

# Eastside Fire & Rescue Strategic Plan Report | 2023

<b>Strategic Priority – Value &amp; Engage</b>			
Support a work atmosphere that embraces health, wellness, inclusivity, and empowerment. Enable a high performing professional workforce to be both engaged and valued.			
Objective	Goals	Responsible Party	Status
1. Commit to fostering a diverse, equitable, and inclusive culture where employees feel supported, differing perspectives and contributions are sought out and valued, and successes are celebrated.	<ul style="list-style-type: none"> <li>• Develop a comprehensive DEI statement that outlines the department’s commitment to DEI.</li> <li>• Develop and implement diversity and inclusion training programs for all employees.</li> <li>• Evaluate workforce representation in comparison to service area demographics to identify and work towards bridging gaps.</li> <li>• Implement career development programs that ensure equitable opportunities for promotions and leadership roles to increase representation across all leadership positions.</li> <li>• Conduct annual assessments of the department’s DEI progress using key performance indicators.</li> <li>• Establish regular communication channels to keep employees informed about DEI initiatives, progress, and successes</li> </ul>	DEI TAG DD Bryson	Ongoing
2. Cultivate a positive environment that empowers decision-making at every level.	<ul style="list-style-type: none"> <li>• Conduct a comprehensive assessment to identify specific roadblocks that hinder employees from making autonomous decisions.</li> <li>• Facilitate collaborative brainstorming sessions to generate solutions for each roadblock.</li> <li>• Invite input on large-scale decisions from impacted divisions and TAGs when appropriate.</li> <li>• Foster open communication by consistently extending opportunities for discussion and encouraging open dialogue.</li> </ul>	DD Bryson	Ongoing
3. Support the health and readiness of employees through safety and wellness education, injury prevention, annual physicals, and Healthy In-Healthy Out best practices.	<ul style="list-style-type: none"> <li>• Maintain involvement with L&amp;I FIIRE program and implement training regarding safety and ergonomics.</li> <li>• Encourage, educate, and provide access to pre-screening and annual physicals for all personnel.</li> <li>• Provide appropriate equipment, education, facilities, and resources to maintain a rich health span.</li> </ul>	Wellness TAG DC Schutter	Ongoing

White: Ongoing	Red: Deferred
Green: In progress	Blue: Completed

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Objective	Goals	Responsible Party	Status
4. Provide support for mental health initiatives, including awareness and education on post-traumatic stress disorder, behavioral health, and suicide. To include teaching warning signs, symptoms, and strategies for coping with and processing traumatic events.	<ul style="list-style-type: none"> <li>• Conduct a comprehensive feasibility study to establish an internal behavioral health unit staffed with culturally competent counselors to provide mental health services to employees.</li> <li>• Perform an evaluation of the Employee Assistance Program and other benefits provided by the Department to ascertain the extent of employee awareness, utilization rates, and whether investigation alternative options would lead to enhanced employee support and well-being.</li> <li>• Create a comprehensive training program focusing on mental health considerations throughout various career stages.</li> <li>• Evaluate the advantages of introducing a Peer Support Dog Therapy Program to enhance the mental well-being of employees.</li> </ul>	DD Formisano BC Garat PM Rice	Ongoing

