



## Eastside Fire & Rescue

### Strategic Plan Q1 Report

---

The report is intended to provide you with a short update of every area of focus. It is not intended to be all encompassing. Of course, if you would like to receive more detail about any topic, we will be happy to provide it to you. As you will see we are busy working on the many elements of the plan.

The report lists every Strategic Priority and Objective outlined in the Strategic Plan. Every item will have a brief description of the actions being taken, the lead staff member assigned, and a status update.

We have created four status levels:

On-going	Represents an item that will be continually worked on. There is never a completion to this type of objective. Beginning with the second quarterly report, each item with a status of on-going will have a description of what has been most recently completed and a description of what is the most pressing issue currently being worked on.
In progress	Represents that we are actively working towards completion of the objective.
Deferred	Represents that the objective is currently not being worked on.
Completed	Represents an objective that has been achieved.

As always, I welcome your feedback and look forward to presenting this document to you at the March Board meeting.

---

<b>Strategic Priority – Employee Development</b>			
Invest, support, and empower all personnel to realize their potential.			
Objective	Activity	Responsible Party	Status
1. Strengthen training and development opportunities for member.	With the move to SKCFTC, EF&R Training Officers will operate out of a joint regional facility improving the efficiency of training delivery. We are seeing training impacts in all facets and levels of operational crews, career and volunteer. Long term planning for both career and reserve is ongoing with Training staff now at SKCFTC.	Chief Burke	On-going
1a. Awaken a sense of capacity in members.	By-product of number 1, 2, and 2b. Follow up of new supervisors and new firefighters who have attended the ethical leadership academy show increased engagement at all levels of the organization. We are increasing the access to ethical leadership development to increase the engagement of Agency members in the development of themselves and others. The Training staff located in the SKCFTC are actively involved in planning and delivery of training that they would not have had an opportunity to participate in here at EF&R. Opportunities for non-training staff to become engaged and take on new roles regionally: technical rescue, EMS, pump operations, etc. have grown.	Chief Burke	On-going
1b. Create opportunities and an environment that allows members to thrive.	Working to identify all currently assigned Agency task assignments and create rotation process that allows for organized turnover and opportunities for participation by all members of the organization. The Administrative Assistant team is actively cross-training to meet objectives and ensure succession planning.	All Chiefs	On-going
2. Develop a robust officer development program.	We are working on the impact to the community to start development of future employees <i>PRIOR</i> to employment (e.g. via work with school districts, explorer program and other community groups). With our move to the SKCFTC, we are in process of adopting their task manuals for Driver/Operator, Acting Officer, and Acting BC. These will supplement our current JATC program, and our current leadership development process	Chief Burke	In progress

White: On-going	Red: Deferred
Green: In progress	Blue: Completed

<b>Strategic Priority – Employee Development</b>			
Invest, support, and empower all personnel to realize their potential.			
Objective	Activity	Responsible Party	Status
	in order to create regional consistency, and the new hire to retirement development plan.		
2a. Continue to support and invest in the Joint Apprenticeship & Training Committee (JATC) program.	The Agency continues to participate in the regional JATC program. The Agency JATC Secretary is part of the initial review team for the next SKCFTC JATC update scheduled for a 2020 release.	Chief JATC	On-going
2b. Implement a professional development program.	Utilizing the best practices of the National Fire Academy, State standards, and other recognized leadership and management programs, EF&R is establishing a program that allows employees to 1) see required and elective opportunities, 2) enter along the continuum at any point to meet their current capabilities to further their development, and 3) meet their future goals and the Agency’s need for qualified personnel at all levels of the organization. Create record management of roles employees have taken on in the Agency, and tie to “career counselors” who will assist individuals in accomplishing their professional goals, with a by-product being organizational capacity. The SKCFTC program allows us to create a flexible path for suppression employees. Further work to be done on employees in other areas of the organization (e.g. shop, support staff, etc.) Agency is focusing on further developing skills and providing new ones to ensure a welcoming and sustaining environment for new and current employees. We should see the role out of the first steps of this focus in the 1 <sup>st</sup> quarter of 2020.	Chief Burke	In progress
3 Identify training grounds that maximize availability, functionality and accessibility to meet training demands.	The original site will not support the proposed use. We are now actively trying to identify other potential sites throughout the service area. As possibilities develop the Board will be kept apprised.	Chief Clark	In progress

White: On-going	Red: Deferred
Green: In progress	Blue: Completed

<b>Strategic Priority – Employee Development</b>			
Invest, support, and empower all personnel to realize their potential.			
Objective	Activity	Responsible Party	Status
4 Emphasize safety; promote the physical and mental well-being of members.	<p>Revamp safety reporting mechanisms to lend to more accurate documentation and statistical analysis to better address trends and focus resources on prevention. The Safety committee will be holding their safety meetings at each station over time. The purpose is to conduct safety walkthrough with each station captain, and to further involve all employees in the process of making their work place safer. The Safety Committee has met at three of the fire stations with their station captains to complete a walkthrough. New Peer Support members have completed their initial training and work is being done to update policies and procedures. EF&amp;R Peer Support team is actively engaged in regional planning sessions in order to ensure best practices are in place. Work being conducted in concert with the Labor-Management RBO on Health and Wellness medical exams has been put in place. Firefighter medical exams program has been implemented and members are utilizing this benefit. Peer Support leadership is working collaboratively with management to develop a policy identifying roles and responsibilities of Peer Support members and highlights the importance of maintaining confidentiality. Leadership is working to create a collaborative environment between Peer Support and the Departments Chaplain program to better support the needs of internal and external customers. EF&amp;R Peer Support has partnered with Zone 3 consortium Agencies for training and program development. All EF&amp;R Chaplains are scheduled to attend a trauma workshop and the Agency is working to provide additional support and looking to expand the program.</p>	Chief Lane	On-going
5 Create a succession development strategy for all levels, to include small service delivery groups.	<p>This is an active, continual process, across all levels of the organization.</p>	Chief Clark	On-going

