

## Appendices

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## **Appendix B: Management Advisory Group, Recommendations and Findings**

The City of Kirkland and King County Fire District #41 conducted a Fire and Rescue Efficiency and Effectiveness Study in 2008. Prepared by MAG (Management Advisory Group, INC.), the study has 13 major findings and 12 major recommendations. ESCI reviewed and compared the findings and recommendations from 2008 with 2012 as an element of this study.<sup>89</sup> For findings and recommendations that were found to still be outstanding, ESCI has called those out for discussion by City administration and KF&BD.

### **(1.4 Major Findings)**

1. The high level of EMS responses has the unintended consequence of lowering the level of fire protection.
2. Hazardous Materials response language is vague as to the types of responses KF&BD will handle versus a regional response.
3. Rescue and extrication language is vague as to the type and level of service provided by KF&BD and subject overlaps the Marine Rescue/Firefighting standard.
4. KF&BD is totally dependent upon mutual and automatic aid response for marine rescue/firefighting.
5. Measurement of Response Time Standard is flawed and overly ambitious.
6. Standard on Effective Response significantly overlaps standard measurement of response time.

### **(1.5 Major Recommendations)**

1. Hazardous Materials risk assessment needs to be conducted.
2. Marine rescue/firefighting risk assessment needs to be conducted.
3. Standard on Effective Response needs to be rewritten to reflect efficient use of staffing levels.
4. Measurement of Response Time Standard needs to follow RCW 35.103 definitions.
5. City Attorney should review KF&BD “standards” for added liability for the city. Recommend objectives be used instead of standards.

### **(Body of Work, Findings and Recommendations)**

1. Reduce EMS response crew size from three to two (page 5-3).
2. Modify structure fire effective response criteria to reflect efficient use of staffing levels (page 5-5, 6, & 7).
3. Firefighter safety not compromised by staffing levels, but can be a reflection of a lack of safety-awareness by personnel (page 5-7, & 8).

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<sup>89</sup> Findings and recommendations are paraphrased.

4. Improve existing call-back system for greater efficiency (page 5-11).
5. Conduct commodity flow study for Kirkland or region<sup>90</sup> (page 5-12).
6. Measurement of response time “from time of 9-1-1 call” is flawed (page 5-21).
  - a. Five minute response for ALS not appropriate for Kirkland (page 5-21).
  - b. Code Yellow responses should be reconsidered as a component of emergency medical services (page 5-21).
7. Five minute response time for four firefighters is beyond KF&BD capabilities (page 5-21).
8. “Initial arriving manpower” confusing term and conflicts with target response time objectives report. Six minutes and ten minutes are used respectively (page 5-21).
9. Recommends that response time is measured at the receipt of alarm at the fire station (page 5-22).
10. Recommends that one unit, staffed with two BLS personnel responds to medical emergencies (page 5-23).
11. KF&BD failed to meet response time standard 50 percent of the time from 2004-2007 (page 5-27).

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<sup>90</sup> Has King County conducted a commodity flow study?

**Appendix C: Summary Table of Short and Mid-Term Recommendations**

- ❖ Recommendation 1: Amend job descriptions to accurately reflect roles and expectations for administration and support staff. (Implementation Order 1).....51
- ❖ Recommendation 2: Create a budget category for administrative services for the fire and for building departments. (Implementation Order 7) .....51
- ❖ 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. (Implementation Order 5) .....51
- ❖ Recommendation 4: Request WSRB to conduct an evaluation of the fire and suppression capabilities of KF&BD. (Implementation Order 8).....51
- ❖ 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. (Implementation Order 6).....51
- ❖ Recommendation 6: Add a Medical Service Administrator (MSA) at the rank of division chief to manage the medical division. (Implementation Order 2) .....51
- ❖ Recommendation 7: Bill for EMS transport when responding and transporting patients outside of the City of Kirkland. (Implementation Order 4) .....51
- ❖ Recommendation 8: Add one FTE administrative assistant for EMS and one FTE financial analyst to administrative support functions. (Implementation Order 3).....51
- ❖ Recommendation 9: KF&BD review and validate the mission, vision, and values following completion of the 2012 strategic plan. (Implementation Order 1) .....62
- ❖ Recommendation 10: Display the adopted mission, vision, and organizational values in City Hall and fire department facilities. (Implementation Order 2).....62
- ❖ 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. (Implementation Order 1).....78
- ❖ Recommendation 12: Develop a succession plan to ensure employees are recruited and developed to fill each key role within the organization. (Implementation Order 11).....79
- ❖ 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. (Implementation Order 2) .....79
- ❖ Recommendation 14: Anticipate controversies or events which may generate media or community interest and develop a media or messaging plan in advance. (Implementation Order 7).....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. (Implementation Order 12) .....79
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- ❖ Recommendation 17: Update existing content on the fire department website and schedule regular maintenance. (Implementation Order 8).....79
- ❖ Recommendation 18: Administer a stress test at the time of hire and periodically on incumbent employees/members based on age and risk factors. (Implementation Order 5) 79
- ❖ Recommendation 19: Develop a procedure and policy for reporting and retaining all employee exposure records. (Implementation Order 4).....79
- ❖ Recommendation 20: Aggregate like item equipment purchases with a total value of \$5,000 or more and include in the City’s annual budget. (Implementation Order 12).....79



