced to seven (rather than eight), and either respond as a task force to specific high hazard incidents or, with the purchase of a Quint, provide multiple services from a combined engine/ladder company configuration. Another compromise could be to implement the minimum staffing requirement in the peak daytime hours only, reducing overtime to twelve-hour shifts. This not only has the benefit of matching the greater demand level with the higher staffing level, but it could also address a potential safety problem of firefighter alertness. Currently, there is no limit to the number of hours an employee can work consecutively without having time off to rest.</p>	<p><i>Agree</i></p>	<p>The department has addressed this issue in the past within department policy. The department is currently assisting members in the area of wellness and safety by providing fitness consultants to work with department members. Along with this is ongoing education and fitness equipment in all the stations.</p>	<p>Completed</p>	<p>Yes</p>
<p><i>Recommendation 013: The City should review all pay and benefits to determine their impact on overtime.</i></p>	<p>Alternatives such as flat rate compensation should be considered that would be easier to administer and allow for better cost/benefit analysis and forecasting.</p>	<p><i>Agree</i></p>	<p>The Fire Department is supportive of this recommendation. These benefits would need to be evaluated during contract negotiations with local Labor representatives.</p>	<p>Under Review</p>	<p>Yes</p>

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<p><i>Recommendation 014: The SLCFD should assign some basic cause and origin investigation to company officers, which is the norm in many fire departments.</i></p>	<p>Training priority should be given to assist firefighters and company officers in conducting preliminary investigations, identifying cause and origin of fires, and maintaining the chain of evidence. Investigators should still be called out for possible arson and suspicious fires, or when there is a fire death. There are a large number of clear-cut cases with minimal damage that can be handled by shift personnel. National Fire Academy (NFA) courses are available, including arson detection for first responders (two days), courtroom preparation and testimony for first responders (two days), juvenile fire setter I and II (two days), and fire cause determination for company officers (two weeks).</p>	<p><i>Agree</i></p>	<p>All fire officers have been trained and only utilize investigators if they are unable to adequately investigate the incident, or if legal issues may arise in the future pertaining to the fire.</p>	<p>Completed</p>	<p>No</p>
<p><i>Recommendation 015: An analysis of the leave usage in the Dispatch Center should be conducted to determine if there are issues related to working conditions or job satisfaction that need to be addressed.</i></p>	<p>A staffing factor should be developed from this analysis that will ensure adequate hiring of employees to meet minimum staffing on a daily basis.</p>	<p><i>Agree</i></p>	<p>This is currently underway. The recent employee opinion survey conducted during the fall of 2004 has provided the department some insight pertaining to this issue.</p>	<p>In Progress</p>	<p>No</p>
<p><i>Recommendation 016: The City may wish to consider allocating the revenue from special events coverage back to the EMS Division to offset the cost of the bike patrol.</i></p>	<p>This is one way the Department can identify the true cost of providing this service.</p>	<p><i>Agree</i></p>	<p>The Fire Department administration is supportive of this. The department has historically been able to meet the needs of these events by utilizing its current budget.</p>	<p>No Action Taken</p>	<p>No</p>

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<p><i>Recommendation 017: The SLCFD should develop goals and objectives that are reasonable and measurable.</i></p>	<p>Target performance should stretch the organization (i.e., it should exceed current performance and be something the organization can work toward). Action plans and processes need to be implemented that support the objectives so that performance can improve or efficiencies can be gained. While the strategic planning process (particularly the Balanced Score Card program) may be new to the SLCFD, it is a bit disturbing that most members interviewed had no idea what the goals and objectives of the organization were. Communicating the goals of the department, and identifying the contribution each employee can make to the successful attainment of those goals, is a key component of the strategic planning process. The Department should be developed based on a broad range of input from employees and union leadership. Once established, the Department should seek additional ways to disseminate this information to its personnel.</p>	<p><i>Agree</i></p>	<p>The Fire Department administration feels the current goals are reasonable and measurable. The goals were developed with the help of department members. Ongoing review of department goals takes place annually.</p>	<p>Completed</p>	<p>No</p>
<p><i>Recommendation 018: The SLCFD should regularly communicate with its personnel on issues of relevance to the Department.</i></p>	<p>Established goals, objectives, and actual performance should be developed with a broad range of input from the organization, and be communicated on a regular basis. Newsletters and memoranda can be used, but a portion of regular staff meeting agendas should also include an update on the status of the department's goals.</p>	<p><i>Agree</i></p>	<p>This is currently being done through e-mails, memos, staff and officer meeting and other forms of written and verbal communication. Staff meeting minutes are available to all department members.</p>	<p>Completed</p>	<p>No</p>

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<p><i>Recommendation 019: SLCFD should explore methods for regular interaction between divisions.</i></p>	<p>These programs can include joint training or sharing of inspection and education responsibilities in order to keep abreast of changes in occupancies, population, and infrastructure being protected by the SLCFD. The morale in the Department appears to be good, although numerous employees expressed frustration about continuous budget cuts. Several different suggestions were made as to where additional funding needed to go. Most felt that training needed more instructors. Some felt apparatus and facilities needed improvement, and still others wanted more operational supplies. The general feeling conveyed was one of disheartenment. The employees want to do a good job, with the best equipment, and provide good customer service, but they feel they have been “stripped to the bone.” Without exception, all personnel felt that the four-person staffing was critical for safety reasons and for compliance with NFPA 1710.</p> <p>The Fire Chief is very well liked and personnel at virtually all levels felt he was open to input and new ideas. There were no concerns expressed during our visits regarding the management of the Department.</p>	<p><i>Agree</i></p>	<p>The Fire Department administration supports this is feels the current interaction between all divisions and operations is being met by the current meetings and information sharing that is in place.</p>	<p>Completed</p>	<p>No</p>
<p><i>Recommendation 020: The City should provide pre-retirement planning sessions and counseling to assist employees in making this decision.</i></p>	<p>Planning sessions should include both financial considerations (estimating retirement benefits, financial needs, and insurance costs) as well as emotional factors associated with this drastic lifestyle change.</p>	<p><i>Agree</i></p>	<p>This type of assistance is already offered by the City and State Retirement Board.</p>	<p>No Action Taken</p>	<p>No</p>
<p><i>Recommendation 021: An incentive program should be considered that would provide the City with a longer lead time for planning and budgeting payouts of retirees.</i></p>	<p>This might include a survey of employees to determine what incentives would be most desirable and could include such items as increased sick leave payouts for extended notification, implementation of a DROP plan, or partial contribution of retirees’ health insurance premiums.</p>	<p><i>Agree</i></p>	<p>The Fire Department administration is supportive of this providing funds are available for the program.</p>	<p>No Action Taken</p>	<p>Yes</p>

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<i>Recommendation 022: The City should require a longer notification period for individuals desiring to retire.</i>	The current short notification negatively impacts the City in a number of ways. First, it does not provide ample time for the City to plan and budget for the unusually large retirement payouts experienced with high-risk personnel. Secondly, the department must promote, hire, or conduct a training academy to replace the retired individual, creating a need to pay overtime during that hiring/training process in order to meet minimum staffing requirements.	<i>Disagree</i>	The current time of two weeks appears to be adequate for the department.	No Action Taken	No
<i>Recommendation 023: The SLCFD should develop a public relations program that includes minority representation. It should present a consistent, sustained message that presents the firefighter's job in a positive light and the Department as having an atmosphere of inclusion.</i>	Use department members in the Public Information Officer role who are representative of the larger target populations (Hispanic and/or female). The media can be very helpful in the attainment of this goal, considering the good working relationship that already exists.	<i>Agree</i>	The Fire Department has a Diversity and Recruitment Committee that works closely with community groups to address the desire for more diversity within the department. The committee has access and utilizes the department's media relations personnel when they feel it is needed and beneficial.	Completed	No
<i>Recommendation 024: The Department should establish an ongoing minority recruitment program and a consistent message in the community that the SLCFD is a great place to work for minorities.</i>	In addition to attending special events and festivals, the Department should participate in recreational and school programs in targeted communities, so minorities can see firefighters firsthand. Whenever possible, Department members who live in those targeted communities should be utilized. Familiarity over the long term will draw minority candidates to the Department, so a sustained effort that brings firefighters directly into the community will better help the Department reach its diversity goals.	<i>Agree</i>	The Fire Department has a Diversity and Recruitment Committee that works closely with community groups to address the desire for more diversity within the department.	Completed	No

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<p><i>Recommendation 025: The SLCFD should continue to monitor all screening processes to determine success rates of minority candidates and consider alternatives when those processes ultimately result in minorities being screened from hiring.</i></p>	<p>Alternatives to be considered include a mentoring or tutoring program or delaying the physical ability test until later in the process.</p>	<p><i>Agree</i></p>	<p>The Fire Department administration, Human Resources and the Diversity and Recruitment Committee has reviewed each process over the years and have made and implemented changes to better provide opportunities for the minority candidates. Changes in the style of written tests, physical fitness tests, preference points awarded and cut offs have all been reviewed and changed. The Fire Department is very supportive of improved diversity within the Fire Department and will continue to inform, assist and recruit minority candidates.</p>	<p>Completed</p>	<p>No</p>
<p><i>Recommendation 026: The SLCFD should continue using the Explorer Post as a recruiting mechanism and to develop a volunteer contingent.</i></p>	<p>Volunteers and Explorers can be utilized for either operational or non-operational tasks. Operationally, they can supplement career firefighters by providing canteen services or light and air support at extended incidents. They can also be effective in public education and public relations efforts, assist with hydrant maintenance, and installation of smoke detectors or recruiting at community events. Also, a high school vocation technical program for firefighters and EMTs may be considered.</p>	<p><i>Agree</i></p>	<p>This program is currently under review to determine the success of this program. The commitment of personnel department to oversee the program, along with the any potential liability is currently being evaluated.</p>	<p>Under Review</p>	<p>No</p>

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<p><i>Recommendation 027: The Department should consider expanding the criteria for Captain and Battalion Chief promotions to include formal education, experience in prevention and training, or committee/project work.</i></p>	<p>These additional criteria will support the Department by providing a larger group of employees with administrative/managerial skills, emphasize the importance of other core services, and develop strong leaders for the future.</p> <p>The Fire Chief is considered an “at will” employee, and may be appointed by the Mayor (and terminated) at his discretion. The Deputy Chiefs are appointed by the Fire Chief but are protected under civil service rules and are not at-will employees. Of the two Deputy Chiefs, one has 27 years with the department and was promoted to the position in 2000. The other Deputy Chief has 29 years with the department and was promoted to the position only 5 months ago. The current Fire Chief was hired in 2000, having been a previous Deputy Chief who had retired from the Department. In 2000, union representatives contacted him to determine his interest in becoming Fire Chief. He applied and was selected by the Mayor with union endorsement. The promotional processes are routinely administered throughout the SLCFD and are clearly understood by the members of the Department. There were no concerns expressed on the part of management or line personnel related to the Department’s promotional practices.</p>	<p><i>Agree</i></p>	<p>Formal education was addressed within department policy and with the Civil Service Commission in October of 2004. The recommended changes were adopted by the Civil Service Commission in January 2005. The application of experience in Support Divisions and committee work is currently being reviewed and evaluated by the administration and could be addressed by department policy in the future.</p>	<p>Completed</p>	<p>No</p>
<p><i>Recommendation 028: The Department may wish to consider pay incentives for firefighters as a component of the “pay for performance” system in order to positively impact departmental issues such as overtime.</i></p>	<p>For example, an employee who used less sick time would warrant a higher percentage increase, whereas high sick time usage might warrant no increase. Other issues such as fitness, vehicle accidents, and quality performance on training assessments could be addressed the same way, but should be based on the goals and objectives prioritized by the organization. The union and management should meet to jointly identify acceptable criteria for this process, possibly as part of the MOU on wages and benefits.</p>	<p><i>Disagree</i></p>	<p>Compensation to department members is a negotiated item and fall within the current Memorandum of Understanding by each work group.</p>	<p>No Action Taken</p>	<p>Yes</p>
<p><i>Recommendation 029: The Department should analyze its overtime use and benefits package to determine a break-even point for vacancy management.</i></p>	<p>To gain the most cost efficiencies, the use of overtime above that number should be avoided.</p>	<p><i>Agree</i></p>	<p>This has been tabulated in the past and is reviewed each year to look at specific events. It has been determined that an average of four vacancies occur and are carried throughout each year. These vacancies are used to assist with overtime and staffing costs.</p>	<p>Completed</p>	<p>No</p>

