

JANUARY 2014 UPDATE

OPERATIONS – Response Times

Recommendation #	DESCRIPTION OF CONSULTANTS RECOMMENDATIONS	PRIORITY	STATUS	NOTES
3	Increase emergency operations by adding a BLS aid unit staffed for 12 hours to maintain adequate personnel for a moderate risk fire event.	HIGH	Not yet Started In Progress	Are looking at other options. To be included in Standard of Coverage Study
46	Maintain a minimum per shift of two personnel (swing personnel) at firefighter EMT, two at lieutenant, and two at the captain rank with the qualifications and appropriate certifications to fill vacancies or step-up.	DISAGREE		KFD trains and utilizes Acting Officers to fill these vacancies
47	Within the limits of the collective bargaining agreement use personnel at the Captain and Lieutenant rank to work down to fill vacancies.	DISAGREE		Collective Bargaining Agreement would limit. Situation this deals with is rare
48	Periodically (annually or more frequently) review minimum staffing levels and options for filling vacancies.		Complete	Is current practice
54	Monitor mutual and automatic aid for equity "service impacts".	MED	In Process	Remove "equity" and replace with "Service Impacts"
56	Track failure rate of units to respond to incidents in their first due area by fire station and apparatus.	HIGH	Not yet Started In Progress	To be included in Standard of Coverage Study
79	Modify the EMS response protocol of sending three responders to medical incidents. Redeploy with dedicated staffing of two-person aid units, or single person quick response unit for low priority EMS incidents.	HIGH	Not yet Started In Progress	Agree with dedicated staffing of aid units. Redeployment of one person responses should be reviewed in Standard of Coverage Study
80	Expand the current partnership with the King County Sheriff's Marine Unit and the Seattle Fire Department to provide a joint, coordinated response to marine firefighting and rescue incidents.	HIGH	Not yet Started In Progress	To be included in Standard of Coverage Study. Pursue CIP & grant funding for possible off shore rescue equipment and additional partnerships with other agencies
82	Develop a long term plan to become a CFAI accredited fire agency	HIGH	Not yet Started In Progress	High Priority. Need to find staff time to complete
83	Define and report (Response Time Objectives Report) geographic areas where response time objectives are not being met. Include information on predictable consequences and steps to achieve compliance.	HIGH	Not yet Started In Progress	To be included in Standard of Coverage Study
84	Determine the cause of the dramatic decrease in the percent of full alarm assignment deployments.		Complete	This was a data reporting issue. Added "confirmed" fires to run cards. Reduced "full" responses
85	Adopt two tiered response time objectives for fire, EMS, hazardous materials, technical rescue, and specialized rescue incidents.	HIGH	Not yet Started In Progress	Currently have tiered response for Fire and EMS. To be included in Standard of Coverage Study
87	Develop and adopt response time intervals, benchmark, and review at a minimum annually.		Complete	Is done annually
88	NORCOM – Establish communication center performance measurement benchmarks that meet national standards.		Complete	
89	Adopt turnout time standards based on incident type and time of day.	HIGH	Not yet Started In Progress	Currently have turnout time standards based on incident type. Will conduct Standard of Coverage Study re: time of day

OPERATIONS - Emergency Medical Services

#	DESCRIPTION OF CONSULTANTS RECOMMENDATIONS	PRIORITY	STATUS	NOTES
5	Annually conduct a detailed analysis of revenue verses expenditure to validate that EMS transportation activity is meeting stated goals established by the city.	MED	Ongoing Completed. Scheduled Annually	Revenue currently exceeds expenditures and forecast.
6	Add a Medical Service Administrator (MSA) at the rank of division chief to manage the medical division.	HIGH	Not yet Started Budget Request	Funding and regional partnerships will be pursued