- ❖ Recommendation 21: Develop, validate, and employ a physical evaluation process that is job related. (Implementation Order 6)..... 79
- ❖ Recommendation 22: Establish a medical baseline for new firefighters at the time of hire/appointment. (Implementation Order 2) ..... 79
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- ❖ Recommendation 28: Complete and publish the COOP and COG plans. (Implementation Order 2)..... 88
- ❖ 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. (Implementation Order 3) ..... 88
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- ❖ Recommendation 32: Integrate KF&BD fire prevention records management with the EnerGov RMS software used by the Building Division. (Implementation Order 3) ..... 96
- ❖ 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. (Implementation Order 1)..... 96
- ❖ Recommendation 34: Develop and adopt a plan for the maintenance, repair, and flow testing of all fire hydrants in the City of Kirkland. (Implementation Order 2) ..... 96
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- ❖ Recommendation 40: Develop, adopt, publish, and implement a KF&BD Public Education Plan. (Implementation Order 6)..... 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. (Implementation Order 7) ..... 96

- ❖ Recommendation 42: Rotate emergency operations personnel to a temporary duty assignment as a public educator to deliver the public education curriculum. (Implementation Order 11) ..... 97
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- ❖ Recommendation 47: Within the limits of the collective bargaining agreement use personnel at the captain and lieutenant rank to work down to fill vacancies. (Implementation Order 30) ..... 208
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- ❖ Recommendation 56: Track failure rate of units to respond to incidents in their first due area by fire station and apparatus..... 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. (Implementation Order 21) 209
- ❖ Recommendation 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. (Implementation Order 23)..... 209
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- ❖ Recommendation 60: Formalize the East Metro Training Group via an interlocal agreement between participating agencies, with Kirkland Fire & Building Department as a permanent member. (Implementation Order 7).....209
- ❖ Recommendation 61: Identify training competencies in writing, teach, train, test, and evaluate personnel regularly by the training division in concert with shift battalion chiefs. (Implementation Order 8) .....209
- ❖ Recommendation 62: Develop a consistent program for training hazardous materials technicians. (Implementation Order 32) .....209
- ❖ Recommendation 63: Dedicate a reserve engine to the training division, preferably a unit that can be shared by agencies. (Implementation Order 22) .....209
- ❖ Recommendation 64: Develop a joint recruit academy with other members of the EMTC. (Implementation Order 29) .....209
- ❖ Recommendation 65: Maintain the practice EMTC recruit training or use the practice of sending recruits to either Bates or North Bend, augmented with agency specific training. (Implementation Order 10) .....209
- ❖ 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. (Implementation Order 20).....209
- ❖ Recommendation 67: Refine and expand goals and purpose statements of training objectives. (Implementation Order 11) .....209
- ❖ Recommendation 68: Establish a minimum number of annual training hours an individual or company is required to complete. (Implementation Order 19) .....209
- ❖ Recommendation 69: Conduct at a minimum two night drills per shift per year that involve all fire suppression personnel. (Implementation Order 18) .....209
- ❖ Recommendation 70: Develop lesson plans for core competencies requiring instructors to follow plans when instructing. (Implementation Order 14) .....209
- ❖ Recommendation 71: Establish a minimum requirement for annual company and individual training evaluations. Include shift battalion chief involvement in annual evaluations. (Implementation Order 5) .....209
- ❖ Recommendation 72: Include company level training activities by subject in the RMS. (Implementation Order 16) .....210
- ❖ Recommendation 73: Integrate pre-fire incident planning of community target hazards in training activities. (Implementation Order 17) .....210
- ❖ Recommendation 74: Refine and expand goals and purpose of training objectives. (Implementation Order 13) .....210
- ❖ 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. (Implementation Order 3) .....210
- ❖ Recommendation 76: Develop a comprehensive evaluation program to assess all aspects of the EMS system. (Implementation Order 12).....210
- ❖ Recommendation 77: Provide Advanced Life Support services within the City of Kirkland via the King County Medic One program. (Implementation Order 1) .....210
- ❖ Recommendation 78: Participate in the King County Medic One Community Medical Technician (CMT) pilot. (Implementation Order 2).....210
- ❖ 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. (Implementation Order 3)..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. (Implementation Order 4).....210

- ❖ 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). (Implementation Order 33).....210
- ❖ Recommendation 82: Develop a long-term plan to become a CFAI accredited fire agency. (Implementation Order 9) .....227
- ❖ 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. (Implementation Order 7) 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. (Implementation Order 6) .....227
- ❖ Recommendation 85: Adopt a two tiered response time objectives for fire, EMS, hazardous materials, technical rescue, and specialized rescue incidents. (Implementation Order 3) .....227
- ❖ Recommendation 86: Risk assessment RMS should be managed by the KF&BD Fire Prevention Division. (Implementation Order 8) .....227
- ❖ Recommendation 87: Develop and adopt response time intervals, benchmark, and review at a minimum annually. Response time benchmarks should be monitored and analyzed to determine factors causing trends including increased service demand, concurrent alarms, and staffing levels. (Implementation Order 2).....227
- ❖ Recommendation 88: NORCOM – Establish communication center performance measurement benchmarks that meet national standards. (Implementation Order 5) ...227
- ❖ Recommendation 89: Adopt turnout time standards based on incident type and time of day. (Implementation Order 1) .....227
- ❖ Recommendation 90: Integrate the New World RMS (records management system) with emergency management plans, records, and reports. (Implementation Order 4).....227

## **Appendix D: Summary of Recent RFA (Regional Fire Authority) Legislation**

SB 6470 allows cities to assess a benefit charge if it annexed part or all of a fire district from 2006 forward. Until this bill was passed, a city could not assess a benefit charge unless it was as part of an RFA. A benefit charge can be levied up to 60 percent of the operating budget of a fire agency. That is not 60 percent of its taxing authority, but 60 percent of its operating budget (excluding capital).