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<i>Recommendation 030: The City should consider allowing the SLCFD to hire over the number of positions they have budgeted.</i>	In order to minimize the amount of overtime and reduce the length of time positions remain vacant, the Department should determine the typical number of people that fail the recruit academy or terminate from the Department during the length of the academy. This should be the maximum number of slots the Department could be allowed to over-hire in a given year.	<i>Disagree</i>	The Fire Department administration would be supportive of this if adequate funding was provided. The difficulty is the continual uncertainty if a member is retiring and the cost to carry extra people for a period of twelve weeks for training. This has the potential of being very costly and hard to predict what funds would be needed.	No Action Taken	Yes
<i>Recommendation 031: Consider setting a maximum desired UHU goal of between 20 and 25 percent.</i>	Units should be monitored on an annual basis. A unit approaching this threshold would initiate the consideration of adding another peak-demand or full-time unit. Units should not be added simply because a UHU reaches 25 percent; rather, a unit approaching a 20 or 25 percent UHU should kick-off a study of the impact on response times and workload of other units to determine the need for additional resources, when to add resources, and what resources to add.	<i>Disagree</i>	The department currently has very few units that reach the 20-25 UHU on a regular basis. This is not considered an issue by the Fire Department administration at this time.	No Action Taken	No
<i>Recommendation 032: Begin tracking vertical response times.</i>	While this time is nearly impossible to reduce, it is important to assess its impact on total response time and determine whether other components should be reduced to compensate for the vertical response component to maintain total response time goals. One method to measure and record vertical dispatch time is to require personnel to radio the dispatch center when arriving on scene and again once at the patient's side. The need to track this time component should be considered in selecting the new CAD system recommended in Chapter IX, Support Services.	<i>Agree</i>	The dispatch office is currently implementing ways to better track and more correctly determine response times.	In Progress	No

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<i>Recommendation 033: Adopt a 90-second goal for call processing and implement necessary changes to allow dispatchers to meet that goal.</i>	Setting a 90-second goal without providing the necessary tools to meet the goal is setting the dispatchers up to fail. A timeline for meeting the new goal should also be created; dispatchers cannot be expected to cut call processing times in half overnight. For example, the first goal could be to get down to three minutes 90 percent of the time, or 90 seconds 30 percent of the time. Each year or six-months the time could be reduced or the compliance increased. A higher goal than NFPA recommends was selected based on what TriData has seen other departments with medical priority dispatch accomplish.	Agree	The Fire Department administration supports this recommendation. Policies and procedures are being reviewed and recommendations will be implemented to move toward this goal.	Under Review	No
<i>Recommendation 034: Adopt a 90th percentile turnout time goal of 60-seconds and implement any changes necessary to allow personnel to meet this goal.</i>	Changes could be as simple as emphasizing the importance of meeting this goal or as complicated as remodeling a station to make it more user friendly. Again, an analysis of the root cause(s) of the extended turnout times should be completed and steps necessary to correct the deficiency developed before officially adopting the new goal.	Agree	The Fire Department administration supports this recommendation to adopt at 60 second turn out on emergency calls as coded by the dispatch center. Policies and procedures are being reviewed and recommendations will be implemented to move toward this goal.	Under Review	No
<i>Recommendation 035: Adopt travel and total response time goals based on call type and priority.</i>	Goals should be set for both first-arriving unit and full-complement. The NFPA recommended standards of six minutes for fire calls and eight minutes for EMS calls can likely be met in Salt Lake City with some improvements in call processing and turnout times as well as some changes to apparatus deployment. However, lower goals should be set for non-emergency calls and calls responded to without lights and sirens.	Agree	The Fire Department will continue to utilize the Medical Priority Response Protocols to assist us in this effort as we move forward in meeting the NFPA standards.	Completed	No
<i>Recommendation 036: Monitor response times in neighborhoods that have traffic limiting devices (i.e. speed bumps, humps, and tables).</i>	Use before and after time comparisons or even trial runs with apparatus to more accurately assess their impact. Consider the effects of speed bumps in reviewing any unusual delays in response. Seek alternatives that have less impact on emergency vehicle responses, such as educating the public on the need to obey neighborhood speed limits or face emergency delays.	Agree	This type of review was conducted in past years. Recommendations were made to the City Support Services for their consideration. The input was reviewed and for the most part implemented. The number of traffic limiting devices has been greatly reduced and scaled back	Completed	No

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<i>Recommendation 037: Continue using four-person staffing on all engines and trucks in the SLCFD.</i>		<i>Agree</i>	The Fire Department administration is supportive of this recommendation.	Completed	No
<i>Recommendation 038: Create an SOP that outlines the number and type of apparatus and number of personnel to create a full-complement response to structure fires based on risk levels.</i>	This should be based on the current complements used in Salt Lake City, with the addition of one chief officer to the low-risk category. The full-response complement should acknowledge the use of a RIC.	<i>Agree</i>	All current responses are currently being reviewed. An ad-hoc District Committee is currently evaluating each run district. The Chief Officer's are reviewing the type and number of apparatus responding to the areas and types of emergencies.	In Progress	No
<i>Recommendation 039: Continue the policy of dedicating one engine crew on each confirmed structure fire as the rapid intervention crew.</i>		<i>Agree</i>	The Fire Department administration is supportive of this recommendation.	Completed	No
<i>Recommendation 040: Consider implementing extra safety procedures for high-volume and high-speed roads.</i>		<i>Agree</i>	The Fire Department administration is supportive of this recommendation. This will be addressed by the Safety Committee.	In Progress	No
<i>Recommendation 042: The SLCFD should determine acceptable workload and UHU thresholds and monitor unit UHUs on an annual basis.</i>		<i>Agree</i>	Run volume is currently reviewed each year and changes made when warranted.	In Progress	No
<i>Recommendation 043: Review the call processing and dispatch process to determine the root cause(s) of the high call processing times.</i>	Areas to consider include the lack of appropriate staffing in the dispatch center (see Chapter IX, <i>Support Services</i>), the amount of information gathered before dispatching the first unit, and turnover rates in Dispatch staff and resulting lack of experience.	<i>Agree</i>	This is currently being evaluated by the Communications Operations Manager. Part of the issue had to do with staffing. The City Council approved two dispatch positions in the 2005/2006 budget. Two dispatchers have been hired and are currently in their probationary program.	Under Review	No
<i>Recommendation 044: Review call processing and dispatch procedures to determine whether the first unit can be dispatched sooner (before all information is taken).</i>	Dispatchers could then follow up with additional units as required after all information has been collected.	<i>Agree</i>	This is currently being evaluated by the Communications Operations Manager.	Under Review	No
<i>Recommendation 045: Investigate the reason behind the difference in travel times for fire calls versus EMS calls.</i>		<i>Agree</i>	Call types and responses are being reviewed to determine the differences.	Under Review	No

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<i>Recommendation 046: Add a peak-demand ALS unit in the downtown area.</i>	This can be a two-person unit like Rescue 12 and should be operated from 10 A.M. to 10 P.M. The unit can be housed at Station 2 over night, but should move around the area using system status management (the same way Gold Cross determines appropriate deployment of its ambulances). Analysis shows a very high concentration of EMS calls around Station 1 and the general downtown area. The concentration of EMS calls in FY04 is shown in Map 16. Based on the distribution of EMS incidents, it would make more sense to upgrade Engine 1 to a Rescue Engine and downgrade Rescue Engine 4 to a regular Engine.	<i>Agree</i>	The Fire Department administration is supportive of this providing funds are available for the program.	No Action Taken	Yes
<i>Recommendation 047: Upgrade Engine 1 to a Rescue Engine and downgrade Rescue Engine 4 to an Engine.</i>	This is more in line with the distribution of EMS demand.	<i>Disagree</i>	An extensive evaluation of run volume and type was conducted before it was determined to change Engine 4 to a Rescue Engine. Due to the geographic location and terrain of Station 4, the Fire Department administration continues to support the designation of Engine 4 as a Rescue Engine. Engine 1 is better utilized as a Basic Life Support engine in its current location.	No Action Taken	No
<i>Recommendation 048: Relocate Station 9 southeast to a location near the intersection of W 700 South Street and S 4050 West Street in the next five years.</i>	This relocation would shift engine first-due areas and should create enough call volume to justify continuing to operate Station 9 full-time. This new location would better serve the residential development that sits between W California Avenue, S 5600 West Street, and S 4800 West Street.	<i>Disagree</i>	The Fire Administration is not supportive of this due to cost and the need for emergency coverage in the Northwest area of the City.	No Action Taken	Yes

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<p>Recommendation 049: Until Station 9 is relocated, consider staffing Station 9 during peak hours only.</p>	<p>In the interim of the relocation, the SLCFD should consider the option of closing Station 9 during off peak hours (6 P.M. to 6 A.M.), and run a daytime crew only during peak hours (6 A.M. to 6 P.M.). Personnel from that station could then be deployed during the remainder of their tour to other stations to fill vacancies due to sick leave, vacations, paid time off, etc. This would save money on overtime, and help to fill gaps in four-person staffing. The one caveat to this recommendation is the remoteness of the station. Station 11 and Station 14 would handle any calls in this area; consequently response times at night would be affected; however, considering the low number of calls during off-peak hours, this should not be a major problem. The second area with a concentration of calls beyond reach is north of Station 7, with about 250 calls. Relocating Station 7 north in the next 10–20 years would provide better coverage to this area. A move is not warranted at this time due to the low number of incidents and the relative age of Station 7. A new analysis of call density and response times should be completed in the future to determine the best location for moving Station 7.</p>	<p><i>Disagree</i></p>	<p>The Fire Department administration does not support this recommendation. Historical emergency intervention as well as the high none resident population in the hotels does not support relocation or partial closing of the station.</p>	<p>No Action Taken</p>	<p>No</p>
<p>Recommendation 050: Consider relocating Station 7 slightly north (about half a mile)</p>	<p><i>and slightly west (about half a mile) in 10–20 years.</i></p>	<p><i>Disagree</i></p>	<p>The Fire Department administration is not supportive of this recommendation. It appears to be very costly for the very minor change in location.</p>	<p>No Action Taken</p>	<p>Yes</p>
<p>Recommendation 051: Reinstate the rank of lieutenant.</p>	<p>The SLCFD should reconsider its past decision to eliminate the lieutenant’s position from the rank structure. The reinstatement of this position will create a better defined chain of command, and reestablish a level of gained experience within the officer ranks.</p>	<p><i>Agree</i></p>	<p>The Fire Department administration finds this very interesting and deserving of further research and evaluation. Many of the current chief officers have risen through the ranks of Lieutenant and Captain and have found it very beneficial in their career. The department historically had the rank of Lieutenant and utilized it as an opportunity to train and evaluate future Captains. The position was done away with in late 1992 as a means to flatten the organizational structure. Changes to the current rank structure may be an issue with the IAFF local if the reduction in Captain’s positions is viewed as a lost benefit to its members.</p>	<p>Under Review</p>	<p>Yes</p>

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<i>Recommendation 052: The Incident Command System should be reinforced on all levels in the SLCFD.</i>	The lack of use of the ICS to any great extent by command officers at all levels needs to be changed and reviewed. This practice and training in day-to-day procedural responses and exercises constantly reinforces the discipline needed in anticipation of potential larger scale events. It will help in establishing the environment and atmosphere conducive to the ICS functionality and success. Additionally, more training in the use and implementation of the ICS should be provided and available to the command personnel of the Department. [Note: The Department's incident command manual is currently under review to ensure compliance with current Nation Incident Management System (NIMS) standards.]	Agree	The Fire Department administration is supportive of this and is currently implementing and reinforcing the Incident Command System on all levels.	Completed	No
<i>Recommendation 053: The Department's Incident Command System should be implemented on all incidents.</i>		Agree	The Fire Department administration is supportive of this and is currently implementing and reinforcing the Incident Command System on all levels.	Completed	No
<i>Recommendation 054: The SLCFD should consider moving Battalion 1 from Station 1 to Station 05 and Battalion 2 from Station 11 to Station 7.</i>	A more balanced relationship will exist in terms of the ability to respond to emergency situations in a timelier manner. It will also centrally locate the BC offices and address the problem of accessibility for both department companies and the Battalion Chiefs themselves. It should also be noted that in some fire departments responsibility for this number of stations could be considered to be excessive. During the course of the on-site interviews, however, this did not seem to pose a problem in practical terms for SLCFD Battalion Chiefs.	Disagree	The Fire Department will evaluate this for future consideration. Neither station 5 or station 7 currently have adequate physical space to house the Battalion Chief.	No Action Taken	Yes
<i>Recommendation 055: Institute an officer rotation policy for all captains.</i>	To gain an increased knowledge and experience as to how the Department runs, officers should be periodically rotated to different stations. The SLCFD has a comprehensive complement of fire stations that are placed throughout the City.	Agree	The Fire Department Administration will be rotating Captains through the different divisions effective January, 2006, Captains will be given a specific project to research, develop and provide recommendations to the Chief over the Division.	In Progress	No

