

STATE OF KANSAS)
WYANDOTTE COUNTY)) SS
CITY OF KANSAS CITY, KS)

SPECIAL MEETING, THURSDAY, SEPTEMBER 26, 2024

The Unified Government Commission of Wyandotte County/Kansas City, Kansas, met in Special Meeting, Thursday, September 26, 2024, with ten members present: Bynum, Commissioner At-Large First District; Burroughs, Commissioner At-Large Second District; Burns, Commissioner Second District; Ramirez, Commissioner Third District (arrived at 5:40 p.m.); Hill, Commissioner Fourth District; Kane, Commissioner Fifth District; Lopez, Commissioner Sixth District; Stites, Commissioner Seventh District; Davis, Commissioner Eighth District; and Garner, Mayor/CEO; presiding. Townsend, Commissioner First District; was absent. The following officials were also in attendance: Bridgette Cobbins and Alan Howze, Assistant County Administrators; Angela Lawson, Interim Chief Counsel; Dennis Rubin, Chief of Fire Department; J.J. Simma, President of IAFF Local 64; and Monica L. Sparks, Unified Government Clerk.

Mayor Garner said before I call the meeting to order I want to announce that we have individuals attending remotely as well as on-site. All participants joining by phone, please mute your phones at this time and this is specifically done to avoid any background noise. During the meeting, please make sure you announce yourself by name and title every time you speak so the public that is participating knows exactly who is speaking and please be sure to speak directly into the microphone so the public can hear your comments and an accurate record can be made of this meeting. This is critical given the number of remote participants and is also current guidance from the Kansas Attorney General's Office.

Mayor Garner called the meeting to order.

NOTICE OF SPECIAL MEETING of the Unified Government of Wyandotte County/Kansas City, Kansas, to be conducted in a hybrid format on Thursday, September 26, 2024, at 5:00 p.m. for a presentation regarding the Kansas City, Kansas Fire Department Master Plan in the fifth floor conference room of the Municipal Office Building. Roll call was taken and there were nine "Ayes," Bynum, Burroughs, Burns, Hill, Kane, Lopez, Stites, Davis, Garner.

CONSENT TO MEETING of the governing body of Wyandotte County/Kansas City, Kansas, accepting service of the foregoing notice, waiving all and any irregularities in such service and in such notice, and consent and agree that we, the governing body, shall meet at the time and place therein specified and for the purpose therein stated.

Mayor Garner said tonight's Special Session is a scheduled presentation from the Kansas City, Kansas Fire Department related to a master plan that they've come up with in collaboration with the fire union to my understanding. We're glad to have both the Chief of the Fire Department, Mr. Rubin, here as well as the Chief Lodge Steward of Local 64. I'll just call him J.J., that's what everybody knows him as, glad to have him here, as well as command staff and numerous members of the fire union attending. We're glad to have you all here and anxious to hear the presentation.

In absence of our Administrator who is on business related matters, I'm going to turn this over to our Acting Administrator, Alan Howze, and he'll take the meeting from there.

Alan Howze, Acting County Administrator, said I'm actually going to turn it over and hand it to my colleague, Bridgette Cobbins, Assistant County Administrator, who's been kind of shepherding this effort for the creation of the master plan, which is an outgrowth of contractual requirements between IAFF and the Unified Government.

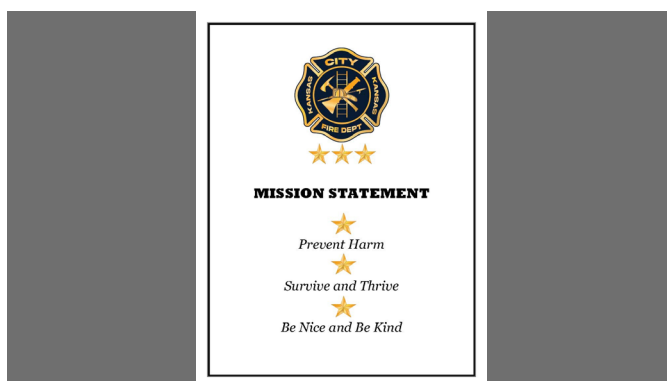
Bridgette Cobbins, Assistant County Administrator, said tonight we will have the master plan that's being presented by the Fire Department and IAFF 64 and J.J. as you had mentioned. We've been going over this for probably about 2.5 years trying to get to a consensus that we can present to the Commission. It will be a two-part part of this presentation. Tonight we will do an overview and then we'll follow up at our next one for the part two and with that, I'll turn it over to J.J. and then we'll follow it over with Chief Rubin.

J.J. Simma, President of the International Association of Firefighters Local 64, said before we get started I want to thank and recognize a number of our members and executive board who are here and have spent a considerable amount of time as well in this effort to bring forth a plan for the Fire Department looking towards the future. I'd like to give the Chief the opportunity to introduce himself as well.

Chief Dennis Rubin, Fire Department, said Mayor and commissioners, thank you as well as our Assistant Administrators. What an honor it is to be here and thank you for allowing us the time. We've estimated that both the International Association of Firefighters along with Fire Administration has put well over 2,000 person hours into putting this presentation together tonight and as we continue to forge ahead to finish the plan. Behind me and, of course, uniforms will be the staff that has worked so diligently whether it was to conduct research or to prepare slides for that matter, so we truly thank our team. If we can, we'd like to have the slides come up now.



Mr. Simma said, again, thank you for the opportunity to appear before you here this evening to deliver, as was stated, the first of two reports relating to the development of a master plan for the Kansas City, Kansas Fire Department. This evening's presentation will be a report primarily on station locations and conditions, age and condition of apparatus, current staffing levels and consideration of National Safety Standards.



Chief Ruben said with that, we'll start with our Mission Statement. Ever so briefly, it is to prevent harm in our community, to survive and thrive. That's both the community as well as our firefighters and to be nice and be kind. We have changed that significantly from several paragraphs

where, again, not many people knew, understood or could defend, if you will, our Mission Statement to ten simple words. We feel that each and every one of those words are very, very powerful.

SECTION 1 - PREFACE AND PROJECT INTRODUCTION

Mr. Simma said thank you Chief. I will open with brief discussion on the Memorandum of Agreement between parties and the purpose and goals of the project.

INTRODUCTION TO THE MOA AND MASTER PLAN

MEMORANDUM OF AGREEMENT OVERVIEW

- A LANDMARK AGREEMENT BETWEEN THE UNIFIED GOVERNMENT OF WYANDOTTE COUNTY/KANSAS CITY, KANSAS, AND INTERNATIONAL ASSOCIATION OF FIREFIGHTERS LOCAL NO. 64, SET TO REDEFINE FIRE/EMS SERVICES STARTING JULY 1, 2022
- **EFFECTIVE FROM JULY 1, 2022:** AIM TO DEVELOP A COMPREHENSIVE MASTER PLAN FOR FIRE/EMS SERVICE DELIVERY
- AUTHORITY DERIVED FROM MOA ARTICLE 35, EMPHASIZING THE COLLABORATIVE EFFORT FOR THIS CRITICAL MISSION

Chief Ruben said with that said, this is a living document. As we prepare this program for you we'll be meeting quarterly and most importantly at the end of each year, as you'll see later, the year that we just completed will fall off of the report for you and then the new tenth year will be in its place, so it will be ever changing. Our hope is that the year that we're starting will be well defined, well supported, we'll have the appropriate finances that are necessary to move forward and we know the next year out will probably be fuzzy. Then, as you move further down the chart, we know no one has a crystal ball, but again, it's going to be a very, very good planning document for us to move forward with. We feel very good about it.

Mr. Simma said as you see, the union and Unified Government are parties to a Memorandum of Agreement, which became effective July 1, 2022. Article 35 of the agreement relates to staffing requirements of the Fire Department. It establishes the need for evaluation of service and the development of master plan. The agreement establishes criteria to guide the project and provides for a collaborative effort between the parties. Per the agreement, upon completion of the master plan the master plan shall be presented to the Commission for consideration and approval.

PURPOSE, GOALS, AND STRATEGIC PLANNING

STRATEGIC PLANNING AND COMMITTEE GOALS

- FORM A STRATEGIC PARTNERSHIP WITH IAFF LOCAL 64 AND FIRE ADMINISTRATION TO DEVELOP THE MASTER PLAN
- INTRODUCTION TO THE COMMITTEE'S PURPOSE: TO UNDERTAKE A COMPREHENSIVE ANALYSIS FOR FIRE/EMS SERVICES TO DEVELOP A TEN YEAR PLAN
- KEY FACTORS FOR PLAN DEVELOPMENT CONSIDERATION ARE STATION LOCATIONS, STAFFING, RESPONSE TIMES, COMMUNITY AND FIRE FIGHTER SAFETY ACCORDING TO NATIONAL FIRE PROTECTION ASSOCIATION STANDARD 1710
- THE STRATEGIC PLANNING COMMITTEE, A JOINT UNION-MANAGEMENT INITIATIVE, IS TASKED WITH DEVELOPING RECOMMENDATIONS TO OPTIMIZE FIRE/EMS SERVICE DELIVERY. THIS INCLUDES EXAMINING VARIOUS REPORTS AND DATA TO INFORM THEIR DECISIONS

Pursuant to the agreement the department and the union were tasked with forming a Strategic Planning Committee, which would undertake a comprehensive Fire and EMS Service analysis. Factors to be considered include, but are not limited to, station locations, manpower and apparatus, response times, public and firefighter safety and minimum staffing requirements relating to the Memorandum of Agreement and NFPA 1710 Standards. To assist us, the last bullet, with our work the committee has taken into consideration current conditions of station and apparatus, past studies and reports. Establish National Safety Standards and Fire Service Industry Science. Additionally, Local 64 requested a GIS analysis with respect to response times and service coverage from our international offices.

STAFFING REQUIREMENTS

ANALYSIS OF MINIMUM STAFFING AND SAFETY STANDARDS

MINIMUM STAFFING REQUIREMENTS FROM MEMORANDUM OF AGREEMENT (P. 54-55):

- AT LEAST 73 SUPPRESSION PERSONNEL PER SHIFT
- THREE SAFETY OFFICERS ON DUTY AT ALL TIMES
- STAFFING LEVELS FOR PUMPERS, AND LADDER TRUCKS
- MINIMUM NUMBER OF COMPANIES

STRATEGIC ANALYSIS TO BE DETERMINED ARE:

- STATION LOCATIONS
- DEPLOYMENT STRATEGIES
- REACH AND MAINTAIN REQUIREMENT IN NFPA 1710 STANDARDS FOR FIRE AND EMERGENCY SERVICES

The Memorandum of Agreement establishes current minimum staffing requirements for the Fire Department as it relates to personnel on shift, apparatus staffing levels, and minimum number of companies to be in service. Findings of the committee will bring forth recommendations on current and future station locations and deployment of resources as well as goals to achieve NFPA Standards, 1710 Standards for staffing levels.

SECTION 2 – FIRE/EMS STATION LOCATIONS AND CONDITIONS

Chief Rubin said with that said, we're going to discuss and take a look at the fire station locations, conditions and where they're situated today. Before we move to the next slide, I need to point out no one in this room probably has direct and immediate responsibility for the conditions of the fire stations. It's our estimate that some fire stations probably haven't been touched in over 30 to 40 years. I don't believe anybody on the Commission has served that long, I certainly know no one on our staff or the local staff. I also want to point out, I know issue of the other agencies within the government such as Buildings and Maintenance, John Kelley and his group has been incredible along with all of Public Works as we've needed them. So, again, I think what you're going to see is a long-term collection of failure to act to maintain an appropriate fire station facility.

FIRE/EMS STATION LOCATIONS AND CONDITIONS

- KCKFD PROTECTS 128 SQUARE MILES, SERVING OVER 153,345 RESIDENTS PLUS DAILY INFLUX OF WORKERS/VISITORS
- WE HAVE ONE OF AMERICA'S LARGEST RAIL HUBS WITHIN OUR BORDERS, AND BURIED UNDERNEATH OUR SOIL ARE MILES OF PETROLEUM AND NATURAL GAS PIPELINES
- KCKFD HAS BEEN DESIGNED TO BE AN ALL HAZARDS DEPARTMENT CAPABLE OF HANDLING EVERY TYPE OF INCIDENT

With that, a little background, as you probably well know, we take care of 128 square miles. That represents 153,345 people that we have to look after. Also, there's a fairly huge influx of work. According to some of the documents that I've got in my hands somewhere around 45 to as many as 60% of folks come in to work, our working force. I wasn't able to get a number, but I know it's significant. We have one of America's largest railway hubs. I'm not sure if this is accurate, but I'm told it's the second largest only that to Chicago. Underneath our soil are many, many miles of petroleum natural gas pipelines. I want to point that out in that typically a week we'll bring two or three gas leaks and perhaps once a month we'll have to evacuate an area, a street, or even a neighborhood because of a major gas pipeline break. As the infrastructure continues to fail, you know that's going to generate more need for service.

We are a designated hazardous materials response team. With that responsibility, there are only three others in the state of Kansas and, again, we find ourselves always when we alert to protect the community.

FIRE/EMS STATION LOCATIONS AND CONDITIONS

ENHANCING EFFICIENCY THROUGH STRATEGIC CONSOLIDATION

- MERGER OF FIRE STATION 16 AND 17 INTO A SINGLE NEW FACILITY, THEREBY SAVING MORE THAN \$12 MILLION IN CONSTRUCTION COSTS
- CONSOLIDATION ENHANCES THE GREATER TURNER COMMUNITY WITH UPDATED FACILITIES AND APPARATUS
- THE NEW HOME OF MEDIC 17, TRUCK 17, PUMPER 16, READY RESERVE 16, BRUSH TRUCK 16, BATTALION CHIEF 2, AND SAFETY OFFICER 2

With that said, we've merged Station 16 and 17, thanks to this Commission for the funding, the insight, the background and the support to do it. We feel pretty strongly that perhaps it has saved as much as \$12M in new construction, one station instead of two and also about \$120K per station of maintenance cost per year that did not have to be paid, so thank you and congratulations to this Commission for that. It better protects the entire Turner area. It is now the home for Medic 17, Truck 17 Pumper 16, Ready Reserve 16, Ready Reserve Fire Truck in our system means that it's a fire truck completely ready to go without the staffing. If a truck breaks down, it's ready. If we have a large fire, say for instance, like Spanish Gardens, it's ready to be staffed with off-duty firefighters from our labor group to immediately go to a call. Again, it's so important and that's a

brand new function that we've been able to bring online. Brush Truck 16 lives there along with Battalion 2 and the Safety Officer in that battalion.

FIRE/EMS STATION LOCATIONS AND CONDITIONS

STRATEGIC GOALS FOR OPTIMIZING STATION LOCATIONS

- MEET NFPA STANDARD 1710; INSURANCE SERVICES OFFICE (ISO); AND NATIONAL INSTITUTE OF STANDARDS AND TECHNOLOGY (NIST) FOR STATION LOCATION AND RESPONSE TIMES
- FOUR MINUTE RESPONSE TIME GOAL FOR ARRIVAL OF THE FIRST UNIT
- DECEMBER 11, 2023, REORGANIZATION FROM 19 TO 18 STATIONS TO IMPROVE EFFICIENCY AND SAVE COSTS
- SPECIFIC FOCUS ON ENSURING A SAFE, CLEAN, AND COMFORTABLE WORKPLACE FOR FIRE/EMS PERSONNEL

As we talk about the staffing standards, just a little bit later, we're going to base the staffing standards as well as the response standards on National Fire Protection Association 1710. I know sometimes it seems like those standards are burdensome, but I must point out that all of the NFPA Standards, as we will continue to refer to them throughout the evening, are minimum standards. It's not the highest watermark, it's not the middle of the road, it's the minimum expectation that a Fire Department, or in our case, a government should operate. The Insurance Services points out along with our National Institute of Standards and Technology the fire station locations and response times.