### **SB 6470-S.E – Digest (Digest as Enacted)**

Authorizes certain cities and towns to fix and impose a benefit charge, for enhancement of fire protection services, on personal property and improvements to real property.

HB 1854 allows an RFA to annex another fire jurisdiction. I didn't know much about this one, but reading the bill through, it appears to allow an RFA to annex other agencies without going through another RFA formation process (establish a plan, public hearings, etc.).

### **HB 1854-S – Digest (Digest as Enacted)**

Establishes a process through which a fire protection jurisdiction may be annexed by a fire service protection authority. Authorizes the transfer of certain fire protection and emergency services from annexed fire protection jurisdictions to annexing regional authorities. Reduces the property tax levy authority of a fire protection district, city, town, Indian tribe, or port district that is annexed into a RFA (regional fire protection service authority).

HB 1731 allows an RFA to establish RFA commissioners (as opposed to using the commissioners and council members from the previously separate agencies) or a combination of the two. It has to be addressed in the RFA Plan. Also authorizes the RFA to establish RFA commissioner districts, roughly equal in population.

### **HB 1731-S.E – Digest (Digest as Enacted)**

Addresses the formation, operation, and governance of regional fire protection service authorities.

## **Appendix E: History and Formation of the Kirkland Fire Department**

(The formation and chronological history of the Kirkland Fire Department was drafted from information graciously provided to ESCI by KF&BD Captain Bill Hoover. ESCI thanks Captain Hoover for his valuable assistance.)

### **Humble Beginnings**

On June 6, 1889 at approximately 2:30 p.m., a worker in a cabinet shop in Seattle was heating glue over a gasoline fire when the glue boiled over and ignited. The fire spread to the wood chips and turpentine covering the floor. The resulting fire was visible from Kirkland. Alarmed at the sudden realization they were at risk, business owners in Kirkland purchased fire buckets and organized a fire brigade. This confederation of businesses established an agreed upon method of fighting fires in 1890, and the first organized firefighting effort in Kirkland was born.

In 1909, the City of Kirkland spent \$95 to purchase a hand pulled firefighting hose cart. A siren was also purchased and installed on the bank building, which was set off by the telephone operator to notify fire brigade members of a fire. A “fire shed” was located next to a livery stable and the first brigade member to arrive would attach a horse to the hose cart.

In 1916, the Kirkland Hotel caught fire. Armed with only the hose cart, the brigade members fought valiantly, but the large wooden structure was quickly consumed. They did manage to prevent the fire from spreading to adjacent buildings.

### **Kirkland Fire Department's Official Formation**

On June 21, 1923, Kirkland's first official volunteer fire department was formed. Dr. R.R. Ruffin was named Kirkland's first fire chief. At the urging of the insurance officials at the Washington Surveying and Rating Bureau, Chief Ruffin had fire hydrants installed to improve the insurance rates for the community. That same year, a garage fire occurred at McIntyre Buick. A previously damaged vehicle parked in the garage caught fire. Kirkland firefighters responded and had the fire out in 15 minutes, limiting the damage to \$3,000.

Sometime thereafter, Seattle sold a converted 1924 Packard truck to the Kirkland Fire Department, which became Kirkland's first motorized “fire engine.” It held two 60-gallon chemical tanks, 100 feet of attack hose, 500 feet of hydrant hose, and ladders. It was not until 1929, however, that Kirkland obtained its first commercially designed and built fire engine, a 1929 GMC pumper. The unit is still owned by Kirkland as an antique pumper and is housed at Fire Station No. 22 in Houghton.

### *Kirkland Neighbors Form, then Join*

On September 2, 1949, residents north of the city voted 235 in favor and 54 against the formation of King County Fire District #41. Kirkland Fire Chief Leonard Paulson supported the formation since Kirkland Fire Department was routinely responding out of the City, but there was no funding to support such activities. Bob Gollofon was selected to be the new districts' first fire chief. The districts' first fire engine was acquired shortly thereafter from an eastern Washington fire department and housed in a garage loaned to the district. Located at 13000 84 Ave NE, the building still stands at that location today.

South of the City of Kirkland, the town of Houghton appointed Harold Mehrer fire chief in 1962. In 1968, Houghton tried but failed to annex Kirkland. The following year, Kirkland annexed Houghton and Chief Mehrer stepped down. Also in 1969, Chief Paulson was replaced by Bob Ely, the first paid employee and first paid fire chief of the Kirkland Fire Department. A year later, King County Fire District #41 contracted for fire protection from the City of Kirkland. In 1970, all three fire agencies were operating as one department, referred to as the "Greater Kirkland Fire Department".

### *Kirkland Fire Department Today*

On May 1, 2009, Kevin Nalder was appointed Director of the Kirkland Fire and Building Department. On June 1, 2011, the remainder of King County Fire District #41 and portions of King County Fire District #34 (Redmond) and King County Fire District #36 (Woodinville) were annexed into the city. These annexations were collectively referred to as the Finn Hill – Juanita – Kingsgate annexation. Over 30,000 new residents were added to the city population in that annexation, bringing the population of the service area to approximately 80,505 citizens spread over almost 18 square miles. The department employs 101.5 firefighters, administrators and support staff.

The department serves its residents from five active fire stations and one station staffed at night with volunteers for medical responses only. The stations have a total of 19 firefighters on duty minimum, operating and cross-staffing five fire engines, six medical aid units and one ladder truck. The department handled 7,380 responses in the last full year of data collection ending August, 2011.