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<i>Recommendation 056: Dispose of apparatus near or at the 25 year mark.</i>		<i>Agree</i>	The apparatus utilized by the department are maintained very well and are currently on a replacement program with Fleet. The department would defer this to fleet for their review and input.	No Action Taken	Yes
<i>Recommendation 057: The SLCFD should create an Officer Development Program.</i>	This is needed especially for new captains (and lieutenants if that rank is reinstated). It should also include a similar professional program for battalion chiefs, especially in the area of incident command and the incident management system.	<i>Agree</i>	The department conducts quarterly officers meetings in which information and training is given. A three week officer training school was held during April in conjunction with our Captain promotional process. The department also requires all individuals wishing to promote, attend an Officer I program offered by the State Fire Training.	Completed	No
<i>Recommendation 058: No changes should be made at this time in the current staffing pattern for the SLCFD.</i>	The practice of using four-person staffing for engine and truck companies is sound. The requirement of four-person crews creates some overtime but is not adversely affecting the overall department budget. The SLCFD has not exceeded its operating budget in the past six years and has even turned back as much as \$100,000 to the City's Fund Balance; last year they turned back \$5,000. This is largely unprecedented in TriData's reviews of fire department budgets, and the SLCFD is to be commended for its fiscal management. The daily minimum operational staffing level is 79 firefighters as required by the staffing assignment shown in Table 65 above. The Department starts each shift with this number and when it falls below 79, members are called back. There are two lists that callbacks are drawn from: straight time and overtime lists. The straight-time individuals are those who have not completed their required FLSA time and want to make it up by way of call back. Meeting the FLSA requirement assures them receipt of their designated overtime payment in their given cycle. All others called back are from an established overtime list. Obviously, it is desirable for the Department to draw from the straight-time list. There is no restriction on how many consecutive days a member may work; and the SLCFD might consider taking another look at this policy. There comes a point where an individual might not be as fit for duty as he or she should be. The shift rarely exceeds the 79 personnel, and when it does, it is usually by 1. On the shifts where the level reaches 80, Utility 10 is manned and responds to all structure fire calls.	<i>Agree</i>	The Fire Department administration is supportive of this recommendation.	Completed	No

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<p><i>Recommendation 059: Restriction should be placed on the number of consecutive hours an individual can actually work.</i></p>	<p>In many departments the limit is 72 hours, but local considerations may dictate some another number. As previously outlined, the Department starts each day with 79 individuals in the combat force. If an on-duty member goes off for any reason during the tour they will only replace him or her if there are more than 12 hours left on the shift. This means that units are occasionally staffed with three personnel. At present, there is no hard and fast rule or protocol as to where those individuals who raise the daily number to above 79 are assigned. There is much latitude in personnel distribution; it is left to the individual Battalion Chiefs to decide. An excellent homegrown form is used as the working document for the coordination of daily staffing. It contains a great deal of information all in one place and is extremely functional. The Department should establish a firm list outlining where those individuals who raise the daily number over 79 should be assigned based on historical experience.</p>	<p><i>Agree</i></p>	<p>The Fire Department administration is supportive of this recommendation. This was reviewed at the September staff meeting and referred to the Safety Committee for review and comment.</p>	<p>Under Review</p>	<p>No</p>
<p><i>Recommendation 060: A protocol for assigning individuals when the daily number exceeds 79 should be established and followed by all shifts.</i></p>	<p>While the Department does not experience too many grievances per year, most of those they do face relate to the scheduling or distribution of overtime assignments</p>	<p><i>Disagree</i></p>	<p>The decision as to where to utilize personnel above the needed staffing number of 79 is at the discretion of the on duty Battalion Chiefs. Due to continual change in staffing needs the administration supports the current process of assigning personnel.</p>	<p>No Action Taken</p>	<p>No</p>
<p><i>Recommendation 061: The Department should establish a staffing factor to determine the number of employees required to maintain constant staffing.</i></p>	<p>This staffing factor should be utilized in funding and hiring processes. This analysis should include the leave experience of the SLCFD to determine the average number of hours operational personnel are not available to staff emergency apparatus.</p>	<p><i>Agree</i></p>	<p>Personnel needed to staff apparatus and personnel availability are continually reviewed. The minimum number of 79 personnel to staff the apparatus has been determined by both the department and Tridata.</p>	<p>Completed</p>	<p>No</p>

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<i>Recommendation 062: One full time position should be assigned to report to the program manager serving as the Emergency Management Coordinator for the Department.</i>	More emphasis can be placed in a proactive way for the community towards mitigation and preparedness with the addition of one full time coordinator.	Agree	The Fire Department administration is supportive of this if adequate funding for the position is provided. The City currently has a City Emergency Management Coordinator who works with each department Emergency Manager to coordinate efforts. The department also provides public education in many areas of emergency preparedness. Citizen Emergency Response Team training continues to be very well attended and successful.	In Progress	Yes
<i>Recommendation 063: The SLCFD should make efforts to improve the interaction between the Emergency Manager (EM) and the City's Office of Emergency Preparedness.</i>	It was learned by the TriData team that these two offices do not interact enough. It was also learned that the EM does not attend Local Emergency Planning Committee meetings. The interaction between these two entities is essential to effective emergency planning and should be enhanced, and expanded beyond its current parameters.	Agree	The Fire Department administration is supportive of this and will look for opportunities to better coordinate efforts are continually being reviewed.	In Progress	No
<i>Recommendation 064: Battalion Chiefs should receive more in depth training in hazmat SOP 05-12 so as to better command a hazmat incident.</i>	Battalion Chiefs should be able to handle a hazmat incident from the command post without having to rely as much on Captains in the Hazmat unit, who need to be on the scene to supervise and oversee the unit. The safety factor within the unit is good. This is based largely on the well-trained and dedicated personnel in the unit. It is an effective response team. Station 6 is well placed in the city and response time is good. Concern was voiced about the lack of outside hazmat training funding and the lack of ability to receive paid time off to pursue training. There is no overtime budget for outside training. Management will, however, send personnel to training in outside classes while on duty.	Agree	The Fire Department administration will task the training division with developing a hazmat course for the Battalion Chiefs so they will be better prepared to handle this type of event.	In Progress	No

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<p><i>Recommendation 065: The Department should evaluate the severity of PMA calls to determine the degree of ALS intervention that takes place by SLC paramedics during transport.</i></p>	<p>There are a number of simple methods that can provide a comprehensive overview of actions taken in transport. A review of activities obtained from the run report information can clearly show actions taken in transport. In addition, some type of qualitative assessment by the paramedic aboard to determine if any expanded ALS procedures were provided or required in transport could be performed. The issues of accompaniment by the attending SLCFD paramedics and the quality of care discussions that revolve around continuity of care during transport have generated considerable debate over the last 10 to 15 years. The reality is that both Fire Department and Gold Cross personnel operate under the same statewide regulations. The SLCFD and Gold Cross paramedics must adhere to the same initial training requirements. EMTs in both settings must comply with the same standards. Continuing education and recertification requirements are the same. The only difference is typically with medical control, in service training, assignment requirements, and quality control practices. Public and private agencies alike have demonstrated both exceptional and dismal track records in each of these areas. It is apparent that those exceptional service delivery systems have orchestrated system oversight that requires that same standards for both private and public providers in their system. In Orange County, Florida, all licensed EMS providers, both private and governmental, operate under common medical direction and utilize the same ALS and BLS protocols. There is consistency in quality assurance requirements, standards of care, and continuing education requirements. In San Diego, California, there is common medical direction for both the fire department and its private ambulance provider. Salt Lake City should consider the concept of a common medical director for both the SLCFD and Gold Cross.</p>	<p><i>Agree</i></p>	<p>In the past, the department did have a Continual Quality Improvement person who collected and analyzed data as suggested by the audit. Due to budgetary cuts in the late 1990's, this position was not funded. The Fire Department administration supports the collection of additional data if funds are provided for personnel to do so and is provided by the City. This position could be included with the Research Analyst position.</p>	<p>No Action Taken</p>	<p>No</p>

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<p><i>Recommendation 066: The City should consider adding a provision to its upcoming RFP for ambulance services that would include medical direction for both the ambulance service provider and the fire department.</i></p>	<p>Medical direction is perhaps the most important component in determining the quality and effectiveness of EMS services in a community. Quality EMS delivery systems require a three-way partnership between the governmental organization that manages the system, its medical direction, and the field personnel (fire department and private ambulance). The orchestration of this type of partnership is fostered by comprehensive agreements with both the ambulance company the medical director and through a series of monitored policies that spell out the explicit requirements and performance measurements for all personnel who operate within the system. By combining the oversight for medical direction to include both SLCFD and Gold Cross personnel, we believe that the continuity of care will be enhanced and there will be a corresponding reduction in the perceptions regarding the training and capability of ambulance personnel.</p>	<p><i>Agree</i></p>	<p>This provision was placed in the current ambulance RFP for responding companies to consider in their response. Two companies responded to the RFP. Both showed interest in sharing a common medical director.</p>	<p>Completed</p>	<p>Yes</p>
<p><i>Recommendation 067: The City should maintain the current two-tiered system that involves the SLCFD and a private ambulance provider in the delivery of ALS and BLS prehospital care and ambulance transport.</i></p>		<p><i>Agree</i></p>	<p>The Fire Department administration is supportive of this and has incorporated this in the current ambulance RFP.</p>	<p>Completed</p>	<p>No</p>

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<p><i>Recommendation 069: The SLCFD should explore a legal mechanism that will allow the ambulance transport provider to pay the City an annual fee for its “paramedic first responder” program.</i></p>	<p>In the cooperative two-tiered system proposed, the ability of the system to operate requires that both agencies utilize personnel for patient care both at the scene and in transport. The combination of a paramedic first responder fee, cost savings from a common medical director, and savings through supply exchange and joint training activities can offset the current revenues from the PMA fee process. Law currently prohibits the adoption of this proposal, but legal remedies should be explored to change the barriers that block its implementation.</p>	<p><i>Agree</i></p>	<p>This Fire Department administration is supportive of this recommendation, however, the rates that are charged to the patient and the amounts distributed to the responding agencies are regulated by the Utah Department of Health. Currently, this type of fee is not allowed in the state's rate structure. The Fire Department is in favor any fees that can be collected by users to help cover the costs of providing paramedic services.</p>	<p>Under Review</p>	<p>No</p>
<p><i>Recommendation 070: The SLCFD should alter its CME training delivery methods and include instruction that minimizes the monthly movement of personnel and equipment out of their primary response districts.</i></p>	<p>There are a number of subscription training services that provide CME approved instruction in both video and DVD formats. This methodology has proven to be effective in larger metropolitan fire departments and allows in-service CME training to take place without moving units from their primary response districts. Web-based training that is available through a host of commercially offered Internet sites has been created specifically for EMS continuing education. It is estimated that upwards of 50 percent of the current 100 hour CME requirements can be met through a combination of these alternative delivery methods. The absence of a formal skills assessment process for EMS training should be reevaluated. In many municipal environments skills deterioration is prompted by a number of factors. In the busiest stations, there is a tendency towards non-compliance because of the high call volumes and the attempt to rush through treatment protocols. In those areas that typically have low call volume, just the opposite occurs. Mistakes are made because skills get rusty or field personnel simply miss a diagnostic or treatment protocol. These factors are likely to go unnoticed when there is limited quality assurance occurring or on-scene EMS supervision is absent.</p>	<p><i>Agree</i></p>	<p>This has already been implemented. The use of on-line and DVD training and other methods of training and training schedules are being utilized.</p>	<p>Completed</p>	<p>No</p>

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<p><i>Recommendation 071: The SLCFD should institute quarterly skills assessments for both EMTs and paramedics.</i></p>	<p>Skills assessment should be an integral part of the training process. All CME training should include some type of assessment or a requirement to demonstrate the competencies learned. On a more formal basis, testing and the recording of these results should be included as part of the training process. The assessment process should be a regular and an expected part of the training. On a quarterly basis, we would recommend that training time be devoted towards the assessment of the skills taught during that quarter. This formal assessment process must also be included as a part of the annual employee performance appraisal process.</p>	<p><i>Agree</i></p>	<p>The Fire Department administration is supportive and will task the Medical and Training Division with developing suggestions on how best to implement the program.</p>	<p>In Progress</p>	<p>No</p>
<p><i>Recommendation 072: The SLCFD should re-establish a QA position with the responsibility to review field reports on selected and random incidents.</i></p>	<p>This information helps to demonstrate the performance of personnel in using certain medical skills as well as maintaining a minimum level of competency. <i>The program is not designed to be punitive in nature and focuses instead on improving paramedic performance through specific training and counseling.</i> The QA process must also maintain confidentiality regarding reports and medical information. For this reason it is important that this information be done under the supervision of the medical director. Initially a paramedic or the paramedic supervisor who has the responsibility for this first level of screening should review reports at the station level. If there are questions concerning the treatment provided by a paramedic, consultation should take place with the medical director. Counseling sessions, depending on the type and seriousness of the issue would follow. Questionable treatment of a patient, or substandard administration of protocols or skills, should result in the development of an action plan, most likely including additional training for the paramedic. The National Highway Transportation Safety Administration document <i>Leadership Guide to QI for Medical Services</i> (July 1997) provides useful information in this regard. It is extremely important that the City re-evaluate this issue and provide a viable method to conduct QI/QA activities within its EMS structure. Currently the SLCFD does not employ an in-depth or formal analysis of its incident reports in determining its EMS training needs. State recertification guidelines provide ample opportunity to include non-specified or <i>elective</i> training topics in the CME requirements...</p>	<p><i>Agree</i></p>	<p>The Fire Department administration is supportive of this recommendation if funding is provided. In the past, the department did have a Continual Quality Improvement person who collected and analyzed data as suggested by the audit. Due to budgetary cuts in the late 1990's, this position was not funded. The Fire Department administration supports the collection of additional data if funds are provided for personnel to do so and is provided by the City.</p>	<p>No Action Taken</p>	<p>Yes</p>

