

Strategic Plan Recommendations and Priorities

Today's fire service providers face ever-increasing challenges to provide more diverse services in their community while competing with other departments for funding, as cities strive to meet the expectations of citizens for facilities, amenities, and services. The type and number of calls for service are in flux as demographics change. These trends place increased pressure on the modern fire service manager, policy makers, and staff to come up with ways to be more efficient and effective.

To ensure that community, policymaker, administration and internal customer needs were incorporated, a process was used to develop recommendations and priorities for the KF&BD strategic plan.

Goals and objectives are management tools that should be updated on an ongoing basis to identify what has been accomplished and to note changes in the organization and the community. The attainment of a performance target should be recognized and celebrated to provide a sense of organizational accomplishment. Overall these goals and objectives provide very specific timelines for the next several years and more general timelines beyond that.

City and leadership of the KF&BD should meet periodically to review progress towards these goals and objectives and adjust timelines and specific targets as needs and the environment change.

Implementation Methodology

The key to the success of a strategic plan is its implementation. A successful implementation methodology (strategies) includes assigned responsibilities for the overall management of the plan; ensuring that there is accountability at all levels; the incorporation of the accomplishment of goals, objectives, and critical tasks into individual performance appraisals; routine reporting of the status of the plan; organizational and community reporting; and the regular updating of the plan and its content.



The following are ESCI's recommended top priority goals based on the input of the community, elected officials, the City of Kirkland administration, city staff, and KF&BD personnel.

Recommended Top Priority Goals

Goal No. 1: Administrative Infrastructure

(Administrative and support staff realignment, administrative rules, and guidelines)

Goal Statement:

Build an administrative infrastructure that efficiently provides administration and support functions for KF&BD.

Problem Statement:

The administrative effectiveness of KF&BD is hindered by four key deficiencies:

1. Policies & Procedures, Rules & Regulations, and Administrative Guidelines, collectively referred to as Guidance & Regulatory (G&R) documents, which govern the day-to-day activities of the workforce, are out of date, ineffective, and confusing. Numerous attempts at revising these critical documents have not been successful. Variations exist

between the city and KF&BD policies and procedures including safety, purchasing, public access to records, and document retention.

2. Job descriptions for key administrative staff positions (deputy chief) do not properly reflect the actual work performed or that should be performed. Assignments cross from one Division (Bureau) to another and do not adequately reflect the executive level of the organization.
3. An inefficient administrative structure hampers both strategic and day-to-day effectiveness. The work focus of the administrative deputy chief is unnecessarily narrow. Emergency management activities take up at least half of the administrative deputy chief's time, reducing availability to perform other duties—management of HR, financial, and IT functions and planning activities of the fire department.

A misalignment occurs with the EMS officer under the administrative section of the department, these duties align with the emergency operations. A more focused management of the EMS program is recommended with a Medical Service Administrator (MSA) at the rank of division chief to have oversight of the medical division.

The operations deputy chief is underutilized in supervising the three emergency operations battalion chiefs (one per day) and the training chief (part of the East Metro Training Group).

4. A limited number of mid-level specialists and support staff reduce the effectiveness of the administrative function by shifting that workload to higher level personnel, personnel that should be focused on providing high level oversight and direction to the organization. The more task oriented the top administration members are, the less likely they are to provide strategic and organizational guidance and to maintain a future orientation. Current staff support and administration comprises 13 percent of the total KF&BD employees. A more typical percentage for agencies of similar size and character as KF&BD falls within a range of 15 to 20 percent range.

Recommended Actions:

- Recommendation 1: Amend job descriptions to accurately reflect roles and expectations for administration and support staff. Page 51
- Recommendation 6: Add a Medical Service Administrator (MSA) at the rank of division chief to manage the medical division. Page 51
- Recommendation 8: Add one FTE administrative assistant for EMS and one FTE financial analyst to administrative support functions. Page 51
- Recommendation 11: Outsource development and maintenance of Administrative Rules and Standard Operating Guidelines to a third party. Development and maintenance of Administrative Rules and Standard Operating Guidelines should include involvement of the City human resource department. Page 78
- Recommendation 12: Develop a succession plan to ensure employees are recruited and developed to fill each key role within the organization. Page 79
- Recommendation 31: Hire a full-time City emergency manager, shifting daily responsibilities from the Deputy Chief of Administration to the emergency manager. Page 88

Implementation Metrics:

- Guidance & Regulatory documents are revised, reviewed by HR and IAFF leadership, approved and implemented by October 1, 2013.
- Percentage of administrative and staff support positions to total employees fall within 15 to 20 percent range by January 1, 2014.
- Eighty percent or greater ($\geq 80\%$) of the annual work performed by the administrative staff is reflected in their job descriptions as measured on January 1, 2014.
- A succession plan has been outlined and delivered to the members of KF&BD by January 1, 2014.

