



Eastside Fire & Rescue

Strategic Plan Q4 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 Board meeting on December 12, 2019.

Strategic Priority – Employee Development			
Invest, support, and empower all personnel to realize their potential.			
Objective	Activity	Responsible Party	Status
1. Strengthen training and development opportunities for members.	<p>With our move to SKCFTC, EF&R Training Officers will operate out of a joint regional facility improving the efficiency of training delivery. This creates opportunities for involvement from all levels of ranks from FF to BC. EF&R will be bringing needed expertise in various fields, and a documented can do attitude. The exposure to a greater number of outside agencies and their training cadre will positively impact the development opportunity of our personnel as well.</p> <p>The all-hazard approach of the SKCFTC will ensure that we have well rounded and fully trained employees from entry-level to retirement. In order to maintain the tempo of training delivery for JATC and specialty skills, e.g. EMS, rescue, Reserve development, Admin support, etc. there will continue to be the need for active participation by employees outside of the Training Division.</p>	Chief Tryon	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.	Chief Tryon	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.	Training Division updating policies and practices to codify development as a continuous process from date of hire. Additionally, we are working on the impact to the community to	Chief Tryon	In progress

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

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	start development of future employees <i>PRIOR</i> to employment (e.g. via work with school districts and other community groups). With our move to the SKCFTC, we will be 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 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.	With the move to SKCFTC we will be adopting their framework for the JATC program. This will be a nearly seamless fit for our Agency, and will improve the natural progression for new hires into EF&R. Working with regional partners to improve the flow and regional consistency of the program for both efficiencies in planning for training, and cross agency operational capability. Ongoing based on changes in best practices.	Chief Tryon	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. Working with a local community college to provide entry-level	Chief Tryon	In progress

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	and ongoing development classes leading to degrees and skills in needed management and leadership fields. Further work to be done on employees in other areas of the organization (e.g. shop, support staff, etc.)		
3 Identify training grounds that maximize availability, functionality and accessibility to meet training demands.	This activity is being addressed during the capital planning process for the 2018 budget process. Potential solutions have been identified and are being evaluated in Issaquah, D10 and North Bend	Chief Clark	In progress
4 Emphasize safety; promote the physical and mental well-being of members.	Revamp safety reporting mechanisms to lend to more accurate documentation and statistical analysis to better address trends and focus resources on prevention. Safety Committee currently reviewing which metrics to track for improved analysis. The new reporting form is completed and in use. The purpose is to create metrics for a more in-depth analysis of accidents and near misses. This will lead to training and communication on reducing the incidence of the issues (personnel, apparatus, and equipment.) 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. Starting the process to develop new Peer Support members due to the significant turnover in both the membership of the agency, and the Team itself. This is being conducted in concert with the Labor-Management RBO on Health and Wellness.	Chief Tryon	In progress
5 Create a succession development strategy for all levels, to include small service delivery groups.	This is an active, continual process, across all levels of the organization.	Chief Clark	On-going

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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 Tryon	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

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9 Develop comprehensive volunteer firefighter development and supervisory strategies.	<p><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:</p> <ul style="list-style-type: none"> • Firefighter 1 (1st year Reserve) • Driver/operator on Aid cars • Right Seat qualification <p>In addition to the task book, Reserves will complete the following training to reinforce and certify learning:</p>	BC Schutter	In progress
10 Define organizational commitment to Recognition Programs.	<p>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.</p>	Chief Burke	On-going
10a. Continue conducting annual recognition ceremony.	<p>The whole program shall be evaluated to provide a meaningful awards and recognition ceremony. Had our first planning meeting for awards and recognition and discussed plan for 20 year celebration in 2019.</p>	Captain Johnson	On-going

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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. It is being used to plan for the agency’s first biannual budgeting process. 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 Tryon/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.	Chief Tryon/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
1d. Perform a comprehensive resource deployment evaluation.	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	Chief Tryon/Burke	In progress

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	through 2019 to assess effectiveness, with modifications on going.		
2. Maintain Adopted Fire Code standards in all partner service areas.	Continue to improve code consistency across EF&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 will start the work to prepare 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 th . This is a regional standard (Seattle, Bellevue, Redmond, Mercer Island, Bothell, etc.)	Chief Tryon	On-going
2a. Participate in the planning process of new development, to include transportation planning.	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.	Chief Clark	On-going
2b. Proactively work with partners to ensure Fire Codes and Standard Planning Details are developed, adhered to, and enforced.	A review and update of all standard planning details has been conducted. Additionally, an annual review process has been established with each entity.	Chief Clark	Completed
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	Chief Tryon	Completed

