



PROGRESS REPORT – November 2018

Goal 1	Develop and implement a comprehensive asset management plan to satisfy the current and future needs of the Bothell Fire Department.	
Objective 1A	Perform an analysis of facilities to determine capital improvement needs and implement plan for capital improvements.	
Timeframe	18 – 24 months	Assigned to: Fire Chief (Kroon)
Critical Tasks	<ul style="list-style-type: none"> Develop a report based on call volume, response times and station locations. COMPLETE: February, 2018 - Update to Facility Demand Response Study (March 2009) 	
	<ul style="list-style-type: none"> Analyze department training needs from a drill ground/training facility standpoint to better meet regional, state, and federal standards. COMPLETE: June, 2018 Meetings and discussions with Training Chief 	
	<ul style="list-style-type: none"> Analyze needs of all stations to include, but not limited to, crew quarters, apparatus housing, equipment storage, program management, health and wellness, administration, and training to address current needs and future growth. COMPLETE: March, 28, 2018 - TCA-Fire Stations and Municipal Court, Pre-Bond Facility Analysis Space Needs and Budgeting 	
	<ul style="list-style-type: none"> Prioritize and communicate findings to Department, City Hall, and external customers. COMPLETE: April, 2018 - Cocker Fennessy Public Safety Impressions 	
	<ul style="list-style-type: none"> Explore ways and be willing to be an active participant in capital improvement projects with the city departments. COMPLETE: 1st/2nd Quarter 2018 – ELT and Council Meetings and Retreats 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1B	Review current maintenance agreement with the city and identify areas of improvement.	
Timeframe	3 months	Assigned to: BC Support Services (ABC Craig)
Critical Tasks	<ul style="list-style-type: none"> Collect data and develop a report on recent maintenance history and current needs. Develop and implement alternative plan for maintenance needs that fall outside of the City scope and schedule. Review and adjust the maintenance responsibilities of the City staff and department staff and update policies accordingly. Coordinate with facilities to streamline a more efficient work order process. 	
	<ul style="list-style-type: none"> Capital Costs: Personnel Costs: 	
	<ul style="list-style-type: none"> Consumable Costs: Contract Services Costs: 	
	<ul style="list-style-type: none"> Capital Costs: Personnel Costs: 	



Objective 1C	Analyze the current asset replacement schedule to determine adequacy with regards to apparatus.		
Timeframe	6 months	Assigned to	BC Support Services (ABC Craig)
Critical Tasks	<ul style="list-style-type: none"> • Develop a report on call volume, response times and station locations with regard to current and future apparatus needs to insure compliance with industry standards. • Look at alternative service delivery needs with respect to fire, EMS, and community response. • Project staffing growth to better meet fleet requirements (support staff vehicles). 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 1D	Review current fleet maintenance agreements to determine adequacy of current and future department needs.		
Timeframe	3 – 6 months	Assigned to:	BC Support Services (ABC Craig)
Critical Tasks	<ul style="list-style-type: none"> • Collect data and develop a report on recent maintenance history and current needs. • Explore alternative maintenance delivery opportunities. • Develop and utilize work order process for emergency vehicles that meets the communication needs of the department. • Review the city’s capabilities for support vehicles/fleet. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 1E	Analyze the current asset replacement schedule to determine adequacy with regards to equipment.		
Timeframe	3 – 6 months	Assigned to:	BC Support Services (ABC Craig), Project Managers
Critical Tasks	<ul style="list-style-type: none"> • Review and reorganize the items within asset replacement. • Analyze and update financial information for equipment. • Communicate and review budget with program managers to determine current values, needs and future purchases. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	



