



PROGRESS REPORT – November 2019

<b>Goal 1</b>	<b>Develop and implement a comprehensive asset management plan to satisfy the current and future needs of the Bothell Fire Department.</b>	
<b>Objective 1A</b>	<b>Perform an analysis of facilities to determine capital improvement needs and implement plan for capital improvements.</b>	
<b>Timeframe</b>	18 – 24 months	<b>Assigned to:</b> Fire Chief (Kroon)
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Develop a report based on call volume, response times and station locations. <b>COMPLETE: February 2018</b> ➤ <b>Update to Facility Demand Response Study (March 2009)</b></li> <li>Analyze department training needs from a drill ground/training facility standpoint to better meet regional, state, and federal standards. <b>COMPLETE: June 2018</b> ➤ <b>Meetings and discussions with Training Chief</b></li> <li>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. <b>COMPLETE: March 2018</b> ➤ <b>TCA-Fire Stations and Municipal Court, Pre-Bond Facility Analysis Space Needs and Budgeting</b></li> <li>Prioritize and communicate findings to Department, City Hall, and external customers. <b>COMPLETE: April 2018</b> ➤ <b>Cocker Fennessy Public Safety Impressions</b></li> <li>Explore ways and be willing to be an active participant in capital improvement projects with the city departments. <b>COMPLETE: 1<sup>st</sup>/2<sup>nd</sup> Quarter 2018</b> ➤ <b>ELT and Council Meetings and Retreats</b></li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 1B</b>	<b>Review current maintenance agreement with the city and identify areas of improvement.</b>	
<b>Timeframe</b>	3 months	<b>Assigned to:</b> BC Support Services
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Collect data and develop a report on recent maintenance history and current needs.</li> <li>Develop and implement alternative plan for maintenance needs that fall outside of the City scope and schedule.</li> <li>Review and adjust the maintenance responsibilities of the City staff and department staff and update policies accordingly.</li> <li>Coordinate with facilities to streamline a more efficient work order process. <b>COMPLETE: October 2019</b> ➤ <b>Reviewed work order process with City Facilities. Work orders are now submitted through FireTrex with oversight and transfer to the Lucity program by Fire Admin. Support staff.</b></li> </ul>	



- City Facilities has also added staff which has assisted with the timeliness of addressing work orders.

<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
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**Objective 1C Analyze the current asset replacement schedule to determine adequacy with regards to apparatus.**

<b>Timeframe</b>	6 months	<b>Assigned to</b>	BC Support Services
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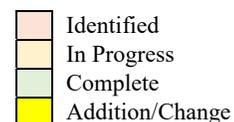
- Critical Tasks**
- Develop a report on call volume, response times and station locations with regard to current and future apparatus needs to insure compliance with industry standards.
  - Look at alternative service delivery needs with respect to fire, EMS, and community response.  
**COMPLETE: October 2019**
    - **A financial analysis of Efficiency, Equity and Cost of Bothell Fire Department’s Responses was completed by UW, Evan School of Public Policy and Governance grad student, Andres Orams.**
  - Project staffing growth to better meet fleet requirements (support staff vehicles).  
**IN PROGRESS: October 2019**
    - **Current fleet replacement meets NFPA standards.**
    - **The cost of fleet replacement is underestimated and underfunded. This issue needs to be addressed in the 2021-2022 budget planning.**
    - **Department staffing and future needs suggest that Fire should increase staff vehicles. This issue needs to be addressed in the 2021-2022 budget planning.**
    - **Aid car target life mileage was reduced from 150,000 miles to 100,000 miles in the 2017-2018 budget cycle.**
    - **Through contract negotiations with Snohomish County Fire District 10, it was decided apparatus can be rotated between stations to prevent uneven wear/tear.**

<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
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**Objective 1D Review current fleet maintenance agreements to determine adequacy of current and future department needs.**

<b>Timeframe</b>	3 – 6 months	<b>Assigned to:</b>	BC Support Services
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- Critical Tasks**
- 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.  
**IN PROGRESS: October 2019**
    - **Information Services (IS) staff are working to create access for all Bothell employees to the citywide RTA work order program.**





- Review the city’s capabilities for support vehicles/fleet.  
**COMPLETE: May 2019**
  - City has decided to terminate maintenance agreement with Redmond mechanics.
  - City has signed an interim agreement for mobile fleet mechanic services through December 31, 2019.
  - City Council approved in 2019-2020 Biennial Budget hiring an Emergency Vehicle Technician (EVT) and supply mechanic services to the Fire Department.