### **Appendix F: Comparable Providers**

In order to illustrate a relative comparison of deployment assets, ESCI surveyed five other Washington emergency service providers: Bellingham, Everett, Redmond, and Yakima fire departments, and Kent Fire Department RFA (Regional Fire Authority). Each of the surveyed agencies provides services to communities of similar size and demographics as those served by KF&BD. The following figures provide a comparison of the number of fire stations, engines, and ladder (aerial) trucks (per 1,000 population) provided by each fire agency (In this and other similar benchmarks, Kirkland is compared with other cities serving between 50,000 and 99,999 residents).

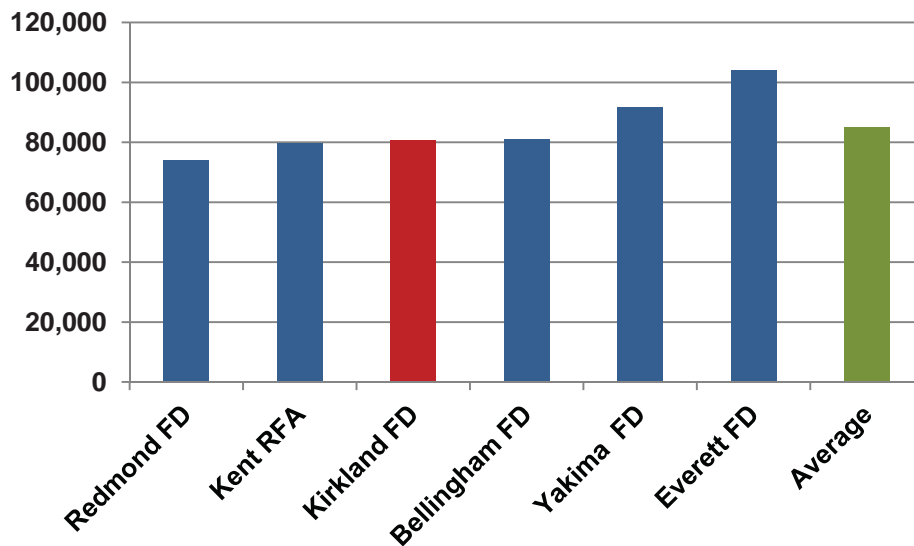
A word of caution is appropriate: each comparable by itself is only informative and should be viewed individually as an interesting fact. The collected data begins to tell the story of how KF&BD compares with other fire and EMS providers in the area.

We begin the comparison with basic statistical information about each fire agency.

#### **Population Served**

The following figure is a side-by-side comparison of the population served by each fire department in the survey. The population served by KF&BD is approximately 80,505. The average population served by the six comparable fire departments is 85,146.

**Figure 111: Population Served by Agency**

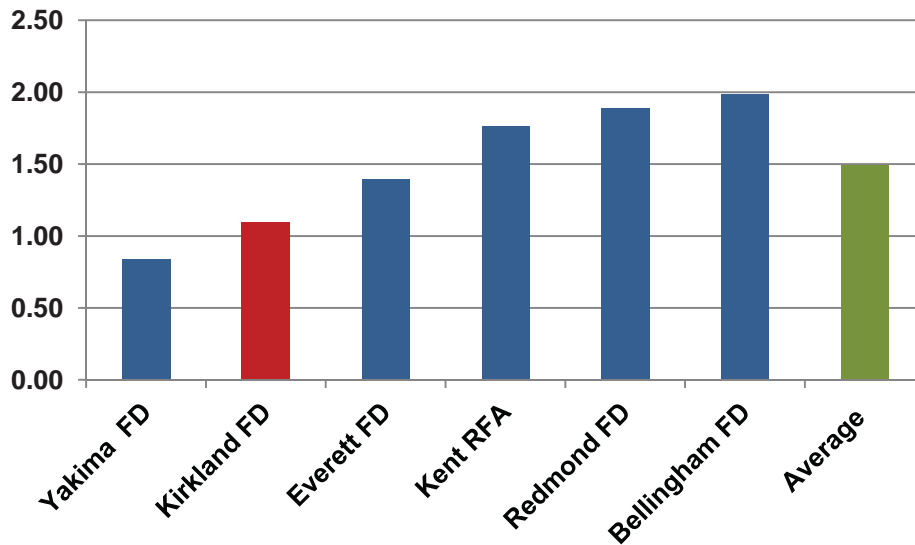




Staffing

Figure 112 compares the number of emergency operation (firefighters and EMS) personnel serving each of the communities per 1,000 population. This comparison is considered to be an interesting statistic but it is important to remember that the services provided by each fire department are variable.

**Figure 112: Firefighters per 1,000 Population**



There are 1.09 suppression and EMS personnel per 1,000 for the population served by KF&BD, 73.2 percent of the average comparable communities for fire departments serving similar populations.

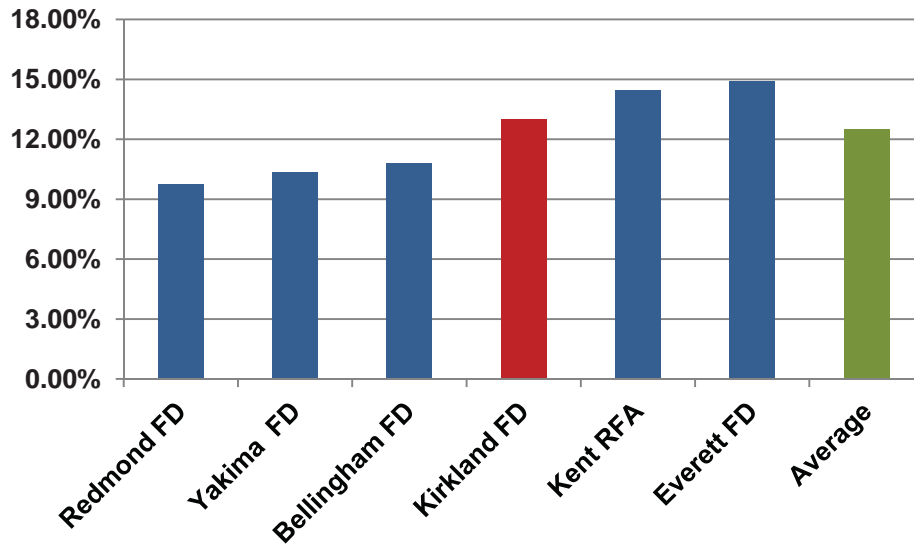
The following figure compares the total number of personnel, administrative, support, and prevention staff, operational personnel, and minimum on-duty staffing by six fire departments.