White: On-going	Red: Deferred
Green: In progress	Blue: Completed

<b>Strategic Priority – Employee Development</b>			
Invest, support, and empower all personnel to realize their potential.			
Objective	Activity	Responsible Party	Status
5a. Evaluate and revise the Performance Evaluation Program.	Draft evaluation(s) complete and finalizing for 2018 implementation. Q1 2018 - Supervisor training will be completed in March of 2018	Chief Parkinson	Complete
6 Facilitate open and effective communications across all levels.	Feedback from all levels indicates high level of approval of both transparency and efficacy of the communication methods (chief video), and the manner of information. On-going station visits scheduled regularly throughout the year.	Exec Chiefs	On-going
7 Plan and develop a well-rounded training program designed to support future leadership candidates as they prepare for integrated department management roles.	Coordinate with 2 and 2b. Developing processes with significant overhaul. Regional leadership opportunities in EMTG, SKCFTC, Hazmat, Zone, and other training consortiums are providing increased opportunities to engage in multiple leadership and management styles, which lead to increased effectiveness here at EF&R. Additionally, Training will support the new program managers that have been appointed due to the new station assignments. This support will be to focus on each manager creating a risk management assessment, and conducting a program-level SWOC.	Chief Burke	In progress
7a. Develop Chief Officers capable of assuming multiple types of management duties.	Establishment of Administrative Chief Positions was the first step. Additionally, monthly All Chief meetings have been established to create opportunities for the development of all Chiefs. A formal written succession strategy will compliment this objective.	Chief Clark	In progress
8 Develop a strategy to reduce/improve the span of control of Line Battalion Chiefs.	The need has been identified and a solution has been proposed, and approved, in the 2019-2020 budget process. A strategy assigning more tasks to Captains has been developed.	Chief Clark	Completed

White: On-going	Red: Deferred
Green: In progress	Blue: Completed

# Eastside Fire & Rescue Strategic Plan Report 2020

<b>Strategic Priority – Employee Development</b> Invest, support, and empower all personnel to realize their potential.			
Objective	Activity	Responsible Party	Status
9 Develop comprehensive volunteer firefighter development and supervisory strategies.	<u>Firefighter Development:</u> Reserve Firefighters utilize task books, which are modeled after the JATC program, and are designed to engage the career staff in the ongoing training and development of the Reserves. Task books will be utilized for the following: <ul style="list-style-type: none"> <li>• Firefighter 1 (1<sup>st</sup> year Reserve)</li> <li>• Driver/operator on Aid cars</li> <li>• Right Seat qualification</li> </ul>	BC Schutter	In progress
10 Define organizational commitment to Recognition Programs.	Established a Mission Moment during the monthly EF&R Board meetings to highlight and recognize significant employee contributions and department programs/projects. Increasing the use of video and other media platforms to broaden the messaging and participation of membership. I.E specific Company Officers or crew members being interviewed by the CLO to improve messaging and “ownership” of achievements. This project has been provided by Captain Johnson and will continue to provide a historical and current perspective of EF&R history and daily Operations	Chief Lane	On-going
10a. Continue conducting annual recognition ceremony.	The 2019 awards banquet was a big success and well attended. We honored the 2019 award recipients as well as successes and achievements of Eastside Fire & Rescue over the past 20 years.	Captain Johnson	On-going

White: On-going	Red: Deferred
Green: In progress	Blue: Completed

# Eastside Fire & Rescue Strategic Plan Report 2020

<b>Strategic Priority – Life Safety</b>			
Provide for life safety, and the protection of property and the environment.			
Objective	Activity	Responsible Party	Status
1. Establish and adopt an “All-Hazard” Standards of Response Coverage.	The SROC has taken feedback from the two presentations made to the Board. Regionally, the Zone is researching the MAPARS reporting system. County is moving to a new “SharePoint” based all hazards tracking system. Additional information will be available Q3 2018.	Chief Burke	In progress
1a. Perform and maintain a comprehensive Community Risk Assessment.	SOC was approved by the Board in December of 2017 based on the Risk Assessment. It is being used for both budgeting and community services interaction planning. The Community Services Division is now utilizing the initial information from this Risk Assessment to plan for community outreach. Wildland urban Interface (WUI) pre-plans will be developed in Q1 of 2020 to define specific types of WUI risk hazards within response area (Steep grades, narrow access roads into and out of communities etc.) to create standard response coordination and community education/information opportunities.	Chief Lane/Burke	On-going
1b. Perform a detailed All-Hazard critical task evaluation.	EF&R Board adopted in December 2017.	Chief Tryon/Burke	Completed
1c. Perform a comprehensive station and unit evaluation.	With Risk Assessment completed, and 1b under review, in process. With 2019/2020 budget approval multiple station utilization and staffing changes will take place. We are conducting the first big update to the risk assessment completed in 2017. The goal is to create an user level functionality to push the level of evaluation of performance and direction down to the station level, versus at the executive level. This will improve the accountability of responders as well as tapping into their local knowledge of the issues they are dealing with. Then in coordination with Agency planning (budgets, policy, operational response, etc.) the Agency can continue to be nimble as we meet the needs of our local communities.	Chief Tryon/Burke	In progress