Resources Required:

- Administrative deputy chief to make management of the administrative infrastructure a priority.
- HR to collaborate with KF&BD on job description evaluation and adjustment.
- HR to collaborate with KF&BD on recruitment and hiring to fill recommended positions.
- HR to collaborate with KF&BD and IAFF leadership to identify key positions, develop and adopt a succession plan.

Goal No. 2: Staffing and Deployment

(Swing staffing of aid units and engine/ladder companies and staffing levels)

Goal Statement:

Increase the ready availability of fire apparatus and personnel.

Problem Statement:

KF&BD is dependent on neighboring agencies for the provision of apparatus and personnel on routine structure fire incidents and many emergency medical responses. Resources are deployed in a manner which routinely reduces the number of fire and EMS units and personnel that are available in the City. A crew “swings” from a fire engine to an aid unit to respond with the appropriate apparatus, leaving a key piece of equipment unstaffed and unavailable until the first incident is concluded and the personnel return to quarters. This occurs in every KF&BD fire station. The City is routinely exposed to insufficient resources to handle a structure fire, as many of the firefighting resources are deployed on EMS incidents. This substantially increases the reliance upon neighboring agencies and delays response to in-city emergencies.

Recommended Actions:

- Recommendation 3: Increase emergency operations by adding a BLS aid unit staffed between 8:00 AM and 8:00 PM to maintain adequate personnel for a moderate risk fire event. Page 51
- Recommendation 45: Update KF&BD Department Manual Directive Number 3.001 to accurately reflect current daily minimum staffing level. Page 208

- Recommendation 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. Page 208

Implementation Metrics:

- Bargain mandatory subjects related to alternative work schedules to accommodate half-shift BLS unit addition by January 1, 2014.
- Increase staffing to implement half-shift BLS unit by January 1, 2014.
- Bargain mandatory subjects related to modification of employee wellness program to reflect job-relatedness by January 1, 2014.
- Engage the services of an Occupational Medicine professional to guide the development and implementation of a job-related wellness program, including establishment of baseline medical standards, entry level and incumbent testing, by January 1, 2014.
- Implement holistic employee wellness program as above by July 1, 2014.

Resources Required:

- Emergency operations deputy fire chief to manage the staffing and deployment priority.
- Bargain with IAFF Local on hours and working conditions modifications related to implementation of an 8:00 a.m. to 8:00 p.m. BLS unit, the implementation of medical testing standards, and a work-related wellness program.
- HR to work with KF&BD in reviewing sick leave and work-related injury occurrences (compliant with the Washington Privacy Act and federal HIPAA regulations) to identify work practices or exposures which lead to time loss and staffing reductions and remediate those work practices.
- KF&BD to work with an Occupational Medicine organization to establish a medical baseline, develop a medical stress test for entry and incumbent firefighting personnel, and design a validated physical evaluation process.

Goal No. 3: Outreach and Education

(PIO, PEO, and community preparedness)

Goal Statement:

Provide contemporary, practical fire prevention, EMS, and emergency management education and informational services to the community.

Problem Statement:

The public information function for KF&BD is handled by the City Communications Program Manager (CPM). A barrier identified to the success is the availability of KF&BD administrative staff to respond promptly to CPM requests for information or when a time sensitive story must be approved prior to release. The delay reduces the value of the release to the media, who are unlikely to use "dated" information. At a point when important information must be shared by KF&BD with the media, members of the media are more likely to disregard it since that has become their conditioned response.

Public education is performed on an as-available basis. The fire and life-safety public education efforts of the KF&BD are significantly limited with the elimination of the single fire department community education specialist at the end of 2010. ESCI found that that virtually all public education efforts outside of some limited special requests have been discontinued since then.

While KF&BD is exploring alternative strategies to maintain its public education efforts, there is no clear plan in place to delineate the department's strategy, goals, and methodologies. KF&BD needs a community outreach plan to help citizens understand what firefighters do, the challenges they face, and things the community can do to help reduce demand and invest in protecting themselves.