<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 1E</b>	<b>Analyze the current asset replacement schedule to determine adequacy with regards to equipment.</b>	
<b>Timeframe</b>	3 – 6 months	<b>Assigned to:</b> BC Support Services, Project Managers

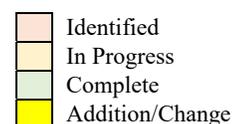
- Critical Tasks**
- Review and reorganize the items within asset replacement.  
**IN PROGRESS: October 2019**
    - Lt. Craig is updating asset fleet replacement data per City Fleet and Facilities Manager Jeff Sperry’s instructions.
  - Analyze and update financial information for equipment.
  - Communicate and review budget with program managers to determine current values, needs and future purchases.

<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
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**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.

<b>Objective 2A</b>	<b>Assess current service delivery requirements.</b>	
<b>Timeframe</b>	6 months	<b>Assigned to:</b> DC of Ops (McDonald), BC Training, DC FP/CRR (Noble)

- Critical Tasks**
- Analyze current programs and workload with the resources required.  
**IN PROGRESS: May 2019**
    - Evaluating current crew inspection program and reassessing distribution list, potentially reducing crew inspections by 50%. Consistent with NFPA 1730.
  - Update: October 2019**
    - Fire will not reduce inspections by 50% due to penalty from WSRB for insurance rating.





- Define all current programs.
- Determine resources necessary: Staff time, physical resources, funding.
- Determine needed positions to achieve service delivery requirements.
- Analysis of required workload.

- Develop new program schedule.

**COMPLETE: Fall 2018**

- **Project Charter program initiated to identify impacts and streamline implantation time and costs.**

- Prioritize programs by assessing and balancing needs of the community with current capacity to create new program schedule.

<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
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**Objective 2B Define department structure and positions.**

<b>Timeframe</b>	1 year	<b>Assigned to:</b>	Fire Chief, Labor, HR, DC Ops
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- Conduct an organizational structure review.
- Review current organizational structure.
- Define and update organizational structure.
- Update position requirements:

**Critical Tasks**

~~Assess current job descriptions.~~  
**MOVED: Captured in Goal 4.**

- 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.

**IDENTIFIED: October 2019**

- Fire staff working with HR to complete this objective by the end of 2020.

<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
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**Objective 2C Compare service delivery requirements against current resources.**

<b>Timeframe</b>	6 months	<b>Assigned to:</b>	Fire Chief and DC Ops (Kroon, McDonald)
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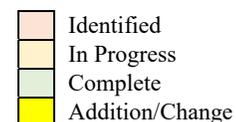
- Assess which programs should be eliminated or scaled back.
- Assess which programs should be added or expanded.
- Assess and adjust staffing needed to meet program goals.

<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
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**Objective 2D Periodic and continued assessment of programs and the ability to support them effectively.**

<b>Timeframe</b>	6 months	<b>Assigned to:</b>	DC Ops (McDonald)
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- 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.

<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
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**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.

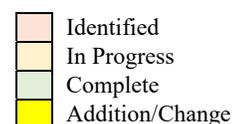
**Timeframe** 1 year **Assigned to:** BC Training (Johnson)

- 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: 2018**  
➤ **3-year Training Plan introduced by EMTG for Operations FF, Lt, BC.**

**Critical Tasks**

- Review all EMTG analysis.
- Develop comprehensive list of all required training per position and/or rank as well as applicable assignment.  
**COMPLETE: 2018**  
➤ **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.