White: On-going	Red: Deferred
Green: In progress	Blue: Completed

# Eastside Fire & Rescue Strategic Plan Report 2020

<b>Strategic Priority – Life Safety</b>			
Provide for life safety, and the protection of property and the environment.			
Objective	Activity	Responsible Party	Status
	New staffing model (Jan 1 2019) is currently being evaluated for response times and unit availability (reliability) throughout response area. To date EF&R has seen an increase in transports as well as greater flexibility in meeting ongoing training requirements.		
1d. Perform a comprehensive resource deployment evaluation.	<p>With Risk Assessment completed, and 1b under review, in process. The first deployment changes based on the 2017 review are now being implemented. Data will be reviewed through 2019 to assess effectiveness, with modifications on going. Jan 1 2019 the redeployment of resources throughout the department to meet the growing and changing needs of the community. In addition to the redeployment of resources, creating the second Battalion Chief role has improved operational emergency operations safety and development of individual crew members. Aid 187 will begin operation in Q1 2020 at or near the Snoqualmie Casino. This 12-hour Aid Unit will improve response times in the upper valley and support greater fire ground safety and operational capacity. A187 will go out of service every evening at 8:00pm and one of the members will continue their shift as a 4<sup>th</sup> member on Engine 187. This provides the capacity for immediate interior fire attack on structure fire which require two members outside of the structure in a “stand by mode”.</p> <p>Aid 183 has increased operational hours to 24/7 creating greater operational fire, rescue and EMS transport capacity throughout the response area. This additional capacity has also balanced the daily responses and transports across the three dedicated aid/transport units.</p>	Chief Burke	In progress

White: On-going	Red: Deferred
Green: In progress	Blue: Completed

# Eastside Fire & Rescue Strategic Plan Report | 2020

<b>Strategic Priority – Life Safety</b>			
Provide for life safety, and the protection of property and the environment.			
Objective	Activity	Responsible Party	Status
2. Maintain Adopted Fire Code standards in all partner service areas.	<p>Continue to improve code consistency across EF&amp;R partners and region for safety, efficiency, and effectiveness. Ongoing via Zone Fire Marshal Committee, and ongoing work with ILA partner city code divisions. In 2019 we will start preparing for updating to the next IFC code adoption cycle with each partner city. Agency has implemented the Board approved third-party provider of code compliance to ensure the function of safety devices in local businesses. The start date was July 15<sup>th</sup>. This is a regional standard (Seattle, Bellevue, Redmond, Mercer Island, Bothell, etc.). EF&amp;R will be represented in the establishment of a county wide Fire Marshal work group. This will assist in improving consistency county wide in fire code and compliance standards.</p> <p>Prevention staff are working with Zone 1 and Zone 3 Fire Marshals to create consistency as each organization prepares for the upcoming IFC code adoption cycle. Fire Prevention Staff are working collaboratively with Zone 1, 3, and 5 agencies to establish inforcement best practices, such as: Food Truck inspections and enforcement. Prevention Staff are working hard, preparing for the 2018 ICC code updates. Zone 1 and Zone 3 regional work continues and has proven beneficial, increasing consistency between agencies.</p>	Chief Lane	On-going
2a. Participate in the planning process of new development, to include transportation planning.	<p>Regularly scheduled meetings with management from all three cities. The discussion centers around growth related issues. There is now a monthly standing meeting in Sammamish, have integrated in the Issaquah and North Bend processes. We will continue to integrate into all three planning processes.</p>	Chief Clark	On-going
2b. Proactively work with partners to ensure Fire Codes and Standard Planning	<p>A review and update of all standard planning details has been conducted. Additionally, an annual review process has been established with each entity.</p>	Chief Clark	Completed

White: On-going	Red: Deferred
Green: In progress	Blue: Completed

# Eastside Fire & Rescue Strategic Plan Report | 2020

<b>Strategic Priority – Life Safety</b>			
Provide for life safety, and the protection of property and the environment.			
Objective	Activity	Responsible Party	Status
Details are developed, adhered to, and enforced.			
2c. Evaluate and develop a comprehensive Fire Inspection program.	Implement compliance monitoring program in keeping with regional best practice to ensure codes compliance and life safety conditions for community. The program is called The Compliance Engine (TCE) Implemented on July 15, working with vednors and businesses to coordinate the ongoing engagement of the TCE. Implemented new RMS for inspections to ease workload of crews, and to improve detailed record keeping of businesses. Receiving positive feedback from the initial deployment. This program also improves our pre-incident planning process due to a direct connection of data from various sources. This also coordinates with our TCE program.	Chief Tryon	Completed
3. Develop and maintain a robust Emergency Management program.	Conversations are taking place with partner agencies for the potential of an Emergency Management contract. EF&R has entered into an agreement with the City of Sammamish to bring over Andrew as the Agency’s Emergency Manager. Andrew brings with him an extensive background in emergency management that will benefit the agency. Initially Andrew will be focused on fulfilling his current roles and responsibilities within the City of Sammamish. The longer term goal is to explore opportunities to expand his expertise to other areas within EF&R.	Chief Lane	Deferred
3a. Develop and adopt an Emergency Operations Plan (EOP).	Target date is 2020.	Chief Lane	Deferred
3b. Identify and exercise EF&R’s Emergency Operations Center (EOC).	Target date is 2020.	Chief Lane	Deferred
3c. Develop and adopt a Continuity of Operations Plan (COOP).	Target date is 2020.	Chief Lane	Deferred

White: On-going	Red: Deferred
Green: In progress	Blue: Completed

# Eastside Fire & Rescue Strategic Plan Report 2020

<b>Strategic Priority – Life Safety</b>			
Provide for life safety, and the protection of property and the environment.			
Objective	Activity	Responsible Party	Status
3d. Improve, maintain and exercise robust disaster communications capability.	Evaluating experiences from 2016 regional. Updated SAT phones based on regional drill experience. DC Tryon is the Vice Chair of EPSCA (regional 800MHz radio provider.) EF&R recently participated in a regional planning drill with Seattle Public Utilities for a possible Tolt Dam failure event. This created opportunities to better work with other regional partners to ensure there is a communication loop in the worst possible times.	Chief Lane	On going
3e. Integrate and train on Emergency Management response with all partner agencies.	Target date is 2018 based on outcome of 3a and Partner discussions. Emergency Managers from partner agencies will be meeting in an effort to look for areas that resources and ideas can be shared.	Chief Lane	Deferred
4. Continue to work with regional response partners to address the challenges of regional service delivery.	King County Zone 1 Operations Chiefs are working to align response plans across the Zone to ensure improved response capabilities and recommendations of EMTG Best Practices training platform. Currently standardizing TRT training, equipment and responses. The KC EMS BLS sub-committee is working on a quality improvement/assurance program, EMT training cost recovery and initial training planning. Currently a number of Training Division members and Operations Chief evaluating the “Blue Card” incident management system. Many agencies within Zone 1 are evaluating the value of Blue Card Incident Command management system and are hopeful to move the Zone forward in this effort.  Blue Card incident command management system has been implemented throughout the daily operations. In addition, three Battalions Chiefs have received certification to serve in the role of certified trainers. All Captains have completed both the initial online training and 3 days of intense classroom instruction.	Chief Burke	On going