Recommended Actions:

- Recommendation 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. Page 79
- Recommendation 14: Anticipate controversies or events which may generate media or community interest and develop a media or messaging plan in advance. Page 79
- Recommendation 15: Develop a proactive message file where the subject is not time-sensitive, but timely release may position the message to its greatest advantage. Page 79
- Recommendation 16: Develop interactive content for the fire department website: citizen training videos and downloadable documents (fire escape plans, preparedness, and self-help checklists). Page 79
- Recommendation 17: Update existing content on the fire department website and schedule regular maintenance. Page 79
- Recommendation 40: Develop, adopt, publish, and implement a KF&BD Public Education Plan. Page 96
- Recommendation 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. Page 96
- Recommendation 42: Rotate emergency operations personnel to a temporary duty assignment as a public educator to deliver the public education curriculum. Page 97
- Recommendation 43: Employ electronic information media from the United States Fire Administration and NFPA for linking or posting and making available on the Kirkland website. Page 97
- Recommendation 44: Create partnerships with other public agencies and private sector companies to provide public education and information to the citizens of Kirkland. Page 97

Implementation Metrics:

- Develop a community outreach plan and schedule, utilizing *Currently Kirkland*, to provide contemporary information, education and awareness to the community related to risk reduction and self-preparedness by January 1, 2013.
- Implement the above-referenced plan by January 1, 2013.

- Add interactive games, self-help tools, instructional videos and contact request forms to the KF&BD website by July 1, 2013.
- Provide public education training to line personnel and facilitate outreach at the company level by July 1, 2013.
- Approach neighboring agencies to form partnerships and consortia related to public education by January 1, 2014.

Resources Required:

- Administrative deputy fire chief to manage community outreach and education priority.
- Communication Program Manager to work with KF&BD to assist in developing *Currently Kirkland* programming schedule which provides outreach, education and information to the community.
- KF&BD work with the City's Communications Program Manager (CPM) to develop web content which aids in educating and equipping the community to be more disaster resistant/resilient.
- Prevention bureau and emergency management staff to provide public education training to line personnel.

Goal No. 4: Performance

(Response time)

Goal Statement:

Develop, measure, and meet response and measurable performance benchmarks.

Problem Statement:

KF&BD is meeting its stated response performance goals (including turn out time) approximately 50 percent of the time. Difficulty in acquiring complete response data is inhibiting the KF&BD from analyzing and compiling accurate response activity.

Multiple false and nuisance responses reduce availability of fire and EMS units for emergency response.

Recommended Actions:

- Recommendation 54: Monitor mutual and automatic aid for equity. Page 209
- Recommendation 57: Expand Chapter 21.35A of the Kirkland Municipal Code to include response by KF&BD to repeat false or malicious fire alarms. Page 209
- Recommendation 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. Page 227
- Recommendation 84: Determine the cause of the dramatic decrease in the percent of full alarm assignment deployments. Develop a plan to reach the stated deployment goal of 90 percent. Page 227

- Recommendation 85: Adopt a two tiered response time objectives for fire, EMS, hazardous materials, technical rescue, and specialized rescue incidents. Page 227
- Recommendation 87: Develop and adopt response time intervals, benchmark, and review at a minimum annually. Page 227
- Recommendation 88: NORCOM – Establish communication center performance measurement benchmarks that meet national standards. Page 227
- Recommendation 89: Adopt turnout time standards based on incident type and time of day. Page 227

Implementation Metrics:

- Expand Chapter 21.35A of the Kirkland Municipal Code to include response by KF&BD to repeat false of malicious fire alarms by January 1, 2013.
- Complete a review and modification of KF&BD staffing, deployment, and service demand and establish realistic response time targets, January 1, 2013.
- Execute an interlocal agreement between Kirkland and Northshore Fire Department is executed to provide for joint staffing of the Finn Hill/South Kenmore Station, January 1, 2014.

Resources Required:

- Emergency operations deputy fire chief with Kirkland City Attorney develop proposed amendment to Chapter 21.35A of the Kirkland Municipal Code.
- Emergency operations deputy fire chief develop a modified staffing, deployment, and service strategy for review and approval of the Kirkland City Council.
- Fire chief to work with Northshore Fire Department fire chief to develop interlocal agreement for funding, siting, constructing and staffing a fire station serving the Finn Hill/South Kenmore area.

Goal No. 5: Partnerships

(Training, maritime response, joint staffing of fire stations, RFA)

Goal Statement:

Develop partnerships with neighboring fire and EMS agencies to improve services and the level of service in a cost efficient manner.

Problem Statement:

The Kirkland community expects service delivery for a set of high-risk and low-frequency incidents, which result in significant expense to the City. This creates challenges in three key areas:

- The training function is unsettled in that the East Metro Training Group is an informal but sanctioned confederation of agencies, yet total reliance is placed in this effort for ongoing training of KF&BD personnel.
- KF&BD is not adequately equipped to deliver services for marine fire and rescue incidents despite being home to a significant waterfront community.

- Service delivery in the area commonly referred to as Finn Hill (Fire Station 24) is outside acceptable response time parameters for effective fire and EMS response. Response volume is low in this area.