Goal 2	Determine desired/future service delivery and workload capacity to guarantee execution of realistic and attainable workloads while ensuring priority programs are addressed appropriately.	
Objective 2A	Assess current service delivery requirements.	
Timeframe	6 months	Assigned to: DC of Ops (McDonald), BC Training, DC FP/CRR (Noble)
Critical Tasks	<ul style="list-style-type: none"> Analyze current programs and workload with the resources required. Define all current programs. Determine resources necessary: <ul style="list-style-type: none"> Staff time, physical resources, funding. Determine needed positions to achieve service delivery requirements. Analysis of required workload. 	
	<ul style="list-style-type: none"> Develop new program schedule. <p>COMPLETE: Fall, 2018 - Project Charter program initiated to identify impacts and streamline implantation time and costs.</p>	
	<ul style="list-style-type: none"> Prioritize programs by assessing and balancing needs of the community with current capacity to create new program schedule. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2B	Define department structure and positions.	
Timeframe	1 year	Assigned to: Fire Chief, Labor, HR, DC Ops
Critical Tasks	<ul style="list-style-type: none"> Conduct an organizational structure review. Review current organizational structure. Define and update organizational structure. Update position requirements: <ul style="list-style-type: none"> Assess current job descriptions. MOVED: Captured in Goal 4. 	
	<ul style="list-style-type: none"> Contact other agencies for comparison. Revise and update job descriptions to include program and facility responsibilities. Integrate job description with evaluation process with annual evaluation. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2C	Compare service delivery requirements against current resources.	
Timeframe	6 months	Assigned to: Fire Chief and DC Ops (Kroon, McDonald)
Critical Tasks	<ul style="list-style-type: none"> Assess which programs should be eliminated or scaled back. Assess which programs should be added or expanded. Assess and adjust staffing needed to meet program goals. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



Objective 2D	Periodic and continued assessment of programs and the ability to support them effectively.	
Timeframe	6 months	Assigned to: DC Ops (McDonald)
Critical Tasks	<ul style="list-style-type: none"> • Determine recurring schedule of evaluation of department programs. • Reassess programs and staffing for efficacy/relevance of program. • Determine program changes needed according to community demographics. • Create or remove programs as determined. • Corresponding staffing. • Adjust staffing as needed. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Goal 3	Determine scope of necessary training, create a global and individualized program, implement scheduling and tracking capabilities to ensure effective compliant training.	
Objective 3A	Analyze and determine gap between requirements and capacity.	
Timeframe	1 year	Assigned to: BC Training (Johnson)
Critical Tasks	<ul style="list-style-type: none"> • Contact all agencies requiring/providing training and compile all required training. Agencies should include: EMTG, NFPA, WACs, KCEMS, Zone I Spec OPS, City Hall (including IS and other departments), WISHA COMPLETE: 3-year Training Plan introduced by EMTG for Operations FF, Lt, BC. • Review all EMTG analysis. • Develop comprehensive list of all required training per position and/or rank as well as applicable assignment. COMPLETE: 3-year Training Plan introduced by EMTG for Operations FF, Lt, BC. • Compare completed lists against currently available hours each position and/or rank can complete. • Review findings with the Chief to determine policy. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



Objective 3B Provide training programs for job titles, ranks, specialties and credentials.

Timeframe 1 year **Assigned to:** BC Training (Johnson), DC Ops (McDonald)

Critical Tasks	<ul style="list-style-type: none"> • Create policy determining acceptable completion rates for job competencies, training, credentials and specialties. • Determine the need to expand training library
	<ul style="list-style-type: none"> • Determine which Task Books are needed. <p>IDENTIFIED: Need Driver Operator, Acting Lt and Acting BC Task Books.</p>
	<ul style="list-style-type: none"> • Create Task Books that are missing. <p>IN PROGRESS: As of November, 2018</p>
	<ul style="list-style-type: none"> • Update existing Task Books with requirements.
	<ul style="list-style-type: none"> • Determine and include competency maintenance. <p>IN PROGRESS: As of November, 2018</p>

Funding Estimate Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 3C Evaluate employee competencies and determine individual needs.

Timeframe 6 months **Assigned to:** BC Training (Johnson)

Critical Tasks	<ul style="list-style-type: none"> • Evaluate each employee to currently assigned training programs. • Evaluated each employee against appropriate Task Book. • Determine deficiencies for each individual. • Create an individualized plan to meet new standards. • Implement the plan as directed.
-----------------------	---

Funding Estimate Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 3D Provide officers with tools to schedule effective training.

Timeframe 2 months **Assigned to:** BC Training (Johnson)

Critical Tasks	<ul style="list-style-type: none"> • Analyze and determine whether monthly or quarterly scheduling is more effective. • Revise schedule as determined. • Create access to training calendar - accessible to all. • Contact software designer to create this feature. • Officers will be required to schedule. • Company and Command Officers will coordinate trainings to create efficiency.
-----------------------	--

Funding Estimate Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:



Objective 3E Provide adequate facilities for required training.

Timeframe 3 years **Assigned to:** Fire Chief (Kroon), DC Ops (McDonald), BC Training (Johnson)

Critical Tasks	<ul style="list-style-type: none"> • Review training requirements and determine physical resources necessary. • Explore funding solutions • Coordinate with Finance and other departments at City Hall to determine sourcing options such as grants, levies, and outside agency collaboration. • Review funding options with appropriate Fire personnel and determine which options are appropriate. • Obtain funds. • Contract per policy for work to be completed. • Have work completed.
-----------------------	--

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:

Objective 3F Determine staffing needs to accomplish training requirements.

Timeframe 6 months **Assigned to:** DC Ops, Training, Fire Chief

Critical Tasks	<ul style="list-style-type: none"> • Compare training assignments with Northshore, Shoreline, Woodinville and other regional training programs. <p>IN PROGRESS: As of November, 2018</p>
	<ul style="list-style-type: none"> • Make contact with agencies to receive information. <p>IN PROGRESS: As of November, 2018</p>
	<ul style="list-style-type: none"> • Review of all positions to determine capacity for training. <p>IN PROGRESS: Implementation of comprehensive review set for January, 2019</p>
	<ul style="list-style-type: none"> • Review disparity between requirements and capacity. • Review findings with Chief and applicable staff.
	<ul style="list-style-type: none"> • Determine additional staffing and schedule accordingly. <p>IN PROGRESS: Implementation of comprehensive review set for January, 2019</p>
	<ul style="list-style-type: none"> • Additional staffing • Other creative staffing schedules to achieve compliance with policy.

Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:



Goal 4	Develop a path for a comprehensive succession plan including all department positions to provide continuity of operations and departmental success.	
Objective 4A	Create a committee.	
Timeframe	6 months	Assigned to: DC Ops and Labor, Training
Critical Tasks	<ul style="list-style-type: none"> • Including members from Human Resources and unions. • Create an SOP and distribute per department process. • Create a matrix of succession. • Begin to create reference material for each position. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4B	Identify and review all current job positions/descriptions.	
Timeframe	12 months	Assigned to: DC Ops and Succession Committee
Critical Tasks	<ul style="list-style-type: none"> • Review current duties. IN PROGRESS: November 2018 – DC McDonald started process to review FF, Lt and BC job descriptions. Working with HR. • Update and/or create identified revisions. • Report findings to relevant department members. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4C	Educate all members on updated job descriptions and matrix.	
Timeframe	3 months	Assigned to: BC Training and HR
Critical Tasks	<ul style="list-style-type: none"> • Communicate through meetings, email and website. • Identify personal matrix positions (where you fit). • Conduct the formal education to all members. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4D	Develop mentorship program .	
Timeframe	12 months	Assigned to: BC Training and HR, DC Response Ops
Critical Tasks	<ul style="list-style-type: none"> • Identify mentor criteria. IN PROGRESS: November 2018 – work begun on Acting Lt and Acting BC Task Books to include “Ride Along” and other training opportunities. • Conduct survey to establish mentor. • Establish cost to train/educate mentors. IN PROGRESS: September 2018, DC McDonald meeting with Lt and BC to provide on-going Tactical Training. No cost. • Train the identified members and have them start the process. 	
	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



Objective 4E Ensure the ongoing development of a plan.

Timeframe Ongoing **Assigned to:** BC Training

Critical Tasks	<ul style="list-style-type: none"> • Attend outside training/conferences. • Collaboration with HR and unions. • Gather and review other succession plans.
-----------------------	--

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:

Goal 5 Create a comprehensive health and wellness program that promotes physical and mental health, in service and retirement.

Objective 5A Establish a health and wellness committee.

Timeframe 3 months/ongoing **Assigned to:** BC Support Services (Health and Safety Officer)

Critical Tasks	<ul style="list-style-type: none"> • Create a letter of intent to all members.
	<ul style="list-style-type: none"> • Seek participation and establish committee to meet our goal. <p>IN PROGRESS: October 2018 - BC Johnson sent out e-mail requesting interested people indicate their desire to participate on the new Health and Wellness Committee.</p>
	<ul style="list-style-type: none"> • Develop, train on, and issue a new SOP for this program.

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:

Objective 5B Analyze our current health and wellness program.

Timeframe 3 months **Assigned to:** BC Support Services (Health and Safety Officer.)