White: On-going	Red: Deferred
Green: In progress	Blue: Completed

# Eastside Fire & Rescue Strategic Plan Report 2020

<b>Strategic Priority – Life Safety</b>			
Provide for life safety, and the protection of property and the environment.			
Objective	Activity	Responsible Party	Status
	<p>All Lts. are currently working through the initial 50 hour online portion of the training and will receive the balance of the training in September 2019.</p> <p>Discussions have been on going with King County EMS to improve delivery of on line EMS training throughout King County. With goal of these discussions is to align all online training curriculum (fire-EMS-TRT etc) onto a single learning Management System (LMS) to ensure compliance and improve the quality of the content.</p> <p>Planning and response plan changes are being proposed throughout King County with the implementation of the Automatic Aid Agreement.</p>		
4a. Support the development and implementation of a countywide automatic aid system.	Chief Clark was a founding member of the King County Fire Chiefs Association Automatic Aid Committee. The EF&R Board was briefed on the progress of the agreement at the May 2017 Board meeting, the agreement is on track for agency approval March 2018. The ILA was signed by the EF&R Board in March 2018.	Chief Clark	Completed
4b. Continue to support and develop regional capabilities of the dispatch system (NORCOM).	Several Chief Officers sit on regional NORCOM workgroups to ensure EF&R needs are met.. SnoPass has been integrated back into NORCOM improving the safety of EFR Firefighters. Facilitated a kick-off meeting between NORCOM and Renton RFA concerning the possibility Renton joining NORCOM.	Chief Clark	On-going
4c. Continue to support and develop the regional capabilities of special operations.	<p>Standardization of the following practices:</p> <ul style="list-style-type: none"> <li>• HazMat Model procedure</li> <li>• TRT Responses</li> <li>• TRT Training &amp; Equipment</li> <li>• 1<sup>st</sup>-4<sup>th</sup> Alarm responses across Zones</li> <li>• Zone 1 Chiefs have expressed an interest to develop 4 dedicated “technician level” heavy rescue assets that</li> </ul>	Chief Burke	On-going

White: On-going	Red: Deferred
Green: In progress	Blue: Completed

# Eastside Fire & Rescue Strategic Plan Report 2020

<b>Strategic Priority – Life Safety</b>			
Provide for life safety, and the protection of property and the environment.			
Objective	Activity	Responsible Party	Status
	<p>would be available throughout the Zone. Rescue 72 would be one four units proposed.</p> <p>Hazmat 173, a regional response apparatus, began operations February 15<sup>th</sup>. The current response model is for HM 173 is being evaluated based on effectiveness and improved operational safety. Data regarding the effectiveness of HAZMAT 173 will continue to be compiled over the calendar year (2019). Changes in the initial response plan have been made due to feedback from crew members and Incident Commanders.</p> <p>Ladder crews, Swift Water and Wildland members have participated and provided training throughout Zone 1 and Zone 3 in an effort to ensure improved reliability and alignment of training and operational standards .</p>		
4d. Expand EF&R's role in the regional training system across all Divisions.	<p>EF&amp;R is now a member of South King County Fire Training Consortium (SKCFTC), and continues its participation in EMTG. SKCFTC and EMTG are responsible for the training of nearly 2,000 firefighters from Eastside to Shoreline to Auburn. DC Tryon is working with a regional committee to standardize regional recruit firefighter training, so academies across King County and Southern Snohomish county maximize consistency, reduce redundancies, and share resources were possible. Members include EMTG, Seattle Fire, SKCFTC, and South Snohomish Fire Training Consortium.</p>	Chief Burke	On-going
4e. Develop a strategy to provide opportunities for personnel to advance their skills to the level of paramedic within the framework of the regional Medic One system.	<p>Chief's Clark and Burke represent the department on several regional EMS workgroups. Any likely change will occur during the 2019 EMS Levy planning period. Discussion on how this objective might be achieved were begun with the City of Bellevue Labor and Management representatives in April of</p>	Chief Clark	Deferred

White: On-going	Red: Deferred
Green: In progress	Blue: Completed

# Eastside Fire & Rescue Strategic Plan Report 2020

<b>Strategic Priority – Life Safety</b>			
Provide for life safety, and the protection of property and the environment.			
Objective	Activity	Responsible Party	Status
	2017 and are on-going. I have placed this item as deferred while the new Bellevue Fire Chief acclimates to his position.		
5. Continue to develop, support, and improve all volunteer programs.	<p>Twenty-four candidates are going through the background and medical process. Once that is complete they will complete and EMT class followed by an Aid car academy. The Reserve fire academy is scheduled to be completed in mid-April with graduation set for April 20<sup>th</sup>.</p> <p>Fire Corps: Recruitment is in progress and BC Schutter is actively engaged in developing Fire Corps capabilities.</p>	BC Schutter	In process
5a. Develop and implement volunteer deployment strategies that address needs.	<p>Continuing the evaluation of the Reserves response models and the impacts to partner communities. Changes will be implemented after careful consideration of cost and response impacts.</p> <p>Some examples of current evaluations taking place:</p> <ul style="list-style-type: none"> <li>• Co-staffing station 74 -1/2 cost ratio by D38/D10</li> <li>• Community responders only at 76/88</li> <li>• Re-tasking stations 86/79</li> <li>• Development of “Rally Stations” to improve response capabilities</li> <li>• Removal of E82A and A83A</li> <li>• 11 Members currently attending WA State Fire Academy</li> <li>• 21 members completed King County EMT course and will be provided to ride with engine companies for incident exposure. These members have not received their firefighter training to date but will be in the Fall 2018 class</li> <li>• Reserve Units at Station 76 and 88 have been placed back in service and are being staffed by Reserve Corps members on A platoon as of late August. Additional</li> </ul>	Chief Burke	On going