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<p><i>Recommendation 073: The SLCFD and its medical director should make a concerted effort to align the QA process with the development of in-service CME training for its EMTs and paramedics.</i></p>	<p>QA is a logical and proven method to determine both individual and system shortcomings in the delivery of EMS. Nationally, most EMS systems require QA as part of its medical control and licensing guidelines. The State of Utah does not require specific actions regarding QA activities. Instead the State defers these decisions to the employer and its medical director. The SLCFD has a strong tradition of reviewing its operations both for EMS and EMD against recognized standards and adjusting when individual or systemic shortfalls are detected. It is recommended that the QA process be re-instituted to at least the level it was previously operating. As stated above, the responsibility for coordinating CME activities and recording training hours for each individual employee rests with the EMS training instructor. It is our belief that this responsibility should be shared with a field supervisor who has responsibility over the individual paramedic and EMT. This point is more important when skills assessments are required. The SLCFD appears reluctant to break out EMS responsibilities from the general supervision provided through the fire command structure. We believe that the overall organization and administrative oversight for CME and skills assessments will be enhanced if a designated officer within each battalion is responsible for these functions.</p>	<p><i>Agree</i></p>	<p>The Fire Deptmt administration is support of this recommendation. The Medical Division will evaluate and make recommendations.</p>	<p>Under Review</p>	<p>No</p>

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<p><i>Recommendation 074: The SLCFD, in conjunction with its medical director, should establish a group of paramedic supervisors (six total, one per battalion on each shift), who have the primary responsibility to insure the delivery of CME training and conduct quarterly assessments of the paramedics under their supervision.</i></p>	<p>Skills maintenance and the assessment of paramedic capabilities is a supervisory function. This level of supervision requires an in-depth understanding of paramedic responsibilities and field experience in the delivery of ALS care. It is important that SLCFD paramedics have supervision and training oversight from a supervisor who is trained as a paramedic. The logistical difficulty in having every paramedic supervised daily by an officer who is also a paramedic is impossible. However, we believe that the SLCFD should designate at least one paramedic supervisor in each of the two battalions on each shift who periodically interacts with the paramedics assigned to them. This position will replace the exiting EMS liaison officers and also expand their current responsibilities. We believe that this responsibility can be in addition to the normal duties these personnel hold as company officers. In addition, they should be responsible for the logging of CME training and conducting quarterly skills assessments. In the event that any remedial training is required, the paramedic supervisors would interact with the company officer having direct supervision over that person and work jointly in carrying out the necessary remedial activities. The department should also consider some form of additional compensation for these paramedic supervisors.</p>	<p><i>Agree</i></p>	<p>The department currently has paramedic liaisons on each platoon that assist with training and address issues that may arise on each platoon.</p>	<p>Completed</p>	<p>No</p>

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<p><i>Recommendation 075: The SLCFD should establish response time standards that utilize fractile measurements.</i></p>	<p>The establishment of response time standards should be a reflective process that is characteristic of each community. These standards should be established after careful evaluation of the resources required to meet a specific standard and a determination regarding the community desire (both for service level and the associated costs). It is critical, however, that individual units be evaluated on a periodic basis (preferably monthly or quarterly) to determine how well each unit complies with the overall standard. The review of response time data for an entire system alone will not provide the types of insight needed to truly manage the quality of service delivery. The tracking of the extended response times (greater than eight minutes for first responders), must also be examined. This evaluation should look at the frequency and locations of these occurrences. If these trends are repeated, it may be necessary to take corrective action. For example, in high growth areas of a community, or when a new sub-division is built, one may observe a spike in extended response times. In most instances this may result when a new service area is served from a fire station that is beyond the travel distance necessary to maintain the standard. This evaluation may indicate the need for the construction of a new fire station or an expansion of the roadway system. In other instances when there are frequent occurrences of extended response times, this may be indicative of a station area that is becoming too busy. In this case the primary unit in that station is unavailable because they have frequent simultaneous calls. In this situation, the data will reflect that the extended response time is a product of a unit from outside the district responding to the call. The resolution for this situation may be the placement of an additional unit in that station.</p>	<p><i>Agree</i></p>	<p>The Fire Department agrees with this. Several issues must be considered, however. The first is that the current records management system (FDM) has very limited capabilities to conduct these types of measurements. The Fire Department needs a new records management system. Second, as previously recommended in this audit, the position of Research Analyst is needed to create these reports. Third, the Fire Department will begin immediately to convert its current response time report from average to fractile.</p>	<p>Under Review</p>	<p>Yes</p>
<p><i>Recommendation 076: The SLCFD should track calls that result in extended response times (greater than eight minutes for first responder arrival).</i></p>	<p>This information, combined with overall response time information, location of incidents, call volumes, and call duration (time spent on a call) can enhance the Department's ability to consider redeployment strategies or to develop justifications for needed expansion.</p>	<p><i>Agree</i></p>	<p>The response to this recommendation is much the same as #75 above. The Fire Department would also like to map these extended response times to illustrate areas that are of concern.</p>	<p>Under Review</p>	<p>Yes</p>

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<i>Recommendation 077: The SLCFD should establish a series individual performance measures for all employees involved in the delivery of EMS.</i>	As with any new policy or procedure, the method in which these measurements are introduced will be critical to their effectiveness. It is recommended that the department utilize a participatory process to both develop these measurement tools and to determine the implementation process. Participation by the medical director and the IAFF chapter is critical.	Agree	Performance reviews of department members are conducted every six months. Individual goals and suggestions are made at that time. Follow-up is conducted throughout the year to assist the members in reaching their goals.	Completed	Yes
<i>Recommendation 078: The SLCFD FPB should perform all responsibilities assigned in Salt Lake City Fire Department Manual, Section 7-01. This will take reversing the trend in staffing prevention.</i>		Agree	The department will review Section 7-01 to determine which responsibilities can be performed by the FPB.	Under Review	Yes
<i>Recommendation 079: SLCFD FPB should perform the duties listed above which include construction in-process inspections of structures and fire protection systems, on site inspections prior to issuing temporary occupancy permits, and coordinating adult and child fire and injury education. Plans are being developed to move some of these responsibilities from Building Services to FPB. They all need to be adequately staffed—they are keys to future safety.</i>		Agree	The Fire Department administration is supportive this and will review ways of implementing changes to meet the recommendation.	Under Review	Yes
<i>Recommendation 080: Explore the costs of alternatives to outsourcing fire code plan review.</i>	Alternatives should be measured against the relative costs of each and the benefits derived from achieving the dual goals of providing the desired turnaround performance on fire plan review and implementing the 'one-stop shopping' concept for contractors and citizens.	Agree	This research has been completed and is being evaluated to determine the benefit to the City and the contractors we serve. Changes will be implemented based on the outcome of the evaluation.	Under Review	No

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<p><i>Recommendation 081: Convert all employees except four in FPB to civilian employees over a period of time through attrition.</i></p>	<p>The fire marshal and the 3 sworn fire investigators should remain sworn positions. Sworn firefighters should be replaced with civilian certified fire inspectors as they either retire or choose to return to the fire suppression service. This use of civilians as certified fire inspectors has proven successful in many prevention bureaus across the country. It is an excellent way to minimize the personnel cost of fire inspectors by hiring typically lower paid civilians with lower pension and lower training costs. It also provides greater flexibility in hiring civilians experienced in engineering, fire protection systems, building and other related occupations can become certified as fire inspectors. Opportunity for career advancement within FPB becomes even more important when civilian employees are used because their only opportunity for advancement is in FPB. In addition to establishing senior and deputy fire marshal supervisory levels, multiple levels (perhaps three levels) of fire inspector and fire investigator would provide more career advancement opportunities.</p>	<p><i>Disagree</i></p>	<p>The Fire Department administration is not supportive of this recommendation. There is great value and insight that is beneficial to the FPB that comes with utilizing firefighters in some positions in the FPB.</p>	<p>No Action Taken</p>	<p>No</p>

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<p><i>Recommendation 082: SLCFD should request City human resources to develop position descriptions for at least two and possibly three levels of fire inspector, fire investigator, and plans examiners so that internal progression is available based on experience, education and training.</i></p>	<p>This career ladder should be within the non-supervisory ranks of plans examiners, fire inspectors, and fire investigators. There also could be lateral progression from fire inspector to plan examiner. The fire marshal should remain a sworn battalion chief level. Ideally, battalion chiefs would rotate through (on a 2 to 3 year rotation) operations, fire prevention, EMS and support services before being qualified for promotion to Deputy Chief so that they can develop more in depth functional knowledge of each area. Fire investigators should continue to be sworn firefighters as their duties involve peace officer duties as well. Firefighter knowledge and the knowledge of how fires occur is most important in fire investigations. The one clerical position in FPB is not sufficient to perform all the duties assigned. Certified fire inspectors are used to cover the phone duties for 2.5 hours per day for lunch and late afternoons when the office facilitator leaves for the day. Therefore, about 650 hours or the equivalent of 40 percent of a sworn fire inspector's annual available time is spent during clerical duties.⁷⁷ This is very costly and creates inspector inefficiency.</p>	<p><i>Disagree</i></p>	<p>The Fire Department administration is not supportive of this. This can only be implemented if adequate funding is made available. This would need to be addressed during negotiations with the City and Labor groups.</p>	<p>No Action Taken</p>	<p>Yes</p>
<p><i>Recommendation 083: Obtain additional clerical support for FPB by hiring a new fulltime or half-time clerical employee.</i></p>	<p>The other clerical staff in the department is sufficiently busy that they probably can not be used to cover the phones and perform other clerical duties when the office facilitator is not scheduled to work. The current FPB organization is relatively flat with little opportunity for career advancement. The deputy fire marshal and the captain function as managers/supervisors.</p>	<p><i>Agree</i></p>	<p>The Fire Department administration is supportive of this if adequate funding is made available.</p>	<p>No Action Taken</p>	<p>Yes</p>

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<p><i>Recommendation 084: Fire prevention should be reorganized into four functional groupings with managers/supervisors over each function.</i></p>	<p>The functional groupings should be construction code enforcement, operational code enforcement, prevention education and fire investigations. Below is a chart that depicts the proposed prevention organization for four functions. This is a typical organization for prevention bureaus. This organization provides a single point of contact for each primary function and provides career advancement opportunities from fire inspector to senior fire inspector to deputy fire marshal or functional manager within the organization.</p>	<p><i>Disagree</i></p>	<p>The Fire Department administration is not supportive of this. Implementation would only be made if adequate funding were made available. This may also involve the need for addition personnel and associated costs.</p>	<p>No Action Taken</p>	<p>Yes</p>
<p><i>Recommendation 085: Establish fees for fire construction permits that are sufficient to cover the cost of the entire construction code enforcement function including fire plan review and fire construction inspection.</i></p>		<p><i>Agree</i></p>	<p>This research has been completed and is being evaluated to determine the benefit to the City and the contractors we serve. Changes will be implemented based on the outcome of the evaluation.</p>	<p>Under Review</p>	<p>No</p>