Recommended Actions:

- Recommendation 75: Jointly construct and staff a new fire station with Northshore FD. The fire station should be located in an area to serve the Finn Hill neighborhood and Northshore FD. Page 210
- Recommendation 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. Page 210

Implementation Metrics:

- An interlocal agreement is executed establishing the formal scope of work provided by the East Metro Training Group by July 1, 2013.
- An interlocal agreement is established to provide a coordinated response to marine firefighting and rescue incidents in the Kirkland waterfront in partnership with the King County Sheriff's Marine Unit by July 1, 2013.
- A suitable site for construction of a fire station serving the Finn Hill/South Kenmore area is identified and acquired in partnership with Northshore Fire Department by January 1, 2014.
- Design and construction of a fire station serving the Finn Hill/South Kenmore area is conducted in partnership with Northshore Fire Department by January 1, 2015.
- An interlocal agreement between Kirkland and Northshore Fire Department is executed to provide for joint staffing of the Finn Hill/South Kenmore Station January 1, 2014.

Resources Required:

- Fire chief or designee to manage the cooperative partnerships priority.
- Fire chief or designee to meet with counterparts from member agencies of EMTG to develop scope, funding, structure, and resource sharing language.
- Fire chief or designee to work with Kirkland City Attorney to develop interlocal language establishing the East Metro Training Division.
- Fire chief or designee to work with King County Sheriff and Kirkland City Attorney to develop interlocal agreement for marine firefighting and rescue response partnership.
- Fire chief to work with Northshore Fire Department fire chief to develop interlocal agreement for funding, siting, constructing and staffing a fire station serving the Finn Hill/South Kenmore area.

Strategic Goals

The following are ESCI's recommended strategic goals internal to the KF&BD. Community members, policymakers, administration, and KF&BD personnel participated in a two day process to assist in developing priorities for the Kirkland Fire and Building Department strategic plan. Five of the seven are incorporated as top priority goals. The remaining two are internal strategic organizational goals that meld with the validated mission, vision, and values of the KF&BD.

Strategic Organizational Goal No. 1: KF&BD Branding

Goal Statement:

Create an attractive brand for KF&BD to inform and market our services

Be known for consistently meeting our citizens' needs. Epitomize a winning "major league" team; with efforts that build community ownership and pride in our brand.

"Brand" is used here to focus on the Kirkland Fire and Building Department as a singular entity.

While it is true that the KF&BD is part of the City of Kirkland, which has a global brand and



identity that is inclusive of all departments and services the city provides including the fire service, it is also important to define what each component of the city is and does. KF&BD is a subset of the City of Kirkland, and it is important to clearly define and describe what it stands for as a discrete department and service. "Market" is used here to

describe an effort to inform and educate the citizens of Kirkland about the services the KF&BD provides.

This will be accomplished by seeking first to understand the community perceptions of the KF&BD. To the extent there are gaps between reality and perception, the members of the KF&BD must assess whether improvement must be made internally, or misperceptions must be addressed by communicating the actual facts to the community. Mechanisms or vehicles must

be identified and/or developed to deliver a clear and consistent message to the community by the KF&BD, supported by the City of Kirkland.

Objective 1-A:

Acquire an experienced public information officer (PIO) to develop, manage, and be the voice of the KF&BD to the community

Priority: High

Timeline: Short Term (0 – 12 months)

Responsibility: TBD

Critical Tasks:

- Establish the requisite knowledge and skills for a public information officer (PIO).
- Address wages, hours, and working conditions with local union (if required).
- Recruit, screen, and select a capable candidate(s) for the role of PIO.
- Determine critical knowledge and skill gaps for the PIO.
- Identify and provide training to address gaps.
- Determine equipment and resource needs.
- Secure funding for training and equipment.
- Establish reporting and accountability relationships for the PIO.
- Authorize PIO work program to begin.

Performance Indicators:

- Formal job description developed and approved.
- Job announcement published throughout KF&BD.
- Suitable candidate(s) identified and selected.
- PIO is introduced throughout KF&BD.

Outcome:

Capable Kirkland personnel, equipped with critical resources, develop, implement, train, and lead the KF&BD's public information initiative.

Objective 1-B:

Develop and implement a Marketing Plan (Internal & External)

Priority: Medium

Timeline: Mid Term (12 – 24 months)

Responsibility: TBD

Critical Tasks:

- Establish baseline of what the general public of Kirkland knows and understands regarding the services and capabilities of KF&BD.
- Establish baseline of what City of Kirkland employees and department directors know and understand regarding the services and capabilities of KF&BD.
- Conduct gap analysis (what we do that we want them to know).
- Determine key messages and activities.
- Determine which avenues, media, and venues will best achieve public awareness.
- Determine KF&BD's mechanisms for message delivery.
- Develop a KF&BD Marketing Plan and implement.
- Develop strategies to fully meet general public and City team member awareness needs.
- Implement outreach programs to address gaps.