**KIRKLAND FIRE DEPARTMENT STRATEGIC PLAN
Staff Recommendations**

Recommendation #	DESCRIPTION OF CONSULTANTS RECOMMENDATIONS	PRIORITY	STATUS	NOTES
7	Bill for EMS transport when responding and transporting patients outside of the City of Kirkland.	MED	Partly Complete	Currently we bill for transport in those jurisdictions who also bill for transport. If they don't, we don't.
8	Add one FTE administrative assistant support for EMS.....	HIGH	Not yet Started position increased from .25 to 1	Administrative support needed for EMS and billing
36	Acquire and deploy electronic tablet devices for field data entry and rapid downloading to the records management system.	MED	In Process	Tablets have been purchased. RMS issues are in process with NORCOM.
76	Develop a comprehensive evaluation program to assess all aspects of the EMS system.	HIGH	Not yet Started	Requires Medical Services Administrator investment
77	Provide Advanced Life Support services within the City of Kirkland via the King County Medic One program.	MED	In Process	Updated KCEMS language to allow Kirkland participation in next levy cycle
78	Participate in the King County Medic One Community Medical Technician (CMT) pilot.	MED	Not yet Started	Request will be made when program funding becomes available

OPERATIONS – Facilities, Apparatus and Equipment

#	DESCRIPTION OF CONSULTANTS RECOMMENDATIONS	PRIORITY	STATUS	NOTES
20	Aggregate like item equipment purchases with a total value of \$5,000 or more and include in the City's annual budget.		Complete	
50	Develop an internal CIP for the maintenance and replacement of KF&BD capital equipment.		Complete	Sinking fund list is mostly complete
51	Perform an energy audit on all fire stations and follow recommended energy efficiency measures.	MED	Not yet Started Completed	Potential long term costs savings could offset one time costs Upgrades scheduled for completion in Feb 2014
52	Replace apparatus using a combination of age, mileage (for gas powered units), engine hours (for diesel apparatus) and condition.		Complete	Reflects current practice
53	Store PPE in a separate, well ventilated room.	HIGH	In Process	Should be included in future station planning
55	Make upgrades to incident reporting RMS software to eliminate erroneous data entries.	MED	In Process	Exploring alternatives to New World which was purchased to meet this need
63	Dedicate a reserve engine to the training division, preferably a unit that can be shared by agencies.	MED	In Process	Reserve engine has been identified for transfer
75	Jointly construct and staff a new fire station with Northshore FD.	HIGH	In Process In Progress	To be evaluated in Station Siting and Standard of Coverage Studies
81	Develop a capital plan for the rebuild or replacement of Fire Station 25 (Finn Hill South) and Fire Station 27 (Totem Lake).	HIGH	In Process In Progress	Station Siting Study and Standard of Coverage Study will define plan

EMERGENCY MANAGEMENT

#	DESCRIPTION OF CONSULTANTS RECOMMENDATIONS	PRIORITY	STATUS	NOTES
28	Complete and publish the COOP and COG plans	HIGH	Not yet Started	High priority. Should be done asap. Assign City Emergency Manager
29	Develop a Hazard Identification and Vulnerability Assessment and a Hazard Mitigation Plan. Submit to King County for inclusion as an annex to the County plan.	HIGH	In Process	In Process with King County Emergency Operations Center
30	Involve KF&BD and other City of Kirkland employees in community-based emergency exercises at least annually.	MED	In Process	To be scheduled
31	Hire a full-time City Emergency Manager, shifting daily responsibilities from the Deputy Chief of Administration to the	HIGH	In Process Completed	New Manager begins February 16, 2014
25	Develop and implement a plan outlining how volunteers will be used and managed during emergency events.	MED	Not yet Started	
26	Identify a location and develop a dedicated EOC; apply for a matching grant from the Washington EMD Emergency Operations Center Grant Program (requires 25% local match).	MED	Not yet Started In Process	Part of discussions on City Hall remodel

**KIRKLAND FIRE DEPARTMENT STRATEGIC PLAN
Staff Recommendations**

Recommendation #	DESCRIPTION OF CONSULTANTS RECOMMENDATIONS	PRIORITY	STATUS	NOTES
27	Seek potential partner agencies to provide contracted emergency management services from KF&BD.	LOW	Not yet Started	Last in implementation order
58	ICS training is currently at the federal minimum. Department minimum should be IS-100, IS-200, & IS-700 and IS-800b for all response personnel, and IS-300 & IS-400 for all chief officers.	HIGH	Ongoing	Provided on ongoing basis - Recommend partnering with outside agencies to continue to provide ICS training
90	Integrate the New World RMS (records management system) with emergency management plans, records, and reports.	MED	Not yet Started	Data for Emergency Management needs to be in RMS