When NFPA Standards were developed essentially by consensus group, the National Institute of Standards and Technology, Federal Government Agency, that employs two fire service scientists, they have documented the need for the staffing and for the fire stations, so where NFPA thinks it's a great idea, NIST tells us it's a must. It has provided that science and as we move forward with the plan we hope to be able to bring those documents forward sometime in the early year next year.

As we reorganized we went from 19 stations to 18. That occurred on December 11th and, of course, the focus is, and will always be, on having a safe, clean, and comfortable workplace for our employees. The fire stations are the backbone, if you will, of what we do for the business.

FIRE/EMS STATION LOCATIONS AND CONDITIONS

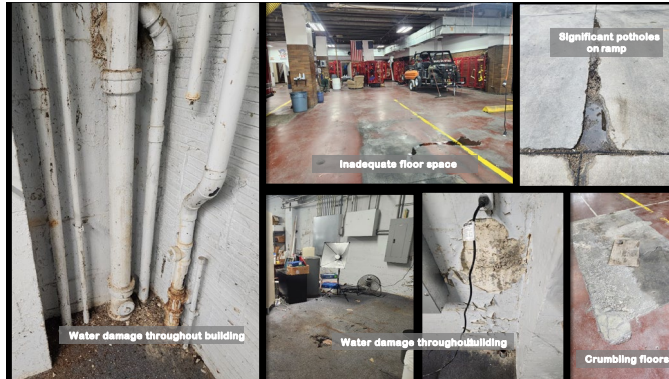
OPTIMIZING RESPONSE TIMES

- DEFINED TURNOUT TIME DURING THE DAY IS 80 SECONDS. THE NIGHT TURNOUT TIME IS 120 SECONDS FOR EMERGENCIES
- MAINTAIN A FOUR MINUTE TRAVEL TIME FOR FIRST RESPONDERS TO ANY EMERGENCY
- DETAILED RESPONSE TIME GOALS FOR SUBSEQUENT ARRIVING UNITS

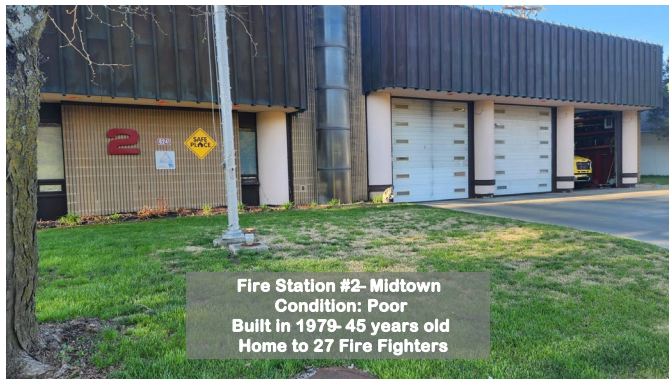
We're going to talk about response times this evening. The desired response times is for us to be underway in 80 seconds, 80 seconds a fire truck should be responding to a home, to an automobile accident or to a facility in our community. That's the daytime measure. As firefighters are allowed to go to sleep at 10 o'clock in the evening, that moves up to 120 seconds, but as you can see, to begin a government service within two minutes response, that's quite frankly spectacular. We're trying our hardest to maintain a four-minute travel time meaning that we're going to meet our goals of arriving somewhere close to the six minute window to be able to start fire operation services.



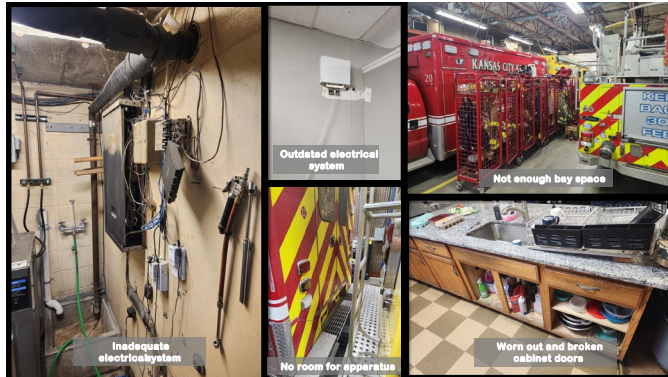
To take you on a tour, I hope this is a familiar building to all. This building was built in 1930. It's currently 94 years old and you may know it as Strawberry Hill or Fire Headquarters. The building has been incredible. It serves us well, but it's really in need of quite a lot of maintenance and upgrades. If not, this amazing treasure, if you will, will fail. It's home to 39 firefighters and perhaps there's a dozen folks that work in administration, so that building we truly get our money's worth.



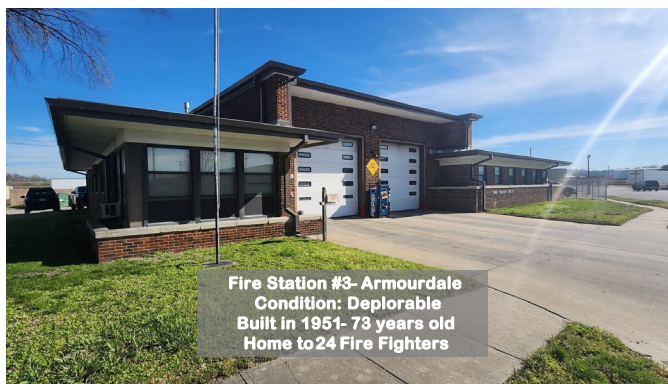
Taking you on a tour of the interior of the building, you can see some of the problems. We have water damage, broken pipes, headquarters floor space is not quite enough. This is actually a seven bay fire station, six you can count from the outside, one interior and every single bay in that fire house is full. There's significant potholes throughout the ramp area. There's not adequate office space, there's water damage throughout as well as crumbling floors. None of our buildings, with the exception of the two newest, would ever pass a plumbing current standard as well as an electrical code standard and, of course, a fire prevention inspection would be out of the question quite frankly.



We're moving along to Station 2, which is Midtown. The condition there is poor. With that said, it was built in 1979, 45 years old, and it's home to 27 of our firefighters, our brave and hardworking members.

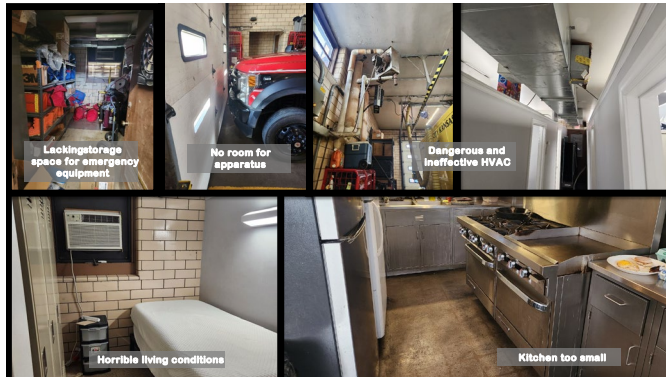


Taking a look at the inside of Station 2, there's wiring problems. It's just honestly quite a mess and the electrical system is inadequate. The outlets, we have problems associated with those. There's not enough apparatus space. The National Fire Protection Association points out that when a fire station opens it should have at least 50% more of the space than what you're currently occupying knowing that fire trucks have only gotten longer, taller and wider in history and that trend has never changed. We had a chance to meet with the Lawrence Fire Chief. They're in the process of purchasing Kansas first two electronic fire trucks, and for the record, they will be 18 inches longer than our current fire apparatus. I don't believe any of our stations would be able to house those units. You can see the tight floor space in the bottom center and, of course, the kitchen area is completely inadequate for the service. You have to remember as we go to the next slide...



firefighters are there 24 hours a day, 7 days a week, 365 days a year. This gets at least three times, if not more wear or use, than a typical office space. A fire station has got to be a hotel, it's got to provide a place to train, it's got to provide a restaurant, a place for the apparatus to stay, a place to do maintenance, so it is the picture, if you will, of a multi-purpose use building. Again, I think we've gotten just about every square dollar in return of the buildings that we've built in the past.

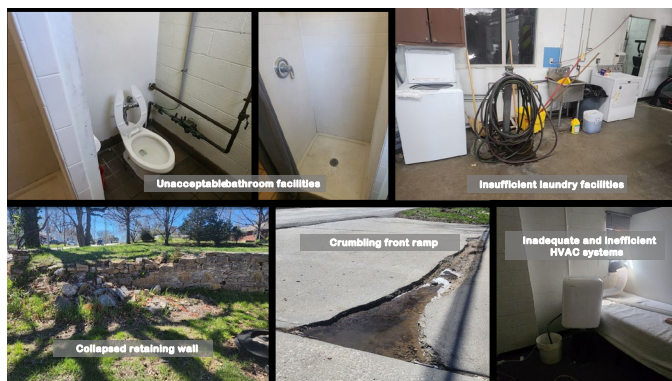
Armourdale was in a deplorable condition. It was built in 1951. It's 73 years old and home to 24 of our firefighters.



With that said, a quick peek on the inside. As you can see we lack storage area. Fire stations requires storage for so many reasons. We'll be talking about turnout and personal equipment here shortly. There's no room for the apparatus. There's probably about four to five inches between the door and the front of that ambulance. There's problems associated with the HVAC. Many of the stations still operate with window air-conditioners as you see in the next picture below, that's inefficient and ineffective. There's not enough room for a firefighter to be in that facility to be able to do study, to have private time and to hardly open their lockers. If you'll look at the kitchen, when the door is open to the refrigerator, the oven cannot be accessed. When the over is open, of course, the refrigerator doors cannot be opened and I don't know how a firefighter fits into that picture. It's a very, very, very tight quarters and, again, I know that most of the stations were designed—were built by the volunteer members who would eventually be incorporated into our great community.



This is the remnants of that. Again, nobody's fault, but we now have to take a look to the future and figure out what the strategy is to resolve these issues. We're looking at Bethel Station 4. Once again deplorable condition. It's 67 years old. It was built in 1957 and it's home to 16 firefighters.



I know that each of you know that's all three shifts added together, but again, there's somebody in that building representing us 24 hours a day, 365. The toilet facilities are just horrendous. I'm going to pause at this point and say as I was asked to consider to come here, and again, and I will continue to thank Ms. Bridgette as well as David for the opportunity, but I shared with them that my goal was to visit each fire station, to spend two or three nights at each to meet the shifts, look for an apartment later. As I visited the fire stations during my house hunting tour and other things, I don't think I could use the facilities. I knew I had to get an apartment if I was moving here because I couldn't do what the firefighters do and that is to sleep in the poor quarters, to use the toilet facilities that are so inadequate, but they do it with a smile and I appreciate that each and every day, but we've got to figure out some way for relief.

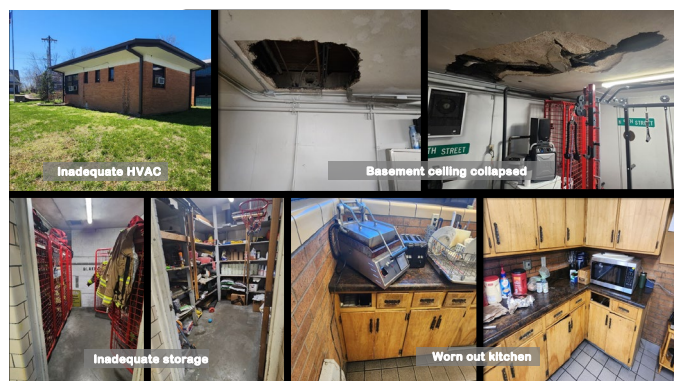
The laundry facilities are simply ineffective. After we go to a fire we ask the firefighters—National Standards demands the firefighters to wash their equipment, to wash their uniforms. Carcinogens are in the air whenever any items burn. Quite frankly, that's again a statement of science. We expect them to clean up, but in most of our fire stations we use residential grade machines instead of commercial. That causes a lot of problems in terms of maintenance upkeep and most importantly whether it's functioning or not. There's a retaining wall in front of the station that has failed as you can see in the bottom picture. With that the next expectation as the water is encouraged into the apparatus area where it shouldn't be, we'll see floods in the apparatus bay and, of course, it will continue to erode the foundation. There's crumbling ramps in front of the buildings, which is the case with most and you can see a portable air-conditioner in the bottom

right. That air-conditioner is connected to a hose. That hose empties into a bucket. A typical 24-hour shift, that bucket has got to be emptied three times because you know that an air-conditioning system is taking the humidity out of the air.

I also have to point out when I came to that same visit and toured the fire station, Station 2 Midtown did not have a functioning air-conditioning system. What I did without probably the proper authority I will tell you, is we purchased two portable air-conditioning units while I was in town, we placed them in Midtown. That air-conditioning unit is one of those two. In other words, we have to continue to keep on the move, portable air-conditioning systems to maintain our facility at some reasonable level.



Station 5 is Quindaro. Again 1960—or 1955, 69 years old for 24 firefighters. You again can probably begin...

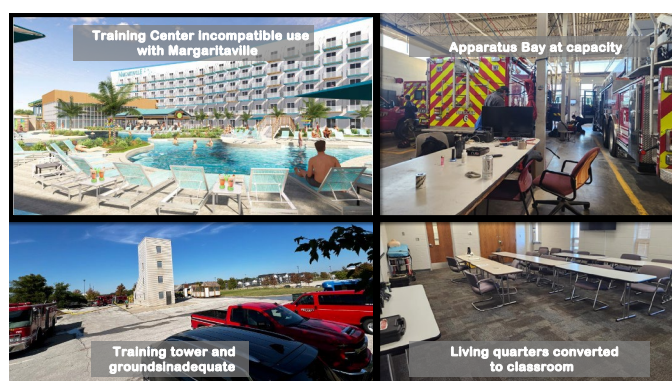


to see exactly the inadequate HV and ineffective. There's holes in the roof assembly and clearly that indicates that the roof is leaking. The problem with the holes, first of all, it violates the Fire Code. We would never allow that in a business and secondly, we're positive that mold continues to grow. We try to stay on top of it, do sampling to ensure that it's not black mold that will harm

our members, but without almost sampling daily, that's just about impossible. The lower left picture, you can see our turnout gear. Turnout gear in the stations that we built recently are in a negative pressure room. If you visited Station 16, we've urged you to try to open the door. It's very difficult at first, so what happens is all the carcinogens that the firefighters have picked up at incidents, whether they're automobile fires or whether they're fires in homes or apartments loaded with carcinogens and all that negative content goes out the roof immediately above the turnout gear. We have time to be able to properly wash it, get it back into service and it does remove some of those carcinogens, but not all. There's not enough storage area and you can see the kitchen is without a doubt worn out.



Station 6, one of the newer fire stations is in Legends/Village West. Poor condition, 23 years it's been around, it's home to 21 firefighters.