<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
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**Objective 3B** Provide training programs for job titles, ranks, specialties and credentials.

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

- Create policy determining acceptable completion rates for job competencies, training, credentials and specialties.
- Determine the need to expand training library

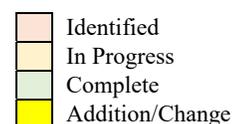
• Determine which Task Books are needed.  
**IDENTIFIED: Need Driver Operator Task Book**

**IN PROGRESS: November 2018**  
➤ Acting Lieutenant and Acting Battalion Chief Task Books.  
**Update: May 2019**  
➤ No further progress to report.  
**COMPLETE: October 2019**  
➤ Task books are complete and being implemented January 1, 2020.

• Create Task Books that are missing.  
**IN PROGRESS: November 2018**  
**Update: May 2019**  
➤ Near completion of the new Acting Lieutenant Task book which will be completed prior to Acting or taking promotional test. Meets NFPA and WAC requirements.  
➤ Near completion of the new Acting Battalion Chief Task book which will be completed prior to Acting or taking promotional test. Meets NFPA and WAC requirements.  
➤ Completed multi-zone Technical Rescue Task book that has been adopted by both Zone 1 and Zone 3 and are now called King County Technical Rescue.  
**COMPLETE: October 2019**  
➤ Task books for Acting Lieutenant and Acting Battalion Chief are complete and take effect January 1, 2020.

• Update existing Task Books with requirements.  
• Determine and include competency maintenance.  
**IN PROGRESS: May 2019**  
**Update: October 2019**  
➤ Project assigned to BC Lamb.  
➤ Started work on Pumper Operator and Ladder Operator Task book upgrade.  
➤ Testing component will be developed to measure competency.

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





**Objective 3C Evaluate employee competencies and determine individual needs.**

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

- Critical Tasks**
- 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: Consumable Costs:  
Personnel Costs: Contract Services Costs:

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

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

- Critical Tasks**
- 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.

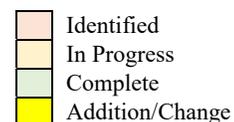
**Funding Estimate** Capital Costs: Consumable Costs:  
Personnel Costs: Contract Services Costs:

**Objective 3E Provide adequate facilities for required training.**

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

- Critical Tasks**
- 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**

- Compare training assignments with Northshore, Shoreline, Woodinville and other regional training programs.  
**IN PROGRESS:** November 2018  
**Update:** May 2019
  - No further progress to report.**COMPLETE:** October 2019
  - Working to implement North County Training Consortium by January 2020.

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- Make contact with agencies to receive information.  
**IN PROGRESS:** November 2018  
**Update:** May 2019
  - No further progress to report.**COMPLETE:** October 2019

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- Review of all positions to determine capacity for training.  
**IN PROGRESS:**
  - Implementation of comprehensive review set for January, 2019.**Update:** May 2019
  - No further progress to report.

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- Review disparity between requirements and capacity.
- Review findings with Chief and applicable staff.

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- Determine additional staffing and schedule accordingly.  
**IN PROGRESS:**
  - Implementation of comprehensive review set for January, 2019**Update:** May 2019
  - No further progress to report.**COMPLETE:** October 2019

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- Additional staffing
- Other creative staffing schedules to achieve compliance with policy.

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

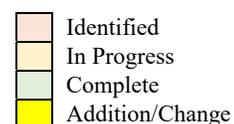
**Goal 4 Develop a path for a comprehensive succession plan including all department positions to provide continuity of operations and departmental success.**

**Objective 4A Create a committee.**

**Timeframe** 6 months **Assigned to:** DC Ops and Labor, Training

**Critical Tasks**

- Including members from Human Resources and unions.  
**IN PROGRESS:** May 2019
  - Special Notice 19-009 Succession Planning – Seeking committee members.
  - Letters of Interest are due to BC Vandertoorn by May 20, 2019.





- Create an SOP and distribute per department process.
- Create a matrix of succession.
- Begin to create reference material for each position.