ADMINISTRATION – Support Services

#	DESCRIPTION OF CONSULTANTS RECOMMENDATIONS	PRIORITY	STATUS	NOTES
1	Amend Job descriptions to accurately reflect roles and expectations for administration and support staff.	HIGH	In Process	Restructuring the organizational chart will effectively complete this recommendation
2	Create a budget category for administrative services		Complete	
4	Request WSRB to conduct an evaluation of the fire and suppression capabilities of KF&BD	HIGH	Not yet Started Completed	Dept recommends this be highest priority and foundation for all other recommendations in Strategic Plan
8	And one FTE financial analyst to administrative support functions.	HIGH	In Process	Hired one FA completed on temp basis. Recommend FA become permanent
11	Outsource development and maintenance of Administrative Rules and Standard Operating Guidelines to a third party.	HIGH	In Process	Outsourced to Lexipol. Staff beginning review and editing.
18	Administer a stress test at the time of hire and periodically on incumbent employees/members based on age and risk factors.	HIGH	In Process	Stress test done at time of hire but not periodically thereafter
19	Develop a procedure and policy for reporting and retaining all employee exposure records.	HIGH	In Process Completed	Complete for "reportable" exposures. Need process for non-reportable as well
21	Develop, validate and employ a physical evaluation process that is job related.	MED	Not yet Started	Current Physical Fitness program not job related
22	Establish a medical baseline for new firefighters at the time of hire/appointment.		Complete	Reflects current practice
24	Provide a fire service-related occupational and health program.	HIGH	In Process	Recommend IAFC/IAFF Wellness Fitness Initiative. In current CBA 20.3.
45	Update KF&BD Department Manual Directive Number 3.001 to accurately reflect current daily minimum staffing level.	MED	In Process	To be included in Policy and Procedure update
49	Periodically review sick leave and work-related injuries for patterns and opportunities to reduce occurrences.	HIGH	Ongoing Completed	Current Practice. Sick leave usage reviewed on weekly basis

ADMINISTRATION - Mission, Vision and Values

#	DESCRIPTION OF CONSULTANTS RECOMMENDATIONS	PRIORITY	STATUS	NOTES
9	KF&BD review and validate the mission, vision, and values following completion of the 2012 strategic plan.	HIGH	In Process Completed	Updated and validated by department members
10	Display the adopted mission, vision, and organizational values in City Hall and fire department facilities.	HIGH	In Process Completed	Currently being added to printed materials as needed and updated

ADMINISTRATION – Employee Training

#	DESCRIPTION OF CONSULTANTS RECOMMENDATIONS	PRIORITY	STATUS	NOTES
----------	---	-----------------	---------------	--------------