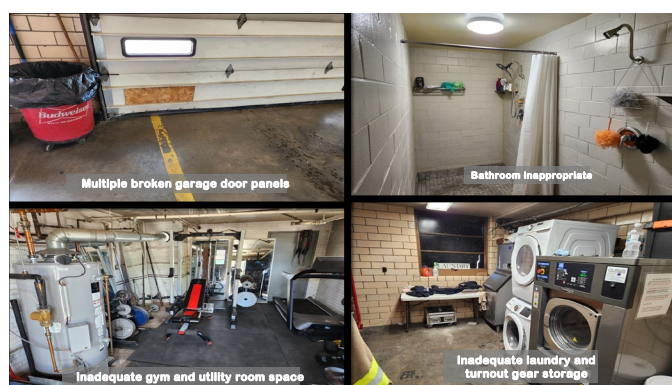
You're probably wondering why we have a picture of Margaritaville and boy are we excited for that facility for so many reasons, but our fire training center, the picture right below is probably about 100 or 150 yards from one to the other. As this building goes operational and we have fire training, required fire training by the state and by National Standards, and there's a huge cloud of

smoke that we'll send out during a wedding party or swimming pool party, it's incompatible. The use between the two will not work and we have to begin addressing that. I think we're going to work hard to figure out a way to get the training center separated and put it in an area, perhaps close to the interstate or far out west, where it won't be bothering anybody including livestock.

The apparatus bay is absolutely full, as you can see in the upper right picture, not much room left there and what we had to do to this station is to cut it up so that there's two classrooms. The life's blood of maintaining a Fire Department is and will always be our people. With our people if we don't have enough, it spikes the overtime, which is a headache for all. Firefighters don't want to work it meaning they hate to be forced overtime, administrative doesn't want it because of the cost. What's my point, we've got to have a proper training facility so that we can produce qualified, capable firefighters as responsible by the law and our current facility is very difficult to get that accomplished.



Argentine Station 7, again, deplorable condition, built in 1951 so it's 73 years old, 39 firefighters are aboard and again you can take a quick tour of the station.



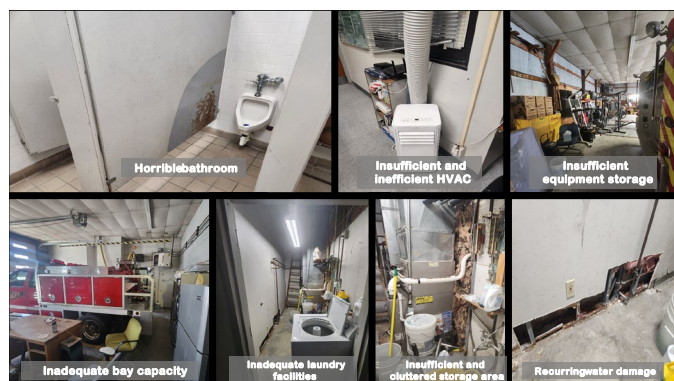
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On this slide the doors have multiple problems between broken glass and panels. Panels have been patched together with plywood. Of course, that's a major problem in the wintertime with the cold. It's not air-conditioned, so that's not an issue unfortunately. The newer stations, the apparatus bays are air-conditioned, which is a wonderful thing, but again, we would hope when we modernize, that will occur. This is kind of hard to figure out, but this would be another station that I can't imagine a person would look forward to taking a shower. You start into the shower bay, you see the gooseneck shower head and then you have to go through the current curtain rather to get to the second shower. I don't know who set that up, but if you're in the outside shower, the person on the inside shower is going to pass you and vice versa. So again, very, very limited for the number of people who work there.

You can see that the storage area and the weight room, our gymnasium, are completely inadequate. Firefighters have got to stay in great shape. It is a very demanding job and we know if they don't, it's going to be problems associated with cardiac, which runs up a huge bill and of course staying in shape will help reduce the cancer risks. If you take a look at the laundry, there's one brand new nice looking machine. That's an extraction washer that's designed for turnout gear. It actually helps pull those carcinogens away, flushes them down the system. Next to it, however, is our washer and dryer, residential style, small and stacked which we use for the uniforms, which are just as important that we don't allow our members to put the same dirty uniform that's full of blood or other bodily fluids, indoor smoke and other components. Remember, we're going to see about 110 emergency responses each and every day in this community.



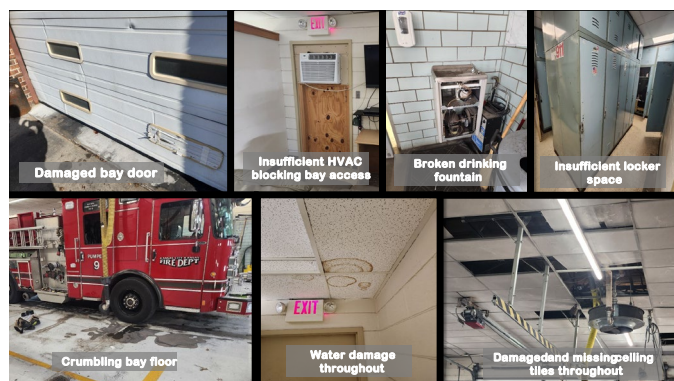
Station 8 would be west Piper. Again deplorable. This building at one time served as City Hall for the Piper community. It was built in 1979. It is a Butler Building or an aluminum clad building, if you will, 45 years old with 15 firefighters.



I would be—I am very nervous if a wind storm came along, probably if it was sustained winds at 60 or 70 miles an hour, I do believe that building would fall apart. We asked the shift commander to make sure that the members are moved out of that building to different facilities which lessens our protection when it is extremely high winds. It is an unsafe building to operate out of. The bathrooms, I think the pictures speak for themselves. Once again you can see another one of those portable air-conditioning units because it's simply inefficient. Storage as well as adequate bay capacity, we don't have that there. Inadequate laundry as well as other insufficient and cluttered storage areas and some of the wall has been removed. That was removed because of water damage, but it wasn't replaced, and the reason why is, we have to go back in and continue to work to resolve the water damage problems. This station and, one that we're going to see a little bit later on, has constant related drain problems. We bring in outside agencies to clear the drain and what they tell us is the entire plumbing system has got to be completely overhauled and replaced. Just merely using Rotor-Rooter to clean out the drains will not be the long-term answer.



Fire Station 9, Central Avenue/Bethany Park, one of our busiest. Again, the condition is deplorable. This building was built in 1967 and is 57 years old, home to 25 firefighters.



What's not going to be shown here is this building has a basement, which again, is not in a very good condition. Again, all of the water that starts at the ceiling comes through the bay and in the living quarters, break makes up the ceiling tiles which again is a fire code violation and that water makes it into the basement. If you look at the second picture from the right, you will see an exit sign. That exit sign is required by law and to my chagrin that exit sign is blocked by that panel. The reason why that plywood panel is there is so they can have HVAC access because there's not a functioning internal HVAC system. It's done with the window units.

The water fountains, I think that picture speaks volumes, completely disassembled, but once again you can see the other appliances right next to it, all out of repair. Locker space is horrible and there's not a separation for men and women. The fire bay floor inside where the fire truck parks, it's crumbling. The water damage is extensive and every one of those tiles would be written up as a fire code violation if it was any other building but ours.



When we take a look at Station 10, Rosedale, again poor condition. It's 29 years old, it's home to 30 of our firefighters.



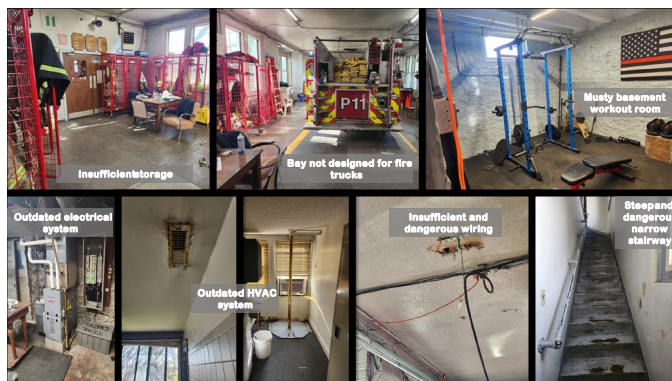
We have an inadequate working space. There's mold throughout the building and particularly in the showers and I promise part of the daily routine—and I get out to stations enough to verify this, our firefighters clean those stations to the best of their ability like it's our own, but there's not much left to clean quite frankly. There are windows broken out throughout the building which causes problems with the air-conditioning and heating that need to be repaired, without the money. There's cracked and deteriorating concrete throughout, inadequate laundry as well as a substandard kitchen. This again is a station where the drains have been clogged four times in the past six months. Outside contractors have come in and they've been very, very clear to tell us that it has to be replaced. It's not a question of getting one single clog out of the way, there's incursions into the pipes, there's breaks into the pipe that goes out into the street, that's got to be resolved.

The front ramp and the back ramp of this building requires \$150K of work immediately just to fix the apron, the place where the fire truck comes out, where the fire truck's got to be cleaned at and what we use for training and drills.



Heading to Station 11. This is old person of the system built in 1924, so it's 100 years old. In fact, November 2nd to be exact, we're going to have a dedication and a ceremony to celebrate that. It's home to 15 firefighters. To drive home my point about fire trucks, two fire trucks in 1924 fit

comfortably in that building, barely can fit one today. Fire trucks in that era were about the size of that SUV you see on the right-hand side of the building and were definitely not much bigger than a pickup truck.

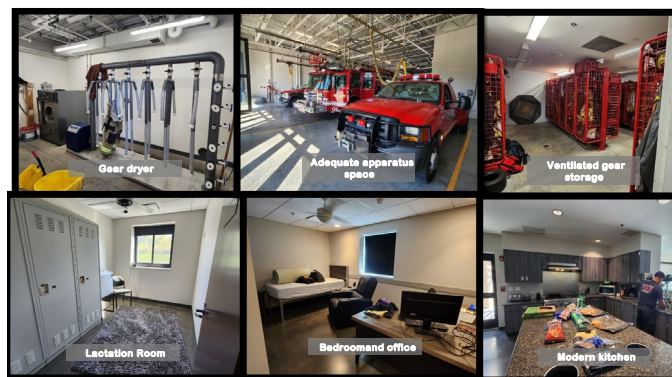


When we go inside you'll get a sense of what I'm describing. It's extremely tight quarters. We don't have the appropriate fitness, so it's kind of hard to say give me an hour or an hour and a half of fitness every day, please record it and do it religiously when they have equipment that doesn't work, there's not enough space, and worse than that it's either too cold when it's in the winter or too hot when it's in the summer. The turnout gear room, again deplorable. I hate to use that word but it's true meaning that they have to work, eat and be around that turnout gear that we know is a carcinogen. When you take a look at the bottom the electrical system is outdated. I'm pretty sure if I could get into the attic, and maybe only a few people may know this term, but I suspect this building is Knob-and-Tube and hasn't been changed since. If you haven't seen that, it's a historic relic and not many buildings in America claim to have that, but I do believe that's what's holding this building together in terms of the electrical system.

HVAC, once again you see the window units. There's insufficient wiring and damage and the staircase, if you've not walked up and down that staircase, you really need to. It's very narrow and you're saying all right, come on. Well, it's also curved and bent in every which way. Over those 100 years, I'm certain that this building has settled many, many times and it's difficult. I can see a person being injured coming down those stairs.



It's not all gloom and doom. There's Piper East. Piper East is the one on Hutton Road. We've been in business there for five years. It's a nice station. It's home to 24 of our firefighters and it gives some idea inside of the building of what we should be striving for.



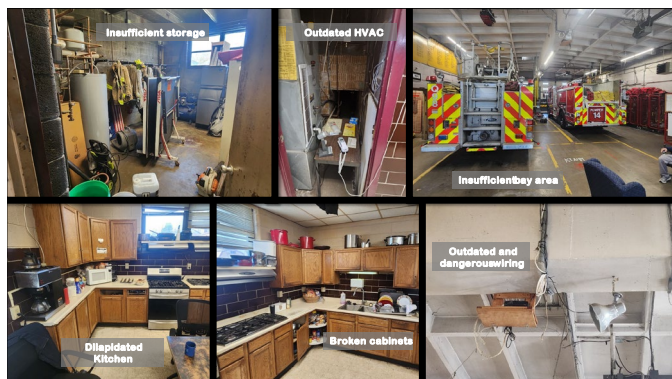
The first picture on the inside of the building is where we dry our turnout gear. If those look like steel skeletons of a human, well they are. The turnout gear can go over each one of those. In the wintertime it is miserable to put on a wet coat when it's in the minus degree or even below freezing and that immediately, and that's probably a wrong term to use, but quickly rather, is able to dry the turnout gear, the gloves, the helmets as well as the boots. We do have adequate space there although that building is full of fire trucks at this point. No growth in other words. It seems like every time I head to work, like 110th & Delaware, there's a brand new apartment project sign at least has gone up and the lot's being cleared, so we're going to continue to grow. I'm thankful for that. I know the new blood into the community means a lot to everyone in this room, but honestly it's going to put more requirements for us to have ambulances, ladder trucks, pumper, etc. You're taking a look at a modern turnout gear room. You can tell right away by it being clean and again when you go to open that door, it should pull some resistance because that's a negative pressure room. Downstairs we have—or the next slide down rather, we have a lactation room. Some people

were really questioning me about that. Well, that's not my rule, that's not my request, that's a federal law. We only have two buildings that meet that law that have lactation rooms. Some of our members may need that, our female members that are nursing, but we've also opened it up to all female members in the UG. If there's a police officer for instance or a Public Works member that may need to use that facility, they will be welcomed with open arms.

The next slide if you will shows the bedroom and office facility, which is reasonable. Our expectation is a person can do some work in that room. This happens to be an officer's room I believe. They've got a place to have a little bit of comfort, but also you see the workstation there, which again is really important when a person is asked to do individual study. Most all of our emergency medical required courses are done electronically. They've got to log into the computer, they've got to have a quiet place and I tell you, it's an 80% pass to get through those courses. I struggle with it simply by not having enough time to study the material correctly, so I can imagine firefighters in other stations that don't have this capability of a quiet room to do their work. It's got to be difficult.



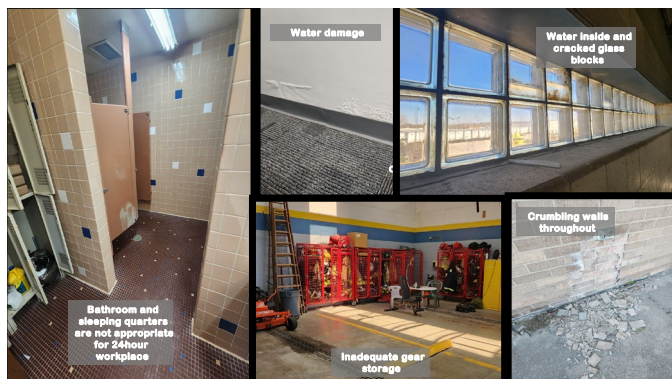
Station 14 is Klamm Park, deplorable condition, built in 1956, 68 years old. It's home to 30 of our firefighters.



I would have to say just about every aspect of this station is outdated and insufficient whether it's storage, HVAC, base space. This station is so small and compact some of the sitting room area, that's where the firefighters have a chance to relax or to have a discussion or to talk about today's planning happens right out with the apparatus, which is not good for anyone. The kitchen is so dilapidated, even though at some point we would like to consider this building for being rebuilt or at least remodeled, we're doing a facelift on those cabinets now. They're literally falling down and the two pictures you see probably don't do enough justice. There's outdated and dangerous wiring throughout and it represents a fire hazard if you will. Again, it could never pass a Standard Fire Prevention inspection.