<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
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**Objective 4B Identify and review all current job positions/descriptions.**  
**Timeframe** 12 months **Assigned to:** DC Ops and Succession Committee

- Critical Tasks**
- Review current duties.  
**IN PROGRESS: November 2018**
    - DC McDonald started process to review FF, Lt and BC job descriptions. Working with HR.**Update: May 2019**
    - No further progress to report.
  - Update and/or create identified revisions.
  - Report findings to relevant department members.

<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
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**Objective 4C Educate all members on updated job descriptions and matrix.**  
**Timeframe** 3 months **Assigned to:** BC Training and HR

- Critical Tasks**
- Communicate through meetings, email and website.
  - Identify personal matrix positions (where you fit).
  - Conduct the formal education to all members.

**Objective 4D Develop mentorship program.**  
**Timeframe** 12 months **Assigned to:** BC Training and HR, DC Response Ops

- Critical Tasks**
- Identify mentor criteria.  
**IN PROGRESS: November 2018**
    - Work begun on Acting Lieutenant and Acting Battalion Chief Task Books to include “Ride Along” and other training opportunities.**Update: May 2019**
    - Implementing Senior Firefighter paired with Probationary Firefighter.
    - Battalion Chief ride-along program shadowing outside agencies.
    - Tactical simulations with Deputy Chief of Response Operations prior to qualifying as an actor.
    - Lieutenant supervised rides and evaluations.
    - Chief level coaching through University of Washington and Seattle Fire Department’s Executive Leadership Academy.
  - Conduct survey to establish mentor.
  - Establish cost to train/educate mentors.  
**IN PROGRESS: September 2018**
    - DC McDonald meeting with Lieutenants and Battalion Chiefs to provide on-going Tactical Training at no cost.**Update: May 2019**
    - No further progress to report.



- 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**
- Attend outside training/conferences.
  - Collaboration with HR and unions.
  - Gather and review other succession plans.

**Funding Estimate**  
Capital Costs:  
Personnel Costs:

Consumable 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)

- Create a letter of intent to all members.
- Seek participation and establish committee to meet our goal.

**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.

**Update: COMPLETE May 2019**

- Eight department members have formed the committee.

A-Shift	B-Shift	C-Shift	Day Shift
Dan Johnson (PFT) Joel Secan Jeremy Benson (PFT)	Stephen Pasley	Kelly Cross (PFT) Nick Martindale (PFT)	Joe Krempf Jim Vandertoorn

**Critical Tasks**

- To date, the committee has 4 members who are IAFF/IAFC Peer Fitness Trainers (PFT), and achieved national certification through the American College of Exercise (ACE).
- The committee has recommended, and purchased new and the replacement of fitness equipment.
- In the 4<sup>th</sup> quarter of 2018, Lt. Joel Secan delivered the first fitness and health class to each shift.
- Special Notice 19-008 was released detailing the status of Goal 5.

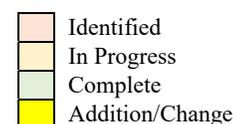
- Develop, train on, and issue a new SOP for this program.

**Funding Estimate**  
Capital Costs:  
Personnel Costs:

Consumable 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.)

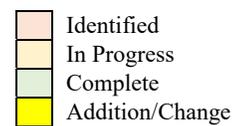




<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Identify and define our current program.                             <ul style="list-style-type: none"> <li>Is it working?</li> <li>Is it being used?</li> <li>Why or why not?</li> </ul> </li> <li>Compare to national standards-best practice:                             <ul style="list-style-type: none"> <li>NFPA standards</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>IAFF peer fitness program</li> </ul> <p><b>IN PROGRESS: November 2018</b></p> <ul style="list-style-type: none"> <li>➤ <b>3 ACE certified instructors available for deployment amongst shifts.</b></li> </ul> <ul style="list-style-type: none"> <li>Zone/County/State/National</li> </ul>
<b>Funding Estimate</b>	Capital Costs: _____ Consumable Costs: _____ Personnel Costs: _____ Contract Services Costs: _____