**Figure 113: Breakdown of Personnel and Minimum Staffing Levels**

Division	Everett FD	Bellingham FD	Kent RFA	Yakima FD	Redmond FD	Kirkland FD
Career Personnel	188.0	148.0	206.0	87.0	159.0	103.5
Administrative, Support, and Prevention	28.0	16.0	29.7	9.0	15.5	13.5
Career Suppression	160.0	132.0	140.0	78.0	144.0	90.0
Minimum On-duty	33.0	28.0	30.0	19.0	24.0	19.0

The following figure compares the percent of administrative and support personnel to the total number of personnel on each department.

**Figure 114: Percentage of Administrative and Support Personnel to Department Total**



KF&BD has 13.5 FTE administrative and support positions, equaling 13.04 percent, as compared to the total number of employees in the Department. The ratio is slightly higher than found in Kent and Everett, and 2.25 percent above the average for all agencies.

Services Provided

The table below lists the type and level of service provided by each of the departments.

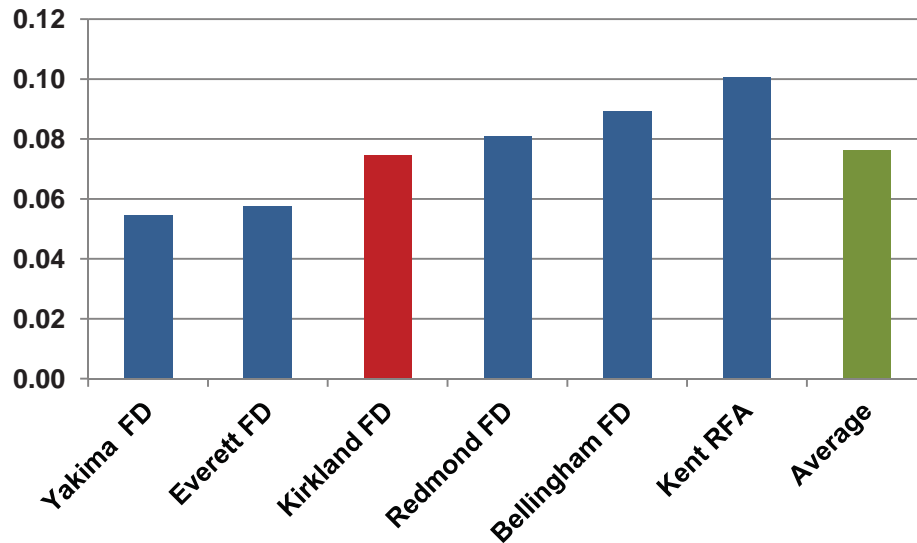
**Figure 115: Services and Level Provided by Agency**

Service	Redmond FD	Yakima FD	Kent RFA	Bellingham FD	Everett FD	Kirkland FD
Fire Suppression	Yes	Yes	Yes	Yes	Yes	Yes
Hazardous Material	Yes	Yes	Yes	Yes	Yes	Yes
EMS	Yes	Yes	Yes	Yes	Yes	Yes
EMS BLS	Yes	Yes	Yes	Yes	Yes	Yes
EMS ALS	Yes	No	No	Yes	Yes	No
EMS Transport	Yes	No	No	Yes	Yes	Yes
Fire Prevention	Yes	Yes	Yes	Yes	Yes	Yes
Public Education	Yes	Yes	Yes	Yes	Yes	Yes
Emergency Management	No	Yes	No	No	Yes	Yes
Technical Rescue	No	Yes	Yes	Yes	Yes	Yes
USAR Team Membership	Yes	Yes	Yes	No	No	No

Resource Comparison

The following figures compare the number of fire stations, engines, and ladder (aerial) trucks (per 1,000 population) provided by each fire agency.

**Figure 116: Fire Stations per 1,000 Population**

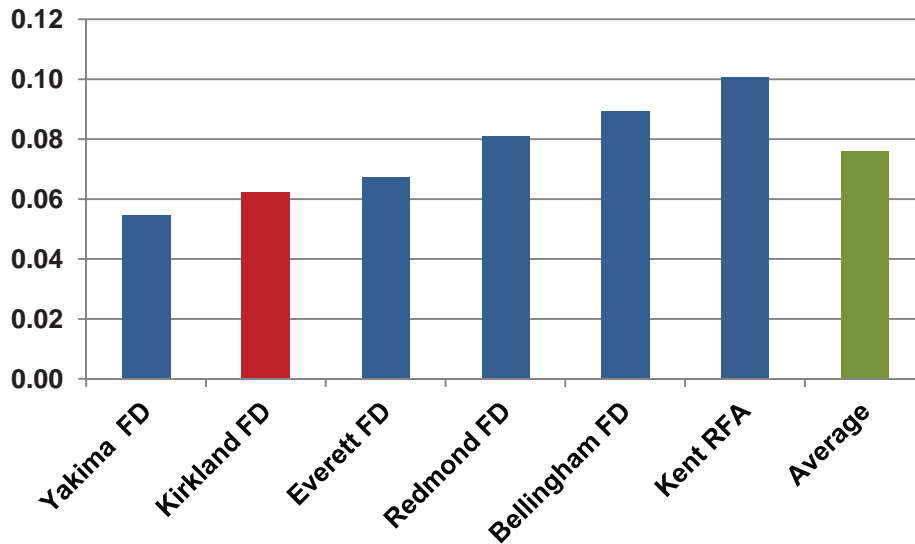


Kirkland FD maintains slightly fewer fire stations per 1,000 residents (97.7 percent) than the average of comparable regional communities and 85.7 percent of the national median<sup>91</sup> for fire departments serving similar populations.