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<p><i>Recommendation 086: Contract with 1 or 1.5 civilian certified fire plan examiners (or private companies) to provide fire code plan checking services at FPB.</i></p>	<p>The deputy fire marshal and the fire prevention specialist who currently do plan checking have not been able to complete reviews within the needed turnaround time. Therefore, it is safe to assume that more than two positions are needed for fire plan review. Hiring 1 to 1.5 contract plan examiners will add the equivalent of between one half to one plan examiner because 50 percent to 100 percent of the deputy fire marshal's time will be shifted to other duties including establishing the new construction inspection function. He must plan, hire, train, and develop processes and procedures for this function. For a period of time, perhaps six months to 1 year, most of the deputy fire marshal's time should be spent establishing this new function. After a year or two, a permanent plan examiner should be hired to replace some of the contract examiners. By that time, data should be available to document the on going need for permanent employees to perform this function. Contract employees should continue to be used to meet peak or seasonal needs until a trend is established that would necessitate hiring permanent employees.</p>	<p><i>Agree</i></p>	<p>This research has been completed and is being evaluated to determine the benefit to the City and the contractors we serve. Changes will be implemented based on the outcome of the evaluation.</p>	<p>Under Review</p>	<p>Yes</p>
<p>Recommendation 086: The FPB will undertake the new function of fire code construction inspections.</p>	<p>These inspections are currently done by building inspectors and plumbing inspectors in Building Services who are not certified fire inspectors. Because sufficient data are not available to evaluate the staffing needed, FPB hopes that two positions will be enough to perform this new function.</p>	<p>Agree</p>	<p>This recommendation is currently under review. Any additional responsibilities within the FPB would require additional FTE's and funding.</p>	<p>Under Review</p>	<p>Yes</p>
<p><i>Recommendation 087: Two certified fire inspector contractors (or 1 full-time civilian and 1 contract fire inspector) should be employed until data can be developed to assess the permanent staffing level needed to conduct these inspections.</i></p>	<p>Again, the fire construction permit fees should offset the cost of these inspectors as well as the plans review function. Two inspectors (one hazardous material inspector and one firefighter inspector) will continue to do environmental inspections. They will be moved to the operational code enforcement section so they can provide assistance to the area fire inspectors and fire companies as time allows.</p>	<p><i>Agree</i></p>	<p>The Fire Department is supportive of this if funds are made available by the City and the increase in personnel are approved.</p>	<p>Under Review</p>	<p>Yes</p>

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<i>Recommendation 088: The hazardous material inspector should become certified as a fire inspector to allow greater flexibility in assignment.</i>	Then both environmental inspectors could handle any overflow of existing structure and new business inspections.	<i>Disagree</i>	The Fire Department administration is not supportive of this recommendation. The cost of training and ongoing continuing education does not make this recommendation viable at this time.	No Action Taken	Yes
<i>Recommendation 089: The Public Educator Coordinator who is in the EMS, Safety and Wellness division should be moved back to prevention.</i>	The duties of EMS training should be moved to someone else or should be contacted with local private companies. The coordinator should work full time on fire prevention and injury public education and should coordinate both the adult and children programs.	<i>Disagree</i>	The Fire Department administration does not support this recommendation. The Public Educator Coordinator has been assigned to the Training Division where greater resources, training aides and classrooms are available.	No Action Taken	No
<i>Recommendation 090: The civilian Public Education Specialist should be retained to provide adult and children programs.</i>		<i>Agree</i>	The Fire Department administration is supportive of this recommendation.	Completed	No
<i>Recommendation 091: One-half (1/2) to 1 new clerical position is needed to provide 5 - 10 hour day coverage for reception and phone duties.</i>	The cost per hour will be substantially reduced by using clerical staff rather than certified fire inspectors to perform these duties. This change also frees up 40 percent of one fire inspector to perform more inspections.	<i>Agree</i>	The Fire Department is supportive of this if funds are made available by the City and the increase in personnel is approved.	No Action Taken	Yes
<i>Recommendation 092: The Deputy Fire Marshal for fire investigation (lieutenant's rank) may not be needed at this time because the current District Attorney provides much of the direction needed to properly collect evidence and prepare cases.</i>	However, the managerial responsibilities of analyzing the unit's performance and reporting to upper management are not being routinely performed. Additionally, there is inefficiency in all three investigators reporting to the fire marshal. The fire investigations unit should eventually be headed by either a working senior fire investigator (lieutenant rank) or a deputy fire marshal (captain rank). The proposed changes in the number and type of employees in the proposed organization are shown in Table 73.	<i>Disagree</i>	The Deputy Fire Marshal does not have oversight of the fire investigators. Oversight is currently being provide by an administrative Captain who falls under the Deputy Chief over Support. The District Attorney feels this line of supervision works very well.	No Action Taken	No
<i>Recommendation 093: Identify the risk criteria for assigning priorities for inspecting new businesses.</i>	When there are not enough resources to do all, some type of screening is needed—or do at random. If not all are inspected, the criteria should not be advertised. Knowing that your business might be inspected itself can be a deterrent.	<i>Disagree</i>	Current evaluation of all inspections is currently meeting the department's needs. Future evaluation may warrant some change.	No Action Taken	No

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<i>Recommendation 094: Develop a scientific sampling methodology to identify which of the higher risk criteria new businesses to inspect within a time-sensitive response window (i.e., prior to the business opening).</i>	If all higher than average risk businesses can be inspected within the time-sensitive response window, inspect them all. If some of the lower than average risk businesses can be inspected within the time-sensitive response window, use the sampling methodology to identify which ones to inspect.	<i>Agree</i>	The Fire Department administration is supportive of this recommendation. The FPB is currently reviewing and evaluating ways to better meet the needs of the community.	Under Review	No
<i>Recommendation 095: Assign the less time-sensitive new businesses to FPB fire inspectors to conduct inspections, as time is available over several months.</i>	Again, new businesses assigned for inspection should be determined by the sampling methodology.	<i>Agree</i>	The Fire Department administration is supportive of this recommendation. The FPB is currently reviewing and evaluating ways to better meet the needs of the community.	Under Review	No
<i>Recommendation 096: Assign the less time-sensitive new business inspections to fire companies.</i>	Companies need to know when new businesses enter their area. Again, new businesses assigned for inspection should be determined by the sampling methodology.	<i>Agree</i>	The Fire Department administration is supportive of this recommendation. The FPB is currently reviewing and evaluating ways to better meet the needs of the community.	Under Review	No
<i>Recommendation 097: Establish a self-inspection program for the lower risk businesses.</i>	This program should be administered by prevention. Until e-commerce is available, self-inspection forms can be mailed or delivered by fire companies to these businesses. Returned forms can be evaluated by fire companies and forwarded to prevention for analysis and follow-up. Periodically, every three to five years, an on-site fire inspection could be performed.	<i>Agree</i>	This recommendation has been addressed and is in the process of being implemented.	In Progress	No
<i>Recommendation 098: Develop a formal training curriculum and materials for FPB Battalion Coordinators to use in training fire companies on how to conduct fire inspections.</i>	There should be training in the new fire code, 2003 edition, and on-going training and quality control of fire company inspections.	<i>Agree</i>	Periodic training on proper procedures of conducting fire inspections is given. It is also given during firefighter apprentice programs, officer training and continual fire educations classes held in operations.	Completed	No
<i>Recommendation 099: Consider requiring fire Captains and/or Battalion Chiefs to become certified as fire inspectors so they can supervise company inspections and conduct ongoing inspections training programs.</i>		<i>Disagree</i>	The Fire Department administration is not supportive of this due to the high cost and annual training hours needed to become and retain certification. All current fire officers have received adequate training to meet this recommendation.	No Action Taken	Yes

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<i>Recommendation 100: The potential use of fire companies to conduct assembly inspections or 'walk-throughs' should be explored.</i>	Walk-throughs or unannounced inspection trips by fire inspectors or fire companies should be made of assembly occupancies during their peak hours of operations (often after 10:00 PM and on weekend nights). These inspections help to insure that fire exits are not blocked and that no other fire code violations are evident. They also help educate owners of potential safety hazardous and keep safety foremost in their minds.	Agree	Fire companies do conduct a 'walk-through' of assemblies to familiarize the crew members with the event.	No Action Taken	No
<i>Recommendation 101: An inventory of assembly occupancies should be developed by fire station to help implement Recommendation 23.</i>		Agree	The Fire Department administration is supportive of this recommendation. The FPB is currently reviewing and evaluating ways to better meet the needs of the community.	Under Review	No
<i>Recommendation 102: Priorities should be developed for assembly inspections.</i>	Assemblies with 50 or more capacity that serve liquor and have entertainment may be candidates for top priority.	Agree	The Fire Department administration is supportive of this recommendation. The FPB is currently reviewing and evaluating ways to better meet the needs of the community.	Under Review	No
<i>Recommendation 103: Fire construction permits with fees should be issued for the construction and renovation of permanent or temporary structures and for all fire protections systems (alarms, mains, standpipes, sprinklers, hood, etc.).</i>	An operational permit "allows the applicant to conduct an operation or a business for which a permit is required."83 In section 105.2.2 of the code, "the fire code official is authorized to inspect the premises to determine compliance with this code" before a new operational permit is approved. There are 47 required operational permits listed in section 105.6 of the 2003 International Fire Code. Currently, fees are established for only 14 types of permits. In Salt Lake City, there are also operating permits for annual business licensing and for annual state licensing. The fees for all these operational permits should cover the fully loaded cost of the operational code enforcement section of the FPB.	Agree	The Fire Department administration is supportive of this recommendation. The FPB is currently reviewing and evaluating ways to better meet the needs of the community.	Under Review	No
<i>Recommendation 104: Fees should be established for the 47 required operational fire permits in section 105.6 of the 2003 International Fire Code.</i>	Consideration should be given to establishing a simple fee structure rather than establishing 47 different fees. In calendar year 2003, permit fees totaled \$175,578. The revenue collected is listed in Table 75 by permit type. Hazmat permits were by far the largest source of fees.	Agree	The Fire Department administration is supportive of this recommendation. The FPB is currently reviewing and evaluating ways to better meet the needs of the community.	Under Review	No

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<p><i>Recommendation 105: Fees should be instituted for initial inspections and reinspections for all operational code enforcement inspections.</i></p>	<p>They should cover the cost of that type of inspection. These fees along with the permits fees should be sufficient to cover the cost of the operational inspection function. For example: fees for inspecting existing high rise buildings should be based on the amount of time required to finalize the inspection. Over time, data can be collected to develop cost-based fees. Perhaps inspection fees for high rises might be based on the number of floors and the square footage per floor. The size and numbers of floors directly relate to the amount of time an inspection should require.</p>	<p><i>Agree</i></p>	<p>The Fire Department administration is supportive of this recommendation. The FPB is currently reviewing and evaluating ways to better meet the needs of the community.</p>	<p>Under Review</p>	<p>No</p>
<p><i>Recommendation 106: Time required to conduct inspections should be recorded for each type of inspection and re-inspection performed so that fees can be set to cover the cost of each type of inspection.</i></p>		<p><i>Agree</i></p>	<p>The Fire Department administration is supportive of this recommendation. The FPB is currently reviewing and evaluating ways to better meet the needs of the community.</p>	<p>Under Review</p>	<p>No</p>

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<p><i>Recommendation 107: Fees should be instituted for initial inspections and reinspections conducted by fire companies.</i></p>	<p>These fees should cover the fully loaded employee costs, all direct, indirect and capital cost associated with conducting these inspections and performing the follow-up and administrative work required to develop and maintain records on these inspections. Just like fees charged by building code enforcement departments for building, plumbing, electrical and sometimes mechanical permits, fire permits fees should be charged that cover the cost of providing the construction code enforcement function (plan checking and construction inspections). With fees being tied to the cost to provide the service, fees can be adjusted as construction activity fluctuates. A consolidated construction permitting (zoning, building, fire, etc.) and fee collection function is more efficient than independent functions located in various departments. Such consolidated functions also support the 'one-stop shopping' concept. However, the building official does not think the existing staff can manage the additional workload created by this consolidation.</p>	<p><i>Disagree</i></p>	<p>The Fire Department administration is not supportive of additional fee's being assessed by fire companies.</p>	<p>No Action Taken</p>	<p>No</p>
<p><i>Recommendation 108: Evaluate the feasibility of Building Services issuing all permits and collecting all fees associated with construction, regardless of the type of permit (building, zoning, plumbing, fire, etc.).</i></p>	<p>This is probably more efficient than the Fire Department setting up its own billing service.</p>	<p><i>Disagree</i></p>	<p>The Fire Department administration is not supportive of this recommendation. The FPB is currently reviewing and evaluating ways to better meet the needs of the community.</p>	<p>Under Review</p>	<p>No</p>
<p><i>Recommendation 109: SLC should measure the effectiveness of its public education program.</i></p>	<p>A few suggestions of public education performance measures are made in the Workload and Performance Measurement section near the end of this chapter.</p>	<p><i>Agree</i></p>	<p>The Fire Department administration is supportive of this and will review and evaluate the Workload and Performance Measurement section to determine the feasibility of implementation.</p>	<p>Under Review</p>	<p>No</p>