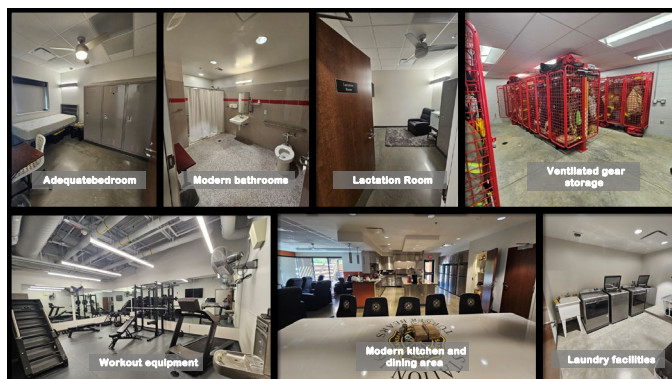
Fairfax, the condition is poor. Built in '87, 37 years with us, 19 firefighters live there as well as fire investigations, our Community Paramedicine Program, and the EMS Office and storage. I know this was a controversial building and at first I didn't fully understand. Haven't had a chance to be in that area to respond to Manna Pro, to respond to a subterranean pumping station that burned up. This facility protects probably the most dangerous area in our community, if not, the most dangerous area.



I know we always talk about the automobile facility, which is huge and important, but the other areas there, it's amazing the hazards that are in that place. I understand they don't run often, but I'm telling you the potential there is simply off the scale, not to mention trains that go through as well as planes that fly above. Male and female employees work in the same environment, not a very appropriate place. Water damage throughout. Those glass windows, the glass breaks, they were beautiful I'm sure when they were installed many years ago. Most are cracked or broken. Almost all have signs of deterioration and they're beginning to fail. They need maintenance, they need to be replaced. Crumbling walls are throughout the building.



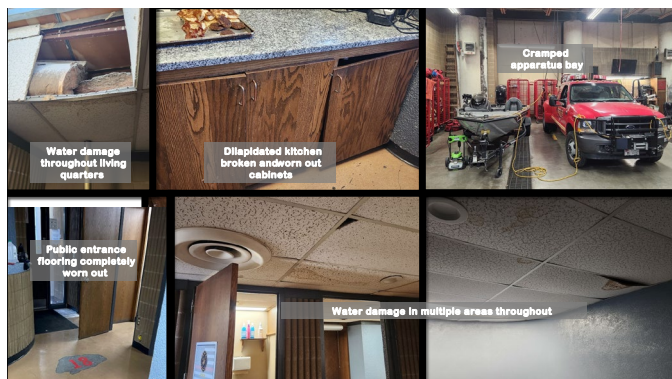
We'll move to Station 16 and give you what our vision of what a fire station would be. I know a lot of hands went into building this place. I know a tremendous amount of support happened from this Commission. Thank you our County Administrator, our Assistant Administrator's. Wow, it was just a true effort.



Forty-five folks work in this station and once again you can take a quick look at what an adequate bedroom looks like, modern bathrooms. There's the lactation room. Again, a well-vented and properly maintained storage of turnout gear. The fitness room, when I see that I'm thinking I want to go there and workout. It's great, it's amazing, it has all the appropriate equipment that's necessary for our firefighters to stay in their physical shape. Again, one the job, heart attack, one firefighter that gets placed off for a year, year and a half that we have to pay overtime for, plus their salary pays for something like that time and time again. There's a kitchen area where everybody can sit together. Absolutely another important feature and then we can see the laundry facilities. All of those are commercial machines and we truly thank you for that.



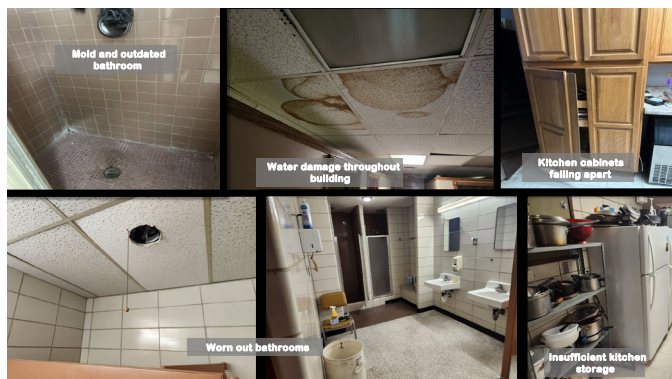
Welborn comes up next, poor condition built in 1978, it's 46 years old and home to 24 of our members.



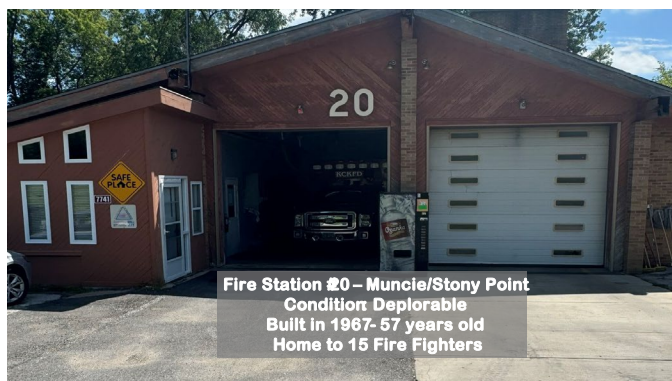
Water damage throughout the building, dilapidated kitchen, broke down and worn out cabinets. There's not enough space to put all the equipment in. You're taking a look at one of our hard bottom boats. We operate with four of those. You can see the pickup truck next to it that carries it. The public entranceway, the floor is completely gone so much so they tell me that the firefighters chipped that space out. You can see if it looks a little bit like an arrowhead, they did that trying to make it look presentable, which again, I wish we could do better for them. There's water damage throughout and clearly when the tiles fall, we know that the roof is leaking. When the roof leaks, we know that there's going to be mold.



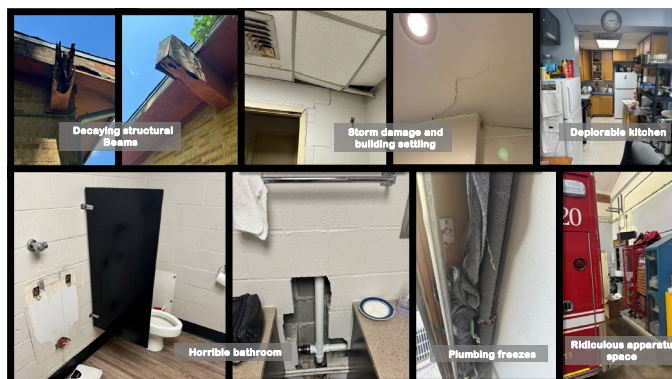
Station 19, Victory Hills. Again, you're probably aware, this would be—I'm going to call Police Precinct West. Police Officers are probably going to growl. I'm not sure we have precincts, but where I come from that's what it would be called. To give you some idea, 1972, 52 years old, and 24 firefighters work there.



You'll see the same repetitive behaviors. We have mold, outdated bathroom, we have water damage throughout. The kitchen cabinets are literally falling apart, bathrooms are not functional, and then an insufficient kitchen.



We'll get to the last of the collection, Muncie/Stony Point. Deplorable, built in 1967, 57 years ago, 15 firefighters work there.



Again, this is one of the stations that was handed over as annexation occurred by volunteers. The decaying structural beams amazing. A top these beams are the components that hold up the roof.

The trusses assemblies, once these fail, will fail, and that roof line will collapse. One thing that a firefighter always worries about is the overhead, will that area fall while they're inside fighting fire. If this building were to ever catch on fire, I assure you that would be the first thing to go based on the fact the structural beams—I think when the termites stop holding hands, it'll collapse. Just teasing, but as you can see, the damage is remarkable. Storm damage, we have water throughout the building, roof is failing, kitchen is deplorable. That bathroom, again, just a horrible setting. Another building that the wall has been removed to access the pipe to keep the drains open and working and it hasn't been replaced only because the firefighters or an outside contractor will be back in that building often, have to access that exact area instead of repairing it and then have to break the wall again. It stays that way.

The plumbing freezes. We had two or three events last winter, since I've been with you, where we've had to work on getting the ice out of the fire station. It just is not a very healthy place for our members to work. Spacing is absolutely, positively ridiculous.

We'll take questions as we go. I'm sure you're probably well aware of that and we certainly have planned some time at the end for questions also.

Commissioner Hill said thank you for this presentation. I just have one quick question. On Station 16, do you have separate quarters for men and women? It's your new facility. **Chief Ruben** said yes ma'am. Each person has a separate room. They have their lockers and bedroom. They can close and lock the door. The toilet facilities are one person use, much like you have at your home. They can go into that bathroom, lock the door, have a sink, a stool and a shower. Well designed, well prepared and well planned. Again, we're so thankful for that.

Commissioner Kane said wow, Station 15, the former Chief, Deputy Chief, and the Administrator were damn glad to close that facility and it's the most volatile area in all of Wyandotte County. I worked down there for 35 years. I'm glad you brought that up. It is the lack of leadership then, the lack of the skills that the Administrator had and was a vindictive situation that they were in. They didn't necessarily like the Fire Department and did everything they could to jam them and they did and I'm damn glad you brought that up because people have to realize you're right, there's not that many runs down there, but they're dangerous. **Chief Rubin** said I couldn't agree more. I think you spoke perfectly and, again, I know that when we have a call there, I try not to butt in to

too many calls. I went on a vehicle struck by a train today, again, I felt compelled, but that is an area when a call comes out, I usually start that way knowing the volume and level of danger to our people and if some of those commodities were to be released, this community would see a disaster of epic proportion.

Commissioner Kane said for the general public, the former Chief said that there was a piece of equipment on the fire trucks that told them where the trains are at. That's pretty damn—**Chief Rubin** said it's not too crazy. We have an application where we can begin trying to track the trains, but I guess what I would question upon is, so okay, now that we've tracked the train, we've got a lot of work to do. Trains are—again, I felt compelled, thank goodness the train was not harmed. I believe we're going to end up with a fatality from that call, but a van was crushed (inaudible). **Commissioner Kane** said and we're damn lucky that General Motors didn't catch on fire while that was closed. **Chief Rubin** said we are in a position to protect it now I promise and rightfully and justifiably so. Again, I feel like I could be a fire service expert in any courtroom in America and I assure you that fire station is needed.

Chief Rubin said when we move into staffing, of course again, that's the life's blood. I would love to tell you that all the Administrators with the wonderful uniforms and the great stripes—sorry. **Mayor Garner** said Commissioner Stites.

Commissioner Stites said I think we can all agree that it was totally stupid for 15 to ever close and then to have the resistance that we had for that station that it took for us to get that thing back open for all the reasons named. So, one of the questions that I've have, and obviously, you've done a great job at depicting deplorable. **Chief Rubin** said yes sir. **Commissioner Stites** said what have we done—you know this is my first go around as a commissioner, I'm three years in, what have we done for all of the years. Is there not a maintenance budget. Is there any kind of a budget—has there not been money allocated for repairs or to get things done and how have we got to this position that we're in right now? **Chief Rubin** said I think you've characterized it. There wasn't the appropriate dollars set aside to perform maintenance. We receive approximately about \$200K. With that \$200K, it's got to maintain—and you saw the collection of buildings that are in, quite frankly, between deplorable and poor. We have two that are acceptable and we always run out of money at the end. We try to save our money as best we can because when you go and

if you get a chance to visit Klamm Park, do. We had to put, that we weren't expecting, about \$15K in there because the cabinet doors are literally falling off. So, this has been kicking the can down. I'm not much on blame. I'm very, very, very focused on repair, moving forward, presenting to you along with our Local, along with the support of the International Association of Firefighters, what we think is going to be a palatable plan. We feel like once we have that together, not ready for prime time yet, we'll work with the County Administrator's to determine what the funding sources might look like and how we'll get there, but we're just not ready to provide that part of the presentation yet. This is to give you an update as to where we've come from, where we're at, and where our head is focused. **Commissioner Stites** said I'll have some follow-up questions when we get to the end.

Mr. Simma said I'll just comment as well. We believe the amount of information we're bringing forth to the Chief's point, we needed to break this up into two parts. This is everything that we've done to this point. The plan is coming. We'll bring further detailed proposals and ideas forth to you all to consider as to how we can try to rectify it as we move forward. We felt like it was going to need to be done in two parts just due to the size and the amount of information we had to bring forth.

Mayor Garner said just to follow up with the commissioner, to President Simma and Chief Rubin and to all our firefighters, EMS workers, as your Mayor I just want to apologize to you all for the conditions that you all have had to work in. I don't know how we got here and I worked here for 32 years. I'm shocked and I've been in several fire stations and I was surprised. I don't know what the budget looks like over these years to get us to this point. I've asked from day one as Mayor where's all our money going and nobody has been able to tell me that with confidence to say how we've been managing and spending our money here at the Unified Government for all these years for everything to be crumbling in this community. Our bridges, our streets, our roads, trash blown up and down the street, our infrastructure, our employees are working in deplorable conditions. I don't know how we got here.

I just left from Minneapolis, St. Paul and I was just overwhelmed with how well managed, how well run, and how well planned and thought out those communities are. As the Mayor and CEO I'm supposed to be the visionary. I'm going to do my best to sell this community and

champion everything great and wonderful about Wyandotte County, but this isn't it. This is not it. To have a safe, a great community, you've got to have a safe community and that starts with really supporting our police and our firemen and making sure that they have not just the resources, but the environment they need to operate safely.

Again, I apologize, but I also want to thank you because I can tell you before I became Mayor I wouldn't have seen this right here. The cooperation and collaboration between the rank and file with the leadership of Mr. Simma and our Fire Chief is unprecedented. I don't see this in other communities, so I want to applaud you all for identifying these problems. Number one, I always say find it as unpleasant as it may be and get it out there because that's how you fix it because you've got to face it and then you work for solutions to fix these problems and that's good management. What I'm seeing right now is not just good management, but good leadership and so I applaud you all on what you're doing because that's what needs to happen. I know people get on me all the time that say oh the Mayor is mean to employees. No I'm not, we've got great employees, but we need to call out people that need to be called out, when they need to be called out when they fail, not just this Unified Government, but this community. I don't mind taking the darts, the arrows, and the slings or whatever comes with that, but you've got to call a spade a spade and call it like it is because that's how you fix it. You can't brush it under the rug and you can't ignore it because if you all aren't safe, if your conditions are bad, morale is bad, I want you to go out and feel good about giving services to our residents in this community and not just police and fire, but every employee in this Unified Government. I always say it starts with leadership. It starts with leadership and what I'm seeing here tonight is great leadership.

I'll even go a step further, I just want to thank you all for your service, all our firemen, all our police officers, all our EMS workers, all our Unified Government employees because you're not the only ones working in deplorable conditions. This is just a microcosm of a broader problem and, again, I don't know where all the money's going over all these years. You know when you talk about \$470M, I don't know how we got here especially when our Administrator says 44% of it goes to, you know, to debt. I don't know how we got here, but we've got to do better.