Figure 117 compares the number and average fire engines (pumpers) per 1,000 population for the six fire departments.

<sup>91</sup> NFPA U.S Fire Department Profile, Fire Analysis and Research Division, 2010.

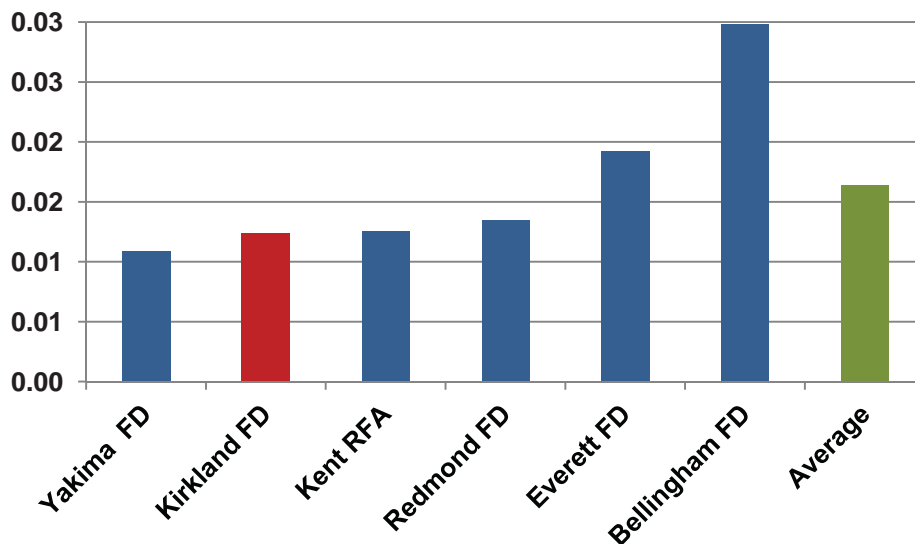
**Figure 117: Fire Engines per 1,000 Population**



There are 0.62 pumpers per 1,000 for the population served by KF&BD, 81.9 percent of the average regional comparison communities and 71.4 percent of the national median of 0.87 per 1,000 for fire departments serving similar populations.

ESCI next compared the number and average ladder trucks (aerials) per 1,000 population for the six fire departments.

**Figure 118: Ladder Trucks per 1,000 Population**

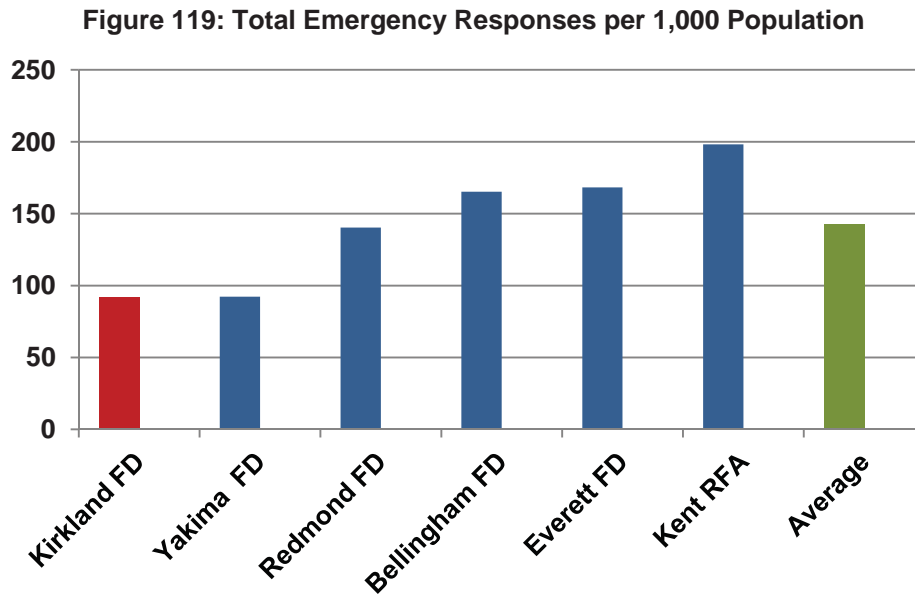


There are 0.012 ladder trucks per 1,000 for the population served by KF&BD, 75.7 percent of the average regional comparison communities, and 50.0 percent of the national median for fire

departments serving similar populations. The national median for fire departments serving between 50,000 and 99,999 populations is 0.030 per 1,000 (two ladder trucks).

