



Eastside Fire & Rescue

Strategic Plan Q1 Report 2018

The report is intended to provide you with a short update of every area of focus. It is not intended to be all encompassing. 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 March 8, 2018.

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.	Due to increased Training Division workload supporting EMTG, there will be an increased need for involvement from employees outside of the Training Division in delivery of technical specialties, e.g. EMS, rescue, Reserve Development, Admin support, etc. Tempo of training delivery maintained due to active participation by employees outside of the Training Division. The third Ethical Leadership Academy being prepared. Employees are a part of the EMTG Recruit Academy as instructors, planners and Administrative support. Others are leading the Regional King County Training Officers Association.	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. 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 will be conducting an assessment in Q1 of 2018 for the rotation of duties for succession planning and to achieve cross-training objectives.	All Chiefs	In progress
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 start development of future employees <i>PRIOR</i> to employment (e.g. via work with school districts and other community groups).	Chief Tryon	In progress

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

Strategic Priority – Employee Development Invest, support, and empower all personnel to realize their potential.			
Objective	Activity	Responsible Party	Status
	<p>First example of this was a 40-hour Ethical Leadership Academy delivered in January and September to newly or soon to be promoted supervisors.</p> <p>Second <u>Third</u> draft out for review on components of professional development program.</p>		
2a. Continue to support and invest in the Joint Apprenticeship & Training Committee (JATC) program.	Current JATC program is in the process of being updated to better support the changing demographics and timelines of the new hires, laterals, and continuing development needs for leadership and management of future officers. First output of these updates is being implemented with our latest new hires. Second update will maximize learnings from the hiring process, as well as CBA opportunities for further evaluation of our new hires. 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. First example of this was a 40-hour Ethical Leadership Academy delivered in January and September to newly or soon to be promoted supervisors, and newly hired FFs. Roll out of initial program will be November 2018. New Training Division Battalion Chief in the process of reviewing for updates. It is being tied into the employee	Chief Tryon	In progress

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	evaluation program to help insure supervisors are assisting their employees with progression.		
3 Identify training grounds that maximize availability, functionality and accessibility to meet training demands.	This activity will move forward during the capital planning process for the 2018 budget process.	Chief Clark	Deferred until 2018 planning process.
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 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.) RBO committee on Health & Wellness to deliver recommendations to Labor and Management in December. Develop Peer Support needs of the Agency via education and development of Peer Support Team members and employees <u>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.</u>	Chief Tryon	In progress
5 Create a succession development strategy for all levels, to include small service delivery groups.	Will be completed by the end of 2017 <u>2018</u> .	Chief Clark	In progress
5a. Evaluate and revise the Performance Evaluation Program.	Draft evaluation(s) complete and finalizing for 2018 implementation. <u>Q1 2018 - Supervisor training will be completed in March of 2018</u>	Chief Parkinson	In progress
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	Exec Chiefs	On-going

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	video), and the manner of information. On-going station visits scheduled regularly throughout the year.		
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. The 40-hour Ethical Leadership Academy is being delivered to new supervisors that supports engaged communication. Further is the improved working relationship and engagement of the senior middle management of the Agency (Battalion Chiefs). Regional leadership opportunities in EMTG, 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.	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 will be discussed internally during the 2018 budget development process. A budget request supporting decreasing the span of control was not supported by the executive team for the 2018 process. A strategy assigning more tasks to Captains is being developed. Reduction of span of control will again be visited in the 2019 budget process.	Chief Clark	In progress
9 Develop comprehensive volunteer firefighter development and supervisory strategies.	Firefighter Development: On January 13, 2018, all existing <u>13</u> volunteer firefighters, volunteer Firefighters will complete <u>completed</u> a Firefighter skills assessment based on NFPA standard 1001. Those who pass will have the choice of becoming a Reserve Firefighter, or staying as a Community Responder. Those who do not pass will have the opportunity to join Fire Corps, or to separate from the Agency. We currently	Chief Tanner	In progress