So, thank you all for having the courage to show, not just us, but this community on the things that we need to get fixed. One of the things that's going to come as a result of this, and I want the community to be aware, off the recommendation of both Commissioner Burroughs At-Large and Commissioner Bynum who two years in a row—this Commission is going to be working

overtime probably Wednesdays starting next month to look at our budget on ways we can do better on budgeting and really allocating our resources and giving clear direction to the leadership here that's not elected.

One thing I'd like for you all to consider, for the public to consider, and for this Unified Government to consider and I brought it up when I first became Mayor and I made the mistake of trying to have a bright idea to give solutions and I got beat down by this Commission of the past, but that's okay, I'm going to look past that because it's about how we look forward. But trying to find good solutions to these problems and I know taxes—nobody likes taxes, it's a bad word around here. This Commission took the unprecedented steps to go revenue neutral this year and a lot of people appreciate that and hopefully they'll realize that moving forward. When you look at all the needs we have, failing bridges, infrastructure, the needs of our employees, how do we better serve this community, you've got to have the money to be able to get it done. So, I'm going to go back to what I said back in 2022, and I'm going to go right back there, is that maybe property taxes isn't the answer, but I challenge everyone to think about a sales tax initiative to address the most pressing issues that is impacting our community. Why is that, well, property taxes some say is regressive, sales taxes, but so is property taxes. People actually lose their homes and become homeless. At least sales taxes when you talk about taxes is another option that we maybe can consider where other people that shop here and come from outside of here can actually have a stake in improving the quality of life of those people that want to actually live here and employees that are forced to work here because they have no choice, but they do a good job doing that.

I want to throw that out there, but I just want to say thank you all for your leadership and thank you for collaborating. I know that was my call to action from day one. I can tell you in support of this Commission I have never seen, I've said it before, and I say it everywhere I go, you have probably the most public safety and employee friendly Commission that I've ever seen in the 32 years that I've worked here. This Commission truly supports our employees and I want you all to know that and I don't want that to go unnoticed or unheard.

When Commissioner Kane talked about Station 15, I know he fought for that. He was down there with me and so was Commissioner Bynum, I believe Commissioner Burroughs and some of the other commissioners, Commissioner Stites and some of the other commissioners and this Commission made it a point because, exactly what you said Chief, we recognized that station was too vital. When I hear about General Motors having concerns and they may or may not see

Wyandotte County as an option for the future, when you have other big corporations there that may or may not see Wyandotte County as an option for the future, just because of a fire station being closed, I really applaud this Commission for saying let's get it done and they delivered not for the Unified Government, but for our community. I believe that you have a Commission that's going to keep doing that, so I just wanted to put that out there.

Again, I apologize. I know the opportunity for us to get better is there. We will get better. We're going to get better treating our employees the way they deserve to be treated, the rank and file, but thank you for identifying those things. Thank you all for your service.

Commissioner Kane said, Mayor, thank you for going down there and getting it open pretty damn quick, but what is there, 100 and some businesses down there and they all signed something that said this is unsafe. They all talked to everybody and an example of what's going on, it took five years to build Station 12 because they said the dirt had to settle. Of course, you know, I worked for a construction group, I take them out there and they say they're full of it, but one of the things I talked about a long time ago and I worked on joint programs for the UAW at General Motors in safety, I had a salary counterpart. We would do exactly what you guys are doing. We would come and present together and then tell our bosses, what you guys are doing, this is what we want. This is where we need to go and I am going to point out even the Mayor at the time wanted it closed. They wouldn't even settle their contract for five years, sorry six years, and if they could have went on strike, they would have went on strike. That's why in my mind it's important to have joint programs so we can all stand here and trust me, because you guys know how I am, we would go in the furthest room away from everyone else, nobody could hear the cussing and screaming and we would walk out and we'd all say the same thing and I think that's the direction you all are going and I wish some of the other partners would do the same thing.

SECTION 3 – OPERATIONAL STAFFING

Chief Rubin said moving along to the staffing section.

CHALLENGES IN MODERN FIREFIGHTING

- FIREFIGHTING IS A DANGEROUS PROFESSION
- 2022: 96 FIRE FIGHTER LINE OF DUTY DEATHS*
- 2023: 89 FIRE FIGHTER LINE OF DUTY DEATHS*
- 80,000 SERIOUS FIRE FIGHTER INJURIES ANNUALLY IN THE U.S.
- THE FIRE AND EMERGENCY MEDICAL PROFESSION DEMANDS HIGH LEVELS OF PERSONAL INTEGRITY, TRAINING, EDUCATION, EXPERIENCE, AND COMMITMENT
- KCKFD MEMBERS FACE OVER 36,000 EMERGENCY INCIDENTS EACH YEAR, GROWING BY APPROXIMATELY 1,000 CALLS ANNUALLY

*National Fallen Firefighters Foundation (NFFF)

We have some challenges not because of the finance or money, but we are about the most dangerous labor profession. We teeter back and forth between us, the Police Department, and underground mine workers. In 2022, according to the National Fallen Firefighter Foundation, that tracks these records and provides a significant sum of money to people who die in the line of duty, so the government has a pretty big, vested interest in it, 96 firefighters died in the line of duty in 2022, 89 firefighters died in the line of duty in 2023, over 80,000 serious injuries. Now, when a firefighter has a small cut or nick, I assure this Commission they may or may not report it, but it will never make it to this level. These are all serious injuries and as you can see this is a profession that requires folks to put their life on the line literally regularly. Fire Emergency Services has a high level of demand. We expect personal integrity, high level of training, education, experience, and commitment and we go through a very detailed process to hire the next firefighters before you can become a firefighter in our community. I would say it's probably easier, and I mean this, to get into Harvard University. Of course you have to be one-dimensional, you have to have great grades. For us you have to be smart, for us you have to pass background checks, you have to be physically fit, you have to pass a psychological examination, and then you go before a group of

September 26, 2024

your peers to decide whether you're going to fit into our organization. We face over 36,000 emergencies per year and what's interesting and in some ways it's a good notion, in other ways I wish we could curtail it, but we move up about 1,000 calls a year everywhere—every year. Somewhere between 3 to 5% and as I'm always reminded, three things cause us to respond to calls. Those reasons why we go to calls men, women and children. The more folks we have in our community, the more apartment projects and housing subdivisions, the more cars on the road, etc. puts us in a position to be very concerned about the fact we're going to continue to increase in our call loads.



In 2023 we had 36,162 calls that ended in seven civilian fire deaths I'm sad to say. The good news is it wasn't any more than that but, of course, our goal is to get that to zero, 1,825 non-emergency transports were responded to. What that means is about six non-emergency transports occur each day and if you'll go back to the previous report provided by the Center for Public Safety Management/International City Managers Association, they recommend either we change how we do that business or perhaps, and we will probably most likely recommend, it's time for us to get out of that business. It's a profit loss, a significant one as well as it takes about an ambulance to— or about half of an ambulance to an ambulance out of business each day. We know a typical day we'll probably be in a situation where there's not enough ambulances in this community and we'll speak about that later.

We have a difficult time recruiting our members. We figure it's somewhere between 10 to 15 persons, each person, to make one new recruit. In other words, that's the washout rate, whether it's the physical ability test, whether it's the psychological or other background, it's hard for us to maintain those standards.

STAFFING STANDARDS AND CHALLENGES

- NFPA STANDARD 1710 RECOMMENDS MINIMUM STAFFING OF 4 FIRE FIGHTERS ON EACH PUMPER, LADDER TRUCK, AND HEAVY RESCUE. FURTHERMORE, HAZARDOUS MATERIALS UNITS ARE RECOMMENDED BY NFPA TO BE STAFFED BY 6 FIRE FIGHTERS
- CURRENT KCKFD STAFFING IS 3 FIRE FIGHTERS ON PUMPERS, 4 FIRE FIGHTERS ON LADDER TRUCKS AND RESCUES
- 1 LADDER TRUCK, 2 AMBULANCES, AND 2 HAZARDOUS MATERIALS UNITS ARE CROSS-STAFFED AT THE EXPENSE OF PLACING OTHER COMPANIES OUT OF SERVICE
- DISCREPANCIES BETWEEN CURRENT STAFFING AND LEVELS RECOMMENDED IN NFPA STANDARD 1710 HIGHLIGHT THE NEED FOR INCREASED STAFFING

This next slide discusses the fact that the National Fire Protection Association once again said that there should be four firefighters on a pumper. There should be four firefighters on a ladder truck and heavy rescue and where we talk about the Fairfax area, hazardous materials units are recommended to be staffed by six. Our current staffing is three on a pumper, not great. Certainly for now, we can work with that, but we do have four on a ladder truck and on the rescue, which does meet the National Minimum Standard. One ladder truck, two ambulances, and both of our hazardous materials units are cross-staffed. What that means is whichever call comes out first, if the call that comes out first in Midtown, for instance, State Avenue Station 2 and it's for Hazmat, the members take the Hazmat. If it's for the Quint company, they take that ladder truck. The discrepancies between the current staffing level and NFPA, that will be highlighted in increasing our staffing, if you will, overtime and we'll get to that in the next report in the early part of '25.

NIST FLASHOVER VIDEO



If we can have this video, what it describes is how fast a modern day building goes to flashover. (Video was shown.) **Chief Rubin** said speaking is one of the fire scientists. Again, I need to mention that is a federal agency. Dan Madrzykowski was a scientist, not the narrator, but the voice that was giving benchmarks and we know fires burn a lot hotter and a lot quicker than they have in days gone by, which puts our people at absolutely great risk. The idea for us to have the proper

people at the proper place at the proper time to take the steps that are necessary should prevent again what's called flashover.

OPERATIONAL STAFFING

ENHANCING EFFICIENCY THROUGH IMPROVED STAFFING

- THE NATIONAL INSTITUTE OF STANDARDS AND TECHNOLOGY'S (NIST) FIREGROUND FIELD EXPERIMENTS STUDY SHOWS SIGNIFICANT EFFICIENCY GAINS WITH 4 PERSON CREWS. TASKS ARE COMPLETED 25% FASTER, LEADING TO QUICKER FIRE EXTINGUISHMENT AND RESCUE
- 4 PERSON CREWS COMPLETED TASKS 7 MINUTES FASTER THAN 2 PERSON CREWS
- EFFICIENT STAFFING NOT ONLY SAVES LIVES BUT ALSO IMPROVES OVERALL CUSTOMER SERVICE

The fireground experiments were done throughout the nation. It started in Chicago, moved to New York City. Charlotte, North Carolina was another major community and they took a look at what it takes to put a proper fire out properly and, again, it was done with science, scientific measurements. Things like thermocouples and, of course, time was also a very important element.

The reason why firefighting crews need to be at four persons, if possible, and again being the National Minimum Standard, is there are so many things that have to happen simultaneously. A pumper company needs to have a supply of water, needs to move a hose line into place, needs to attack the fire, take care of things like fire extension, the truck company at the same time needs to begin performing search and rescue, we've got to get folks to the attic area, prevent fire from extending, and I could go on. I know this is not a fire class, but I want to say that when the chips are down and the worst conditions exist, having the proper staffing at the proper place, at the proper time, doing the proper things will end up having less fatalities, less damage and, of course, less firefighter injuries and even fatalities.

We don't have to go back any further than yesterday where we buried one of Kansas City, Missouri's brave individuals and that occurred in a training setting. Efficient staffing not only saves lives, but it improves the overall customer service.



The next video clip, very short, will describe the impact of crew size put together by the National Institute of Standards and Technology. (Video was shown.) **Chief Rubin** said with that, I think you get the idea the numbers that NFPA put together are validated by scientific measure which makes me very pleased.

KCKFD 2022 RESPONSE REPORT CARD

Response District	Emergency calls when apparatus was first on scene for 2022.	Percentage of responses that were 240 sec or less travel time. Meeting goal	Percentage of responses that were over 240 seconds travel time. Failing to meet Goal
Battalion 1			
Pumper 1	1953	96.0% (1874)	4.0% (79)
Pumper 5	1317	90.4% (1190)	9.6% (127)
Pumper 9	1804	93.6% (1688)	6.4% (116)
Pumper 11	2056	91.3% (1877)	8.7% (179)
Pumper 14	1465	91.0% (1333)	9.0% (132)
Pumper 15	57	86.0% (49)	14.0% (8)
Pumper 18	2146	90.6% (1944)	9.4% (362)
Total Battalion 1	10798	92.2% (9955)	9.3% (1003)

You're looking at what's described as a report card, where to be able to respond to have the appropriate amount of people at the right place, at the right time to do our jobs 90% of the time. The reason why it's not at 100%, quite frankly, when one fire truck goes out on a call about 100-110 times a day, there would have to be a second and in some cases a third fire truck. No community could possibly afford that. We break this down by central downtown district and most of the stations get pretty close. When we begin moving a little further out, this is actually 2022 and we're going to move to 2023 next.

KCKFD 2023 RESPONSE REPORT CARD

Response District	Emergency calls when apparatus was first on scene for 2023.	Percentage of responses that were 240 sec or less travel time. Meeting goal	Percentage of responses that were over 240 seconds travel time. Failing to meet Goal
Battalion 1			
Pumper 1	2193	96.1% (2108)	3.9% (85)
Pumper 5	1207	91.5% (1104)	8.5% (103)
Pumper 9	1995	94.1% (1877)	5.9% (118)
Pumper 11	2107	90.6% (1908)	9.4% (199)
Pumper 14	1643	89.0% (1463)	11.0% (180)
Pumper 15	269	85.1% (229)	14.9% (40)
Pumper 18	1641	86.3% (1417)	13.7% (224)
Total Battalion 1	11055	91.4% (10106)	8.6% (949)

KCKFD 2022 RESPONSE REPORT CARD

Response District	Emergency calls when apparatus was first on scene for 2022.	Percentage of responses that were 240 sec or less travel time. Meeting goal	Percentage of responses that were over 240 seconds travel time. Failing to meet Goal
Battalion 2			
Pumper 3	543	86.0% (467)	14.0% (76)
Pumper 7	1281	80.2% (1028)	19.8% (253)
Pumper 10	908	71.6% (650)	28.4% (258)
Pumper 16	585	79.1% (463)	20.9% (122)
Pumper 17	754	75.9% (572)	24.1% (182)
Pumper 20	837	68.6% (574)	31.4% (263)
Total Battalion 2	4908	76.5% (3754)	23.5% 1154

You can see that the—you moved up too many.

KCKFD 2023 RESPONSE REPORT CARD

Response District	Emergency calls when apparatus was first on scene for 2023.	Percentage of responses that were 240 sec or less travel time. Meeting goal	Percentage of responses that were over 240 seconds travel time. Failing to meet Goal
Battalion 2			
Pumper 3	638	84.6% (540)	15.4% (98)
Pumper 7	1328	81.3% (1079)	18.7% (249)
Pumper 10	979	69.4% (679)	30.6% (300)
Pumper 16	626	74.4% (466)	25.6% (160)
Pumper 17/ Truck 17	720	67.6% (487)	32.4% (233)
Pumper 20	847	69.4% (588)	30.6% (259)
Total Battalion 2	5138	74.7% (3839)	25.3% (1299)

There really isn't much change between '22 and '23.