<b>Objective 5C</b>	<b>COMPLETE: Create and implement a peer support program.</b>	
<b>Timeframe</b>	3 months/ongoing	<b>Assigned to:</b> Peer Support Lead (Firefighter Cross)
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Create a letter of intent to the Chief.                             <p><b>COMPLETE: November 2017</b></p> <ul style="list-style-type: none"> <li>➤ <b>Letter submitted by FF Cross, approved by Chief Kroon</b></li> </ul> </li> <li>Create a survey to establish needs of all team members.</li> <li>Distribute the survey to all members.</li> <li>Compile the results and establish the team.                             <p><b>7 members trained and available</b></p> </li> <li>Establish the cost of training the team members.</li> <li>Develop, train on, and issue a new SOP for this program.                             <p><b>June 2018 – SOP 2311 (Peer Support) adopted</b></p> </li> </ul>	
<b>Funding Estimate</b>	Capital Costs: _____ Consumable Costs: _____ Personnel Costs: _____ Contract Services Costs: _____	

<b>Objective 5D</b>	<b>Reduce occupational hazardous health exposure.</b>	
<b>Timeframe</b>	3 months/ongoing	<b>Assigned to:</b> BC Support Services (Health and Safety Officer)
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Identify hazards to all members.</li> <li>Look for ways to reduce/eliminate hazards.                             <p><b>COMPLETE: September 2018</b></p> <ul style="list-style-type: none"> <li>➤ <b>Hood Exchange program implemented</b></li> </ul> <p><b>COMPLETE: November 2018</b></p> <ul style="list-style-type: none"> <li>➤ <b>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.</b></li> </ul> </li> <li>Review and compare current practice to national and best practices. – WAC.                             <p><b>IDENTIFIED: October 2019</b></p> <ul style="list-style-type: none"> <li>➤ <b>Adopt “Healthy In – Healthy Out” by the end of 2019.</b></li> </ul> </li> </ul>	





- Update and or create procedures and SOPs.  
**IDENTIFIED: October 2019**
  - There is more than one way to report an exposure with members using the internal City process, IAFF system and NFIRS. Policy needs to clearly define the process for reporting.
- Ensure proper documentation and reporting of all exposures.  
**IN PROGRESS: October 2019**
  - City Safety Manager has reviewed with staff and provided updated packets of forms and process flowchart to assist employees in documenting and reporting of incidents.
- Identify associated costs.

<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 5E</b>	<b>Create and implement a physical fitness program.</b>	
<b>Timeframe</b>	6 months <b>Assigned to:</b> BC Training (Johnson) and Labor	

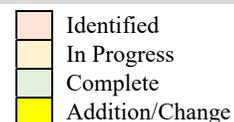
- Critical Tasks**
- Establish a fitness team
  - Review current program
    - Is it working?
    - Why or why not?
  - Establish cost of training team members
  - Develop, train on, and issue a new SOP for this program.  
**IN PROGRESS: October 2019**
    - Fitness benchmarks/program agreed upon in new Local 2099 contract.
    - Physical fitness participation will be documented.

<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 5F</b>	<b>Provide safe and adequate workout facilities and equipment.</b>	
<b>Timeframe</b>	6 months/ongoing <b>Assigned to:</b> Fire Chief and DC Ops (Kroon and McDonald)	

- Critical Tasks**
- 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.
  - Establish needs.
  - Identify costs.  
**COMPLETE: \$2,800**
  - Upgrade facilities and purchase equipment.

<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
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**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**

- Send survey of needs and wants of all members  
**IDENTIFIED: May 2019**
  - The next task of the committee is to review, modify and/or create fitness and nutrition programs.
  - This will include a review and needs assessment of current training, equipment, and instructors.
- Update: October 2019**
  - Complete nutrition plan in place by end of the 2<sup>nd</sup> qtr. 2020.

- 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**

- Review current evaluation process with respect to how it acts as a communication tool.  
**IN PROGRESS: May 2019**
  - New Probationary Firefighter monthly evaluation form was developed and implemented.