White: On-going	Red: Deferred
Green: In progress	Blue: Completed

# Eastside Fire & Rescue Strategic Plan Report 2020

<b>Strategic Priority – Life Safety</b>			
Provide for life safety, and the protection of property and the environment.			
Objective	Activity	Responsible Party	Status
	members are completing the Aid Car academy to expand Reserve support across the balance of shift assignments. EF&R and Drone 181 received the critical FAA Conditional Operational Allowance (COA) and 10 Fire Corps members have completed the Part 107 FAA licensure process providing the agency with certified UAV pilots. A retired Aid unit is being converted to a non emergency response unit that will be dispatched to the scene of incidents. Drone 181 has been added to all Commercial Working structure fires, Wildland Fires , Swift Water and Surface Water responses		
5b. Improve supervision and support.	Strategies have been implemented to improve supervision and support of the Reserve program. Reserve Firefighters are assigned to an aid car academy to ensure proper training prior to working at 76 and 88. When assigned to 76 and 88 the Reserves are supervised by the company officers at 87and 78 per policy.	BC Schutter	Completed
5c. Develop quality recruitment, retention, and recognition programs.	BC Tanner is currently forming a Candidate Engagement Group with the objective to identify and recruit talent into both the Reserve and Career ranks. This group should be operational by Q2 2018. The strategic objectives of the group will be threefold. First to identify potential candidates, recruit, and develop candidates from across the region.	BC Schutter	In process
5d. Identify and develop support for volunteer classifications to include, but not limited to; Support Service, Chaplin, Firefighter and Community Volunteers.	The program has been redesigned and designated as Reserve Corps. Eastside. It is divided into two groups: <ol style="list-style-type: none"> <li>1. Reserve Firefighter Program (new)</li> <li>2. Fire Corps. (CERT.)</li> </ol> Chief Schutter and the RTG will support the Reserve Firefighter and assist the management of the Fire Corps.	BC Schutter	In process

White: On-going	Red: Deferred
Green: In progress	Blue: Completed

# Eastside Fire & Rescue Strategic Plan Report | 2020

<b>Strategic Priority – Life Safety</b>			
Provide for life safety, and the protection of property and the environment.			
Objective	Activity	Responsible Party	Status
6. Implement the use of the Relationship by Objective (RBO) committee process to expand participation across EF&R.	The first two-day EF&R RBO retreat was held on March 7 & 8. The meetings were a success resulting in the formation of several RBO Committees. The work is continuing at a steady pace. The 2018 retreat was successfully held in April.	Chief Clark	Completed
7. Evaluate the benefits and deadlines of accredited status through the Center for Public Safety Excellence, Commission on Fire Accreditation International.	Chief Clark attended a 3-day Accreditation workshop in April and provided a briefing to the Board in May 2019. A follow-up discussion will be held with the EF&R Board in the Spring of 2019.	Chief Clark	In Process

<b>Strategic Priority – Long Term Sustainability</b>			
Be a sustainable, adaptive, and innovative fire department.			
Objective	Activity	Responsible Party	Status
1. Provide plans for new facilities as well as the expansion and renovation of aging infrastructure and the replacement of equipment and apparatus.	Dec. 2017 Board policy approved.	Chief Parkinson	Complete
1a. Develop a long-term Capital Improvement Program (CIP).	Dec. 2017 Board policy approved	Chief Parkinson	Complete
1b. Continue to support and enhance the Equipment Replacement Plan.	Sept. 2017 Revised equipment pricing has been completed and will be reflected in the 2018 ERF Budget. Further revisions to the fund will occur in 2018 upon adoption of the EF&R Standard of Cover. Current planned purchases of equipment for 2019 are being evaluated to meet current/future and changing operational needs. Updates have been made to the ERF in an effort to ensure daily operational needs (BC Rigs) while reducing costs to less frequently utilized equipment (Air Support Trailer versus Air Apparatus) allowing for greater	Chief Burke	On-going

White: On-going	Red: Deferred
Green: In progress	Blue: Completed

# Eastside Fire & Rescue Strategic Plan Report | 2020

<b>Strategic Priority – Long Term Sustainability</b> Be a sustainable, adaptive, and innovative fire department.			
Objective	Activity	Responsible Party	Status
	response flexibility and other support needs (additional snow plow capacity utilizing a primary hauler)		
2. Assess, evaluate and adapt internal support programs.	Sept. 2017 Programs which were identified have been incorporated into the EF&R Budget. In training we are providing additional skill sets to employees to help ensure a welcoming and sustaining environment so employees, new and current, can thrive leading to a further sustainable, adaptive and innovative fire department.	Chief Tryon	On-going
2a. Perform an assessment relative to new and emerging technologies.	Significant progress has occurred with I.T. All Agency computers and software are now current. Servers have been upgraded, telephone upgrade complete.	Chief Parkinson	Complete
2b. Address communication challenges across 15 facilities.	Many of the I.T. upgrades have addressed these challenges.	Chief Parkinson	Complete
2c. Develop programs to streamline administrative support for all Divisions.	Processes have been streamlined for internal ordering for office supplies, front office safety, and department communications templates. Staff has created numerous fillable forms to create efficiencies throughout the Agency. Records Retention templates are being created to ensure retention timelines are met. Continued assessment is on-going for all divisions within the Agency.	Jamie Formisano	On-going
2d. Maximize the utilization of current automated systems.	The Training Division shall continue working with eLogic through Z3 Training Consortium to enhance internal training software capabilities. The Clark Nuber report has identified areas of the Finance division software to streamline processes, an online PO system through BIAS software shall be implemented early 2019. The Fire Prevention division implemented the Brycer Compliance software to streamline data and reporting for Fire Protection systems. A new PO system is being implemented to streamline efficiencies and workflows. Policies continue to be streamlined, including a new	Jamie Formisano	On-going