KCKFD 2023 RESPONSE REPORT CARD			
Response District	Emergency calls when apparatus was first on scene for 2023.	Percentage of responses that were 240 sec or less travel time. Meeting goal	Percentage of responses that were over 240 seconds travel time. Failing to meet Goal
Battalion 1			
Pumper 1	2193	96.1% (2108)	3.9% (85)
Pumper 5	1207	91.5% (1104)	8.5% (103)
Pumper 9	1995	94.1% (1877)	5.9% (118)
Pumper 11	2107	90.6% (1908)	9.4% (199)
Pumper 14	1643	89.0% (1463)	11.0% (180)
Pumper 15	269	85.1% (229)	14.9% (40)
Pumper 18	1641	86.3% (1417)	13.7% (224)
Total Battalion 1	11055	91.4% (10106)	8.6% (949)

When you begin moving throughout the community and you head to the north side of town...

KCKFD 2022 RESPONSE REPORT CARD			
Response District	Emergency calls when apparatus was first on scene for 2022.	Percentage of responses that were 240 sec or less travel time. Meeting goal	Percentage of responses that were over 240 seconds travel time. Failing to meet Goal
Battalion 2			
Pumper 3	543	86.0% (467)	14.0% (76)
Pumper 7	1281	80.2% (1028)	19.8% (253)
Pumper 10	908	71.6% (650)	28.4% (258)
Pumper 16	585	79.1% (463)	20.9% (122)
Pumper 17	754	75.9% (572)	24.1% (182)
Pumper 20	837	68.6% (574)	31.4% (263)
Total Battalion 2	4908	76.5% (3754)	23.5% 1154

which is Battalion 2, the numbers get worse.

KCKFD 2023 RESPONSE REPORT CARD			
Response District	Emergency calls when apparatus was first on scene for 2023.	Percentage of responses that were 240 sec or less travel time. Meeting goal	Percentage of responses that were over 240 seconds travel time. Failing to meet Goal
Battalion 2			
Pumper 3	638	84.6% (540)	15.4% (98)
Pumper 7	1328	81.3% (1079)	18.7% (249)
Pumper 10	979	69.4% (679)	30.6% (300)
Pumper 16	626	74.4% (466)	25.6% (160)
Pumper 17/ Truck 17	720	67.6% (487)	32.4% (233)
Pumper 20	847	69.4% (588)	30.6% (259)
Total Battalion 2	5138	74.7% (3839)	25.3% (1299)

Then, when you go out west where there's a lot of open space...

KCKFD 2022 RESPONSE REPORT CARD			
Response District	Emergency calls when apparatus was first on scene for 2022.	Percentage of responses that were 240 sec or less travel time. Meeting goal	Percentage of responses that were over 240 seconds travel time. Falling to meet Goal
Battalion 3			
Quint 2	1453	79.8% (1159)	20.2% (294)
Pumper 4	990	79.9% (791)	20.1% (199)
Tower 6/Rescue 6	599	85.6% (513)	14.4% (86)
Pumper 8	540	51.3% (277)	48.7% (263)
Quint 12	867	77.4% (671)	22.6% (196)
Pumper 19	2000	88.2% (1764)	11.8% (236)
Total Battalion 3	5898	79.6% (4696)	20.4% (1202)

yet again, both years reflect the fact that we're missing the targets.

KCKFD 2023 RESPONSE REPORT CARD			
Response District	Emergency calls when apparatus was first on scene for 2023.	Percentage of responses that were 240 sec or less travel time. Meeting goal	Percentage of responses that were over 240 seconds travel time. Falling to meet Goal
Battalion 3			
Quint 2	1382	76.3% (1054)	23.7% (328)
Pumper 4	1017	80.7% (821)	19.3% (196)
Tower 6/Rescue 6	665	82.0% (545)	18.0% (120)
Pumper 8	480	45.4% (218)	54.6% (262)
Quint 12	874	72.8% (636)	27.2% (238)
Pumper 19	1926	83.9% (1615)	16.1% (311)
Total Battalion 3	6344	77.1% (4889)	22.9% (1455)

There are a few that you might want to pay attention in your report that less than 50% of the time we're meeting that target. So again, it just gives you some scientific measurement of how your Fire Department is doing.

Mr. Simma said I wanted to emphasize and speak to these slides and reference to the videos and minimum staffing as well. When we discuss NFPA Standards, the things you hear us talk about are specifically minimums. When we look at 90%, that is to meet the bar. 90% sounds good, it's being compliant with the standard; however, that is the minimum to be just that. When you look at our numbers in our—especially in our Battalion 2 and Battalion 3 where we're in the 70s and 80s, some in the 40s, and those red numbers, those are the areas where we don't make the benchmarks to be compliant. That's where we need to find a progress.

SECTION 4 – KCKFD EMERGENCY MEDICAL SERVICES

Chief Rubin said, of course, with that said we're going to move right into the Emergency Medical Services section. I think we have some pretty good news to report there.

KCKFD EMERGENCY MEDICAL SERVICES

HISTORY OF KCKFD EMERGENCY MEDICAL SERVICES

- KCKFD WAS ONE OF THE FIRST ADVANCED LIFE SUPPORT AMBULANCE SERVICES IN THE NATION IN 1974
- INITIALLY PARTNERED WITH BASIC LIFE SUPPORT RESPONDERS AND PRIVATE AMBULANCE COMPANIES
- KCKFD EXITED AMBULANCE TRANSPORT SERVICE IN 1995
- KCKFD ASSUMED RESPONSIBILITY FOR ALL EMERGENCY MEDICAL SERVICES IN 2004

The background and history is at one time we had the entire community of Emergency Medical Services under our purview, but for whatever reason we exited the Emergency Medical Services, which represents about 70% of our responses in 1995. However, in 2004 we reassumed it and...

KCKFD EMERGENCY MEDICAL SERVICES

KCKFD EMS BY THE NUMBERS IN 2023

- OUT OF 36,162 INCIDENTS, 26,196 WERE EMS RESPONSES, ACCOUNTING FOR 72% OF THE TOTAL
- KCKFD PROVIDED 17,571 PATIENT TRANSPORTS TO DEFINITIVE CARE FACILITIES
- EMERGENCY MEDICAL SERVICES ARE CRITICAL FOR OUR COMMUNITY'S HEALTH AND WELLNESS

I would say somewhere on the order of about 80 to 85% of American communities are protected by fire-based EMS. That's how our system is described and with that said, there's 80 to 85% of

communities are in highly densely areas like Kansas City, Kansas metro, so they are closer, about 90% of all people are protected by. Without a doubt firebase EMS historically has represented the very best in-patient care. You can get some semblance of how many folks that we treat, 26,196 times we went on calls. Of that 17,571 were transported to definitive care. Definitive care, of course, means a hospital. We have provided a critical connection for a lot of our community including the folks that are disenfranchised and unhoused to be able to get services.

KCKFD EMERGENCY MEDICAL SERVICES

EMS BILLING AND REVENUE

- EMS OPERATIONS GENERATED APPROXIMATELY \$4.3 MILLION IN REVENUE IN 2022.
- REVENUE GENERATED FOR 2023 WAS \$5.9 MILLION
- BILLING CHALLENGES PERSIST WITH UNINSURED PATIENTS
- A LACK OF COLLECTION SERVICES PROHIBITS OUR ABILITY TO OBTAIN COST NEUTRAL SERVICE DELIVERY

When we look at our billing, again, some good news. In '22 we collected \$4.3M, in '23 we're at \$5.9M. Of course, '24 the numbers aren't in yet, but that's encouraging. We did increase the billing rate. However, the last comment says we do billing, but we do not do collections. In other words, soft billing after three or so billings go out, it's forgiven. I can't explain why. I wasn't here when it got started, but our recommendation will be to find a collection agency and to go after that money that is rightfully ours. I'd love to tell you that we break even with our Emergency Medical Care & Service, but that just doesn't happen.

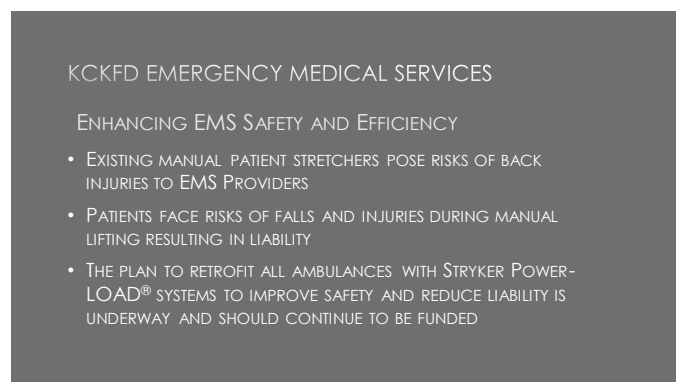
KCKFD EMERGENCY MEDICAL SERVICES

CHALLENGES IN AMBULANCE AVAILABILITY

- AVERAGE AMBULANCE TRANSPORT CYCLE TIME OF 50 TO 90 MINUTES WHICH LIMITS AMBULANCE AVAILABILITY
- REDUCED AMBULANCE AVAILABILITY IMPACTS EMERGENCY RESPONSE DURING CRITICAL TIMES
- KCKFD OFTEN EXPERIENCES NO OR LIMITED AMBULANCE AVAILABILITY

Some of the challenges, our ambulance transports cycle time. Cycle time is from the time the bell rings until that ambulance can take the next call and it ranges between 50 to 90 minutes. The

further away the hospital, the more involved the patient care is, the more cleanup that has to be done between calls pushes it out further. In a typical day three to four times, which I mentioned, we will experience two ambulances available citywide out of eleven, one ambulance available citywide out of eleven, or zero ambulances. When we get to those numbers, we have to rely on our neighbors. We expect Edwardsville or Bonner Springs to help us, but I would daresay typically when we're busy, they're busy. We have to rely on Kansas City, Missouri more times than not to come in and help us. Two problems with that, the response time to physically have an ambulance there, we will have a paramedic delivered by the pumper, thank goodness—or a ladder truck, but they're going to be waiting there for quite a while. That billing I just mentioned, that's money that leaves our community. That will be billed by whatever ambulance takes the person to definitive care.



Next, some of the enhancements. We have a collection of ambulances that need to be upgraded. Most of the ambulances do not have what's called the Power Lift System. Essentially the firefighters have to manually lift the stretcher up. The problems there is back and back injuries. The patient may or may not be secure. I think we're dealing to settle one patient that fell from the litter, time back, but bottom line is this Stryker Power System, which only are represented by a few of our ambulances, that needs to move throughout the system. I don't have to tell you it's a pretty big expense, somewhere about \$65,000 a copy, but again, one firefighter back injury would probably pay for ten of those devices. One patient dropped while trying to get a heavier person, for instance, up into an ambulance would probably buy 50 of those.

KCKFD EMERGENCY MEDICAL SERVICES

COMMUNITY PARAMEDICINE PROGRAM

- COMMUNITY PARAMEDICINE PROVIDES IN-HOME MEDICAL CARE REDUCING HOSPITAL VISITS
- FOCUSES ON NON-EMERGENCY CARE FOR THE UNHOUSED, ELDERLY, OR THOSE WITH LIMITED MOBILITY
- THIS PROGRAM DECREASES EMERGENCY CALLS AND REDUCES EMERGENCY MEDICAL SERVICES STRAIN
- INEVITABLY THIS PROGRAM MUST BE EXPANDED

The last section of EMS we're going to talk about our Community Paramedicine Program. Essentially we have one person that goes out and works very hard to reduce our medical workload. They do in-care services and it's a whole host of services. We started off a contract with one of the medical facilities. That has since ceased. We fund it entirely, but this is one of those programs where we know we're going to recommend that it will be expanded.

SECTION 5 – APPARATUS REPLACEMENT PLAN

The last section that we're going to share with you this evening besides doing a summary, is that we should have the appropriate vehicles.

APPARATUS REPLACEMENT PLAN

- THE PRIMARY GOAL OF THE EMERGENCY VEHICLE FLEET IS TO ENSURE EFFECTIVE, EFFICIENT, AND SAFE RESPONSES
- THIS MASTER PLAN IS A "LIVING DOCUMENT" THAT MUST ADAPT TO THE EVER EVOLVING COMMUNITY NEEDS AND NFPA MINIMUM STANDARDS

It wasn't very long ago that I had to appear before this Commission, the County Administrator, and the Assistants to talk about having five fire stations without fire trucks. I've never experienced that, quite frankly, and again it's been a long time that I've been working in the system, but we got it fixed. Thanks for your help.

APPARATUS REPLACEMENT PLAN

FRONT-LINE EMERGENCY RESPONSE FLEET

- **AMBULANCES:** ELEVEN FRONT-LINE AMBULANCES , MODEL YEARS FROM 2014 - 2022, HANDLE THE MAJORITY OF OVER 36,000 CALLS EACH YEAR
- **PUMPERS:** FIFTEEN FRONT-LINE PUMPERS, RANGING FROM 2006 - 2024, EQUIPPED TO PUMP 1,500 GALLONS OF WATER PER MINUTE, SERVE AS THE BACKBONE OF FIREFIGHTING EFFORTS
- **LADDER TRUCKS:** SEVEN LADDER TRUCKS WITH REACHES FROM 75 TO 107 FEET, ESSENTIAL FOR RESCUE MISSIONS AND HIGH-RISE OPERATIONS , VARYING IN MODEL YEARS FROM 2011 - 2024

We need 11 ambulances that are frontline. Again, right now, our ambulances range from 2014 to 2022. It may sound like great but when you begin looking at the mileage you'll get a better picture. We're in a condition today that we probably haven't been in, in maybe as much as 20-25 years where a fire fleet is reasonable. We have 15 frontline, 150-gallon per minute pumpers, and then we have 7 ladder trucks that are frontline.

APPARATUS REPLACEMENT PLAN

SPECIALIZED FLEET VEHICLES AND SUPPORT UNITS

- **RESCUE UNITS:** TWO RESCUE COMPANIES, VITAL FOR MANY EMERGENCIES SUCH AS VEHICLE EXTRICATION, EXTINGUISHING ROOFS ON FIRE, VENTILATING SMOKE AND GASES, AND RESOLVING BUILDING AND TRENCH COLLAPSES. OUR FLEET VARIES IN MODEL YEARS FROM 2020 AND 2024
- **HAZARDOUS MATERIAL UNITS:** PROTECTORS OF THE ENVIRONMENT (AIR, WATER, AND SOIL) FROM CHEMICAL SPILLS AND OTHER MANMADE HAZARDS. BOTH SPECIALIZED UNITS ARE MODEL YEAR 2024
- **BRUSH TRUCKS:** FIVE BRUSH TRUCKS, CRUCIAL FOR COMBATING WILDLAND FIRES IN RURAL AND OFF-ROAD AREAS. THESE VEHICLES' MODEL YEARS RANGE FROM 2003 TO 2006

There are a couple of rescue units and, again, without a doubt, one's a 2020, the other one is a 2024. We just received two hazardous materials units that are replacing two ancient ones and outdated. We have a brush fire collection of brush fire trucks that range from '03 to '06.