- Review current SOPs that apply directly or indirectly to internal communication for clarity, format, and effectiveness.

**Critical Tasks**

- 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 Administration and Commissioners after each cycle providing a summary activities and incident occurring on the shift.

**Update: May 2019**

- Created “Apparatus Status Tracker” on FireTrex staffing front page.

**COMPLETE: October 2019**

- 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**
- Utilize evaluation review to enhance process as a communication and reflection tool. **(6A – Probationary Evaluations)**
  - Propose changes or additions to SOPs that do not reflect the effectiveness of communication that we desire in a professional fire department.  
**COMPLETE: October 2019**
  - 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 Administration and Commissioners after each cycle providing a summary activities and incident occurring on the shift.  
**Update: May 2019**
    - Apparatus in-service and out-of-service identifier added on FireTrex staffing page for status updates.
    - Working with City consultant to develop professional training videos in-house.
    - Implemented a YouTube channel to upload professional videos on important training to ensure a consistent message is communicated to all members.  
**COMPLETE: October 2019**

- Develop processes of accountability to ensure the expectation that internal customers will seek, digest, and act on information appropriate to them.

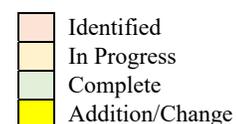
**Funding Estimate** Capital Costs: Consumable Costs:  
Personnel Costs: Contract Services Costs:

**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

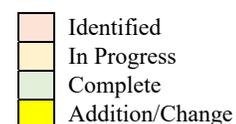
- Critical Tasks**
- Utilize the Training Division to develop or determine resources needed to deliver effective training.
  - Use web based or external companies to deliver and train communication tools to members.
  - Deliver frequent refresher training on communication processes.

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





<b>Goal 7</b>	Identify, assess, and develop effective community relations to educate and create support for the department's needs.	
<b>Objective 7A</b>	Identify current community outreach programs and assess the effectiveness	
<b>Timeframe</b>	6 months	<b>Assigned to:</b> FP/CRR (Noble), Public Educator (Clemens)
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Evaluate the following programs:                             <ul style="list-style-type: none"> <li>○ Fire Prevention in schools</li> <li>○ DUI drill</li> <li>○ CPR/First Aid/AED</li> <li>○ CERT</li> <li>○ Exit drills and evacuation plans</li> <li>○ Bike helmets</li> <li>○ Gym night</li> <li>○ Birthday parties</li> <li>○ Ride to school on engine</li> <li><b>ADDED: Annual Open House Raffle for 3 Rides to School in an Engine.</b></li> <li>○ Station tours</li> </ul> </li> </ul> <p><b>COMPLETE: October 2018</b></p> <ul style="list-style-type: none"> <li>➤ Current programs successfully implemented with positive attendance.</li> <li>➤ Annual open house added with raffle for rides to school on an engine.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Measure the effectiveness by attendance, surveys, and internal/external stakeholder evaluations.</li> </ul> <p><b>IN PROGRESS: May 2019</b></p> <ul style="list-style-type: none"> <li>➤ Currently working on an online survey to evaluate effectiveness of programs.</li> </ul> <p><b>Update: October 2019</b></p> <ul style="list-style-type: none"> <li>➤ Three surveys have been created that target businesses, residents and schools. Once approved, the surveys will be sent out (hopefully in Q4)</li> <li>➤ Surveys will be sent out via email. They will also be shared on social media platforms and on the City website.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