Performance Indicators:

- Public awareness and opinion assessment tool is developed, deployed, and results tabulated.
- Key awareness gaps and opinion deficits are identified.
- Marketing plan is drafted, reviewed, approved, and implemented.
- Supervisors throughout KF&BD are fully aware of the plan and committed to fulfill identified roles.
- Key messages are transmitted and activities occur.
- Public awareness and opinion assessment tool is re-deployed; results are tabulated and compared with initial results to measure effectiveness.

Outcome:

The general public and City of Kirkland employees are acutely aware of the KF&BD's services, capabilities and limitations. They are armed with needed information to protect themselves, appropriately access emergency fire and rescue services, and support KF&BD in a partnership role.

Objective 1-C:

Develop Positive Partnerships with Community

Priority: High

Timeline: Short Term (0 – 12 months)

Responsibility: TBD

Critical Tasks:

- Identify key partnership groups; e.g., employee groups, labor groups, media, City Council, business community (chamber of commerce), and neighborhood groups.
- Identify KF&BD contacts for each group or groups within a category.
- Develop a consistent group contact methodology and message.
- Develop objectives, draft schedule, and plan for outreach.
- Obtain management approval from KF&BD and Kirkland City Manager.
- Launch the contact initiatives.

Performance Indicators:

- Target groups respond and express interest in working together.
- Target group leaders acknowledge the KF&BD has been helpful to them and supported their mission.
- Target group leaders and members support KF&BD initiatives and programs.

Outcomes:

- KF&BD members are actively involved with and support the efforts and programs of their partners.
- Partner groups can articulate the role and importance of the functions of KF&BD.
- Partner group leaders speak out to support the mission and programs of KF&BD.

Strategic Organizational Goal No. 2: KF&BD Internal (City) Relationships

Goal Statement:

Enhance a positive culture with internal customers; KF&BD and other City Departments

We believe there are misconceptions about our department and the services we provide by our colleagues in other departments of the City. We also believe that we have misconceptions about our colleagues in other departments of the City. We believe that greater understanding by all City employees of the duties and challenges each department is confronted with will lead to greater unity within the City, a positive enhancement to the culture within the workplace, and enhanced services to our citizens.



There is ample anecdotal evidence that employees of the City Kirkland have wide misconceptions of the work KF&BD personnel perform. Some employees have openly discussed that the root cause of one department not receiving necessary equipment or support to perform their tasks is the overtime expenditures incurred within the KF&BD, for example. There are also perceptions within the KF&BD that some

departments within the City of Kirkland create barriers and roadblocks to expenditures requested by the KF&BD, delaying or defeating efforts to acquire necessary resources. Neither perception is accurate, but the perceptions highlight the need for greater understanding by and between departments.

This understanding will likely improve if each department having such perception issues were to gain a clearer perspective of the challenges and requirements each department faces by first hand observation. Thus, a condensed “job aware” program should be implemented, allowing select employees from one department to gain insights into the challenges and requirements of the others in a scheduled job shadowing experience or job demonstration event.

Further, improved interpersonal relationships create pathways to friendly discussions that lead to greater understanding between employees and, ultimately, departments. This can be done by creating social opportunities to mix employee groups in a non-threatening environment, breaking down perceived barriers.

Objective 2-A:

Describe importance of a positive culture among and between internal customers – our colleagues – to KF&BD employees

Priority: High

Timeline: Short Term (0 – 12 months)

Responsibility: TBD

Critical Tasks:

- Assign internal task force to coordinate KF&BD education effort.

- “Own” our contribution to the misperceptions.
- Identify the scope/magnitude of the problem (city-wide surveys).
- Educate KF&BD membership about current relationship and the need to improve it.
- Describe business need to improve understanding by and between departments.
- “Seek first to understand, then to be understood.”

Performance Indicators:

- KF&BD Task Force has been created and members identified.
- Survey results have been compiled, categorized, and interpreted.
- Results of survey have been shared with KF&BD employees in interactive sessions with Q&A opportunities.
- Critical linkages between KF&BD and other City departments have been identified and described.
- Ideas for improvement have been generated by rank and file members.

Outcomes:

- KF&BD employees recognize the importance of a positive culture between departments of the City of Kirkland.
- KF&BD employees are committed to improving the culture through a greater understanding and an openness to accept differences between departments and missions.