Critical Tasks	<ul style="list-style-type: none"> • Identify and define our current program. <ul style="list-style-type: none"> ○ Is it working? ○ Is it being used? ○ Why or why not? • Compare to national standards-best practice: <ul style="list-style-type: none"> ○ NFPA standards
	<ul style="list-style-type: none"> ○ IAFF peer fitness program <p>IN PROGRESS: 3 ACE certified instructors available for deployment amongst shifts.</p>
	<ul style="list-style-type: none"> ○ Zone/County/State/National • Reporting the findings of the analysis.

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:



Objective 5C		COMPLETE: Create and implement a peer support program.	
Timeframe		3 months/ongoing Assigned to: Peer Support Lead (Firefighter Cross)	
Critical Tasks	<ul style="list-style-type: none"> • Create a letter of intent to the Chief. <p>COMPLETE: November 2017 – Letter submitted by FF Cross, approved by Chief Kroon</p> <ul style="list-style-type: none"> • Create a survey to establish needs of all team members. • Distribute the survey to all members. • Compile the results and establish the team. <p>7 members trained and available</p> <ul style="list-style-type: none"> • Establish the cost of training the team members. • Develop, train on, and issue a new SOP for this program. <p>June 2018 – SOP 2311 (Peer Support) adopted</p>		
	<p>Funding Estimate Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:</p>		
Objective 5D		Reduce occupational hazardous health exposure.	
Timeframe		3 months/ongoing Assigned to: BC Support Services (Health and Safety Officer)	
Critical Tasks	<ul style="list-style-type: none"> • Identify hazards to all members. • Look for ways to reduce/eliminate hazards. <p>COMPLETE: September 2018, Hood Exchange program implemented</p> <p>COMPLETE: November 2018, BC “Take Home” test project was related to improving FF health and safety through hazard reduction and/or elimination. Resulting project findings to be considered for implementation.</p>		
	<ul style="list-style-type: none"> • Review and compare current practice to national and best practices. – WAC. • Update and or create procedures and SOPs. • Ensure proper documentation and reporting of all exposures. • Identify associated costs. 		
Funding Estimate		Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:	
Objective 5E		Create and implement a physical fitness program.	
Timeframe		6 months Assigned to: BC Training (Johnson) and Labor	
Critical Tasks	<ul style="list-style-type: none"> • Establish a fitness team • Review current program <ul style="list-style-type: none"> ○ Is it working? ○ Why or why not? • Establish cost of training team members • Develop, train on, and issue a new SOP for this program. 		
	<p>Funding Estimate Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:</p>		



Objective 5F Provide safe and adequate workout facilities and equipment.

Timeframe 6 months/ongoing **Assigned to:** Fire Chief and DC Ops (Kroon and McDonald)

Critical Tasks	<ul style="list-style-type: none"> Assess our current facilities and equipment. COMPLETE: February, 2018 – Paper towel dispensers provided to keep fitness equipment cleaner. COMPLETE: October, 2018 - New “Assault” bikes and fitness equipment purchased per recommendation by Lt. Joel Secan.
	<ul style="list-style-type: none"> Establish needs.
	<ul style="list-style-type: none"> Identify costs. COMPLETE: \$2,800
	<ul style="list-style-type: none"> Upgrade facilities and purchase equipment.

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:

Objective 5G Create and implement a nutrition program.

Timeframe 6 months/ongoing **Assigned to:** BC Training (Johnson) and Labor, BC Support Services (Health and Safety Officer)

Critical Tasks	<ul style="list-style-type: none"> Send survey of needs and wants of all members Provide resources for individual and group nutrition plans Develop, train on, and issue a new SOP for this program.
-----------------------	---

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:

Goal 6 Develop and/or enhance procedures and processes that allow effective communication within our department.

Objective 6A Analyze current processes to better utilize what we have in place as communication tools.

Timeframe 6 months **Assigned to:** Fire Chief (Kroon), IS and Labor

Critical Tasks	<ul style="list-style-type: none"> Review current evaluation process with respect to how it acts as a communication tool. Review current SOPs that apply directly or indirectly to internal communication for clarity, format, and effectiveness.
	<ul style="list-style-type: none"> Review process of new information dissemination for effectiveness and ease of use (new SOPs, Playbook PPEs, Special Notices, staffing changes, training opportunities etc.). IN PROGRESS: October, 2018 – Introduction of “BC Report” to Admin after each cycle.
	<ul style="list-style-type: none"> Communicate finding of reviews to appropriate decision-making entities.