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<b>Strategic Priority – Training</b>			
Develop and execute initiatives that deliver consistent, safe, and effective performance in all areas.			
Objective	Goals	Responsible Party	Status
1. Integrate diversity, equity, and inclusion as a foundational aspect of everything we do – from building our workforce to training and delivering services to the community.	<ul style="list-style-type: none"> <li>Review and revise job descriptions to ensure inclusive language and focus on skills and qualifications necessary for the role rather than rigid requirements that might exclude qualified candidates.</li> <li>Actively seek out a diverse pool of candidates during recruitment.</li> <li>Integrate cultural competence into emergency response training.</li> <li>Make DEI training mandatory for all employees.</li> </ul>	DEI Tag HR DD Bryson BC Hudson	Ongoing
2. Train all disciplines to consistent standards (medical, fire, rescue, specialty skills, support staff, fire marshal, technology classes).	<ul style="list-style-type: none"> <li>Meet or exceed 20 hours of training per month per employee for operations personnel.</li> <li>Ensure ongoing training on the use of and improvements to Vector solutions.</li> <li>Ensure all technical discipline leads develop a yearly work plan to be provided to the DC of Special Ops</li> <li>Quarterly meetings with Training BC and DC with all members of the EF&amp;R training staff.</li> <li>Identify how growth through contract and partner agencies will impact training needs agency wide.</li> <li>Identify succession planning opportunities and leadership training.</li> </ul>	DC McDonald	Ongoing
3. Evaluate and enhance the progression of the JATC program.	<ul style="list-style-type: none"> <li>Effectively onboard new firefighters into the JATC program with in-person meeting within 2 weeks of starting shift</li> <li>Establish live spreadsheet identifying where each apprentice is in the program.</li> <li>Move to a 3–4-day testing period for all steps run by SKCTC and SMEs</li> <li>Quarterly JATC committee meetings, elect committee member positions at first quarter meeting each year.</li> </ul>	DC McDonald	Ongoing
4. Further develop Fire Corps and other volunteer opportunities to assist with task level work during emergencies such as reunification, shelter operations, communications, and damage assessment.	<ul style="list-style-type: none"> <li>Achieve a 20% increase in the number of active volunteers participating in the Fire Corps.</li> <li>Develop targeted recruitment strategies and streamlined onboarding processes.</li> </ul>	DD Formisano Jon Bromberg	Ongoing
5. Build, outfit, and maintain a training facility.	<ul style="list-style-type: none"> <li>Complete construction of Training Tower at Station 31</li> </ul>	DC Schutter	Completed
	<ul style="list-style-type: none"> <li>Add a second training building with propane burn capability.</li> <li>New Training Tower located in Batt 7 or 8</li> </ul>	DC Schutter	Deferred

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<b>Strategic Priority – Personnel Development</b>			
Create a supportive culture that attracts, retains, and develops personnel.			
Objective	Goals	Responsible Party	Status
1. Develop a comprehensive new employee orientation process.	<ul style="list-style-type: none"> <li>• Include all divisions within the department as part of the new firefighter recruit onboarding process (suppression)</li> <li>• Improve orientation for new non-suppression employees.</li> <li>• Develop and maintain a training module to educate new employees on the locations and methods for accessing relevant resources.</li> <li>• Develop comprehensive pre-hire and post-hire roadmaps including key milestones and activities.</li> <li>• Develop an internal onboarding process and timeline for special assignments and light/modified duty assignments.</li> </ul>	DC Aho DD Bryson	In progress
2. Provide consistent training to all employees on the value of human resources, personnel management, and professional workplace environment.	<ul style="list-style-type: none"> <li>• Collaborate with HR and other stakeholders to identify key HR-related training needs/topics.</li> <li>• Conduct training workshops covering HR principles, personnel management best practices, and professional workplace behavior.</li> <li>• Celebrate success and recognize progress by acknowledging achievements in implementing department values and maintaining a professional and inclusive workplace.</li> </ul>	DD Bryson	Ongoing
3. Create a formal process to develop mentors.	<ul style="list-style-type: none"> <li>• Develop guidelines for the mentorship program including roles, responsibilities, expectations, selection process, and duration of mentorship.</li> <li>• Create and implement strategies that promote a robust mentorship and succession planning culture throughout all divisions.</li> <li>• Design and conduct training sessions for mentors.</li> <li>• Integrate the mentorship program with existing training activities.</li> </ul>	Leadership TAG DC Aho	
4. Conduct a comprehensive review of existing policies and procedures to eliminate outdated or redundant content.	<ul style="list-style-type: none"> <li>• Establish work group with cross-division representation to assess existing policies for relevancy.</li> <li>• Update current policies in order of established importance according to updated Policy Intent, Development, and Implementation policy.</li> </ul>	EA Frisch	Ongoing

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Create a supportive culture that attracts, retains, and develops personnel.			
Objective	Goals	Responsible Party	Status
5. Adopt an approach to streamline the policy implementation process to ensure cohesive alignment between divisions.	<ul style="list-style-type: none"> <li>• Update and publish Policy Intent, Development, and Implementation policy to include specifics about timeline, implementation process, and format</li> </ul>	EA Frisch	In progress