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	<p>have 15 volunteers scheduled to take the test. <u>Twelve of thirteen volunteers passed the assessment. Ten joined the Reserve program, while the other two moved into the Community Responder program. Each of the Reserves and Community Responders have been assigned to a Company Officer and a crew.</u></p> <p>The RTG implemented Firefighter 1 task books during Q4 for use by 12 new Reserve Firefighters. The Reserve <u>Firefighters utilize</u> task books <u>which</u> are modeled after the JATC program, and are designed to engage the career staff in the ongoing training and development of the Reserves.</p> <p>Task books will be utilized for the following:</p> <ul style="list-style-type: none"> • Firefighter 1 (1st year Reserve) • Driver/operator • Right Seat qualification <p>In addition to the task book, Reserves will complete the following academies training academies to reinforce and certify learning:</p> <ul style="list-style-type: none"> • Driver operator academy <u>Emergency vehicle accident prevention training</u> • <u>Aid Car r</u>Right seat/ leadership academy <p>The RTG will deliver an “aid car” right seat responsibility class to the Reserves during the 2nd quarter of 2018. This is intended to prepare new Reserves to sit in the right seat of the aid car while staffing Reserve stations.</p>		

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	<p>The first Driver/Operator academy is scheduled for the Q1-Q3 Q4 of 2018. This will be for existing EF&R volunteers who have moved into the Reserve program.</p> <p>Right Seat/ Leadership training will be conducted during the 2nd or 3rd-Q4 quarter of 2018.</p> <p>In addition to the training listed above, the RTG will offer a “Success in the fire service” seminar to interested Reserves.</p>		
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.	Chief Burke	On-going
10a. Continue conducting annual recognition ceremony.	Next year’s program is being planned based on the outcome of an agency wide survey done in July to collect recommendations for the future of the ceremony.	Captain Westlake	On-going

Strategic Priority – Life Safety			
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, and is being prepared for its final presentation in December of 2017. Regionally, the Zone is researching the MAPARS reporting system.	Chief Tryon/Burke	In progress
1a. Perform and maintain a comprehensive Community Risk Assessment.	Initial data created for all structures within EF&R. Currently adding to the database to increase the comprehensive nature of the assessment. Risk assessment was presented to the Board in July. SOC was approved by the Board in December of 2017 based on the Risk Assessment	Chief Tryon/Burke	On-going

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1b. Perform a detailed All-Hazard critical task evaluation.	Target date September 2017 for Board presentation. On track for final adoption by EF&R Board adopted in December 2017.	Chief Tryon/Burke	In progress
1c. Perform a comprehensive station and unit evaluation.	With Risk Assessment completed, and 1b under review, in process.	Chief Tryon/Burke	In progress
1d. Perform a comprehensive resource deployment evaluation.	With Risk Assessment completed, and 1b under review, in process.	Chief Tryon/Burke	In progress
2. Maintain Adopted Fire Code standards in all partner service areas.	<p>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.</p> <p>Fire Prevention Specialist position reauthorized in 2018 Budget. This position is about improving the safety of the community and firefighters, as well as, improving the responsiveness to businesses.</p> <p>Discussing with a regional partner in Snoqualmie Valley to improve coordination across jurisdictions to increase the safety of residents and firefighters, while improving the consistency for a friendly business climate. Agency is proposing to utilize a third-party provider of code compliance to ensure the function of safety devices in local businesses. This is becoming a regional standard (Seattle, Bellevue, Redmond, Mercer Island, Bothell, etc.)</p>	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. By July of 2017, a review and update of planning documents, as they pertain to fire services, was performed with all three cities. We now have a standing meeting in Sammamish every month,	Chief Clark	On-going

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	have integrated in the Issaquah and North Bend processes. We will continue to integrate into all three planning processes.		
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 will be established with each entity. We hope to have updated formal processes with each city we serve by July of 2018.	Chief Clark	In progress
2c. Evaluate and develop a comprehensive Fire Inspection program.	Utilize outside agency to review best practices of EF&R. August 2017. Implement compliance monitoring program in keeping with regional best practice to ensure codes compliance and life safety conditions for community. Developing work plan for implementation of compliance monitoring. Go live <u>date expected to be May 1st, 2018. recommended for 1st quarter of 2018.</u> <u>Implementing new RMS for inspections to ease workload of crews, and to improve detailed record keeping of businesses.</u> Recommended solutions approved in 2018 Budget.	Chief Tryon	In progress
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 recent regional drill in 2016. Updated SAT phones based on regional drill experience. DC Tryon now Vice Chair of EPSCA (regional 800MHz radio provider.)	Chief Tryon	On going