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	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.		
3. Develop and maintain a robust Emergency Management program.	Working with local EM professionals to create RFP for initial EM program. By April 2017. Engaged local EM professional, plan under review currently. Deferred for further discussions with partner Agencies as they complete their EM planning processes.	Chief Tryon	Deferred
3a. Develop and adopt an Emergency Operations Plan (EOP).	Target date is 2018.	Chief Tryon	Deferred
3b. Identify and exercise EF&R's Emergency Operations Center (EOC).	Target date is 2018.	Chief Tryon	Deferred
3c. Develop and adopt a Continuity of Operations Plan (COOP).	Target date is 2018.	Chief Tryon	Deferred
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.)	Chief Tryon	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.	Chief Tryon	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. The Training Division and DC Burke have attended Blue Card training in an effort to initiate the transition to a regional incident	Chief Burke	On going

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	command training platform. Many agencies within Zone 1 are evaluating the value of Blue Card Incidnet Command management system and are hopeful to move the Zone forward in this effort . Working to develop a Zone 1 Task Manual that is representative of all Fire Agencies within the Zone		
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. NORCOM representatives attended the Q2 All Company Officers meeting to enhance relationships. Current project to realign NORCOM and SnoPass for response criteria and radio frequencies for all responses.	Chief Clark	On-going
4c. Continue to support and develop the regional capabilities of special operations.	Standardization of the following practices: <ul style="list-style-type: none"> • HazMat Model procedure • TRT Responses • TRT Training & Equipment • 1st-4th Alarm responses across Zones • Zone 1 Chiefs have expressed an interest to develop 4 dedicated “technician level” heavy rescue assets that would be available throughout the Zone. Rescue 72 would be one four units proposed. 	Chief Burke	On-going
4d. Expand EF&R’s role in the regional training system across all Divisions.	EF&R is now a member of South King County Fire Training Consortium (SKCFTC), and continues its participation in EMTG. DC Tryon is managing the training academy for EMTG wrapping up December 13, 2018. SKCFTC and EMTG is responsible for	Chief Tryon	On-going

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	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.		
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.	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 2017 and are on-going. I have placed this item as deferred while the new Bellevue Fire Chief acclimates to his position.	Chief Clark	Deferred
5. Continue to develop, support, and improve all volunteer programs.	Twenty-three candidates have successfully completed medical and background checks, and have joined the Agency. Fifteen recruits successfully completed EMT class in June and are now going through the Aid car academies. The Fire academy is scheduled to begin in January 2019 with a completion date of March 2019. At that time EF&R will have all Reserves at Firefighter 1 and EMT certifications. BC Tanner is forming a Candidate Engagement Group with the objective to identify and recruit talent into both the Reserve and Career ranks.. Fire Corps: Recruitment is in progress and BC Schutter is actively engaged in developing Fire Corps capabilities.	BC Schutter/BC Tanner	In process
5a. Develop and implement volunteer deployment strategies that address needs.	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.	Chief Burke	On going

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	Some examples of current evaluations taking place: <ul style="list-style-type: none"> • Co-staffing station 74 -1/2 cost ratio by D38/D10 • Community responders only at 76/88 • Re-tasking stations 86/79 • Development of “Rally Stations” to improve response capabilities • Removal of E82A and A83A • 11 Members currently attending WA State Fire Academy • 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 • 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 members are completing the Aid Car academy to expand Reserve support across the balance of shift assignments. 		
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 87 and 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 Tanner	In process

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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 3 groups: <ol style="list-style-type: none"> 1. Reserve Firefighter Program (new) 2. Community Responder Program (closed) 3. Fire Corps. (CERT.) Chief Schutter and the RTG will support the Reserve Firefighter and Community Responder programs and assist the management of the Fire Corps.	BC Schutter	In process
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.	This objective will be evaluated after the Standards of Response Coverage document at the end of 2017. A formal staff recommendation will be considered and made by the end of 2019.	Chief Clark	In Process

Strategic Priority – Long Term Sustainability			
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

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Strategic Priority – Long Term Sustainability Be a sustainable, adaptive, and innovative fire department.			
Objective	Activity	Responsible Party	Status
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.	Chief Parkinson	On-going
2. Assess, evaluate and adapt internal support programs.	Sept. 2017 Programs which were identified have been incorporated into the 2018 EF&R Budget.	Chief Parkinson	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. 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.	Jamie Formisano	On-going
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 Hooper	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