White: On-going	Red: Deferred
Green: In progress	Blue: Completed

# Eastside Fire & Rescue Strategic Plan Report | 2020

<b>Strategic Priority – Long Term Sustainability</b> Be a sustainable, adaptive, and innovative fire department.			
Objective	Activity	Responsible Party	Status
	Travel and Training process that allows for consistency and transparency to workflow. Implemented an online community services request form for station tours, training and presentations, and community events.		
2e. Develop an asset and inventory system.	Sept. 2017 Draft policy has been completed. Audit of assets is occurring in Feb/March of 2018.	Chief Burke	Complete
3. Maintain regional position as most efficient Fire Department Operation.	During the 2019-2020 Budget process we did retain this position. An evaluation will be conducted bi-annually, during the budget process, to determine the department's efficiency level.	Chief Clark	On-going
3a. Maintain and promote the long-term fiscal health of the department.	Presented in the EF&R Budget document and will continue to evaluate and report on 5-year financial projections. Additional skills were brought into the department in the role of the Finance and Administrative Director to enhance the forward looking capacity of the department.	Lisa King	On-going
3b. Identify and pursue new and existing sources of revenues.	The GEMT program is providing a new revenue source that will continue to be monitored in future years.	Lisa King	On-going
3c. Ensure department budgetary needs are regularly communicated to internal and external stakeholders.	Communicate regularly with Partner Agencies, as well as produce and revise annual EF&R budget document.	Lisa King	On-going
3d. Develop strategies to pursue grant funds.	Policy has been completed and is published. This has been delegated to the Finance and Admin Director.	Chief Tryon/Lisa King	Deferred
4. Explore and evolve new service delivery models.	Evaluate response and fiscal impacts of: <ul style="list-style-type: none"> <li>• Removal of cross staffing engine/aid cars</li> <li>• Staffing dedicated aid cars</li> </ul> Deployment of Aid 171 and Aid 183 (12 hour dedicated aid car) Deployment of HazMat 173 Dedicated specialty stations is under development with equipment movement, personnel training and certification	Chief Burke	On-going

White: On-going	Red: Deferred
Green: In progress	Blue: Completed

# Eastside Fire & Rescue Strategic Plan Report | 2020

<b>Strategic Priority – Long Term Sustainability</b> Be a sustainable, adaptive, and innovative fire department.			
Objective	Activity	Responsible Party	Status
	Ongoing training of Tiller Drawn Apparatus (TDA) and operator certification.		
4a. Identify and evaluate alternative service delivery for line and staff functions.	Develop partnerships with local (Swedish Medical Center) and potential National organizations (VA) to meet currently underserved community needs in primary care, fall prevention, and other non-emergent community needs. Ongoing discussions with surrounding agencies regarding available funding in 2020 with successful out come of KC EMS levy. Mobile Integrated Healthcare (MIH) has been defined within the levy. EFR hopes to partner with bordering agencies and provide critical community support. Beginning the implementation process of the MIH program.	Chief Burke/Tryon	On-going
4b. Evaluate the provision of Advanced Life Support (ALS) & Basic Life Support (BLS) Service.	EF&R, Bellevue Fire and Mercer Island Fire had their initial meeting of both Labor and management regarding the potential for member’s form outside agencies being provided the opportunity to participate in the King County/Bellevue Medic One Advanced Life support system. This discussion included the Fire Chiefs from all involved agencies and shall continue for potential partnerships and increased efficiencies.	Chief Burke	In Progress
4c. Develop an ALS COOP.	Continued and expanded participation in current KC Medic One Levy process. At any point where a point of impasse exists, work to create a path forward, preserving current structure. If community chooses to defund Medic One: <ul style="list-style-type: none"> <li>• Propose KC ordinance change providing for National Registry Paramedic acceptance</li> <li>• Contracting Medical Director</li> <li>• Expanded relationship with Swedish Medical center</li> <li>• Develop policies/procedures/staffing model</li> </ul>	Chief Burke	Deferred based on levy outcome

White: On-going	Red: Deferred
Green: In progress	Blue: Completed

# Eastside Fire & Rescue Strategic Plan Report | 2020

<b>Strategic Priority – Long Term Sustainability</b> Be a sustainable, adaptive, and innovative fire department.			
Objective	Activity	Responsible Party	Status
	<ul style="list-style-type: none"> <li>With the passage of the Medic One Levy in November, ALS service within King County will continue to operate in its current form.</li> </ul>		
4d. Monitor response trends, and adjust service delivery to match community demand.	<p>First Watch QI/QA program online. Medic 21 placed in service to mitigate impacts from large traffic projects on the Issaquah Sammamish Plateau.</p> <p>With the deployment of dedicated aid cars, the number of department transports has increased significantly. These units also provide greater opportunity to provide intermittent coverage when individual areas are impacted by large scale incidents or training events requiring multiple companies.</p> <p>Increase staffing hours of Aid 183 and establish Aid 187 to a 12-hour dedicated Aid Unit in Upper Snoqualmie Valley.</p>	Chief Burke	In progress
5. Identify a strategy to recruit, develop, and retain a professional and diverse workforce.	<p>The improved recruitment model continues to be successful. The gains made in diversity recruiting has resulted in neighboring departments adopting a similar model. EF&amp;R has been invited to speak to numerous departments regarding this process. Currently reviewing most recent FF hiring process. We have identified several possible approaches to continue finding the best talent available, and to ensure our community is actively involved the selection of their fire department staff. Additionally, in the training component we are addressing the current workforce to ensure both a welcoming and sustaining environment for new and current employees.</p>	Chief Tryon/Lisa King	On-going
5a. Enhance lateral and entry level recruitment processes.	Review and revise existing recruitment practices, to include; candidate testing, advertising, interviewing.	Chief Parkinson	Completed
5b. Utilize the RBO process to develop and maintain recruitment processes that promote the development of diverse recruit candidates.	<p>Deferred to 2018 RBO retreat.</p> <p>Q1 2018 – Changes made to the recruitment process in 2017 have achieved this objective without the need for the RBO process.</p>	Chief Parkinson	Completed