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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.	Chief Burke	On going
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 January-March 2018.	Chief Clark	In progress
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 	Chief Burke	On-going
4d. Expand EF&R's role in the regional training system across all Divisions.	EF&R is now a conditional member of EMTG. Membership will be reviewed in 12-months for continued participation and unconditional membership. EF&R Training Battalion Chief Lane is the lead instructor for the EMTG 8 Fire Academy and an	Chief Tryon	On-going

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	<p>Administrative Assistant has been included in the EMTG Admin group.</p> <p>DC Tryon is the Interim Training Director of EMTG. EMTG is responsible for the training of 859 firefighters from Eastside to Shoreline. EF&R Training Captain Brummel is nominated to be the president of the King County Training Officers Association.</p>		
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. We will continue to drive towards this objective. 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.	Chief Clark	In progress
5. Continue to develop, support, and improve all volunteer programs.	<p>The Reserve Training Group is implementing the remedial training plan. Weekly and monthly training have been delivered in preparation for the January 2018 assessment.</p> <p>Eleven Reserve Firefighters graduated the State Fire Academy, and along with one lateral Reserve, participated in an on-boarding academy conducted by the RTG. The 12 new Reserves have been assigned a career crew and will begin shift work in January 2018. The expectation of the career crew will be to mentor and train the Reserve.</p> <p>Recruitment for additional Reserves is underway, with a written exam for the 67 applicants in December. Oral boards will be conducted in January, with a goal to recruit an additional 12 members to attend the Spring State academy. Following the skills assessment in January, 20 Reserves are now assigned to a career crew.</p>	Chief Tanner	In process

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Objective	Activity	Responsible Party	Status
	<p style="color: red; text-decoration: underline;">Recruitment of additional Reserves continues with 23 candidates moving through background and medical exams. Once completed, new recruits will attend a county EMT class beginning in March. These recruits will then attend an in-house Firefighter 1 academy starting in September. This group combined with 2 lateral Reserves that have been recruited should boost the number of Reserves to 45 by the end of 2018.</p> <p>Twenty three candidates have successfully completed medical and background checks, and have joined the Agency. Fifteen of these started an EMT course that will graduate in June 2018. Lt. Mahoney will be leading an in-house fire academy for 24 Reserve candidates starting in September 2018. When the academy is complete in December of 2018, the Reserve program should have 45 Reserve Firefighters.</p> <p>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.</p> <p style="color: red; text-decoration: underline;">BC Schutter has taken over supervision of the Fire Corps program as well as the Fire Explorer program.</p> <p>BC Tanner, <u>BC Schutter</u> and the CLO Capt. Westlake are actively developing a Fire Explorer program. The program will recruit from area high schools, and is designed to give young people ages 15 to 20 years old, a chance to learn about the fire service and to serve their community.</p>		

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	<p>EF&R will partner with WANIC (Washington Network for Innovative Careers), a consortium of seven school districts who share Career and Technical Education (CTE) programs. Member districts include Bellevue, Everett, Issaquah, Lake Washington, Northshore, Riverview, and Snoqualmie Valley. The WANIC Fire and Life Safety Program offers professional instruction, facilities, and opportunities to learn the skills necessary to become a firefighter. This program should come online by the 2nd quarter of 2018.</p> <p>Fire Corps: Recruitment is in progress. Ten current volunteers will be moving to Fire Corps in January 2018. In addition, seven new applicants are currently in the screening process to be on the line February 2018. <u>Thirteen former volunteers have moved to Fire Corps in Q1 of 2018. BC Schutter is actively engaged in developing Fire Corps capabilities.</u></p>		
5a. Develop and implement volunteer deployment strategies that address needs.	<p>Continuing the evaluation of the volunteer 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"> 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 Creation of Volunteer “Reserve Training Group” 11 Members currently attending WA State Fire Academy 	Chief Burke	On going