### Emergency Response Activity

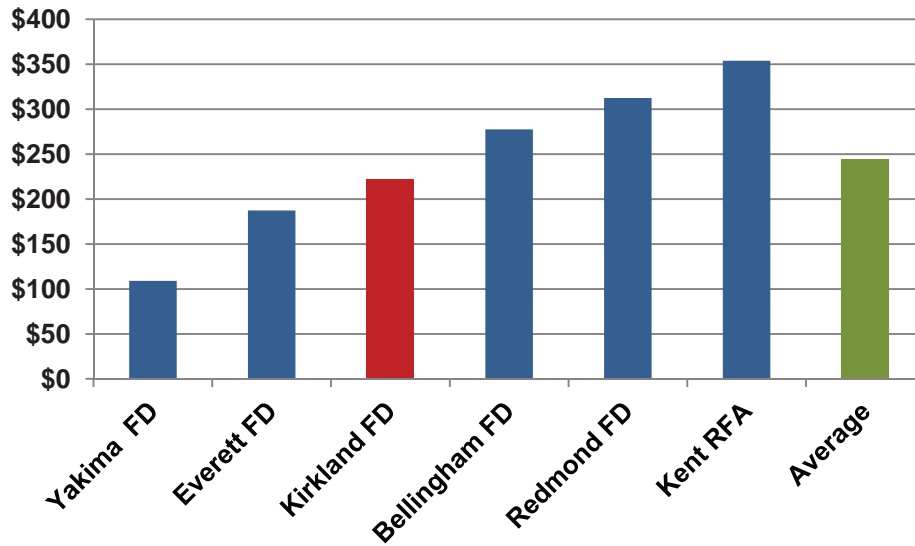
The following chart compares the total emergency responses per 1,000 population in 2011. This illustration gives the reader a sense of the relative number of responses between the area emergency response agencies.



As Figure 119 shows, requests for service occur at a lesser rate per 1,000 population in Kirkland than in the comparable communities. Factors that will affect the incident rate include the fact that the fire departments provide differing levels of service and differences in the service area demographics for each community. Record keeping practices may also affect the comparison.

In Figure 120, costs of fire protection based on the 2012 operating budget and are compared on a per-capita basis:

Figure 120: Cost per Capita



The cost per capita of fire and emergency services in Kirkland was \$222 in 2011, slightly less than the average of \$244 for the six fire departments.



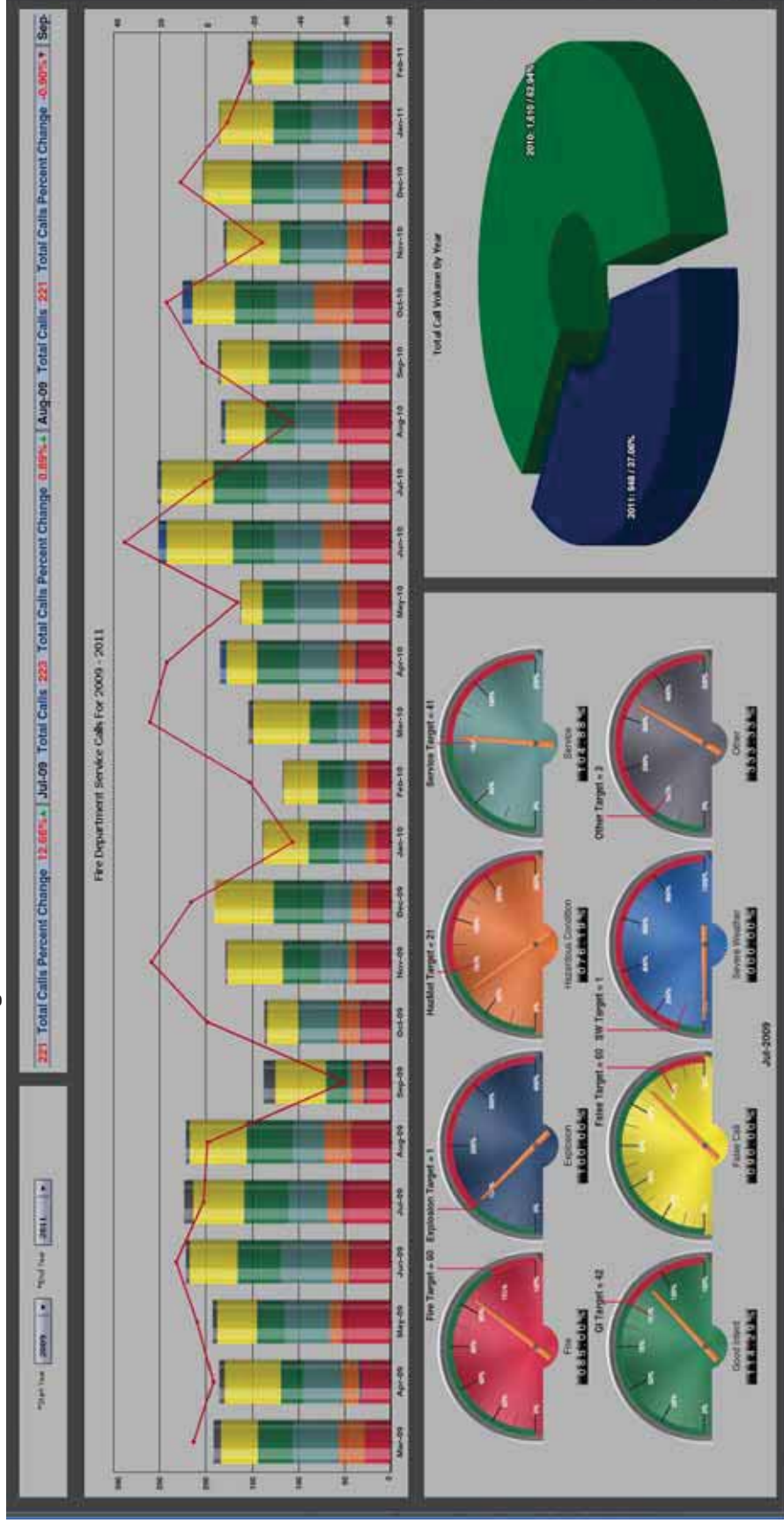
**Appendix G: Summary Table of Stakeholder Interviews**