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<p><i>Recommendation 110: The Deputy Fire Marshal (lieutenant) over investigations should be a working captain active in fire investigations.</i></p>	<p>He should have expertise in fire investigations including criminal evidence gathering and prosecution and should be a sworn peace officer. Until the captain's position is created and a qualified applicant is found, the three fire investigators could perform the non-supervisory activities of the position on a rotating basis. This would include preparing reports on the activities of the function and acting as the conduit between the investigation function and the fire marshal. All fire investigators are the same classification, which does not provide career progression within SLCFIU. Fire investigations are a specialized function that requires specialized training and experience to develop expertise. It is desirable that careers are spent in investigations rather than moving back and forth to fire operations.</p>	<p><i>Disagree</i></p>	<p>As previously addressed in recommendation 92, the administrative Captain is being trained and certified in order to better understand the investigative area of the fire department. The Captain will also assist with investigations when called upon.</p>	<p>In Progress</p>	<p>No</p>
<p><i>Recommendation 111: A career progression of positions should be developed for fire investigators.</i></p>	<p>The fire marshal should work with City human resources to develop at least two or three fire investigator classifications to accommodate professional development and career growth within the function.</p>	<p><i>Agree</i></p>	<p>The Fire Department administration is supportive of this if adequate funding is made available. This issue will need to be addressed during negotiations between the City and Labor representatives.</p>	<p>No Action Taken</p>	<p>Yes</p>
<p><i>Recommendation 112: Maintain the current training model of providing fire investigators with cause and origin training as well as training in criminal prosecutions.</i></p>	<p>Not only does the current model work well from an organizational view, it also allows better coordination with the states attorney's office; coordination that pays dividends when all parties are familiar with the procedures of gathering evidence and prosecuting criminal arson cases.</p>	<p><i>Agree</i></p>	<p>The Fire Department administration is supportive of this if adequate funding is made available.</p>	<p>Completed</p>	<p>No</p>

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<p><i>Recommendation 113: Consider having fire investigators respond to any fire involving a structure or property loss greater than \$10,000 when fire suppression crews cannot determine the cause of the fire.</i></p>	<p>The actual dollar amount could be adjusted to anywhere from \$5,000 to \$50,000 depending on the caseload and activity of fires in Salt Lake City. Fire crews can frequently determine the cause of fire in simple cases, but they may need additional assistance and expertise as greater fire destruction occurs. In addition, every effort should be made to determine the cause of accidental fires, so efforts can be made to reduce these types of incidents through education, recall of faulty equipment, or adopting more stringent local codes. Fires or explosions that do not meet the Fire Investigations Response criteria are investigated by company officers that utilize the Fire Incident Report. This report asks fire suppression personnel for the ignition source, material first ignited and cause of ignition if it can be determined. If a request for a fire investigator is made, fire suppression crews must secure and maintain custody of the scene until their arrival. If warranted by the severity of the fire, additional investigators may be requested to assist with the on-scene investigation. Normally incidents/cases are prioritized by the order in which they are received. The fire investigator may use discretion when faced with multiple dispatches and may consider such factors as severity of the fire and location of suspects and or witnesses at the scene of an incident.</p>	<p><i>Agree</i></p>	<p>The Fire Department administration is supportive of this and is currently in place.</p>	<p>Completed</p>	<p>No</p>
<p><i>Recommendation 114: Develop a fire/arson investigations class for company officers and/or firefighters in SLC.</i></p>	<p>This type of class could provide officers with the ability to determine the need for a fire investigator and educate personnel about when to make the call on accidental fires. This additional training could decrease the number of times fire investigators are requested on the scene, which might result in decreased overtime. The additional training would also help ensure that evidence is not destroyed prior to the investigators arrival. The knowledge gained would remind suppression personnel to note the characteristics of smoke and flame upon arrival and note unusual circumstances surrounding the fire. This information and evidence can be crucial to determining the cause of the fire and developing strong arson cases.</p>	<p><i>Agree</i></p>	<p>The Fire Department administration supports this and will coordinate with the investigators, Operations Battalion Chiefs and the Training Division to facilitate this training.</p>	<p>Under Review</p>	<p>No</p>

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<i>Recommendation 115: The Fire Department should consider establishing deadline goals for completing and filing the initial fire investigative report.</i>		Agree	The Fire Department administration supports this and works with the investigators and their supervisors to establish the goals and timelines.	Under Review	No
<i>Recommendation 116: The FIU should continue utilizing the new records management system and find a way to break down activity for both inside and outside the City limits.</i>	Each fire investigator is responsible for purchasing his or her own weapon. While weapons are to the required specifications and standards, the burden of the purchase of these weapons should be shifted away from the investigators.	Agree	The Fire Department administration supports this and will work with the Technology Committee and IMS to investigate the capability of our current system to provide this information.	Under Review	No
<i>Recommendation 117: Develop a policy and procedure for the Police Department to purchase standard issue weapons through their normal purchasing process and charge the fire department for weapons issued to fire investigators.</i>	This purchase could very likely result in a reduction of the overall cost of the weapon as well as a standard mechanism for issuance. Tracking and logging of specialized equipment is critical especially with items relating to firearms.	Agree	The Fire Department administration is supportive of this if adequate funding is made available. Each fire investigator is responsible for purchasing his or her own weapon. While weapons are required to meet specifications and standards, the burden of the purchase of these weapons should be shifted away from the investigators.	No Action Taken	Yes
<i>Recommendation 118: Consider purchasing laptop computers for fire investigative personnel to use in the field.</i>	This would allow investigators to search Criminal Justice Information on line enabling them to research persons of interest encountered during an investigation without having to return to the office. Fire investigators may be able to determine if persons they are interviewing have outstanding warrants or previous convictions. Other pertinent information can be obtained online including property ownership. This information may prove to be crucial throughout the early stages of an investigation and during initial interviews and follow-ups done on scene of an incident. Fire Files reports to have developed a Hot Sync Edition, which gives investigators the ability to create and work a case on a laptop and in the field without being connected to the central database on the office network.	Agree	The Fire Department administration is supportive of this if adequate funding is made available. The department is currently investigating all funding opportunities to meet this recommendation.	In Progress	Yes

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<i>Recommendation 119: The SLCFD should ensure that the evidence trailer/storage locker meets the National Fire Protection Associations standards.</i>		<i>Agree</i>	The Fire Department administration will research the associated costs to meet this standard and make a determination at that time.	Under Review	Yes
<i>Recommendation 120: The responsibility for administering the juvenile firesetters program should be moved from the prevention office facilitator to fire investigations.</i>	Moving this responsibility to fire investigations insures that they know the potential repeat offenders. This will also take a burden off the office facilitator who is over worked. The court system in Utah does have a mechanism for referring juveniles charged with a fire offense. Table 85 shows the number of juvenile firesetters handled by the Salt Lake City Fire Department in the last four years.	<i>Disagree</i>	The Fire Department administration is not supportive of this recommendation. The current prevention office facilitator is also apposed to the change. The program is being well run and coordination between the fire investigators and the office facilitator has been and continues to be ongoing.	No Action Taken	No
<i>Recommendation 121: Consider working on enhancing the referral system so that a whole range of services from various agencies could be provided to firesetters and their families.</i>	A coalition group from numerous organizations such as social services, schools or the local board of education, the juvenile justice system, judges, and parole and probation officers, Valley Mental Health, police departments, as well as the fire department could network to determine the best course of action to be taken for each child.	<i>Agree</i>	The Fire Department will evaluate what other services are available and consider adding them to the referral system.	Under Review	No
<i>Recommendation 122: Workload data on the number of plans reviewed and the amount of time spent on each type of plan should be collected and reported monthly and yearly for several years to identify trends.</i>	Data should be collected on initial plans review and re-submitted plans review by type of plan so that ultimately workload and performance standards can be set. This can be done prior to implementing software to support inspections. This data should be collected regardless of who does the work, even if plan checking is out-sourced.	<i>Agree</i>	The Fire Department administration is supportive of this and will request that the FPB start to obtain and track this information.	In Progress	No
<i>Recommendation 123: The amount of time required to review each type of plan should also be reported and analyzed to determine improvements that could be made in the processes.</i>	Again, this data should be collected regardless of who does the work.	<i>Agree</i>	The Fire Department administration is supportive of this and will request that the FPB start to keep and track such information.	In Progress	No

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<i>Recommendation 124: The primary performance measure for plan review is turnaround time, the number of days that elapse from receipt of plan to return of plan.</i>	This measure should be implemented, and collected by type of plan reviewed. The Building Services department should be involved in establishing the turnaround performance goals.	<i>Agree</i>	The Fire Department administration is supportive of this and will request that the FPB start to keep and track such information.	In Progress	No
<i>Recommendation 125: Workload data on the number of initial inspections and reinspections by type of inspection should be routinely gathered, reported monthly and yearly and analyzed over time.</i>	This data should be reported at a detail level of inspection. For example, fire sprinkler system rough-in inspection and re-inspection should be reported separately from the hydrostatic test.	<i>Agree</i>	The Fire Administration is supportive of this recommendation and will refer it to the FPB for consideration. If it is determined some benefit can be derived from the collection of the data, then a program will be put into place to collect and utilize it.	Under Review	No
<i>Recommendation 126: The amount of time spent on each type of construction inspection or re-inspection should be recorded with averages reported monthly, yearly and over time.</i>	Ideally, travel time would be reported separately, but most departments that report inspection time include travel time to the inspection site as inspection time. Data on inspections that is collected on the Monthly Inspection Report is good in that the number and type of inspections are recorded. However, this data is not maintained from year to year and is not analyzed to modify procedures. Building Services did not have data on the number of inspections done relating to the fire code. Without this data neither workload nor the number of inspectors needed, can be estimated. It is hoped the two inspectors can handle the workload. Workload standards do not exist for the number of inspections that should be performed.	<i>Agree</i>	The Fire Administration is supportive of this recommendation and will refer it to the FPB for consideration. If it is determined some benefit can be derived from the collection of the data, then a program will be put into place to collect and utilize it.	Under Review	No

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<p><i>Recommendation 127: Establish an overall workload goal for the number of inspections to be done on a daily and yearly basis. Eventually, workload standards should be developed for each type of inspection.</i></p>	<p>Actual performance of individual inspectors should be measured against workload standards. Ideally, standards should be set by type of inspection; however, setting detailed standards requires averaging actual data over a period of time (e.g., at least 3 months to one year). Until detail standards can be established, overall standards should be used as guidelines and reasons for variations from this standard should be understood. The first step in developing inspection workload standards is determining how much time is available for productive work by each employee. Appendix F, Computation of Available Time for Productive Work in FPB, illustrates how to determine available time. For sworn firefighter fire inspectors, there are 1,666 hours or (about 80 percent of 2,080 total hours) available for productive work. Based on a 10-hour day, this equates to 167 days available for productive inspection work each year. For sworn firefighter plan examiners, there are 1,650 hours or 165 days per year available for productive work each year. For civilian fire inspectors, there are 1,712 hours or 171 days per year available for productive work. For civilian plan examiners, there are 1,696 hours or 170 days per year available for productive work. Experience has shown that inspectors using manual inspection recording and filing systems should be able, to perform 4 to 6 inspections each day in an 8-hour period, or 1 inspection every 2 to 1.3 hours. Of course many variables influence how many actual inspections can be done. Two of the more significant variables are type of inspection performed and the amount of travel time. When this overall average standard is converted from an 8-hour day to a 10-hour day, the expected average number of daily inspections rises to a range of 5 to 7 inspections per day.</p>	<p><i>Agree</i></p>	<p>The Fire Administration is supportive of this recommendation and will refer it to the FPB for consideration. If it is determined some benefit can be derived from the collection of the data, then a program will be put into place to collect and utilize it.</p>	<p>Under Review</p>	<p>No</p>

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<p><i>Recommendation 128: The workload standard of 5 to 7 inspections per day should be established for FPB inspectors as a goal.</i></p>	<p>Adjustments to this standard should be made when actual data is available to set more appropriate standards by type of inspection. Very important measures of performance for inspections are the number of properties inspected as a percentage of the total number to be inspected. For example: it was estimated there are about 800 properties with hazardous material that require inspection. What percentage is inspected within the licensing period? How many inspectable properties are there in each fire company's area to inspect in a two year period and what percentage of these inspections is accomplished within that period?</p>	<p><i>Agree</i></p>	<p>The Fire Administration is supportive of this recommendation and will refer it to the FPB for consideration. If it is determined some benefit can be derived from the collection of the data, then a program will be put into place to collect and utilize it.</p>	<p>Under Review</p>	<p>No</p>
<p><i>Recommendation 129: Develop an inventory of inspectable properties that require inspections by occupancy type and by fire station area.</i></p>	<p>Then collect data on the number of unique properties inspected within each occupancy type. We tried to obtain this data from the City's tax assessor's office and the county's recorder. At the time of this report, data had not been received. This data is usually available. On new construction, the number of estimated inspections could be developed from the number of plans reviewed by type of plan. For example, site plans would require one on-site inspection with an estimated percentage requiring one re-inspection. The number and type of inspections also can be estimated by the number of fire protection system plans reviewed by type of plan (sprinkler, alarm, hoods, smoke control, etc.). Estimating the potential number of new construction inspections could further be refined by analyzing building permit data and/or building plans review data. This would help anticipate the number of inspectors needed 6 months to 1 year out. Architectural plans might require several inspections that closely coincide with Building Services inspections (e.g., foundation, framing, plumbing rough-in and final, electrical final and occupancy permit).</p>	<p><i>Agree</i></p>	<p>The Fire Administration is supportive of this recommendation and will refer it to the FPB for consideration. If it is determined some benefit can be derived from the collection of the data, then a program will be put into place to collect and utilize it.</p>	<p>Under Review</p>	<p>No</p>