Objective 2-B:

Implement “Job Awareness” events aimed at service-level providers which is relevant and contemporary

Priority: High

Timeline: Mid Term (12 -- 24 months)

Responsibility: TBD

Critical Tasks:

- Task Force approaches City of Kirkland department heads, with City Manager approval, and presents concept to management team to gain support.
- Encourage other departments to establish mirror task forces within their own departments.
- Task Force develops KF&BD Job Awareness curriculum for internal consumption.
- Task Force provides train-the-trainer education to those who will deliver Job Awareness curriculum within KF&BD.
- Implement training curriculum with interested parties within the City of Kirkland.

- Seek members from within KF&BD to participate in other departments' job awareness events with a commitment to share their perspective with internal colleagues upon completion.

Performance Indicators:

- Task force at KF&BD is robust and active.
- Task forces at other City departments are formed and active.
- KF&BD members seeking to receive train-the-trainer education is high.
- Cross-departmental participation in job awareness events is high.
- Post event surveys reveal a marked improvement in understanding by employees of other departments.

Outcomes:

- Employees throughout the KF&BD and the City of Kirkland can articulate the role and importance of the functions of various City Departments.
- Employees from participating departments demonstrate a deeper understanding of the challenges and requirements of the other lines of business within the City of Kirkland.
- Employees are motivated to continue and expand the job awareness program throughout the city.
- An improved internal customer culture exists.

Objective 2-C:

Implement activities to enhance cross-departmental relationships

Priority: Medium

Timeline: Ongoing

Responsibility: TBD

Critical Tasks:

- Representatives from each participating departmental task force form an all-city activities team.
- Team identifies activities which enhance cross-departmental participation in social settings.
- Hosts are identified for each activity, rotating the host responsibilities.
- Where costs are incurred, activities team seeks outside sponsors of these events.
- Annual recognition program is created where employees nominate their colleagues from other departments in recognition of the embodiment of the positive culture goal.

Performance Indicators:

- Attendance at these activities is high and grows each year.

- Feedback from participants is positive and encouraging, including suggestions for other types of activities which enhance the positive culture goal.
- Attendees don't cluster within homogenous workgroups, but mixes well with colleagues from other departments.

Outcomes:

- KF&BD personnel actively interact, support, assist, and promote a collegial relationship with all City of Kirkland employees.
- City of Kirkland department personnel actively interact, support, assist, and promote a collegial relationship with KF&BD personnel.
- Employees see themselves not just as a member of a department, but also as part of a larger organization, committed to the larger organization's success.
- Employees look forward to activities which provide opportunity to "cross-pollinate"⁸⁸ with their colleagues from other departments.
- An improved internal customer culture exists.

⁸⁸ To influence or inspire (another), especially in a reciprocal manner
<http://www.answers.com/topic/cross-pollinate#ixzz1xoorGQwp>.

Prioritization of Short and Mid-Term Recommendations

The following list summarizes all of the recommendations provided throughout this report that are achievable in the short or mid-term, typically within a maximum of five years. These recommendations have been compiled into a prioritized list for easy reference and include the page number where they are located within the body of the report. The prioritization system is as follows.

Priority 1 – Immediate Internal Safety

These recommendations deal with an improvement or initiative that solves an issue affecting the safety of firefighters and/or other personnel. These are not matters that simply make it easier to do a particular function but in fact make a currently unsafe situation, safe.

- ❖ No recommendations were identified that fit this priority

Priority 2 – Legal or Financial Exposure

These recommendations resolve a situation that is creating, or is likely to create, the opportunity for legal action against the entity or its officials. It also may be a situation that could subject the entity to a significant expense.

- ❖ Recommendation 11: Outsource development and maintenance of Administrative Rules and Standard Operating Guidelines to a third party. Development and maintenance of Administrative Rules and Standard Operating Guidelines should include involvement of the City human resource department.
- ❖ Recommendation 14: Anticipate controversies or events which may generate media or community interest and develop a media or messaging plan in advance.
- ❖ Recommendation 18: Administer a stress test at the time of hire and periodically on incumbent employees/members based on age and risk factors.
- ❖ Recommendation 22: Establish a medical baseline for new firefighters at the time of hire/appointment.
- ❖ Recommendation 53: Store PPE in a separate, well ventilated room.

Priority 3 – Corrects a Service Delivery Issue

These recommendations address service delivery situations that, while they do not create an immediate safety risk to personnel or the public does affect the Department's ability to deliver service in accordance with its standards of performance. For example, adding a response unit to compensate for a growing response workload or delivering training needed to allow personnel to deal effectively with emergency responses already being encountered.

- ❖ Recommendation 1: Amend job descriptions to accurately reflect roles and expectations for administration and support staff.