<b>Strategic Priority – Communications</b>			
Improve the circulation of meaningful information through effective, efficient, and timely communication methods.			
Objective	Goals	Responsible Party	Status
1. Identify the most efficient and timely ways to communicate critical messages within the department. Management to every level and every level to Management.	<ul style="list-style-type: none"> <li>• Establish an effective and honest bi-annual employee feedback process outside an employee’s chain of command.</li> <li>• Create a process where 30% or more of employees participate in a feedback process.</li> </ul>	Chief Lane PIO Breault	Ongoing
2. Provide transparent information at every level (explain the why) to raise awareness about initiatives, changes, and new services prior to implementation.	<ul style="list-style-type: none"> <li>• Create a systematic and consistent process for employee notification for all departments through timely and effective communication tools.</li> <li>• Ensure that all employees receive clear information about initiatives, changes, and new services prior to implementation.</li> <li>• The goal should be evaluated annually to see if increasing employee awareness and engagement is happening and adjust as needed.</li> </ul>	Chief Lane PIO Breault	Ongoing
3. Strengthen EF&R’s brand recognition and reputation in the community. Improve and standardize public education and outreach.	<ul style="list-style-type: none"> <li>• Strengthen brand recognition and reputation in the community by improving and standardizing public education and outreach efforts progress should be marked by annual event and community engagement requests.</li> <li>• Prove outreach efforts by expanding presence on our current digital platforms, aim to increase their digital engagement and social media followers by 10% annually.</li> </ul>	PIO Breault	Ongoing

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<b>Strategic Priority – Resilience</b>			
Cultivate long-term department sustainability and efficiency. Maintain a focus on safe, effective, and fiscally responsible services.			
Objective	Goals	Responsible Party	Status
1. Assess facility and upgrade as needed, to address equity, safety, livability, and environmental needs.	<ul style="list-style-type: none"> <li>• Single person bathroom and shower facilities.</li> <li>• Single bedroom dorm rooms at all stations.</li> <li>• Physical fitness separated from apparatus bay.</li> <li>• Complete assessment of Agency facilities to identify gaps and need for ADA compliance.</li> </ul>	DEI TAG DC Schutter	In progress
2. Maintain and replace equipment and vehicles aligned with safety standards and the equipment replacement plan.	<ul style="list-style-type: none"> <li>• Continue to evaluate clean cab standards and monitor through safety committee and crew reporting.</li> </ul>	Engine TAG DC Schutter	In progress
3. Invest and support alternative service delivery models (i.e. Medic program).	<ul style="list-style-type: none"> <li>• Evaluate the need to create a marine unit.</li> <li>• Identify peak service time demands and implement appropriate peak service units.</li> <li>• Explore jointly staffed stations with bordering departments to improve service delivery.</li> <li>• Work with KCEMS and ALS partners to create pathways to participating in medic programs.</li> </ul>	DC Aho	
4. Improve services and access for vulnerable populations (i.e. MIH service).	<ul style="list-style-type: none"> <li>• Identify and engage with vulnerable populations in EF&amp;R's service area.</li> <li>• Implement a language-accessible education initiative to ensure fire safety materials and fire department educational materials are available in different languages.</li> </ul>	DD Formisano	Ongoing
5. Continue to evaluate regionalization opportunities.	<ul style="list-style-type: none"> <li>• Develop a comprehensive assessment framework to evaluate potential regionalization opportunities with neighboring fire departments.</li> </ul>	Chief Lane	Ongoing
6. Analyze partner cities' growth and identify the necessary staffing levels to meet current	<ul style="list-style-type: none"> <li>• Enhance station reliability through the annual monitoring and analysis of partner cities' growth.</li> </ul>	Chief Lane DC Aho DD Formisano	Ongoing

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<b>Strategic Priority – Resilience</b>			
Cultivate long-term department sustainability and efficiency. Maintain a focus on safe, effective, and fiscally responsible services.			
Objective	Goals	Responsible Party	Status
and future service delivery needs (i.e., Fire Marshal Office, Operations).	<ul style="list-style-type: none"> <li>• Evaluate existing software systems powering data-driven tools to ensure optimal functionality and effectiveness in supporting Department operations.</li> <li>• Establish a collaborative role for the FMO with building divisions to participate in decision making related to urban expansion.</li> <li>• Evaluate and mitigate traffic impacts and transportation projects to enhance response times.</li> <li>• Evaluate the impact of urban expansion on staffing requirements and Department needs.</li> </ul>		
7. Maintain and promote the long-term fiscal health of the Department.	<ul style="list-style-type: none"> <li>• Build two-year revenue and expense budgets that comply with the EF&amp;R Board’s Budget Management and Reserve Policies.</li> <li>• Build two-year Capital Facility Maintenance Fund and Equipment Replacement Fund budgets that comply with the EF&amp;R Board’s Budget Management and Reserve Policies.</li> <li>• Include stakeholders in building the budget and communicate with same through the term of each budget cycle as to budget position.</li> <li>• Manage cash flow to ensure timely and accurate AP and AR processes.</li> <li>• Maintain awareness and readiness with regard to potential regionalization.</li> </ul>	Chief Lane Director Montegary	Ongoing