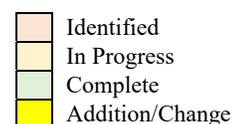


**Objective 7B Create focus groups to identify outreach needs within the community.**

**Timeframe** 6 months **Assigned to:** Fire Prevention/CRR (Noble), Public Educator (Clemens)

<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Solicit participation from targeted community groups, i.e.:                             <ul style="list-style-type: none"> <li>○ School district</li> <li>○ Senior community</li> <li>○ Business community</li> <li>○ UW-Cascadia College</li> <li>○ Faith-based community</li> </ul> </li> </ul> <p><b>IN PROGRESS: February 2019</b></p> <ul style="list-style-type: none"> <li>➤ <b>Currently working on electronic survey to solicit identified community groups.</b></li> </ul> <p><b>Update: October 2019</b></p> <ul style="list-style-type: none"> <li>➤ <b>In Q2 of 2020, start creating focus groups.</b></li> <li>➤ <b>These focus groups will help us further explore the needs of the public relating to outreach and education.</b></li> </ul>
	<ul style="list-style-type: none"> <li>• Create a campaign for interest in doing an open house/community forum.</li> <li>• Attend the Chamber of Commerce and other community-based meetings.</li> <li>• Identify and connect with target-hazard occupancies to communicate capabilities.</li> </ul> <p>• Evaluate programs for effectiveness and consistency.</p> <p><b>IN PROGRESS: May 2019</b></p> <ul style="list-style-type: none"> <li>➤ <b>Currently designing a training plan to implement and improve outreach programs. Temporarily on hold due to transition of new PIO/Public Educator.</b></li> <li>➤ <b>More evaluations of programs for effectiveness and consistency will take place after new job description is complete.</b></li> </ul>

<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
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**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)

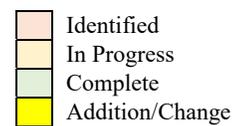
- Critical Tasks**
- Evaluate the time required for preparation and implementation of programs.
  - Evaluate the cost of potential programs.
  - Evaluate the impact to operational staff.
  - Evaluate the potential overtime opportunities and impact.
  - Evaluate the potential partnerships with Local 2099.
- IN PROGRESS: April 2019**
- Public Educator has evaluated costs and time for programs.
  - Impacts to crews and partnerships with Local 2099 is on-going.
  - Public Education program is currently being evaluated for changes in job description and responsibilities.
- 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.  
**IDENTIFIED: May 2019**  
**Update: May 2019**  
➢ On hold until City PIO position filled.
  - Increase the amount of information to the news media.  
**COMPLETE: October 2018**  
➢ Created “Twitter” account.  
➢ Facebook page membership continues to increase.
  - Increase the distribution of the annual report.  
**COMPLETE: May 2019**  
➢ Increased distribution to digital publishing platform and electronic blast dissemination.
- Increase the amount of information provided to the news media about the department.
  - 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.





- Increase department activities around fire prevention week and EMS week.
  - Create events and open houses to strengthen relationships with the community.
- COMPLETE: October 2018**
- **The Open House is now an annual event, 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:  
Personnel Costs:

Consumable 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)

- 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.
- Further develop the social media following of the department’s site.

**COMPLETE: October 2018**

- **Created Twitter account.**
- **Facebook page membership continues to increase.**

**Critical Tasks**

- Educate and train department members on the use of social media.
- Review and update the social media policy.

**COMPLETE: May 2019**

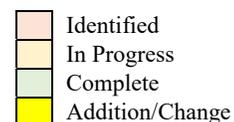
- **Social media policy created, approved and adopted.**

- Identify and create training plan to implement and improve outreach programs.
- Evaluate programs for effectiveness and consistency.

**Funding Estimate**

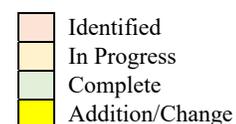
Capital Costs:  
Personnel Costs:

Consumable Costs:  
Contract Services Costs:





