



Emergency Services Consulting  
*International*

www.esci.us • info@esci.us • 800.757.3724

## Letter of Transmittal

August 27, 2012

Mr. Kurt Triplett  
City Manager  
City of Kirkland  
123 5th Ave.  
Kirkland, Washington 98033

Dear Mr. Triplett:

Enclosed please find the final report in response to your request for an organizational evaluation, future plan, feasibility of cooperative service delivery, and organizational strategic plan for the Kirkland Fire & Building Department. The associates of ESCI have appreciated the opportunity to work with the community, city staff, and employees of the Kirkland Fire & Building Department in the completion of this project.

We have presented this report in three major sections: organizational and community overview, fire and building department findings and recommendations, and strategic plan recommendations and priorities. A number of appendices are attached that will provide helpful information for the city and fire department.

It is our intent to meet and exceed your expectations and to be available to you after the project is complete. Should you have questions do not hesitate to contact me at our headquarters office in Wilsonville, Oregon, at (503) 570-7778. It has been our pleasure to work with the professional and highly dedicated staff of the Kirkland Fire & Building Department.

Sincerely,

Jack W. Snook  
President, COO

## Table of Contents

<b>Acknowledgements .....</b>	<b>3</b>
<b>Executive Summary.....</b>	<b>1</b>
Scope, Purpose, and Report Conventions.....	1
General Assessment.....	3
Major Findings and Recommended Priority Goals.....	12
Strategic Goals.....	13
<b>Organizational and Community Overview.....</b>	<b>15</b>
Kirkland Community Description and Demographics.....	15
City of Kirkland Organization Description.....	19
Type of Government.....	19
Organizational Structure.....	19
Operating Budget .....	22
Fire and Building Department.....	38
Overview of Fire and Building Department Services Provided.....	38
Staffing by Function.....	39
Current Service Delivery Infrastructure .....	48
Conclusion – Fire and Building Department.....	50
Recommendation Summary – Fire and Building Department .....	51
<b>Fire and Building Department Findings and Recommendations .....</b>	<b>53</b>
Summary of Stakeholder Input.....	53
Internal and External Stakeholders .....	53
Community Members .....	58
Department Mission and Values .....	60
Mission, Vision, and Values Validation.....	61
Conclusion – Department Mission and Values.....	62
Recommendation Summary – Department Mission and Values .....	62
Management Components.....	63
Staffing and Reporting Relationships .....	63
Human Resources Management.....	64
Financial Management .....	67
Records Keeping.....	70
Management Reporting.....	71
Internal and External Communications.....	71
Health and Wellness Program.....	76
Conclusion – Management Components .....	78
Recommendation Summary – Management Components.....	78
Emergency Management (Disaster Preparedness).....	80
Overview of Emergency Management Services Provided .....	80
Emergency Management Planning .....	84
Conclusion – Emergency Management.....	87
Recommendation Summary – Emergency Management.....	88
Fire Prevention Bureau .....	89
Overview of Fire Prevention Services Provided .....	89
Staffing and Reporting Relationships .....	89
New Construction Review .....	89

Fire Inspection .....	92
Code Enforcement.....	93
Fire Cause Determination (Investigation) .....	94
Public Education.....	94
Conclusion – Fire Prevention Bureau.....	95
Recommendation Summary – Fire Prevention Bureau .....	96
<b>Fire and Emergency Medical Services (Emergency Response) .....</b>	<b>98</b>
Overview of Fire and EMS Services Provided.....	98
Staffing and Reporting Relationships .....	98
Analysis of Overtime.....	99
EMS (Emergency Medical Services) .....	115
Facilities and Equipment .....	121
Support and Small Equipment.....	126
Mutual and Automatic Aid Systems.....	127
Current Service Demand .....	129
Future Service Demand.....	176
Ancillary and Supportive Services .....	191
Training.....	192
Opportunities for Regional Partnerships.....	196
Cooperative Effort Strategies .....	201
Conclusion – Fire and Emergency Medical Services .....	206
Recommendation Summary – Fire and Emergency Medical Services .....	208
<b>Accountability and Reporting .....</b>	<b>211</b>
Emergency Services Standards .....	211
Reporting Frequency and Format.....	224
Conclusion – Accountability and Reporting .....	226
Recommendation Summary – Accountability and Reporting .....	227
<b>Strategic Plan Recommendations and Priorities .....</b>	<b>229</b>
Implementation Methodology .....	229
Recommended Top Priority Goals .....	230
Goal No. 1: Administrative Infrastructure.....	230
Goal No. 2: Staffing and Deployment .....	232
Goal No. 3: Outreach and Education.....	233
Goal No. 4: Performance.....	235
Goal No. 5: Partnerships .....	236
Strategic Goals.....	238
Strategic Organizational Goal No. 1: KF&BD Branding.....	238
Strategic Organizational Goal No. 2: KF&BD Internal (City) Relationships.....	241
Prioritization of Short and Mid-Term Recommendations.....	246
<b>Appendices.....</b>	<b>253</b>
Appendix A: Table of Figures .....	253
Appendix B: Management Advisory Group, Recommendations and Findings.....	256
Appendix C: Summary Table of Short and Mid-Term Recommendations .....	258
Appendix D: Summary of Recent RFA (Regional Fire Authority) Legislation.....	263
Appendix E: History and Formation of the Kirkland Fire Department.....	264
Appendix F: Comparable Providers .....	266
Appendix G: Summary Table of Stakeholder Interviews .....	273
Appendix H: Dashboard View Examples.....	275