APPARATUS REPLACEMENT PLAN

APPARATUS REPLACEMENT CRITERIA

- **SERVICE LIFE:** FRONT-LINE APPARATUS SERVE FOR APPROXIMATELY 10 - 15 YEARS BASED ON THEIR TYPE OF SERVICE. RESERVE STATUS STARTS AT 11 - 20 YEARS
- **VEHICLE CONDITION:** MILEAGE, ENGINE HOURS, VEHICLE AGE, WEAR, AND MAINTENANCE COSTS ARE USED TO DETERMINE DATE OF SURPLUS STATUS
- **OPERATIONAL EFFICIENCY:** ENSURE VEHICLES MEET CURRENT OPERATIONAL AND EFFICIENCY STANDARDS
- **SAFETY COMPLIANCE:** CONTINUOUSLY CHECK ADHERENCE TO NFPA MINIMUM STANDARDS

Service Life replacement for pumpers should be between 10 to 15 years. At 15 it can go into reserve status and we're going to keep them a little longer than recommended because some of the oldest reserves are going to move to our Training Division. What we do when they're completed used up, we sell them and we get just pennies back. It's a situation where our Fire Department, which I think is for the better, when we turn in a vehicle it really is worn out. It has really given as much service as it can and in some cases the age and mileage is just astronomical. The safety considerations as well as environmental are always a concern.

APPARATUS REPLACEMENT PLAN

FLEET REPLACEMENT TIMELINE

- **ANNUAL TARGETS:** REPLACE 1.5 PUMPERS AND 3 - 4 AMBULANCES EACH YEAR
- **SPECIALIZED UNITS:** REPLACE ONE LADDER TRUCK OR HEAVY RESCUE ANNUALLY
- **LONG-TERM REVIEW:** CONTINUOUSLY EVALUATE FLEET NEEDS FOR FUTURE PLANNING
- **BUDGET PLANNING:** ALLOCATE FUTURE BUDGETS FOR SYSTEMATIC VEHICLE REPLACEMENT

This next one speaks to the target. We're hoping to be able to replace 1.5 pumpers per year. If you're saying, Chief, how are you going to do that, 1 one year, 2 the next, 1 one year, 2 the next. You get the idea. We need somewhere between 3 to 4 ambulances every year. When we get to the mileage it'll make a little more sense. We simply wear those ambulances out. An ambulance probably could gain somewhere between, I don't know, five or six thousand a month. You can begin looking at what it's going to look annually and when you see the results here in a while, remember they're just constantly on the road in this community.

APPARATUS REPLACEMENT PLAN

LONG-TERM REPLACEMENT STRATEGY

- CONTINUOUS REVIEW AND ASSESSMENT OF FLEET TO ENSURE READINESS
- BUDGET PLANNING INCORPORATES SYSTEMATIC REPLACEMENT OF VEHICLES
- GOAL TO MAINTAIN OPERATIONAL AND SAFETY COMPLIANCE

We'll continue to do a long-term review, and again, we will try to work our hardest to make sure we have a functional and operational goal.

10 Year Ambulance Replacement Cycle						
	Year	Unit ID	Location	Mileage	Engine Hours	Status
1	2014	8968	Reserve	180,480	20,470	Active
		7794	Reserve	175,419	25,173	Active
2	2015	8012	Reserve	151,894	20,362	Out
		4066	05 - Mount	100,670	11,462	Completed
3	2016	8792	Reserve	135,414	13,208	Wrecked
		8715	4 - Bethel	147,176	2,110	Active
4	2017	2068	17 - Turner	134,702	6,001	Active
		9057	Reserve	8,766	852	Active
5	2018	8276	Reserve	151,500	1,726	Active
		8057	12 - Piper	113,450	10,814	Active
6	2020	881	19 - Victory Hills	177,275	7,510	Active
		8032	10 - Welton	146,430	7,421	Active
7	2022	2064	9 - Central	105,795	6,583	Active
		7005	7 - Argonne	85,114	5,721	Active
8	2023	8767	5 - Calhoun	62,286	1,445	Repair
		8432	2 - Midtown	104,777	4,004	Active
9	2024	8296	3 - Amundson	89,694	2,730	Active
						In Production
10	2025					In Production
11	2026					2 new/1 remount to be delivered Fall 2025
12	2027					2 new/2 remount to be delivered Spring of 2026
13	2028					2 new/1 remount to be delivered in 2027
14	2029					2 new/1 remount to be delivered in 2028
15	2030					2 new/1 remount to be delivered in 2029
16	2031					3 new/1 remount to be delivered in 2030
17	2032					3 new/1 remount to be delivered in 2031
18	2033					3 new/1 remount to be delivered in 2032
19	2034					3 new/1 remount to be delivered in 2033
20	2035					3 new/1 remount to be delivered in 2034
21	2036					3 new/1 remount to be delivered in 2035

I wanted to get to the next couple of slides and you can certainly digest this, but if you take a look at some of the mileage of the ambulances, there's one with 195,000, 147,000, 134,000, 177,000, 145,000 and I could certainly go on. In the middle of the summer we asked for permission to buy two used ambulances. The reason why we asked is because we found and learned that two were available, very little mileage, for the price of essentially one. We were granted that and that was just simply a stop gap measure. We need to have at least two ambulances new and one ambulance remounted each year to continue. When we put three to four as we look forward and more ambulances are needed, we're going to have to expand the fleet. The mileage is just almost intolerable and, again, it's only going to continue to go up.

10 Year Pumper Replacement Cycle						
Year	Unit ID	Location	Mileage	Engine Hours	Status	Disposition
1	2004	Reserve Pumper 1	100,000	17,112	Reserve	To Training 2020/Fall to 2021
2	2004	Reserve Pumper 2	100,000	17,112	Reserve	To Training 2020/Fall to 2021
3	2007	Reserve Pumper 3	100,000	17,112	Reserve	To Training 2020/Fall to 2021
4	2007	Reserve Pumper 4	100,000	17,112	Reserve	To Training 2020/Fall to 2021
5	2010	Pumper 5	100,000	17,112	Active	To Reserve 2020
6	2010	Pumper 11	100,000	17,112	Active	To Reserve 2020
7	2010	Pumper 10	100,000	17,112	Active	To Reserve 2020
8	2010	Pumper 15	100,000	17,112	Active	To Reserve 2020
9	2010	Pumper 1	100,000	17,112	Active	To Reserve 2020
10	2010	Pumper 6	100,000	17,112	Active	To Reserve 2020
11	2010	Pumper 8	100,000	17,112	Active	To Reserve 2020
12	2010	Pumper 16	100,000	17,112	Active	To Reserve 2020
13	2010	Pumper 14	100,000	17,112	Active	To Reserve 2020
14	2010	Pumper 13	100,000	17,112	Active	To Reserve 2020
15	2010	Pumper 12	100,000	17,112	Active	To Reserve 2020
16	2010	Pumper 9	100,000	17,112	Active	To Reserve 2020
17	2010	Pumper 7	100,000	17,112	Active	To Reserve 2020
18	2010	Pumper 4	100,000	17,112	Active	To Reserve 2020
19	2010	Pumper 3	100,000	17,112	Active	To Reserve 2020
20	2010	Pumper 2	100,000	17,112	Active	To Reserve 2020
21	2010	Pumper 1	100,000	17,112	Active	To Reserve 2020
New to 10 years of service and under 50,000 miles						
11 to 15 years of service or 50,001 to 100,000 miles						
16 to 20 years of service or over 100,000 miles						

Pumpers, we're in a little bit better shape. When you see green, that's pretty good. When you see yellow, that's caution and when we get to the red numbers, pumpers are a little different. They don't take the wear and tear. The heavy weight, they carry an average of two tons of water approximately 12 tons of weight total. Brakes don't last as long as they would with an ambulance although we wear those out pretty quickly because of the mileage. These vehicles are replaced in an earlier cycle as you can take a look at the report. I'm trying to move ahead as quick as I can to save some time for questions for the Commission.

10 Year Specialized Apparatus Replacement Cycle						
Year	Unit ID	Location	Mileage	Engine Hours	Status	Disposition
1	2004	Reserve Truck 1	100,000	17,112	Reserve	To Training 2020/Fall to 2021
2	2004	Reserve Truck 2	100,000	17,112	Reserve	To Training 2020/Fall to 2021
3	2007	Reserve Truck 3	100,000	17,112	Reserve	To Training 2020/Fall to 2021
4	2007	Reserve Truck 4	100,000	17,112	Reserve	To Training 2020/Fall to 2021
5	2010	Truck 5	100,000	17,112	Active	To Reserve 2020
6	2010	Truck 10	100,000	17,112	Active	To Reserve 2020
7	2010	Truck 11	100,000	17,112	Active	To Reserve 2020
8	2010	Truck 12	100,000	17,112	Active	To Reserve 2020
9	2010	Truck 13	100,000	17,112	Active	To Reserve 2020
10	2010	Truck 14	100,000	17,112	Active	To Reserve 2020
11	2010	Truck 15	100,000	17,112	Active	To Reserve 2020
12	2010	Truck 16	100,000	17,112	Active	To Reserve 2020
13	2010	Truck 17	100,000	17,112	Active	To Reserve 2020
14	2010	Truck 18	100,000	17,112	Active	To Reserve 2020
15	2010	Truck 19	100,000	17,112	Active	To Reserve 2020
16	2010	Truck 20	100,000	17,112	Active	To Reserve 2020
17	2010	Truck 21	100,000	17,112	Active	To Reserve 2020
18	2010	Truck 22	100,000	17,112	Active	To Reserve 2020
19	2010	Truck 23	100,000	17,112	Active	To Reserve 2020
20	2010	Truck 24	100,000	17,112	Active	To Reserve 2020
21	2010	Truck 25	100,000	17,112	Active	To Reserve 2020
New to 10 years of service and under 50,000 miles						
11 to 15 years of service or 50,001 to 100,000 miles						
16 to 20 years of service or over 100,000 miles						

The next is specialized apparatus. Ladder trucks, heavy rescues and, again, green is good. I don't think we've probably had this many vehicles in appropriate condition ever and we're in a position where we have most of the frontline vehicles in green. Yellow would be reserves and, of course, red would be something we're either going to get rid of or move it to Training.

10 Year HazMat Replacement Cycle						
	Year	Unit ID	Location	Mileage	Engine Hours	Disposition
1	2005	Reserve HazMat 1		24,536	2,327	Reserve To become Air Unit
2	2006	Reserve HazMat 2		26,549	2,511	Reserve To become Command Unit
3	2023	HazMat 3	Armourdale	0	0	Active
4	2024	HazMat 2	Midtown	0	0	Active

New to 10 years of service
11 to 15 years of service
16 years of service or older

We have to have reserve vehicles for essentially every two frontline. There needs to be one reserve and what we work so hard is that they're now ready reserves and I described that earlier. Hazmat is on the next page...

10 Year Rescue Unit Replacement Plan						
	Year	Unit ID	Location	Mileage	Engine Hours	Disposition
1	2003	Reserve Rescue 1		44,147	3,139	Reserve To Training in 2031
2	2018	Rescue Support	Strawberry Hill	42,942	3,240	Active
3	2020	Rescue 1	Strawberry Hill	19,543	1,527	Active To Reserve in 2031
4	2024	Rescue 6	Village West	1,779	106	Active To Reserve in 2036
5	2029					To be delivered 2031
6	2034					To be delivered 2036

New to 10 years of service
11 to 15 years of service
16 years of service or older

as well as the rescue units...

10 Year Brush Truck Replacement Cycle						
	Year	Unit ID	Location	Mileage	Status	Disposition
1	2003	Brush 18	Welborn	26,854	Active	To Reserve 2030
2	2003	Brush 9	Central Ave	19,553	Active	To Reserve 2031
3	2005	Brush 8	Piper	39,761	Active	To Reserve 2033
4	2006	Brush 16	Turner	9,664	Active	To Reserve 2034
5	2006	Brush 12	Piper	14,155	Active	To Reserve 2035
6	2029					To Be Delivered 2030
7	2030					To Be Delivered 2031
8	2032					To Be Delivered 2033
9	2033					To Be Delivered 2034
10	2034					To Be Delivered 2035

New to 10 years of service
11 to 15 years of service
16 years of service and older

and the brush trucks. Brush trucks again are a weak spot. They take care of wildland fires. When we don't have a huge wildland fire season, we don't need them. When there is one, when it's dry

in the spring and in the fall primarily, they get excessive use. I see that the mileage is low, but when you look at the model year, you can imagine the problems.

10 Year Boat Replacement Plan				
	Year	Unit ID	Location	Status
1	2006	Inflatable		Reserve
2	2008	Boat 1	Strawberry Hill	Active
3	2011	Inflatable		Reserve
4	2014	Boat 6	Village West	Active
5	2017	Inflatable 6	Village West	Active
6	2021	Inflatable 1	Strawberry Hill	Active
7	2023	Boat 18	Welborn	Active
8	2023	Boat 21	Strawberry Hill	Active

New to 10 years of service
11 to 15 years of service
16 years of service and older

That takes us to the boats. With the waterways that we have from the lake to the Kaw River to the Missouri River it's important for us to have and maintain.

SECTION 6 – SUMMARY

When we go to the summary, we would just like to share with you that I think you'll continue to find the labor and management will conduct and work hard to have quarterly meetings once the plan is ready to go.

MASTER PLAN SUMMARY

- LABOR - MANAGEMENT QUARTERLY MASTER PLAN PROGRESS MEETINGS WILL BE HELD
- ANNUAL PLAN EVALUATION TO IDENTIFY OUR SUCCESSES, BARRIERS, AND OPPORTUNITIES
- ONE ADDITIONAL YEAR WILL BE ADDED TO THE MASTER PLAN IN THE JANUARY QUARTERLY MEETING

Quarterly meetings we'll take a look at our successes, our barriers and our opportunities and we'll be reporting back to this Commission, when asked of course, and also annually. At the end of the year we'll drop one year, that's what the living document speaks to and we'll add the next year.

IN CONCLUSION

PATH FORWARD:

1. NEXT MEETING SCHEDULED WITH BOARD OF COMMISSIONERS IN THE FIRST QUARTER OF 2025
2. MASTER PLAN APPROVAL BY UG COMMISSION
3. MASTER PLAN FUNDING BY CHIEF FINANCIAL OFFICER AND BUDGET DEPARTMENT
4. IMPLEMENT KCKFD MASTER PLAN
5. ANNUAL REVIEW AND MASTER PLAN UPDATES

In conclusion, we're hoping to get back a visit sometime in the first quarter of 2025. That'll give us time to finish out the plan. We're hoping for approval by the Commission as well as the Chief Financial Officer helping us and the Budget Officer figuring out how we can get to the funding mechanism. Again, we'll start to implement the plan at that point.

SPECIAL THANK YOU TO:

- UG BOARD OF COMMISSIONERS
- MAYOR / CEO TYRONE GARNER AND STAFF
- UG EXECUTIVE STAFF MEMBERS
- IAFF LOCAL 64 LEADERSHIP
- FIRE ADMINISTRATION STAFF

I would like to share a special thanks. First of all, to this board. Mayor, we appreciate the apology; however, not necessary. We understand the reality and how this came along and how it came about. Clearly this board has demonstrated, as you often say, the support that you have for both our Police Department and Fire Department in the likes of Station 16 and Station 12 and we thank you. Thank you particularly, Mayor, and your staff. Anytime we've asked for assistance, information, your staff members have always come to our aid. The executives that are here, Mr. Johnston as well as Ms. Cobbins and Mr. Howze, has been extraordinary. The leadership of the Local has been amazing to work with. I'm very impressed each and every day. I think we've come to agreement somewhere between 90 to 95% of exactly what he wants, I want and what I want, he wants. There is a gap. There is a chasm, we're not giving away the candy store. They don't have round heels, but we can't do our job without them.

When you say, Mayor, that most communities don't have this relationship, I don't understand it. I've never worked in an environment like that. I've been the Fire Chief in the city of Atlanta, I've been the Fire Chief in Washington D.C. I don't want to get too boastful, but I assure you the relationships with our Local was equally the same. We can't do the job without him, end of story. So, again, we cannot thank you and your staff enough.