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<b>Strategic Priority – Community</b>			
Cultivate long-term department sustainability and efficiency. Maintain a focus on safe, effective, and fiscally responsible services.			
Objective	Goals	Responsible Party	Status
1. Increase community engagement and activity through in-person and online events or educational opportunities.	<ul style="list-style-type: none"> <li>• Develop a diverse calendar of community events, open houses, and educational classes to ensure a mix of in-person and online options to accommodate various preferences and circumstances.</li> <li>• This is important for residents to connect with each other and access valuable educational and prevention information.</li> </ul>	PIO Breault	Ongoing
2. Effectively reduce community risk through prevention services while improving emergency and disaster preparedness.	<ul style="list-style-type: none"> <li>• Strive for the accomplishment of a 100% completion rate for inspections by conducting feasibility studies and comprehensive risk analyses.</li> <li>• Conduct a comprehensive assessment of city ordinances to identify and collaborate on potential areas of uniformity.</li> <li>• Foster collaborative adoption of the WUI Code in coordination with city partners and stakeholders.</li> <li>• Enhance community resilience through comprehensive outreach and education focused on fire safety and disaster preparedness.</li> </ul>	DD Formisano FM Lawrence	Ongoing
3. Develop a tool to provide avenues for the public to submit feedback on department priorities and programs.	<ul style="list-style-type: none"> <li>• Develop a user-friendly survey where citizens can easily submit feedback, conduct outreach campaigns to inform the public about this tool and establish a process for reviewing and responding to the feedback received.</li> <li>• Increase the number of public submissions of feedback online by 20% in the first year it is established from the current feedback methods.</li> </ul>	PIO Breault	Ongoing

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<b>Strategic Priority – Board of Directors</b>			
Cultivate long-term department sustainability and efficiency. Maintain a focus on safe, effective, and fiscally responsible services.			
Objective	Goals	Responsible Party	Status
1. Represent a unified commitment to social responsibility by supporting the Department’s diversity, equity, and inclusion efforts.	<ul style="list-style-type: none"> <li>• Develop and implement a comprehensive and prominently displayed Code of Conduct, aligned with EF&amp;R’s mission and oath of office, to be adhered to by all in meeting spaces.</li> <li>• Develop and implement equity-focused framework that serves as a board-reflection tool for all EF&amp;R policy decisions with the aim of achieving demonstrable improvements in policy inclusivity and fairness.</li> <li>• Establish a Board of Directors meeting schedule that demonstrates respect and inclusivity towards all beliefs and faiths.</li> </ul>	Chief Lane Board Chair	Ongoing
2. Continue providing representative, efficient, and fiscally responsible stewardship with input from the communities we serve.	<ul style="list-style-type: none"> <li>• Assess extended capital requirements, determining specific deadlines for facility enhancements and construction projects.</li> <li>• Revise the equipment replacement fund purchasing timeline and evaluate the capital facilities maintenance and replacement funding by identifying overages or deficiencies in current budget allocations.</li> <li>• Establish at least two new strategic partnerships with neighboring fire agencies that result in a cost savings for all involved through shared resources and collaborative initiatives.</li> </ul>	Chief Lane Board Chair	Ongoing
3. Continued advocacy and support of the well-being of EF&R and its employees.	<ul style="list-style-type: none"> <li>• Collaborate with mental health professionals to establish easy access counseling sessions and awareness campaigns.</li> <li>• Maintain funding for safety protocols as a top priority with the goal to continually reduce the risk of injuries among personnel.</li> </ul>	Chief Lane Board Chair	Ongoing
4. Enhance visibility to the EF&R community through partner agency collaboration and prioritize involvement in Department-sponsored community events.	<ul style="list-style-type: none"> <li>• Increase the visibility of the EF&amp;R within the community by cultivating collaborative partnerships with other agencies and actively participating in department-sponsored community events.</li> </ul>	Chief Lane PIO Breault	Ongoing
5. Evaluate, advocate for, and facilitate regional growth, innovative service delivery models, and priorities at the legislative level.	<ul style="list-style-type: none"> <li>• Evaluate, advocate for, and facilitate innovative service delivery models that enhance regional growth.</li> <li>• Identify legislative priorities that support regional growth.</li> </ul>	Chief Lane DC Aho Board Chair	Ongoing

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