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	<ul style="list-style-type: none"> Implemented a lateral hiring of reserve members/Fall 2017 Chief Clark facilitated a discussion on the Volunteer Programs at a Joint Board meeting of District 10 and 38. <u>Established a Air Unit Support group that will provide non emergent air unit response within the EFR service area. These members will be responding to all working fires or at the request of the Incident Commander.</u> 		
5b. Improve supervision and support.	<p>Strategies to improve supervision and support of the volunteer program have been implemented. <u>Reserve Firefighters are now assigned to a career Company Officer, and a mentor Firefighter. Reserves receive daily evaluations at the completion of an assigned shift. Additionally, Reserves are currently only working with their assigned crew on shift days, to ensure that they are properly trained prior to working at 76 and 88.</u></p> <p>The RTG has developed leadership and supervision training (Right Seat Academy) that will be delivered during Q2 Q3 2018.</p>	Chief Tanner	In process
5c. Develop quality recruitment, retention, and recognition programs.	<p>Recruitment of the first class of Reserve Firefighters has been completed. Recruitment of entry level and lateral Reserve Firefighters is underway, with the goal of bringing 18 Reserves onboard in 2018. See 5. for updates</p> <p>Redjet Films produced a promotional video for use as a recruitment tool for the volunteer program and will be posted to the website in December 2018.</p> <p>BC Tanner is currently forming a Candidate Engagement Group with the objective to identify and recruit talent into both the</p>	Chief Tanner	In process

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	<p>Reserve and Career ranks. This group should be operational by Q2 2018.</p> <p>In February, RTG is currently developing will present a delivered the first of a two part series seminar called "Career in the fire service" seminar for volunteer staff <u>Reserves</u> interested in becoming career firefighters. The second part of the seminar will be delivered prior to the next entry level career Firefighter recruitment. This training shall be delivered Q3 <u>Q1</u> 2018. In addition, the RTG is currently exploring hiring incentives for Reserve staff when testing for a career position <u>Reserve Firefighters who are in good standing with the Agency, will automatically advance to the second round of interview when testing for a career position.</u> These incentives should be in place by the Q1 2018. See 5. for updates</p>		
5d. Identify and develop support for volunteer classifications to include, but not limited to; Support Service, Chaplin, Firefighter and Community Volunteers.	<p>The program has been redesigned and designated as Reserve Corps. Eastside. It is divided into 3 groups:</p> <ol style="list-style-type: none"> 1. Reserve Firefighter Program (new) 2. Community Responder Program (closed) 3. Fire Corps. (CERT. SSV's) <p>Chief Tanner and the RTG will support the Reserve Firefighter and Community Responder programs. Chief Tanner-Schutter will assist Jon Bromberg with the management of the Fire Corps.</p>	Chief Tanner	In process
6. Implement the use of the Relationship by Objective (RBO) committee process to expand participation across EF&R.	<p>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.</p>	Chief Clark	Completed
7. Evaluate the benefits and deadlines of accredited status through the Center for	<p>This objective will be evaluated after the Standards of Response Coverage document at the end of 2017. <u>A formal staff</u></p>	Chief Clark	Deferred In Process

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Public Safety Excellence, Commission on Fire Accreditation International.	<u>recommendation will be considered and made during the 2019 budget process.</u>		

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
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 continue to be upgraded, telephone upgrade complete.	Chief Parkinson	In progress
2b. Address communication challenges across 15 facilities.	Many of the I.T. upgrades have addressed these challenges. Station to station video conferencing is still being assessed based on cost vs. benefit.	Chief Parkinson	In progress
2c. Develop programs to streamline administrative support for all Divisions.	Accounts Payable and Receiving have streamlined numerous processes to enhance efficiencies. Continued assessment is on-going for all divisions within the Agency.	Jamie Formisano	On-going

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Objective	Activity	Responsible Party	Status
2d. Maximize the utilization of current automated systems.	Online Station Room reservations project has been implemented and successful. Payroll and HR have successfully implemented software programs and the Training Division will be implementing a robust EMTG training software in 2018.	Jamie Formisano	Complete
2e. Develop an asset and inventory system.	Sept. 2017 Draft policy has been completed. Audit of assets will occur in Q4 2017 is occurring in Feb/March of 2018.	Chief Hooper	In progress
3. Maintain regional position as most efficient Fire Department Operation.	During the 2018 Budget process we did retain this position. An evaluation will be conducted 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 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 Q 2 ⁴ of 2018.	Chief Parkinson	Deferred based on grant guidance policy
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

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Objective	Activity	Responsible Party	Status
4b. Evaluate the provision of Advanced Life Support (ALS) & Basic Life Support (BLS) Service.	<p>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 as well. The goals for EF&R are to:</p> <ul style="list-style-type: none"> • Create increased opportunities for current and future work force. • Strengthen the Medic One system with a broader range of potential candidates. • Develop an improved sense of “ownership” within the communities EF&R serves. • Define a “path” back to EF&R for members assigned to Medic One. • Gain knowledge and experience from members serving in roles outside of the current structure. <p>Conversations continuing for potential partnerships and increased efficiencies.</p>	Chief Burke	In Progress
4c. Develop an ALS COOP.	<p>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.</p> <p>If community chooses to defund Medic One:</p> <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 	Chief Burke	Deferred based on levy outcome