White: On-going	Red: Deferred
Green: In progress	Blue: Completed

# Eastside Fire & Rescue Strategic Plan Report | 2020

<b>Strategic Priority – Long Term Sustainability</b> Be a sustainable, adaptive, and innovative fire department.			
Objective	Activity	Responsible Party	Status
5c. Develop strategies to retain current employees from transferring to neighboring departments.	Deferred to 2018 RBO retreat. Q1 2018 – A successful change in Department culture as well as a successful collective bargaining session has addressed this objective.	Chief Parkinson	Completed
5d. Develop strategies to maximize the length of retirement notices.	Establish a goal to achieve this by the conclusion of the 2018 CBA process. This is part of a special negotiation process currently being conducted with the Union. The CBA was approved and includes incentive for employees to provide adequate retirement notice to the Department.	Chief Clark	Completed
6. Maintain and enhance the governance model.	Board level discussions commenced at the July 2019 meeting. The Board set a goal of selecting a model by the end of 2019. Our attorney has drafted Articles of Incorporation and two FAC meetings have been dedicated to the subject. It is anticipated that one more FAC meeting could lead to a recommendation for EFR Board Adoption, possibly in May, 2020.	Chief Clark	Deferred until Board discussion.
6a. Develop a strategy to maximize the term of commitment from Inter-Local Agreement (ILA) Partners.	In May of 2017 all Partners agreed to a five-year extension and 10-year automatic renewals of the ILA.	Chief Clark	Completed
6b. Identify and celebrate Partner's success.	The first step in this was to add a "Partner Moment" to the agenda of each Board meeting providing an opportunity for partners to share a success.	Chief Clark	On-going
6c. Identify and support Partners during difficulties.	Establish a practice to ensure support is delivered as needed. EFR provided EOC and response support to North Bend and Carnation during the recent snow storms that overwhelmed local capabilities.	Chief Clark	On-going
6d. Develop strategies to evaluate benefits of adding future partners	The topic was referred to the FAC and a recommendation was made and approved by the July 2017 EF&R Board meeting. Policy #0006 Criteria for Adding New Partners was established.	Chief Clark	Completed

White: On-going	Red: Deferred
Green: In progress	Blue: Completed

# Eastside Fire & Rescue Strategic Plan Report 2020

<b>Strategic Priority – Community Partnerships and Outreach</b> Advance partnerships that educate and strengthen relationships.			
Objective	Activity	Responsible Party	Status
1. Develop a marketing plan that fully describes who EF&R is and the value we provide to the community.	Continue developing the use of social media, public education and PIO tools to market EF&R. CLO will complete the “Who is EF&R” program. We will be focusing on the educational use of social media to celebrate events taking place within the communities of our partner cities and districts as well as emergency response postings.	Captain Johnson	In progress
1a. Develop a strategy to address the unique attributes of the communities we serve.	Groups identified and are currently being used to collaborate on projects, events and marketing. Wide range of community groups are now involved to enhance marketing and branding capability. This is an on-going effort. Each partner has unique situations and needs that can be molded into a win-win for all. Continuing to work with partners and groups within the cities, school districts, HOA groups, and others such as “Friends on LK. Samm St. Pk.” to get us into their events. Ongoing collaboration continues as well as building relationships with the communications/PIO divisions within the partner cities.	Captain Johnson	In progress
1b. Develop strategies for reaching non-profits, businesses and community groups.	Continue networking with key local officials and owners to gather ideas for outreach. Initiated outreach to the faith based communities for collaboration on preparedness, education, and prevention. Goal is to do one preparedness fair in each area per year in conjunction with a local entity such as a grange, rotary, chamber, etc. There are many groups in all cities that we can collaborate with. We held an open house February in Issaquah. Next open house is slated for North Bend.	Captain Johnson	In progress
1c. Pursue strategies with community partners encouraging the development and implementation of mutual goals.	Defining common goals and planning strategy. Discussions in process. Identified needs that each community has and developed collaboration to fit the needs including supporting local partner events or presenting new ideas to increase the benefits for both Agencies. When opportunities arise within the	Captain Johnson	In progress

White: On-going	Red: Deferred
Green: In progress	Blue: Completed

# Eastside Fire & Rescue Strategic Plan Report 2020

<b>Strategic Priority – Community Partnerships and Outreach</b> Advance partnerships that educate and strengthen relationships.			
Objective	Activity	Responsible Party	Status
	<p>partner cities, the division pursues to see if the city can or wants to be involved in an event, drill, exercise that will benefit them and employees. Collaboration with the city EM groups continues. Some progress with partner cities has occurred. This is an ongoing process and crews are heavily involved with EF&amp;R partners when participating in drills.</p> <p>Eastside Fire &amp; Rescue is moving forward with a strategic plan to successfully build a fire adaptive community program. We are looking into partnering with external stakeholders to better support each other in this endeavor. EF&amp;R will also work toward educating our community on what it means to be a “Fire Adaptive Community”, another program launching in 2020. We will be reaching out to our partners to work collaboratively on the implementation. May 2<sup>nd</sup> is Wildfire Preparedness Day and we are meeting with city Emergency Managers to see how we can partner to make this a huge success. We have also been meeting with DNR and the King Conservation District to see how we can better support each other. Several home assessments are scheduled in Eastside Fire &amp; Rescue’s response area through the conservation district and EF&amp;R will attend as many as possible.</p>		
1d. Pursue strategies to fully utilize social media to communicate with citizens and community partners.	Social Media is being utilized for live incidents, posting of education material, and conversations with constituents. We are being intentional to better utilize social media to reach the communities we serve.	Captain Johnson	In progress
1e. Coordinate with ILA partners to share communication resources where possible.	Partner to enhance outreach via social media. Ongoing process to tailor messages and styles to each partner’s needs and expectations for their community. New Community Risk Reduction Division Lead starts in January and is tasked process improvement.	Chief Lane	Deferred until collaboration with Partners.