**KIRKLAND FIRE DEPARTMENT STRATEGIC PLAN
Staff Recommendations**

Recommendation #	DESCRIPTION OF CONSULTANTS RECOMMENDATIONS	PRIORITY	STATUS	NOTES
12	Develop a succession plan to ensure employees are recruited and developed to fill each key role within the organization.	LOW	In Process	Improvements need to be made to area of Officer Development. Started Leadership training on coaching best practices for all BCs and Captains. Managing for success for all officers. Annual Command post training. Incident Safety Officer class for all Captains scheduled for April 2014.
59	Create a formal mentoring program for officers to use with subordinates.	MED	In Process Completed	Have started training, including management training to officers by Human Resources. Development of an acting officer and Fire Officer I NFPA 1021 program completed. First class scheduled for May 2014.
60	Formalize the East Metro Training Group via an interlocal agreement between participating agencies.	HIGH	In Process Completed	ILA has been completed. All five agencies have approved and signed
61	Identify training competencies in writing, teach, train, test, and evaluate personnel regularly by the training division in concert with shift battalion chiefs.	MED	Completed	Complete annual scheduled classroom and MCO Field operations, Tech Rescue, RS I, MCI, HM perform, taught and evaluated by EMTG staff. We address all WAC 296-305 on either bi-annual or annual basis. Includes live fire. We require SCBA Practice four times annually (WAC Requires twice only). Annual fit tests are also performed.
62	Develop a consistent program for training hazardous materials technicians	HIGH	Complete	Techs receiving required minimums per year
64	Develop a joint recruit academy with other members of the EMTG.	HIGH	Complete	Have participated in EMTG academy in past and will utilize Jan 2014 academy for next hiring process.
65	Maintain the practice EMTG recruit training or use the practice of sending recruits to either Bates or North Bend, augmented with agency specific training.	DISAGREE	N/A	Agree w/#64.
66	In the absence of a combined EMTG training manual, KF&BD should develop its own training manual, preferably in concert with the other members of the EMTG.	MED	Complete	Training manuals have been and are currently being developed by EMTG consortium. Our training manual is part of the "Best Practices" (BP) program. Sections currently being worked on are Extrication BP, Safety BP, Command BP, EMS BP and more will be added. This will be an EMTG Manual. It will constantly change and grow. Currently we operate out of manuals but will be a single resource soon. I consider this completed but it could also be classified as on-going.
67	Refine and expand goals and purpose statements of training objectives	MED	Complete	Part of EMTG Training Manual. EMTG has also created training Vision and mission statements to address these areas. We constantly refine and grow our objectives as requirements and responsibilities change.
68	Establish a minimum number of annual training hours an individual or company is required to complete.	DISAGREE	N/A	Training is competency based not hours based. Have required minimum competencies established.
69	Conduct at a minimum two night drills per shift per year that involve all fire suppression personnel.	LOW	Complete	Will be incorporated into EMTG training schedule. Was incorporated into last year's quarterly training. It has become part of our annual training in Kirkland and most of EMTG. Likewise, crews have also night drills on their own. It is not possible to include all fire personnel in the same drill but all personnel will be scheduled to complete the training.

Recommendation #	DESCRIPTION OF CONSULTANTS RECOMMENDATIONS	PRIORITY	STATUS	NOTES
70	Develop lesson plans for core competencies requiring instructors to follow plans when instructing.	MED	In Process	Have lessons plans for recruit academy currently. Will use same format for all required training. Actively scheduling current and future company officers to attend certificated Fire Instructor I courses. We have developed standard lesson plans for Live Fire, Fireground Communications, HM Training, Auto Extrication and more. Some of these lesson plans are taught by outside agencies.
71	Establish a minimum requirement for annual company and individual training evaluations. Include shift battalion chief involvement in annual evaluations.	HIGH	Complete	Required minimum competencies are established.
72	Include company level training activities by subject in the RMS.	HIGH	Complete	Entering in training division RMS
74	Refine and expand goals and purpose of training objectives.	MED	Completed	Will be part of EMTG training manual. EMTG has also created training Vision and mission statements to address these areas. We constantly refine and grow our objectives as requirements and responsibilities change.

ADMINISTRATION - Fire Prevention & Public Education

#	DESCRIPTION OF CONSULTANTS RECOMMENDATIONS	PRIORITY	STATUS	NOTES
13	Prioritize media messaging. Use "Currently Kirkland" and other media outlets as a tool to leverage the reach and impact of fire department public information and education messages.	MED	Done on Limited Basis	Done occasionally as needed or requested
14	Anticipate controversies or events which may generate media or community interest and develop a media or messaging plan in advance.	MED	Done on Limited Basis	City Communication Manager assists on a limited basis
15	Develop a proactive message file where the subject is not time-sensitive, but timely release may position the message to its greatest advantage.	MED	Not yet Started	This is accomplished whenever possible. Insufficient staff prevents a more proactive approach as recommended
16	Develop interactive content for the fire department website: citizen training videos and downloadable documents (fire escape plans, preparedness, and self-help checklists).	HIGH	In Process	Some documentation online but very limited.
17	Update existing content on the fire department website and schedule regular maintenance.	HIGH	Done on Limited Basis	Department web representative to work with IT and Communications Program Manager on how to develop and display updated content
23	Produce a live monthly informational broadcast between the fire chief and department personnel.	DISAGREE		Fire Chief prefers face to face visits during regularly scheduled monthly mtgs and station visits
32	Integrate KF&BD fire prevention records management with the EnerGov RMS software used by the Building Division.	HIGH	In Process Completed	Looking at data transfer from New World to EnerGov and alternate software to include integrated pre-fire plans with other partner agencies Using Zoll FireRMS
33	Conduct a fire and life-safety inspection of all inspect able occupancies in the next 12 months. If necessary use emergency services personnel to complete inspections.	HIGH	Ongoing	Unable to accomplish every 12 months. Goal should be 24 month compliance w/current staff. 12 months requires add staff
34	Develop and adopt a plan for the maintenance, repair, and flow testing of all fire hydrants in the City of Kirkland.		Complete	Already completed by Water Districts
35	Develop and implement a self-inspection program for light risk occupancies where the occupants have demonstrated regular code compliance.	MED	Not yet Started In Process	As staff is available to accomplish. Will attempt to address in 2015-2016 budget