- ❖ Recommendation 4: Request WSRB to conduct an evaluation of the fire and suppression capabilities of KF&BD.
- ❖ Recommendation 7: Bill for EMS transport when responding and transporting patients outside of the City of Kirkland.
- ❖ Recommendation 9: KF&BD review and validate the mission, vision, and values following completion of the 2012 strategic plan.
- ❖ Recommendation 10: Display the adopted mission, vision, and organizational values in City Hall and fire department facilities.
- ❖ Recommendation 12: Develop a succession plan to ensure employees are recruited and developed to fill each key role within the organization.
- ❖ Recommendation 25: Develop and implement a plan outlining how volunteers will be used and managed during emergency events.
- ❖ Recommendation 26: Identify a location and develop a dedicated EOC; apply for a matching grant from the Washington EMD Emergency Operations Center Grant Program (requires a 25 percent local match).
- ❖ Recommendation 32: Integrate KF&BD fire prevention records management with the EnerGov RMS software used by the Building Division.
- ❖ Recommendation 34: Develop and adopt a plan for the maintenance, repair, and flow testing of all fire hydrants in the City of Kirkland.
- ❖ Recommendation 45: Update KF&BD Department Manual Directive Number 3.001 to accurately reflect current daily minimum staffing level.
- ❖ Recommendation 54: Monitor mutual and automatic aid for equity.
- ❖ Recommendation 57: Expand Chapter 21.35A of the Kirkland Municipal Code to include response by KF&BD to repeat false of malicious fire alarms.
- ❖ Recommendation 56: Track failure rate of units to respond to incidents in their first due area by fire station and apparatus.
- ❖ Recommendation 61: Identify training competencies in writing, teach, train, test, and evaluate personnel regularly by the training division in concert with shift battalion chiefs.
- ❖ Recommendation 62: Develop a consistent program for training hazardous materials technicians.
- ❖ Recommendation 67: Refine and expand goals and purpose statements of training objectives.
- ❖ Recommendation 68: Establish a minimum number of annual training hours an individual or company is required to complete.
- ❖ Recommendation 69: Conduct at a minimum two night drills per shift per year that involve all fire suppression personnel.
- ❖ Recommendation 70: Develop lesson plans for core competencies requiring instructors to follow plans when instructing.
- ❖ Recommendation 71: Establish a minimum requirement for annual company and individual training evaluations. Include shift battalion chief involvement in annual evaluations.

- ❖ Recommendation 77: Provide Advanced Life Support services within the City of Kirkland via the King County Medic One program.
- ❖ Recommendation 78: Participate in the King County Medic One Community Medical Technician (CMT) pilot.
- ❖ Recommendation 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.
- ❖ Recommendation 90: Integrate the New World RMS (records management system) with emergency management plans, records, and reports.

Priority 4 – Enhances the Delivery of a Service

These recommendations improve the delivery of a particular service. For example, relocating a fire station to improve response times to a particular part of town or adding a piece of equipment that will improve the delivery of a service.

- ❖ Recommendation 3: Increase emergency operations by adding a BLS aid unit staffed between 8:00 AM and 8:00 PM to maintain adequate personnel for a moderate risk fire event.
- ❖ Recommendation 6: Add a Medical Service Administrator (MSA) at the rank of division chief to manage the medical division.
- ❖ Recommendation 8: Add one FTE administrative assistant for EMS and one FTE financial analyst to administrative support functions.
- ❖ Recommendation 19: Develop a procedure and policy for reporting and retaining all employee exposure records.
- ❖ Recommendation 21: Develop, validate, and employ a physical evaluation process that is job related.
- ❖ Recommendation 23: Produce a live monthly informational broadcast meeting between the fire chief and department personnel.
- ❖ Recommendation 24: Provide a fire service-related occupational and health program.
- ❖ Recommendation 27: Seek potential partner agencies to provide contracted emergency management services from KF&BD.
- ❖ Recommendation 28: Complete and publish the COOP and COG plans.
- ❖ Recommendation 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.
- ❖ Recommendation 30: Involve KF&BD and other City of Kirkland employees in community-based emergency exercises at least annually.
- ❖ Recommendation 31: Hire a full-time City emergency manager, shifting daily responsibilities from the Deputy Chief of Administration to the emergency manager.
- ❖ Recommendation 33: Conduct a fire and life-safety inspection of all inspectable occupancies in the next 12 months. If necessary use emergency services personnel to complete inspections.