Person	Date	Affiliation or Group
<b>1. Internal</b>		
1. Bob Sternoff	January 3, 2012	City of Kirkland City Councilor
2. Penny Sweet	January 3, 2012	City of Kirkland Deputy Mayor
3. Toby Nixon	January 3, 2012	City of Kirkland City Councilor
4. Kurt Triplett	January 3, 2012	City of Kirkland City Manager
5. Amy Walen	January 3, 2012	City of Kirkland City Councilor
6. E-Board	January 4, 2012	IAFF Executive Board
7. Joan McBride	January 4, 2012	City of Kirkland City Councilor
8. Doreen Marchione	January 4, 2012	City of Kirkland City Councilor
9. Dave Asher	January 4, 2012	City of Kirkland City Councilor
10. Tom Phillips	January 4, 2012	Kirkland Fire & Building Department Building and Construction Official
11. Tom Jensen	January 4, 2012	Kirkland Fire & Building Department Building and Construction Official
12. Mark Jung	January 5, 2012	Kirkland Fire & Building Department EMS Officer
13. C-Shift crew members	January 5, 2012	Kirkland Fire & Building Department C-Shift
14. Tracey Dunlap	January 19, 2012	City of Kirkland, Director of Finance and Administration
15. James Lopez	January 19, 2012	City of Kirkland, Director of Human Resources & Performance Management
16. Bill Hoover	January 20, 2012	Kirkland Fire & Building Department Captain
17. A-Shift crew members	January 3, 2012	Kirkland Fire & Building Department A-Shift, Station 26
18. Dave Walker	January 3, 2012	Kirkland Fire & Building Department Assistant Fire Marshal
19. Jim Crowe	January 3, 2012	Kirkland Fire & Building Department Deputy Fire Marshal
20. Paul Stewart	January 3, 2012	Kirkland Fire & Building Department Deputy Planning Director
21. Desirre Goble	January 3, 2012	Kirkland Fire & Building Department Planner
22. Teri Wallace	January 4, 2012	Kirkland Fire & Building Department Administrative Staff
23. Audrey Martin	January 4, 2012	Kirkland Fire & Building Department Administrative Staff
24. Katharine Durish	January 4, 2012	Kirkland Fire & Building Department Administrative Staff
25. Helen Ahrens-Byington	January 4, 2012	Kirkland Fire & Building Department Deputy Fire Chief
26. Battalion Chiefs	January 5, 2012	Kirkland Fire & Building Department

Person	Date	Affiliation or Group
27. B-Shift crew members	January 4, 2012	Kirkland Fire & Building Department B-Shift
28. Marie Stake	January 5, 2012	Kirkland Fire & Building Department Communications Specialist
<b>2. External</b>		
1. Kevin Donnelly	January 5, 2012	Redmond Fire Department Fire Chief
2. Michael Eisner	January 5, 2012	Bellevue Fire Department Fire Chief
3. Mark Risen	January 5, 2012	Bellevue Fire Department Deputy Chief
4. Chris Tubbs	January 4, 2012	Mercer Island Fire Department Fire Chief
5. Jim Torpin	January 5, 2012	Northshore Fire Department Fire Chief
6. Metro Fire Training Group	January 5, 2012	East Metro Training Group
7. Kim Bullen	January 3, 2012	King County County Administrator
8. Bob Van Horne	January 5, 2012	Bothell Fire Department Fire Chief

**Appendix H: Dashboard View Examples**

**Figure 121: Internal Customer Dashboard View<sup>92</sup>**



<sup>92</sup> Detroit, Michigan, Fire Department EOC Dashboard Angel's Night Operation, view of fire incidents, FireView™ retrieved August 17, 2012 <http://info.theomegagroup.com/blog/bid/134307/FireView-Dashboard-s-Sudden-Impact-on-Detroit-Fire-Department>.

Figure 122: External Customer Dashboard View<sup>93</sup>

Dashboard > Fire Department

### Fire Department

SEND FEEDBACK

### Fire Statistics

Measurement Characteristic	Prior	Current	Progress
Total Incidents	2,939	1,949	↓
Structure Fires	18	18	↔
Rescue Incidents	2,071	1,490	↓
Structure fires per 1000 incidents	4,420	9,260	↑
Percent of time first unit on scene in 4 minutes or less	76.50%	76.60%	↔
Fulltime fire personnel per 1000 residents	0.850	0.850	↔
Fire department cost per day per capita	\$0.21	\$0.19	↓

### Revenue and Expense Data

Fiscal Year	Revenue	Expense
2011-2012	336.00	336.00
2009-2010	336.00	336.00
2008-2009	336.00	336.00
2007-2008	336.00	336.00
2006-2007	336.00	336.00

**Quick Links:**

- Current Agenda
- Voter Registration
- City Services Brochure
- Fire Department

**Events:**

- Free Admission to Adrian Skate & Bike Park. Sponsored by Kiwanis Club
- Sat, Aug 18, 2012 from 1:00pm - 4:00pm @ Adrian Skate & Bike Park
- City Commission Meeting
- Mon, Aug 20, 2012 at 7:00pm @ City Chambers
- End of Season Weekend Celebration at Bohn Pool
- Sat, Aug 25 to Sun, Aug 26, 2012 from 1:00pm - 6:00pm @ Bohn Pool
- Come and get one last swim in at Bohn Pool before it closes for the season.
- Youth/Adult F...
- More ...

<sup>93</sup> City website, City of Adrian, Michigan, retrieved August 17, 2012.