White: On-going	Red: Deferred
Green: In progress	Blue: Completed

# Eastside Fire & Rescue Strategic Plan Report | 2020

<b>Strategic Priority – Community Partnerships and Outreach</b> Advance partnerships that educate and strengthen relationships.			
Objective	Activity	Responsible Party	Status
1f. Fully utilize the website to enhance visibility.	<p>Continuous review of website for improvement and new content. The website is in the process of being redesigned. Online scheduling for events is complete and citizens are able to request station tours, community events, presentations and training requests online. This has gained efficiencies within the CLO office and is very user friendly for the community.</p> <p>Public CPR training has been a huge success this quarter. CPR instructors are currently training the staff at schools. The intent is to grow the program and start a CPR campaign in 2020. We continue to grow the public CPR program teaching at schools and businesses. We hope to add new programs in 2020, including babysitting classes and potentially animal CPR/First Aid classes.</p>	Captain Johnson	In progress
1g. Advance and protect the EF&R brand.	<p>During the 2018 calendar year the EF&amp;R brand will be undergoing a review. After the review trademark protection will be sought. Deferred pending the Fall City merger. The Fall City Merger failed. It did result in a number of conversations concerning the branding of EF&amp;R apparatus. This topic will be brought to the EF&amp;R Board during the 2021/2022 budget process.</p>	Chief Clark	Deferred
2. Develop a Community Communications Plan that represents Department member's commitment to organizational values and public safety.	<p>Building on Objective 1 and coordinating with Agency Stakeholder (ILA Partners, Local 2878, community groups, etc.) EF&amp;R will seamlessly blend Agency work with Agency member work in the communities to show the excellent, caring and compassionate work we do for the people we serve. Ongoing process with annual reviews conducted using the annual Agency report. Currently utilizing social media to show the work we do both emergent and non-emergent when to opportunity arises.</p>	Captain Johnson	In progress

White: On-going	Red: Deferred
Green: In progress	Blue: Completed

<b>Strategic Priority – Community Partnerships and Outreach</b> Advance partnerships that educate and strengthen relationships.			
Objective	Activity	Responsible Party	Status
3. Maximize positive public interaction.	This is an ongoing process as we develop employees. Continue to emphasize the impact and importance of positive public interaction through current examples. Crews are actively attending public events and seeking opportunities to be visible and involved. 2019 will bring further increased event participation by crews and further collaboration by CLO with community partners. The crews continue to do an excellent job interacting with the community we serve. Attending public education events, giving presentations, participating in community outreach and positive public contact on a daily basis. Interaction as simple as an impromptu engine tour, or changing a flat tire could make a huge difference in someone's day. Crews have attended several career fairs this year to recruit young students and excite them about the opportunity of joining the Fire Service.	Captain Johnson	On-going
4. Develop and educate on comprehensive outreach, preparedness, and prevention programs to address community needs. (i.e. Develop Explorer/Junior Firefighter Program)	The Explorer program is underway and progress is being made with policy and process development. The Explorers will participate in an inhouse muster in the month of June.	BC Schutter	In progress

<b>Strategic Priority – Board of Director Development</b> Be a high performing unified board.			
Objective	Activity	Responsible Party	Status
1. Develop a Strategy to strengthen Board Director roles and responsibilities.	The Board affirmed at the March 23, 2017 Board Orientation meeting that existing Board Policy 0003 – Director Roles and Responsibilities adequately addresses this objective.	Chief Clark	Completed

White: On-going	Red: Deferred
Green: In progress	Blue: Completed

# Eastside Fire & Rescue Strategic Plan Report 2020

<b>Strategic Priority – Board of Director Development</b> Be a high performing unified board.			
Objective	Activity	Responsible Party	Status
1a. Lengthen the term of elected members (at least two years).	Discussed in detail at March 23, 2017 Board Orientation meeting and objectives captured in the Board Development Strategy summary (Board Memo #2017-003). All partners considered this request during their annual selection process for the 2018 process. All partners ensured that experienced members were appointed.	Chief Clark	On-going
2. Develop a detailed Board member training program.	Once a Board development strategy is adopted a training program will be developed to achieve the strategy. A training strategy should be implemented in 2018. This was discussed at the March 23, 2017 Board Orientation meeting and training objectives were captured in the Board Development Strategy document (Board Memo #2017-003).	Chief Clark	Deferred
2a. Orientation to EF&R.	Began on March 23, 2017, and will be repeated annually.	Chief Clark	On-going
3. Advocate and support the well-being of EF&R.	This theme will be represented throughout all foundational documents for the Board. The Board will annually adopt a formal Legislative Agenda.	Chief Clark	On-going
4. Fully implement Board Policy 0003 Directors Roles & Responsibilities.	Adopted in August of 2016 and will continue to emphasize the policy and update as needed.	Chief Clark	Completed
5. Consider strategy for creating at-large community member positions on the Board.	Introduced in a future discussion about Board governance. Currently, anticipated to take place in early 2018. Discussed in detail at March 23, 2017 Board Orientation meeting and objectives captured in the Board Development Strategy summary (Board Memo #2017-003). This item will be revisited if sufficient support develops.	Chief Clark	Deferred

White: On-going	Red: Deferred
Green: In progress	Blue: Completed