- ❖ Recommendation 35: Develop and implement a self-inspection program for light risk occupancies where the occupants have demonstrated regular code compliance.
- ❖ Recommendation 36: Acquire and deploy electronic tablet devices for field data entry and rapid downloading to the records management system.
- ❖ Recommendation 38: Adopt a local residential sprinkler ordinance for new residential construction.
- ❖ Recommendation 39: Form a regional partnership to develop and deliver juvenile firesetter intervention and counseling.
- ❖ Recommendation 40: Develop, adopt, publish, and implement a KF&BD Public Education Plan.
- ❖ Recommendation 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.
- ❖ Recommendation 42: Rotate emergency operations personnel to a temporary duty assignment as a public educator to deliver the public education curriculum.
- ❖ Recommendation 43: Employ electronic information media from the United States Fire Administration and NFPA for linking or posting and making available on the Kirkland website.
- ❖ Recommendation 44: Create partnerships with other public agencies and private sector companies to provide public education and information to the citizens of Kirkland.
- ❖ Recommendation 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.
- ❖ Recommendation 47: Within the limits of the collective bargaining agreement use personnel at the captain and lieutenant rank to work down to fill vacancies.
- ❖ Recommendation 56: Track failure rate of units to respond to incidents in their first due area by fire station and apparatus.
- ❖ Recommendation 59: Create a formal mentoring program to develop for officers to use with subordinates.
- ❖ Recommendation 63: Dedicate a reserve engine to the training division, preferably a unit that can be shared by agencies.
- ❖ Recommendation 64: Develop a joint recruit academy with other members of the EMTG.
- ❖ Recommendation 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.
- ❖ Recommendation 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.
- ❖ Recommendation 72: Include company level training activities by subject in the RMS.
- ❖ Recommendation 73: Integrate pre-fire incident planning of community target hazards in training activities.

- ❖ Recommendation 75: Jointly construct and staff a new fire station with Northshore FD. The fire station should be located in an area to serve the Finn Hill neighborhood and Northshore FD.
- ❖ Recommendation 76: Develop a comprehensive evaluation program to assess all aspects of the EMS system.
- ❖ Recommendation 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.
- ❖ Recommendation 81: Develop a capital plan for the rebuild or replacement of Fire Station No. 25 (Finn Hill South) and Fire Station No. 27 (Totem Lake).
- ❖ Recommendation 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.
- ❖ Recommendation 84: Determine the cause of the dramatic decrease in the percent of full alarm assignment deployments. Develop a plan to reach the stated deployment goal of 90 percent.
- ❖ Recommendation 85: Adopt a two tiered response time objectives for fire, EMS, hazardous materials, technical rescue, and specialized rescue incidents.
- ❖ Recommendation 86: Risk assessment RMS should be managed by the KF&BD Fire Prevention Division.
- ❖ Recommendation 87: Develop and adopt response time intervals, benchmark, and review at a minimum annually.
- ❖ Recommendation 88: NORCOM – Establish communication center performance measurement benchmarks that meet national standards.
- ❖ Recommendation 89: Adopt turnout time standards based on incident type and time of day.

Priority 5 – A Good Thing To Do

These recommendations don't fit within any of the above priorities, but is still worth doing and can enhance the Department's morale or efficiency.

- ❖ Recommendation 2: Create a budget category for administrative services for the fire and for building departments.
- ❖ Recommendation 5: Annually conduct a detailed analysis of revenue versus expenditure to validate that EMS transportation activity is meeting stated goals established by the City.
- ❖ Recommendation 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.
- ❖ Recommendation 15: Develop a proactive message file where the subject is not time-sensitive, but timely release may position the message to its greatest advantage.
- ❖ Recommendation 16: Develop interactive content for the fire department website: citizen training videos and downloadable documents (fire escape plans, preparedness, and self-help checklists).

- ❖ Recommendation 17: Update existing content on the fire department website and schedule regular maintenance.
- ❖ Recommendation 20: Aggregate like item equipment purchases with a total value of \$5,000 or more and include in the City's annual budget.
- ❖ Recommendation 37: Develop and adopt a plan to actively solicit feedback from a representative sample of recipients of KF&BD inspection and enforcement services.
- ❖ Recommendation 48: Periodically (annually or more frequently) review minimum staffing levels and options for filling vacancies.
- ❖ Recommendation 49: Periodically review sick leave and work-related injuries for patterns and opportunities to reduce occurrences.
- ❖ Recommendation 50: Develop an internal CIP for the maintenance and replacement of KF&BD capital equipment.
- ❖ Recommendation 51: Perform an energy audit on all fire stations and follow recommended energy efficiency measures.
- ❖ Recommendation 52: Replace apparatus using a combination of age, mileage (for gas powered units), engine hours (for diesel apparatus) and condition.
- ❖ Recommendation 54: Monitor mutual and automatic aid for equity.
- ❖ Recommendation 74: Refine and expand goals and purpose of training objectives.
- ❖ Recommendation 82: Develop a long-term plan to become a CFAI accredited fire agency.