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:



Objective 6B Enhance current processes or develop new processes to better utilize these as communication tools.

Timeframe 6 – 12 months **Assigned to:** Support Services/Technology (Monahan), IS and HR

Critical Tasks	<ul style="list-style-type: none"> Utilize evaluation review to enhance process as a communication and reflection tool. Propose changes or additions to SOPs that do not reflect the effectiveness of communication that we desire in a professional fire department.
	<ul style="list-style-type: none"> Utilize technology and current delivery processes to disseminate new information in a wide variety of ways. IN PROGRESS: October, 2018 – Introduction of “BC Report” to Admin after each cycle.
	<ul style="list-style-type: none"> Develop processes of accountability to ensure the expectation that internal customers will seek, digest, and act on information appropriate to them.

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:

Objective 6C Train all internal customers on enhanced or new communication processes.

Timeframe 6 months/ongoing **Assigned to:** Support Services/Technology (Monahan), IS and HR

Critical Tasks	<ul style="list-style-type: none"> Utilize the Training Division to develop or determine resources needed to deliver effective training. Use web based or external companies to deliver and train communication tools to members. Deliver frequent refresher training on communication processes.
-----------------------	--

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:



Goal 7	Identify, assess, and develop effective community relations to educate and create support for the department's needs.	
Objective 7A	Identify current community outreach programs and assess the effectiveness	
Timeframe	6 months	Assigned to: FP/CRR (Noble), Public Educator (Clemens)
Critical Tasks	<ul style="list-style-type: none"> • Evaluate the following programs: <ul style="list-style-type: none"> ○ Fire Prevention in schools ○ DUI drill ○ CPR/First Aid/AED ○ CERT ○ Exit drills and evacuation plans ○ Bike helmets ○ Gym night ○ Birthday parties ○ Ride to school on engine ADDED: Annual Open House Raffle for 3 Rides to School in an Engine. ○ Station tours 	
	<ul style="list-style-type: none"> • Measure the effectiveness by attendance, surveys, and internal/external stakeholder evaluations. • Identify and create a training plan to implement and improve the outreach programs. • Evaluate the programs for effectiveness and consistency. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 7B	Create focus groups to identify outreach needs within the community.	
Timeframe	6 months	Assigned to: Fire Prevention/CRR (Noble), Public Educator (Clemens)
Critical Tasks	<ul style="list-style-type: none"> • Solicit participation from targeted community groups, i.e.: <ul style="list-style-type: none"> ○ School district ○ Senior community ○ Business community ○ UW-Cascadia College ○ Faith-based community • Create a campaign for interest in doing an open house/community forum. • Attend the Chamber of Commerce and other community-based meetings. • Identify and connect with target-hazard occupancies to communicate capabilities. • Evaluate programs for effectiveness and consistency. 	
	<ul style="list-style-type: none"> • Measure the effectiveness by attendance, surveys, and internal/external stakeholder evaluations. • Identify and create a training plan to implement and improve the outreach programs. • Evaluate the programs for effectiveness and consistency. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



Objective 7C Identify staffing and resource needs for the delivery of educational and outreach services.

Timeframe 3 months **Assigned to:** Fire Prevention/CRR (Noble), Public Educator (Clemens)

Critical Tasks	<ul style="list-style-type: none"> • Evaluate the time required for preparation and implementation of programs. • Evaluate the cost of potential programs. • Evaluate the impact to operational staff. • Evaluate the potential overtime opportunities and impact. • Evaluate the potential partnerships with Local 2099. • Identify and create training plan to implement and improve outreach programs. • Evaluate programs for effectiveness and consistency.
-----------------------	---

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:

Objective 7D Develop a comprehensive public information and outreach program to ensure the community is fully informed about service delivery issues and needs facing the department.

Timeframe 3 – 6 months **Assigned to:** FP/CRR (Noble), Public Educator (Clemens), Firefighter Technology (Monahan) and IS

Critical Tasks	• Develop a media outreach program with city’s PIO.
	• Increase the amount of information to the news media. COMPLETE: October, 2018 – Created “Twitter” account. Facebook page membership increased to over 1,600.
	• Increase the distribution of the annual report. • Increase the amount of information provided to the news media about the department.
	• Increase department activities around fire prevention week and EMS week. COMPLETE: October 13, 2018 – Open House held at all three fire stations. Attendance, 750+.
	• Educate officers on marketing opportunities and how to funnel information to PIO staff. • Continually assess and improve political relations with City Council and Fire District 10.
	• Create events and open houses to strengthen relationships with the community. COMPLETE: October 13, 2018 – Open House held at all three fire stations. Attendance, 750+.
	• Identify and create training plan to implement and improve outreach programs. • Evaluate programs for effectiveness and consistency

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:



Objective 7E Develop a proactive social media program.

Timeframe 3 months **Assigned to:** Fire Chief (Kroon), DC Ops (McDonald), FP/CRR (Noble), Public Educator (Clemens)

Critical Tasks	<ul style="list-style-type: none"> • Develop educational videos for fire and life safety for release on social media. • Partner with the City’s media team to create and film marketing material.
	<ul style="list-style-type: none"> • Further develop the social media following of the department’s site. <p>COMPLETE: October, 2018 – Created “Twitter” account. Facebook page membership increased to over 1,600</p>
	<ul style="list-style-type: none"> • Educate and train department members on the use of social media. • Review and update the social media policy. • Identify and create training plan to implement and improve outreach programs. • Evaluate programs for effectiveness and consistency.

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:

Goal 8 Enhance intergovernmental relationships to improve service delivery, safety and create efficiencies.

Objective 8A Identify existing intergovernmental relationships.

Timeframe 1 month **Assigned to:** Fire Chief (Kroon), DC Ops McDonald and Fire Prevention/CRR (Noble)

Critical Tasks	<ul style="list-style-type: none"> • Measure effectiveness of the service delivery levels, i.e.: <ul style="list-style-type: none"> ○ All city departments
	<ul style="list-style-type: none"> ○ Fire District 10 <p>IN PROGRESS: September, 2018 – Contract discussions</p>
	<ul style="list-style-type: none"> ○ Redmond mechanics <p>IN PROGRESS: October, 2018 – Review of current contract and cost updates</p>
	<ul style="list-style-type: none"> ○ Paramedics ○ King County partners
	<ul style="list-style-type: none"> ○ Dispatching agencies <p>COMPLETE: Participation in NORCOM Governing Board</p>
	<ul style="list-style-type: none"> ○ Snohomish County partners ○ Washington State Patrol

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:



Objective 8B Analyze relationships to determine the level of improvement needed.

Timeframe 6 months **Assigned to:** DC Ops (McDonald) and Fire Prevention/CRR (Noble)

Critical Tasks	<ul style="list-style-type: none"> • Review current contracts. • Identify issues and inefficiencies. • Identify cost savings and/or cost increases. • Evaluate alternative options for specific services. • Evaluate current SOPs as they relate to stakeholders. • Recognize and build on current successful relationships. • Accept feedback from our partners to improve relationships.
-----------------------	---

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:

Objective 8C Review internal processes.

Timeframe 3 months **Assigned to:** DC Ops (McDonald) Fire Prevention/CRR (Noble) and BC Training

Critical Tasks	<ul style="list-style-type: none"> • Identify appropriate department personnel to maintain and/or improve relationships. • Identify if program managers should be integrated in attending respective meetings. • Identify fiscal impacts. • Identify the proper chain of command. • Obtain required approvals and legal evaluation. • Create a “promotional introduction” document to designated department leads.
-----------------------	--

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:

Objective 8D Enhance relationships to create mutual benefit.

Timeframe Ongoing **Assigned to:** Fire Chief (Kroon) and Labor

Critical Tasks	<ul style="list-style-type: none"> • Recognize and build on current successful relationships. • Proactive interaction with various groups. • Participate in applicable state and regional meetings. • Create clear expectations and increase facetime. • Increase participation in relevant conferences with partners identified above.
-----------------------	--

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:



Objective 8E Continually review and analyze ongoing stakeholder relationships.

Timeframe Ongoing **Assigned to:** Fire Chief (Kroon)

Critical Tasks	<ul style="list-style-type: none"> • Reach out to stakeholder groups for feedback. • Annual evaluation of relationship and contracts. • Create an evaluation document for stakeholder feedback.
-----------------------	--

Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
-------------------------	------------------------------------	---