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

Eastside Fire & Rescue Strategic Plan Report 2018

Strategic Priority – Long Term Sustainability Be a sustainable, adaptive, and innovative fire department.			
Objective	Activity	Responsible Party	Status
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. First Watch QI/QA program online. Medic 21 placed in service to mitigate impacts from large traffic projects on the Issaquah Sammamish Plateau. MM	Chief Burke	In progress
5. Identify a strategy to recruit, develop, and retain a professional and diverse workforce.	Sept. 2017 – The revised EF&R 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. <u>Q1 2018 – Changes made to the recruitment process in 2017 have achieved this objective without the need for the RBO process.</u>	Chief Parkinson	DeferredComplete
5c. Develop strategies to retain current employees from transferring to neighboring departments.	Deferred to 2018 RBO retreat. <u>Q1 2018 – A successful change in Department culture as well as a successful collective bargaining session has addressed this objective.</u>	Chief Parkinson	DeferredComplete
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. <u>The CBA was approved and includes incentive for employees to provide adequate retirement notice to the Department.</u>	Chief Clark	Completed
6. Maintain and enhance the governance model.	Formal discussion will be scheduled with the Board of Directors no later than 2018.	Chief Clark	Deferred until Board discussion.

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

Eastside Fire & Rescue Strategic Plan Report | 2018

Strategic Priority – Long Term Sustainability Be a sustainable, adaptive, and innovative fire department.			
Objective	Activity	Responsible Party	Status
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. "Who is EF&R" brochure in progress. Evaluating apparatus branding tools. Who is EF&R brochure to be completed by end of year for review. Establishing a "Social Media" group within EF&R to expand the capabilities of the CLO's outreach to the media, public and internal partners. <u>Both projects listed above are still in the works. The intern starting March 1 will assist with the flyer. Initiation of Social Media group in March. Apparatus branding completed with Ch. Tryon's assistance.</u>	Captain Westlake	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
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. <u>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.</u>	Captain Westlake	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. <u>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.</u>	Captain Westlake	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. <u>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.</u>	Captain Westlake	In progress
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	Captain Westlake	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
	EF&R. <u>Develop materials for marketing our social media sites during events, calls, front desk.</u>		
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. <u>Defer to BC Schutter?</u>	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.	Captain Westlake	In progress
1g. Advance and protect the EF&R brand.	<u>Pursue trademark protection by the end of 2017. During the 2018 calendar year the EF&R brand will be undergoing a review. At the conclusion of the review trademark protection will be sought.</u>	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 through the use of using the annual Agency report. <u>Currently utilizing social media to show the great work we do both emergent and non-emergent when to opportunity arises.</u>	Captain Westlake	In progress
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. <u>Outline to educate new hires was</u>	Captain Westlake	On-going

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
	<u>developed but to date hasn't been part of orientation. This should occur for laterals, new hires, reserves and fire corp members.</u>		
4. Develop and educate on comprehensive outreach, preparedness, and prevention programs to address community needs. (i.e. Develop Explorer/Junior Firefighter Program)	<p>2017 was a year of establishing relationships and will continue to be developed moving into 2018. See also previous comments in Strategic Goal – Life Safety 5.</p> <p>The Explorer program is underway and progress is being made with policy and process development related to implementing and running the program. <u>Change to BC Schutter</u></p>	Captain Westlake/BC Tanner	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) Currently, anticipated to take place in early 2018. <u>All partners considered this request during their annual selection process for the 2018 process. All partners ensured that experienced members were appointed.</u>	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	Chief Clark	In progress

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
	objectives were captured in the Board Development Strategy document (Board Memo #2017-003).		
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 discuss the draft 2018 Legislative Agenda for approval at the January 2018 Board meeting.	Chief Clark	On-going
4. Fully implement Board Policy 0003 Directors Roles & Responsibilities.	Adopted in August of 2016. 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). <u>This item will be revisited if sufficient support develops.</u>	Chief Clark	Deferred

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