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<i>Recommendation 130: FPB should work with Building Services to establish a notification process for fire inspections when certain building, plumbing and electrical inspections are requested.</i>	This provides better customer service because 1 inspection request could trigger multiple types of inspections. The City IMS department plans to acquire an Interactive Voice Recognition system for the use of all City departments. This type of system accommodates contractors/citizens requesting inspection times via an automated voice system. This is an excellent tool for scheduling new construction and other on-request inspections.	Agree	This process is currently in place.	No Action Taken	No
<i>Recommendation 131: FPB should request to be included in the implementation of an IVR system.</i>	Performance measurement of inspection services is comprised of measuring at least two aspects of inspections: how fast is the response to a request and how good is the quality of the inspection. Rarely are these aspects measured, but we recommend the following approaches and measures be instituted:	Agree	This recommendation will be forwarded to the FPB for consideration and evaluation.	Under Review	No
<i>Recommendation 132: Report and analyze data on response time as the number of days elapsed between the request and the actual initial inspection.</i>	Over time as more automated tools become available to the inspectors, response time may become hours.	Agree	This recommendation will be forwarded to the FPB for consideration and evaluation.	Under Review	No
<i>Recommendation 133: Report and analyze data on the percentage of inspections by type of inspection that require 1, 2 and 3 re-inspections before compliance is achieved.</i>	This is an indirect measure of the extent to which the fire code is widely understood and degree of voluntary compliance. The goal of fire code inspection is compliance not how many violations or citations can be issued.	Agree	This recommendation will be forwarded to the FPB for consideration and evaluation.	Under Review	No
<i>Recommendation 134: Report and analyze data on the percentage of inspections reviewed by supervision that meet the quality standards established for that type of inspection.</i>	This measures the consistency of fire code application across time and individual inspectors.	Agree	This recommendation will be forwarded to the FPB for consideration and evaluation.	Under Review	No

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<p><i>Recommendation 135: The SLCFD should continue to rely on the expertise and support of the City IMS department for addressing technology needs.</i></p>	<p>The cooperative team approach outlined in the August 2004 IMS Needs Assessment should continue to be fostered. Team members should include line staff from operations, dispatch, prevention, and support services to ensure end user satisfaction. The use of IMS will broaden the expertise of IMS members, provide a greater knowledge of Fire Department needs outside the SLCFD, and broaden the expertise of SLCFD representatives. The relocation of the SLCFD database administrator to the IMS office is the first step toward sharing that expertise and knowledge.</p>	<p><i>Agree</i></p>	<p>The Fire Department is supportive of this recommendation. Cooperation and coordination between the fire department and IMS is very good.</p>	<p>Completed</p>	<p>No</p>
<p><i>Recommendation 136: The SLCFD and IMS should quickly make a determination as to the functionality of the current FDM software for records management purposes.</i></p>	<p>If a decision is made to continue utilizing the FDM product and implement additional modules, the new contract with the vendor should clearly state the responsibilities of FDM in regard to training, future upgrades, maintenance and other support. The opportunity may exist to negotiate additional services as part of the contract to ensure better performance of additional modules as they are brought on line. [Note: The SLCFD is in the process of reviewing new records management systems. In the meantime, data is being recorded and stored so that it may be accessed and analyzed when the new system in online.]</p>	<p><i>Agree</i></p>	<p>The Fire Department is supportive of this recommendation.</p>	<p>In Progress</p>	<p>No</p>
<p><i>Recommendation 137: The SLCFD should expand their Intranet site, in cooperation with the IMS department.</i></p>	<p>This site should allow employees to access relevant information about the Department from each work location or from a remote location such as their home while off duty. The site should include resources such as policies, procedures, protocols, and manuals and forms, and should provide timely posting of safety messages and alerts. It should also include a method for on-line training and testing of personnel.</p>	<p><i>Agree</i></p>	<p>The Fire Department is supportive of this if funds are made available by the City.</p>	<p>In Progress</p>	<p>No</p>

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<p>Recommendation 138: The SLCFD and IMS departments should consider benefits such as gained efficiencies or staff hours when prioritizing projects on the IT action plan.</p>	<p>The entire staffing, roster, overtime, payroll process is an example of a priority area where the Department could gain efficiency by eliminating redundant, manual processes.</p>	<p>Agree</p>	<p>The Fire Department is supportive of this and currently has a team in place to review and prioritize projects.</p>	<p>Under Review</p>	<p>No</p>
<p>Recommendation 139: The SLCFD should hire an analyst to assist the Department management in reviewing the emergency services delivery system as well as other activities provided by its personnel.</p>	<p>Levels of service and performance should be developed that link to the department's goals. Monitoring of performance is a key element missing in the SLCFD. In order to support the City's focus on efficiency and effectiveness, the SLCFD needs the ability to measure which programs and activities are really making a difference (having a positive outcome) and where adjustments may need to be made. Agencies faced with continual budget cutbacks are often those that fail to adequately illustrate their effectiveness. Some examples of data that should be monitored on an ongoing basis include:</p> <ul style="list-style-type: none"> • Amount of emergency responses • Types of emergencies • Response time performance • Number of calls by day of week and hour of day • Cause and origin of fires • Number and time spent on accompanying transports • Number of cardiac saves; amount of time on scene • Unit workload and availability • Inspections performed and violations corrected • Number of community education programs delivered • The impact of those educational programs (knowledge gained, behavior modified, or decrease in number of cooking fires). 	<p>Agree</p>	<p>The Fire Department is supportive of this if funds are made available by the City and the increase in personnel is approved.</p>	<p>No Action Taken</p>	<p>Yes</p>
<p>Recommendation 140: The City should prioritize funding those technology improvements that support fundamental fire department programs.</p>	<p>A high priority should be placed on those enhancements that will address safety of its members and provide critical on scene information to first responders. Another high priority should be those enhancements that will eliminate duplicate effort, reduce administrative staff time, and provide valuable information on the effectiveness and efficiency of activities performed. Grant funds should be considered to fund some of these improvements.</p>	<p>Agree</p>	<p>The Fire Department is supportive of this if funds are made available by the City.</p>	<p>No Action Taken</p>	<p>Yes</p>

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<i>Recommendation 141: The City should consider purchase of statistical analysis software.</i>	GBSTAT, a low-cost, easy-to-learn statistical analysis program is one option. Other options include SPSS and SASS.	<i>Agree</i>	The Fire Department is supportive of this recommendation if funds are made available by the City.	No Action Taken	Yes
<i>Recommendation 142: Executives in charge of the Police and Fire Department dispatch centers and the fire and police chiefs should make a concerted effort to work together to improve relations within the public safety communications professionals serving the City.</i>	All are members of the public safety team with the same goals serving the community. The turf battles ultimately can negatively impact those in need and it is imperative to improve the working relationships.	<i>Agree</i>	The Fire Department is supportive of this recommendation. The administrations of both organizations are currently addressing this issue.	In Progress	No
<i>Recommendation 143: The fire dispatch employees should be charged with developing a new vision, mission, and values statement for fire dispatch communications.</i>	With deconsolidation, the fundamental foundation needs to be rebuilt. Involving the personnel will more accurately reflect the vision, mission, and values of fire dispatch and will begin to solidify the direction of the organization.	<i>Agree</i>	The Fire Department is supportive of this recommendation. The Communications Manager will be assigned this task to complete with the cooperation of dispatch members.	In Progress	No
<i>Recommendation 144: There is a need to increase the fire communications operations staff by four full time employees.</i>	This is based on a national staffing formula recommended by APCO. The formula is based on a 24 hour a day, 365-day operation. The formula includes breaks, training time, and sick leave in order to handle the call volume and serve the population. When the communications center is adequately staffed, dispatcher overtime will decrease, which will ultimately increase productivity, and provide a better work environment. Today there is a significant overtime cost factor built into the budget for fire dispatch operations due to the lack of necessary staff for 24-hour fire dispatch operations.	<i>Agree</i>	The Fire Department is supportive of this if funds are made available by the City and the increase in personnel is approved. The current 05/06 budget did include the increase of 2 additional dispatch personnel.	Under Review	Yes
<i>Recommendation 145: The new personnel performance evaluation procedure should be reviewed and revised as appropriate in order to remain current.</i>	The fire dispatch personnel can only realize personal improvement with quality feedback that is standard, consistent, and at regular intervals.	<i>Agree</i>	The Fire Department is supportive of this recommendation.	Under Review	No

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<p><i>Recommendation 146: A well thought out employee replacement plan should be given priority today so that when the time arrives, the department is adequately prepared to attract quality fire dispatch personnel.</i></p>		<p><i>Agree</i></p>	<p>The Fire Department is supportive of this recommendation. This recommendation will be given to the Communications Manager to develop a plan in cooperation with Human Resources.</p>	<p>Under Review</p>	<p>No</p>
<p><i>Recommendation 147: A new direction should be established for technical support in order to effectively coordinate, operate, maintain, and replace the City's communications technology investments.</i></p>	<p>The SLCFD has only one technical support position and no real plan to enhance current communications technology capabilities or replace dispatch communications technology for the Department.</p>	<p><i>Agree</i></p>	<p>The Fire Department is supportive of this if funds are made available by the City and the increase in personnel is approved.</p>	<p>Under Review</p>	<p>Yes</p>
<p><i>Recommendation 148: The radio technician position within the Fire Department communications division should be consolidated into the Information Management Services Department.</i></p>	<p>The consolidation of technology expertise will provide better 24-hour technical support for the Department and is very important given the reliance the Fire Department has on communications technology. There is no plan for enhancement or replacement of existing communications technology infrastructure for the Fire Department. Given the importance of the operating systems including the telephone, radio, voice recording, and CAD systems, it is imperative to develop a fiscal plan to annually enhance and (at the appropriate life cycle) replace existing infrastructure. Technology is changing very fast and the Fire Department must be prepared to enhance and improve technology, ensuring a planned strategic approach. These systems are as important to the Department's operations as the firefighter's safety and response equipment. They are literally part of the successful operations of the Department in saving lives. Currently, the Department has technology in communications, but the responder end lacks the technology links to improve dispatch communications and speed response time.</p>	<p><i>Disagree</i></p>	<p>The Fire Department administration is not supportive of this recommendation. Having specialized technicians within the department has proven to be very beneficial in the past. The will be reviewed and discussed with the Communications Manager, the Deputy Chief over dispatch and IMS to determine what benefits or set backs may occur with this change.</p>	<p>Under Review</p>	<p>No</p>

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<p><i>Recommendation 149: To further improve communication capabilities and response times, mobile computing devices within Fire Department apparatus should be considered.</i></p>	<p>The CAD system is one of the systems providing the foundation of a modern public safety fire communications system. The system used by the SLCFD is not interoperable with 911 and police dispatch systems. The CAD system utilized by Salt Lake City Fire Department has been in operation for approximately four years. There is good maintenance on the existing system. However, there is a tremendous need to enhance the CAD system to meet the current needs of the Department. Additionally, it is reported there is a lack of customer service provided by the CAD vendor to SLCFD and thus only a moderate level of satisfaction with the current system.</p>	<p><i>Agree</i></p>	<p>The Fire Department is supportive of this if funds are made available by the City. The department is currently seeking grants and other funding sources to meet this recommendation. This may very well include the purchase of a CAD that can truly meet the technology needs of today and the future. The department will work closely with IMS to determine what steps need to be taken and their assistance throughout the process.</p>	<p>Under Review</p>	<p>Yes</p>
<p><i>Recommendation 150: The SLCFD should develop and implement a strategic plan to meet the evolutionary needs of SLCFD CAD communications system.</i></p>		<p><i>Agree</i></p>	<p>An informal strategic plan is currently in place within the Technology Committee. The plan was developed with the assistance of the IMS and members throughout the department.</p>	<p>Completed</p>	<p>No</p>
<p><i>Recommendation 151: A customer service work group that includes all of the above components should be formed to report to the Chief of the Fire Department.</i></p>	<p>Customer surveys are suggested to gain input and insight from those with first-hand experience through calling 911 and reaching fire dispatch, to the radio contact with field responders, to the medical facilities that house those who have used the 911 system. This recommendation is for the purpose of gaining valuable first-hand insight from a broad base of individuals who interact with fire dispatch communication center with the goal of continual quality improvement.</p>	<p><i>Agree</i></p>	<p>The Fire Department is supportive of this and will research ways to establish such a group.</p>	<p>Under Review</p>	<p>No</p>