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Objective	Activity	Responsible Party	Status
3a. Maintain and promote the long-term fiscal health of the department.	Presented in the 2018 EF&R Budget document and will continue to evaluate and report on 5-year financial projections.	Chief Parkinson	On-going
3b. Identify and pursue new and existing sources of revenues.	Dec. 2017 FAC approved recommendation of MVA cost recovery to the EF&R Board for approval.	Chief Parkinson	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.	Chief Parkinson	On-going
3d. Develop strategies to pursue grant funds.	Create grant guidance policy during Q2 of 2018. Draft policy has been completed and is in final review. Deferred to Q1 2019 for final policy review	Chief Parkinson	Deferred
4. Explore and evolve new service delivery models.	Evaluate response and fiscal impacts of: <ul style="list-style-type: none"> • Removal of cross staffing engine/aid cars • Staffing dedicated aid cars 	Chief Burke	On-going
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.	Chief Burke	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:	Chief Burke	Deferred based on levy outcome

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Objective	Activity	Responsible Party	Status
	<ul style="list-style-type: none"> • Propose KC ordinance change providing for National Registry Paramedic acceptance • Contracting Medical Director • Expanded relationship with Swedish Medical center • Develop policies/procedures/staffing model 		
4d. Monitor response trends, and adjust service delivery to match community demand.	First Watch QI/QA program online. Medic 21 placed in service to mitigate impacts from large traffic projects on the Issaquah Sammamish Plateau.	Chief Burke	In progress
5. Identify a strategy to recruit, develop, and retain a professional and diverse workforce.	The improved recruitment model continues to be successful. The gains made in diversity recruiting has resulted in neighboring departments adopting a similar model. EF&R has been invited to speak to numerous departments regarding this process.	Chief Parkinson	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.	Deferred to 2018 RBO retreat. Q1 2018 – Changes made to the recruitment process in 2017 have achieved this objective without the need for the RBO process.	Chief Parkinson	Completed
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.	Formal discussion will be scheduled with the Board of Directors no later than 2019.	Chief Clark	Deferred until Board discussion.

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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.	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

Strategic Priority – Community Partnerships and Outreach 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. Attending a social media for government agencies class/workshop in April of 2019 to continue to support the strategic plan.	Captain Johnson	In progress

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Strategic Priority – Community Partnerships and Outreach Advance partnerships that educate and strengthen relationships.			
Objective	Activity	Responsible Party	Status
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 does have 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. Initiated collaboration with Issaquah School Dist & Gibson EK High School to host an internship with a student. Many relationships have been established. Additional building will continue to look for opportunities to enhance community relations.	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.	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 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.	Captain Johnson	In progress

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

Strategic Priority – Community Partnerships and Outreach Advance partnerships that educate and strengthen relationships.			
Objective	Activity	Responsible Party	Status
	EF&R personnel need to drive their participation in planning of events/drills.		
1d. Pursue strategies to fully utilize social media to communicate with citizens and community partners.	Social Media being utilized for live incidents, posting of education material, and conversations with constituents. In process of enhancing social media platform across EF&R. Develop materials for marketing our social media sites during events, calls, front desk.	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 Tryon	Deferred until collaboration with Partners.
1f. Fully utilize the website to enhance visibility.	Continuous review of website for improvement and new content. Researching improvements for webpage design and establishing an internal editing process. The website shall have an overhaul in 2019. Looking into new platforms for our current website to make it more user friendly for users and the community. Developing online scheduling process for requests from the community.	Captain Johnson	In progress
1g. Advance and protect the EF&R brand.	During the 2018 calendar year the EF&R brand will be undergoing a review. After the review trademark protection will be sought. Deferred pending the Fall City merger.	Chief Clark	Deferred
2. Develop a Community Communications Plan that represents Department member's commitment to organizational values and public safety.	Building on Objective 1 and coordinating with Agency Stakeholder (ILA Partners, Local 2878, community groups, etc.) EF&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.	Captain Johnson	In progress

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

Eastside Fire & Rescue Strategic Plan Report 2018

Strategic Priority – Community Partnerships and Outreach 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. 2018 will bring further increased event participation by crews and further collaboration by CLO with community partners. Outline to educate new hires was developed but to date hasn't been part of orientation. This should occur for laterals, new hires, reserves and fire corp members.	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 plan is for the Explorers to participate in the annual fire muster at the state academy in June of 2019.	BC Schutter	In progress

Strategic Priority – Board of Director Development 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
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

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

Eastside Fire & Rescue Strategic Plan Report 2018

Strategic Priority – Board of Director Development Be a high performing unified board.			
Objective	Activity	Responsible Party	Status
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