Then finally, the fire administrative people, whether it's running a slide projector or putting together the comments or doing research or another crazy idea that the Chief has that got to go into the plan, doing the research, we'll never be able to thank them enough. With that, Mayor, that closes our comments unless there's a closing comment from Mr. President and then we'll take whatever questions we have time for.

Mr. Simma said I'll echo the Chief's comments. Thank you all again for the opportunity to come here tonight. For our executive board members who worked hard on this as well as the Chief's

staff. It is a work in progress. We're still working. We look forward to coming back to you in a few months with some detailed plans and recommendations as to how we can move this thing forward in the future.



Commissioner Burns said thank you Chief and J.J. Are you aware of any federal grant money out there to be brought in to help alleviate our funding problem? **Chief Rubin** said yes. We are currently enjoying a \$5M staffing grant. That grant kicked off in March of 2023. We have applied for a \$200K training grant that we're holding our breath and hope that we get access to that money next month. We'll continue to file for the three types of federal grants that are out there. Fire Act Grant takes care of things like training. SAFER Grant is Safe Staffing for Community, that's the \$5M grant and then there's a Fire Prevention Grant that we're also going to go after, but yes sir, that is a consideration and, in fact, we've cashed in on it. **Commissioner Burns** said are you aware of any funding to repair our stations? **Chief Rubin** said no sir. Fire station during the Obama inauguration, sorry during Obama administration had shovel-ready projects. That money has all dried up. The three federal pots, I'm pretty sure that I'm correct on that, staffing, equipment and training and fire prevention. **Commissioner Burns** said thank you both for all you do.

Commissioner Ramirez said just overall, Chief, thank you for the new vision and I am sure President Simma would agree and rank and file, a breath of fresh air to our Fire Department. I did like how you said it's going to be give and take between Labor and Administration of what the master plan is going to look like. That's government, it's compromise and finding that sweet spot where everyone is okay to be at.

I do thank you. First you were Interim and then I'm happy that our Administrator asked you to be our full-time Chief. Thank you for all you've done. You've been very respectful. You're

respected our rank and file and our administration and you respect our community, so I thank you for that. I thank you J.J. for all that you do and for labor and making sure that all our firefighters have what they need and fighting for them, so I thank you.

Commissioner Kane said well we've got to thank Bridgette for bringing him in. One of the things, Commissioner Burns, is we asked Bach for the SAFER Grant and then we were supposed to have a phone call with him and because Station 12 was supposed to be manned with that SAFER Grant. Then Bach decided, him and the Chief, that they were going to go ahead and rob 15s with people and put them out at 12s. We were supposed to talk to the lady at 4:00 and it was supposed to be a three-way call and when I called Doug he said she didn't know what the hell she was talking about. This is FEMA. These are the people that give the money and there was a fight for a long time that finally ended when the old boy left. But, this is what we're supposed to do. We're supposed to work together, we're supposed—and you can yell and cuss and get madder than hell and at the end of the day you got to figure it out and you guys are figuring it out. That's how bad things were and like the fire stations, they've been neglected since (inaudible). I'm just glad we got some sort of push now to either repair, replace or tear down in a lot of cases. Thanks for what you guys do.

Commissioner Stites said I'll start off by saying thank you for the presentation and bringing these things to light. If you haven't been in those, you don't know what they look like and I'm going to reiterate what the Mayor said. You know what, I apologize because I wouldn't want to work in those conditions. With that being said, as a retired police officer, unfortunately I believe the Police Department could come here and put on this very same presentation with the conditions they're living in where they're at and I'm just piggybacking on what you've presented. The reason I'm saying that is, as you guys move through with your thoughts on physical structures—you know I worked out of West Patrol for many, many years and that was a combination police station and fire station. I think that's what Number 20 on the fire—**Chief Rubin** said Number 19—**Commissioner Stites** said maybe there's an opportunity for us to do some combination as we look at building new structures. I don't know if these other ones are in any condition to repair. I think they really just need to be replaced. That's what it looks like to me anyway and maybe there's an opportunity for us to combine and I don't know if that's outdated, we don't do that anymore or there's good reasons or bad reasons to it. I'm just saying it always has seemed to me that if you

can have one air-conditioner versus two air-conditioners, it makes sense. If you have one septic tank or one sewer or one parking lot, it just seems to make a little more sense, so I don't know if that's a—**Chief Rubin** said I think we would be open to it sir. I think it's a great idea. If President Simma would allow, we'll meet with the Chief of Police and their local president as we continue to flush out the plan and see where there would be opportunities to have joint facilities. I think the one out west is an example. Quite frankly, I'm very familiar with things like that where the police and fire have shared facilities. Again, we would be open to that of course.

Commissioner Stites said yeah and I appreciate that and if there is anything on my end, coming from that Police Department world, I'd be glad to assist on that in any way I can.

Commissioner Bynum said I really appreciate the presentation and all the thoroughness and the data that you presented. It's really important for us to hear all of that information and it makes your stomach turn a bit to see the visual representation and, of course, we'll all be thinking about that for many budgets to come and also considering the Mayor's suggestion of a potential sales tax. It's making me think of—the prior Mayor had asked Public Works to make subcommittees with the commissioners to study our infrastructure and come up with a master plan for infrastructure because, of course, the needs there are also astronomical and so we did that. We worked directly with the team from Public Works and created a master plan that was adopted by the Commission.

Then, last week Commissioner Ramirez had asked in light of our budget situation to sit down and revisit that. So last week we met with the Administrator, the CFO, and the Interim Department Head and Commissioner Ramirez and I to kind of look at where we are with that and where can we go given our budget situation. Our CFO immediately said where's your funding plan, which we didn't have and so I'm thinking a new way now about not only do we need a master plan or a strategic plan in that case, but we need a funding plan. So, I'm curious in all of the hours of prep to bring this forward, have you yet met with our CFO to begin those really critical conversations because looking at it this way feels almost impossible to dig our way out of this kind of situation even after you showed us the pictures of the buildings. Then we talked about ambulances and people and pumpers adding dollars with every slide. The funding plan is going to be really important and I'm appreciative of the Mayor bringing a potential sales tax and I think we need to look at everything. But I'm just curious, have those conversations started because I

think they're going to be critical finding our way out of this and it's obviously going to have to be a multi-year process that does it. So, it's a big, long question.

Chief Rubin said yes ma'am. We're looking at a plan that would be well underway in 10 years and probably wouldn't be finished for 20, perhaps even 25. Dr. Kneuvean has met with us on a couple of occasions to start giving us some broad parameters so that myself and President and his staff can help refine that to make sure that it can be developed in such a way, reasonable bites. We prefer user fees to taxes for obvious reasons. We feel like there are several areas that perhaps would be low-hanging fruit for us to provide some of the funding stream that we're going to need, so we're hoping that we can be self-contained when the plan is finally produced, reviewed and approved by the Local as well as the Fire Administration to get it to you in the first quarter of next year, but that is absolutely in the plan.

Commissioner Burroughs said I just want to state how refreshing it is on behalf of the department and the union to be sitting here collectively in front of this body in unison. It's something that the community has an opportunity to witness that hasn't been the case in the past for whatever the differences that we've heard this evening and some of the issues that arose. I've had the privilege of coming down and having dinner with many of the firefighters at a lot of the stations and I agree the conditions are at the very least challenging, but at the most are deplorable. I can share with you that if any of the commissioners and their individual spouses had to come down to spend one or two days in those conditions, they would be at the table pretty quickly wanting to address it. So, my apologies along with the Mayor, that you've had to live in an environment and I mean live in an environment because that's what you do that is not conducive to the respect that you deserve as Public Safety employees.

I'm very proud of the fact that we haven't seen the issues in the press that we've seen in the past. The relationship building is refreshing. The community risk that we both take as administration and bargaining unit when press hits, that is not flattering to either entity. It's a disrespect to this community and it's refreshing to see you both sitting at the table looking for a way to resolve the issues that we face. These issues aren't new. For whatever reason some of them have been kicked down the road. I believe you have commissioners here that don't want to kick the can, refuse to kick the can, and want to address these issues and we stand ready to partner

with you as you two have partnered with one another. I'm very grateful to see the leadership that I see here this evening, thank you.

Chief Rubin said I think we would be more than willing to make accommodations for commissioners to spend the night or your spouses, just say when, anytime, we say.

Commissioner Lopez said I just want to say thank you. I love that we're all Dotties here. It just proves, you know, our firefighters, you guys are real badasses, I love it. I agree with Commissioner Bynum—before we do anything, we need this 2023 audit. We need to see the actual numbers before we really start digging in deep because otherwise we're just running blind here. I'm thinking the audit was supposed to be done by now, but once that's done, then we can really, really dig deep and figure out where we're at. I do want to say, I really appreciate you guys. I know—I've done some numbers here. It looks like, according to your report, 454 firefighters altogether. (inaudible) one hundred, 53,345 residents, that's a ratio of 1 to 338, that's a huge responsibility and I love you guys for it.

Commissioner Hill said I'm just going to say this real briefly, thank you again to the Fire Department. We appreciate your work. I personally have called because I've seen people in despair and you call came readily into the community to help them, but I had no idea of the deplorable conditions that you all have had to work in. I frankly don't understand how we're breaking our own code with the electricity and the plumbing and the ceilings being in disrepair and mold. I just had no idea, so thank you for this. This was a great education for me.

Commissioner Davis said I'll be brief. Thank you all so much President Simma. Thank you Chief and to both of your teams. I know this has been—just to get to this point has been a lot of work, a lot of patients, quite frankly, a lot of compromising coming to a consensus. So, as professionals, I think it speaks volumes to both of you and your leadership teams to get our community to this point. I don't want to echo too much of what has been said, but in my mind revenue neutral keeps coming up and I just couldn't help it in part because, as Mayor Garner alluded to, and said it's not just the Fire Department. We had the same conversation with Public Works, we've had the same conversation with our Police Department, we had the same conversation with Parks & Rec. It's across the board and it's not to minimize anything that's been

presented, it's to say that as a community we're going to have to figure out what investment we are willing to make. I think that we have the opportunity to maybe not solve every issue, but to do better year by year by year so that the maintenance and the repairs are better and perhaps there are some other cost-saving measures as Commissioner Stites has eloquently stated.

With the budget process I think one of the things that we need to hear and see are a multiple of folks that are impacted by our decisions participating in that. Quite frankly, I was surprised by the lack of, at least from my end, communication or participation in the budget process from some of our unions and folks that are definitely going to be and are currently impacted by our decisions in the future. I think I would love to hear and see more of this as we get closer to that decision because when we get downstairs we hear a lot from residents that are talking from their end of expenses, which is very legitimate and very fair, and I hear that. On the other side, our services and so finding that balance is going to be key, but we can't do it if everybody's not at the table as we are making that decision. I'm very excited that this was not the whole plan because I'm like wait a minute, so like does this just kind of leave us on the hook, not necessarily, provide some recommendations or solutions, so I'm excited for the Part Two of this.

If I could make a recommendation, perhaps we look at what other cities of similar size and similar economic challenges have gone through and how they have helped provide greater investment and better repair for their Fire Departments because we're not the only ones dealing with this. Perhaps there are some strategies that we can implement that we haven't thought of, some maintenance tactics that we haven't thought of so that we can get there.

I've been to a few of our fire stations, at least the two that are in my district, both 2 and 19 and just visiting those, I can tell you it is not luxurious at all. They are truly—to see that every day sociologically and then go and provide the service for our community, quite frankly, is one of the hardest jobs. So, sincerely thank you all and I want us to continue to do better and for us to provide realistic solutions so that you all feel confident that you can lead the folks in your department and they valued by us.

Chief Rubin said we appreciate that and I feel like I must say our firefighters, again, will go to 110 calls and they'll do it respectfully, they'll do it quickly, they'll give their 100%. I don't care what the facilities are, if they got worse, I don't know how that would happen. I have full and complete faith that our firefighters will always march on. Whatever this community needs comes first.

Mayor Garner said I'll just close it with, again, what you've seen here tonight from this Commission is an unwavering support. We really appreciate the presentation. I just have to keep saying it. When you go from no communication to collaboration, just professionalism that you all have shown as leaders speaks volumes because relationships are key to finding real solutions to problems. I know you're not going to agree on everything, but what I'm saying is you're agreeing on most things and I'm anxious to see the recommendations. Chief, thank you, you are already thinking about the financing options and that's great. I just threw one out there but, you know, obviously you're ten steps ahead of me, so great to hear that as well.

Mr. President, thank you. I know you all have been through a lot. Going six years without a contract, I can tell you that I gave a call to action to our Interim Administrator, she went to work and, again, I'm just going to repeat it. I know I mentioned earlier, you call a spade a spade because I've been in management and executive leadership for a long time and I've ran across people that I wouldn't let lead a boy scout troop to hand out bottle water, you know what I'm saying, and I've seen some educated idiots in my lifetime and it doesn't mean nothing. But then you call those people out and you help them get better, do you follow me, but you have to recognize that. I know some other boards that I've been on I've tried to tell my colleagues let's throw away these rubber stamps, you know what I'm saying, and really help the leadership become what we need them to be and be successful in all that we want them to do.

I say that to say that when I was a Deputy Chief a lot of people thought I was a decisionmaker. I was a facilitator and I can say that I just want to give Bridgette Cobbins a lot of credit because when that call to action went out to Interim Harrison-Lee, Bridgette stepped right in and worked right with you all. I've sat in those meetings with her and said I'm going to do whatever I need to do to make things right and she did that and her leadership really helped what you all are seeing here today and so I've got to give credit to Bridgette Cobbins on her leadership and what she did in this process because she gets overlooked a lot, but she's often that background person getting it done in ways that you can't even begin to see.

Then, our Legal team, there were a lot of issues that the union had with Legal and Legal said okay, we're going in a different direction and they stepped up and you got your contract and so really it wasn't so much of anything I did Commissioner Kane. I know you said that earlier, but it wasn't so much of me other than just saying here's the direction, here's the vision, let's get it done and staff got it done in cooperation, so it's really good to see this.

Chief, I know you said you—I’m just talking about from my personal experience, I haven’t seen this level of collaboration and cooperation at this level of professionalism with the union and the Chief sitting around the table finding solutions and working out problems and agreeing on it. I’m not saying it doesn’t happen and that was communication channels in it. I just, in my career, and I can only speak for myself, I’ve never seen this right here. I applaud you all because this is what leadership and this is what public service is all about, throwing away all of the differences and saying we’re professionals. We aren’t going to agree, but we’re going to find what we can agree on, we’re going to get things done for the people that we’re here to serve, so thank you for your leadership. We’re glad to have you. Thank you Mr. Simma as well and I’m anxious to hear these recommendations.

I’m going to close this out because we’ve got to get to the next commission meeting, but thank you all again. Any other questions, comments for our Commission?

Action: Commissioner Burroughs made a motion, seconded by Commissioner Stites, to **adjourn**. Roll call was taken and there were nine “Ayes,” Bynum, Burroughs, Burns, Ramirez, Hill, Kane, Lopez, Stites, Davis.

MAYOR GARNER AJOURNED

THE MEETING AT 6:49 p.m.

Monica L. Sparks
Unified Government Clerk

dt

September 26, 2024