**KIRKLAND FIRE DEPARTMENT STRATEGIC PLAN
Staff Recommendations**

Recommendation #	DESCRIPTION OF CONSULTANTS RECOMMENDATIONS	PRIORITY	STATUS	NOTES
37	Develop and adopt a plan to actively solicit feedback from a representative sample of recipients of KF&BD inspection and enforcement services.	MED	Complete	Done as part of Development Services Strategic Plan
38	Adopt a local residential sprinkler ordinance for new residential construction.	HIGH	In Process	Staff is initiating process to make recommendation based on stakeholder input. Current completion targeted for Jan 2015
39	Form a regional partnership to develop and deliver juvenile firesetter intervention and counseling.	MED	Not yet Started	Additional resources will be required. Will incorporated into regional investigation unit.
40	Develop, adopt, publish, and implement a KF&BD Public Education Plan.	MED	Not yet Started	Requires subject matter expert to initiate. Additional resources required.
41	Form regional partnerships for the development and deployment of public fire and life safety education initiatives; also rotate operations personnel to deliver a structured curriculum.	MED	Not yet Started	Additional staffing required to develop and implement.
42	Rotate emergency operations personnel to a temporary duty assignment as a public educator to deliver the public education curriculum.	DISAGREE		Temp rotations need to be backfilled. No cost savings. Should be 3 yr rotation if implemented.
43	Employ electronic information media from the United States Fire Administration and NFPA for linking or posting and making available on the Kirkland website.	MED	Not yet Started	Current staff will implement as time permits. Risk Reduction Officer needed to expedite.
44	Create partnerships with other public agencies and private sector companies to provide public education and information to the citizens of Kirkland.	MED	Not yet Started	Additional staff needed to manage program
57	Expand Chapter 21.35A of the Kirkland Municipal Code to include response by KF&BD to repeat false of malicious fire alarms.	MED	Not yet Started	Work with City Attorney to develop code
73	Integrate pre-fire incident planning of community target hazards in training activities.	MED	Not yet Started	Fire Prevention developing list of target hazards
86	Risk assessment RMS should be managed by the KF&BD Fire Prevention Division.	MED	Not yet Started In Process	Software system will need to be identified and purchased. Software identified and updated. Staff limitations slowing process. Should be completed by Dec 2014

ADDITIONAL DEPARTMENT RECOMMENDATIONS				
#	DESCRIPTION OF CONSULTANTS RECOMMENDATIONS	PRIORITY	STATUS	NOTES
	Develop Incident Action Plans for special events and high hazard target occupancies	HIGH	Not yet Started	High priority. Should be done asap. Assign City Emergency Manager
	Centralize Department purchasing	HIGH	Not Yet Started	Reduce costs, improve compliance, reduce errors
	Establish proactive community risk reduction	HIGH	In Process	Requires Risk Reduction Officer to develop and lead programs to reduce risk to citizens
	Establish regional Metro Fire Investigation Team	HIGH	In Process	Shared data, integrated access and possible grant funding are benefits
	Develop joint, regional apparatus purchasing and sharing of reserve apparatus	HIGH	In Process	Currently in discussions with Zone 1 representatives to reach mutual agreements