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<p><i>Recommendation 152: Given the space needs and future technology needs, it is essential that a plan for 911 public safety commutations, including police, fire, and medical dispatch facilities, are included in strategic space planning for Salt Lake City.</i></p>	<p>Additionally, considerations for adequate backup facilities should be considered in the strategic space planning process. Today, the backup fire dispatch communications center is located at Fire Station 1. This facility will not be adequate to meet future backup operational needs for the fire dispatch communications center given the reliance and changes in technology or the need to occupy the back up facility for an extended period of operation.</p>	<p><i>Agree</i></p>	<p>The Fire Department is supportive of this if funds are made available by the City.</p>	<p>Under Review</p>	<p>Yes</p>
<p><i>Recommendation 153: Maintain the existing partnership with Concentra.</i></p>	<p>The inconvenience of one central medical location may be reduced with the opening of the second facility, although its location is less than optimal for the Department. The Department should also investigate the possibility of conducting NFPA 1582-compliant exams at both centers, for convenience of the firefighters. The Department should investigate the need for and the costs associated with unfit firefighters being referred to their personal physicians.</p>	<p><i>Agree</i></p>	<p>The Fire Department is supportive of this if funds are made available by the City. The Fire Department is supportive of this recommendation.</p>	<p>Completed</p>	<p>Yes</p>
<p><i>Recommendation 154: SLCFD should create strategies to increase the availability of physical, emotional and psychological programs for firefighter wellness which are already in place but underutilized.</i></p>	<p>The current marketing strategies appear ineffective in motivating firefighter participation. The city and department should consider alternative marketing strategies to nurture peer camaraderie and competition. Ideas include intra- and inter-departmental challenges; and programs endorsed by the Mayor and Fire Chief, incentivized by products and services derived from unused sick-leave funds. Public recognition and lapel pins, etc are also effective strategies to stimulate participation. Additionally, the city may want to consider outsourcing program markets to a local marketing firm to develop effective strategies tailored to the firefighter population. The transfer of wellness marketing from Human Resources to a Fire Department-designated champion probably can improve firefighter buy-in.</p>	<p><i>Agree</i></p>	<p>The Fire Department is supportive of this recommendation and is currently working on this issue.</p>	<p>In Progress</p>	<p>No</p>

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<p><i>Recommendation 155: While the department has made the commitment to the HMICFC program, it must now evaluate the means for delivering continuing education for CFCs. This component will prove instrumental in demonstrating a positive return on the investment made to HMI.</i></p>	<p>More importantly, given HMI’s scope of services in this area, this component should probably be outsourced to or partnered with an organization with the expertise in continuing education. The Department’s training facility created a CPAT orientation guide, derived from the IAFF/IAFC/ACE Peer Fitness Trainer Reference Manual. This orientation guide provides all CPAT candidates with an excellent and detailed orientation to the CPAT, its individual components, and a conditioning program specific to CPAT preparation. The training facility recently merged with neighboring fire departments to create the Salt Lake City Fire Alliance for firefighter recruits. As an alliance, the center will accommodate two recruit classes per year, totaling 30–40 recruits between the participating departments and bring all available resources together for training. Notable mention must be made of the training facility’s impressive track record of no recruit injuries necessitating more than basic first aid (cuts lacerations, sprains, and strains) or requiring a recruit to miss training. The Training Captain supervises the both the aerobic and anaerobic conditioning programs, implementing programs designed by Martha Ellis, a CFC and ex-woman’s combat challenge champion. Strength and conditioning of the recruits is supervised by a Captain of the West Jordan Fire Department. He has a background in power-lifting, subscribing to the training principles of Dr. Fred Hatfield and the BYU Strength and Conditioning programs, both appropriate for athletic and firefighting populations. He is near completing a BS degree in behavioral psychology and recently completed a “<i>Fitness for Life</i>” 1.0-unit course taught by Salt Lake Community College (SLCC). He utilizes those course materials as a resource for his recruit class. Through conversations with SLCC and a review of its online/video course, it appears that there is inherent value of incorporating the conditioning material into recruit training and perhaps again for incumbents on a 2–3 year cycle. This recommendation is further justified by the lack of any formal academic foundation in Exercise Science by the SLCFD Captain and his staff. The costs of recruits attending SLCC is cost-prohibitive as SLCC charges \$254, while an equivalent course (3.0 units) at the University of Utah costs an even higher \$536. All firefighter training is typically conducted onsite, often scheduling a few stations houses simultaneously to control costs. This process is obviously not cost effective; hence consideration must be given by the training division to explore web-based/video/DVD training modalities....</p>	<p><i>Agree</i></p>	<p>The Fire Department is supportive of this and will investigate ways to better educate the department’s members.</p>	<p>Under Review</p>	<p>No</p>

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<p><i>Recommendation 156: The Department should prefer a foundational education in Exercise Science for training personnel who oversee conditioning.</i></p>	<p>At a minimum, this should include achieving certification from an accredited organization such as the National Strength and Conditioning Association (NSCA) or ACE. The Department should recruit or contract for subject matter experts to develop a web-based or DVD/VHS program/manual on health and fitness education that is incorporated as required reading for recruits and incumbents. The development of the health-fitness and exercise programs for firefighters onto VHS/DVD probably can be sold to adjacent departments to recoup some development costs. Several firefighter survival challenges have been developed over the past years, notably by Steve Crandall. These programs, initially offered on a voluntary basis, have since become adopted as a mandatory practice for all firefighters in Salt Lake City. While these programs are functionally oriented, addressing tasks specific to the job of firefighters, there is a concern that some firefighters may lack the adequate conditioning to complete the challenges without significant risk of injury. At the time of the project team's visit with the department, four firefighters were currently either on light duty or had suffered injuries while participating in the challenge. While the data is anecdotal, two injuries were apparently related to the lower back area, an area of potential concern. Due to the recent inclusion of this challenge as mandatory training, no valid or longitudinal data is currently available to demonstrate the long-term efficacy of these challenges; on first impression, however, it appears that there is a need for an introductory conditioning program developed and implemented by the CFCs. This may prevent any further injuries and costs to the department. This introductory program will essentially bridge the gap between current conditioning levels and the levels required to complete the first challenge.</p>	<p><i>Agree</i></p>	<p>The Fire Department is supportive of this if funds are made available by the City. Current fitness coordinators are trained and certified by HMI. The program has been evaluated and appears to be a very thorough course that currently meets the needs of the department.</p>	<p>Under Review</p>	<p>Yes</p>

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<p><i>Recommendation 157: The Department should eliminate mandatory participation in the firefighter challenges until an effective and functional introductory conditioning program is developed and implemented.</i></p>	<p>This program should be a prerequisite to the challenges, which can later be re-introduced. Develop a database to track firefighter performance and injury with the challenges to demonstrate the program's long-term efficacy. [Note: The Department reviewed this program and has discontinued it as of January 2005 pending further review.] Every station appears well equipped with at least one cardiovascular piece and an assortment of free weights and benches, including a universal-type station at two houses (stations 4 and 13). Cardiovascular equipment is standardized to a treadmill at each station and a variety of pieces ranging from elliptical and climbers to upright bikes and spinners. Inventory is all relatively new, purchased from a local vendor, Champion Fitness, who has allowed station houses to demo and try equipment on a trial basis. All requests are submitted to the Safety Office on a calendar basis and acquired according to available funds made available in the budget and created from expenditures from the preceding fiscal year. Most stations have a dedicated weight room or area with the equipment currently being maintained by a local vendor (Inner Mountain Gym). The Battalion Chief in charge of health/wellness is currently seeking a longer-term maintenance contract and awaiting bids from competing providers. Table 86 shows fitness and equipment inventory by station.</p>	<p><i>Disagree</i></p>	<p>Participation in the new Task Performance Test will be required once the program and policies have been adopted. The Fire Department is currently working on program and policies with the IAFF Local and the Attorney's office to meet this recommendation. A conditioning period in excess of two years has been placed in the draft policy.</p>	<p>In Progress</p>	<p>No</p>

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<p><i>Recommendation 158: Purchase the additional equipment requested by the training captain for the training center, as listed in Table 87.</i></p>	<p>The price is low relative to the potential for preventing injury. Firefighters have requested 1–1½ hours of uninterrupted shift time dedicated to exercise using the provided equipment. It must be said that the SLCFD administration encourages firefighters to exercise while on shift, however, the units remain in service to respond to emergency calls so as not to degrade response coverage. The Department provides exercise rooms and equipment for firefighters to use free of charge. The project team found a decrease in injury claim rate and cost with the elimination of work-site exercise programs during firefighter shifts (Figure 24). The savings on these injury costs were put back into the Department to purchase products and services requested by the Department. However, it must be noted that the nature of work-site exercise activities has changed due to the acquisition of new indoor equipment. Until the recent acquisition of exercise equipment, the viable options for firefighters exercising during their shifts were less controllable, higher risk outdoor recreational activities (like basketball). The acquisition of indoor equipment now provides controlled indoor options with a lower risk of injury. The benefits of structured exercise programming during shifts can certainly improve exercise participation, firefighter wellness, and ultimately job performance. However the concern still exists over selection of those same higher-risk outdoor activities. This would necessitate the development of clearly defined policies and practices, and perhaps even a test period wherein data on exercise-related injuries and claims are tracked. The current decision by the Department against certain types of on-shift exercise and activity (for instance, basketball and racquetball) stems from a longitudinal report investigating injury frequency and claims between 1997 and 2002.</p>	<p><i>Agree</i></p>	<p>The Fire Department is supportive of this recommendation if funds are made available by the City. As with all requests for additional equipment, priorities are made and the limited and available funds utilized to the fullest extent. The Fire Department administration is not supportive of taking crews out of service to allow them uninterrupted time to exercise. Taking crews out of service in hopes that all crew members would exercise does not seem cost effective or provide the best service to the public due to increases in response times when other crew are sent to cover the out of service station area. The administration does not feel all crew members would take advantage of the time to exercise, but would utilize the time to do other things. It is the administrations position that much of the responsibility to be physically fit and able to perform as a firefighter rests on the individual firefighters themselves. Being physically fit and able to perform requires more than the limited time at the stations available to workout.</p>	<p>In Progress</p>	<p>Yes</p>
<p><i>Recommendation 159: While it is unlikely that existing protocol will change, recommend more formal accident/ injury investigation SOPs, and shift check-in and checkout procedures.</i></p>		<p><i>Agree</i></p>	<p>The Fire Department is supportive of this recommendation and has already implemented a more formal exchange of information and shift check-in and out procedures.</p>	<p>Completed</p>	<p>No</p>

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<i>Recommendation 160: Implement and mandate firefighter participation in a back mechanics/movement efficiency program that incorporates education, practical training, and strengthening of the identified areas.</i>		Agree	This recommendation will be forwarded to the Safety Committee and the Fitness and Wellness Committee for review, evaluation and recommendations.	Under Review	No
<i>Recommendation 161: As the implementation of a effective wellness program requires detailed data tracking, assign longer term light-duty positions to the administration of data collection (to be discussed later).</i>		Agree	The Fire Department is supportive of this recommendation.	In Progress	No
<i>Recommendation 162: The Wellness and Safety Office, under the direction of the Fire Chief, should implement a Sick Leave Reduction Program to market the benefits of unused sick leave and recognize/reward firefighters for perfect attendance.</i>		Agree	This recommendation has already been addressed, minus the recognition/reward portion. Recognition and reward are generally viewed as some type of financial benefit which makes this difficult to do at this time.	Completed	Yes
<i>Recommendation 163: Track injury frequency and costs on callback employees. This information would certainly provide valuable information in establishing callback expense budgets and evaluate the efficacy of callback to the Department.</i>		Agree	This recommendation has been met since 2000 and continues to be done at this time.	Completed	No
<i>Recommendation 164: Retirees do not qualify for Healthy Utah programs and may perhaps represent the population group most in need of the programs.</i>	The Benefits Coordinator for the City should inquire into the possibility of inclusion for retirees, a program that could be paid out from unused pensions and sick funds. Additionally, the Department should track data on retirees.		This issue would be better addressed by the Human Resource Department for the City.	No Action Taken	Yes

Recommendation	Audit Commentary	Agree or Disagree	Response	Priority	Additional Funding Required
<i>Recommendation 165: Given the Department's commitment to wellness, it needs to develop all four components of a comprehensive plan.</i>	This includes an evaluation tool to measure program efficacy as outlined in the model presented.		The Fire Department administration will evaluate what this recommendation would require and what cost would be associated with it. A determination whether to move forward will be made at that time.	Under Review	Yes
<i>Recommendation 166: Hire a full-time wellness coordinator.</i>		<i>Agree</i>	The Fire Department is supportive of this recommendation if funds are made available by the City and the increase in personnel are approved.	No Action Taken	Yes