<b>Goal 8</b>	Enhance intergovernmental relationships to improve service delivery, safety and create efficiencies.		
<b>Objective 8A</b>	Identify existing intergovernmental relationships.		
<b>Timeframe</b>	1 month	<b>Assigned to:</b>	Fire Chief (Kroon), DC Ops McDonald and Fire Prevention/CRR (Noble)
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Measure effectiveness of the service delivery levels, i.e.:                             <ul style="list-style-type: none"> <li>○ All city departments</li> </ul> </li> </ul>		
	<ul style="list-style-type: none"> <li>○ Fire District 10                             <ul style="list-style-type: none"> <li><b>IN PROGRESS: September 2018</b> <ul style="list-style-type: none"> <li>➤ Contract discussions</li> </ul> </li> <li><b>Update COMPLETE: May 2019</b> <ul style="list-style-type: none"> <li>➤ Contract renegotiated and agreed upon new contract April 2019.</li> </ul> </li> </ul> </li> </ul>		
	<ul style="list-style-type: none"> <li>○ Redmond Mechanics                             <ul style="list-style-type: none"> <li><b>IN PROGRESS: October 2018</b> <ul style="list-style-type: none"> <li>➤ Review of current contract and cost updates</li> </ul> </li> <li><b>Update: May 2019</b> <ul style="list-style-type: none"> <li>➤ Contract termination with Redmond June 2019.</li> </ul> </li> <li><b>COMPLETE: October 2019</b></li> </ul> </li> </ul>		
	<ul style="list-style-type: none"> <li>○ Paramedics</li> <li>○ King County partners</li> </ul>		
	<ul style="list-style-type: none"> <li>○ Dispatching agencies                             <ul style="list-style-type: none"> <li><b>COMPLETE: Participation in NORCOM Governing Board</b></li> </ul> </li> </ul>		
	<ul style="list-style-type: none"> <li>○ Snohomish County partners                             <ul style="list-style-type: none"> <li><b>IN PROGRESS: May 2019</b> <ul style="list-style-type: none"> <li>➤ Approved Interlocal Agreement for Snohomish County Fire Marshal services.</li> </ul> </li> <li><b>COMPLETE: October 2019</b></li> </ul> </li> </ul>		
<ul style="list-style-type: none"> <li>○ Washington State Patrol                             <ul style="list-style-type: none"> <li><b>COMPLETE: October 2019</b> <ul style="list-style-type: none"> <li>➤ New Intergovernmental agreement approved through December 31, 2023</li> </ul> </li> </ul> </li> </ul>			
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





<b>Objective 8B</b>	<b>Analyze relationships to determine the level of improvement needed.</b>		
<b>Timeframe</b>	6 months	<b>Assigned to:</b>	DC Ops (McDonald) and Fire Prevention/CRR (Noble)
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Review current contracts.</li> <li>• Identify issues and inefficiencies.</li> <li>• Identify cost savings and/or cost increases.</li> <li>• Evaluate alternative options for specific services.</li> <li>• Evaluate current SOPs as they relate to stakeholders.</li> <li>• Recognize and build on current successful relationships.</li> <li>• Accept feedback from our partners to improve relationships.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:

<b>Objective 8C</b>	<b>Review internal processes.</b>		
<b>Timeframe</b>	3 months	<b>Assigned to:</b>	DC Ops (McDonald) Fire Prevention/CRR (Noble) and BC Training
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify appropriate department personnel to maintain and/or improve relationships.</li> <li>• Identify if program managers should be integrated in attending respective meetings.</li> <li>• Identify fiscal impacts.</li> <li>• Identify the proper chain of command.</li> <li>• Obtain required approvals and legal evaluation.</li> <li>• Create a “promotional introduction” document to designated department leads.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:

<b>Objective 8D</b>	<b>Enhance relationships to create mutual benefit.</b>		
<b>Timeframe</b>	Ongoing	<b>Assigned to:</b>	Fire Chief (Kroon) and Labor
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Recognize and build on current successful relationships.</li> <li>• Proactive interaction with various groups.</li> <li>• Participate in applicable state and regional meetings.</li> <li>• Create clear expectations and increase facetime.</li> <li>• Increase participation in relevant conferences with partners identified above.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:



<b>Objective</b> 8E	<b>Continually review and analyze ongoing stakeholder relationships.</b>	
<b>Timeframe</b>	Ongoing	<b>Assigned to:</b> Fire Chief (Kroon)
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Reach out to stakeholder groups for feedback.</li> <li>• Annual evaluation of relationship and contracts.</li> <li>• Create an evaluation document for stakeholder feedback.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs: