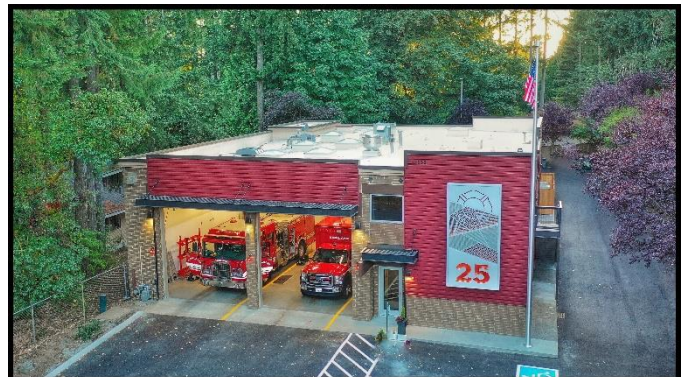


Kirkland Fire Department Strategic Plan
Consultant Recommendations Status Update
April 2019





MEMORANDUM

To: Kurt Triplett, City Manager
From: Joseph Sanford, Fire Chief
Date: May 16, 2019
Subject: STRATEGIC PLAN PROGRESS UPDATE

BACKGROUND INFORMATION:

In 2011, the City engaged the services of ESCI to conduct an organizational review of the Kirkland Fire Department. The City Council received the consultant's report in September 2012. Over the next several months, staff solicited system wide input and developed a response and implemented certain recommendations through the budget process and Departmental work. This progress was presented to the Public Safety Committee and then to the full Council on August 6, 2013.

The Department broke down the 91 recommendations into four areas; three functional and the fourth were recommendations the Department disagreed with. This was done in order to respond to all the recommendations comprehensively and to align them with their probable assignments for implementation. The four areas were:

1. Operations – the consultant's operational concerns surrounded response times, Emergency Medical Services, facilities, apparatus and equipment.
2. Emergency Management – the primary concern of the consultant was the hiring of a City Emergency Manager and the completion of the City Emergency Management Plan, Continuity of Government Plan and a Continuation of Operations Plan.
3. Administration – these recommendations consisted of updating policies and procedures, increasing administrative staffing, employee training, fire prevention and public education.
4. Disagree with consultant recommendations – there were three recommendations that the department disagreed with; #23, #46 and #47.

Many of the operational recommendations required an in depth evaluation of response times and resource allocation including dispatch times, turnout times and drive times to emergency incidents. Also needed were an analysis of deployment of resources and the steps necessary to achieve response time standards, impacts of mutual and automatic aid, multiple false alarms, time of day, geographic hindrances, dispatching issues and non-emergent responses. The City

retained ESCI to perform this detailed analysis through a Standard of Coverage Study (SOC) which was completed in 2014.

A matrix containing Department response to each of the 91 recommendations was originally included in the Department's response and has been updated and is attached as Appendix #1 to this memo. The updates to the original matrix are highlighted in **RED**.

COMPLETED HIGHLIGHTS OF STRATEGIC PLAN:

#81-Long term plans for replacement of Station 27 in process. Purchase and Sale agreement completed on property on NE 132nd Street east of I-405

#81-Renovation of Station 25 completed September of 2018

#60-East Metro Training Group consortium formally established by ILA in 2015.

#22 and #18-Medical baseline established for all new hires

#64-Currently conducting two joint EMTG recruit academies per year

#66-EMTG Training manual established and regularly updated

#6-Added Emergency Medical Services Officers at rank of Captain

#78-Partnering with KCEMS and Redmond Fire in administering two year pilot Community Medical Technician (CMT) program.

#36-Acquired and deployed field tablets for data input on EMS incidents

#55-Upgraded EMS reporting software to eliminate erroneous data entries

#20 and #50-Sinking fund established for replacement of major purchases (tools, equipment, PPE, etc)

#11-Outsourced Policy Manual development and maintenance to Lexipol

#33-Added additional Fire Inspector in response to recommendations #33, #35, # 73 and #86

#19-Policy and procedure developed for reported all employee exposures

#88-Benchmarks for NORCOM dispatching standards developed to meet national standards

#80-Two Water Rescue Craft deployed and in service as of April 2016

#31-Full Time Emergency Manager and Full Time Emergency Preparedness Coordinator hired in 2014

#28-Completed COOP and COG plans

#8-Half time EMS support and Half time Financial Analyst hired

#7 and #5-Billing for EMS transport completed and annually reviewed

#4-Washington State Survey and Ratings Bureau analysis completed

#51-Perform energy audit of all fire stations. Recommended upgrades completed in 2014

#26-Dedicated Emergency Operations Center completed during City Hall remodel and operational

UPDATE TO STANDARDS OF COVERAGE AND DEPLOYMENT PLAN:

Property acquisition for new Station 24 close to completion

Long term plan for renovation of Station 21, 22 and 26 included in potential ballot measure in November of 2020

Replacement of Station 27 also included in potential ballot measure in 2020

REMAINING ITEMS FROM STRATEGIC PLAN BY CATEGORY:

OPERATIONS

Fire

#75-Jointly construct and staff a new fire station with Northshore FD.

1. Met with Northshore Fire Department and Northshore Administration. Also met with IAFF Local leadership. Were unable to reach agreement on joint staffing of any fire station.

#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.

1. Areas identified in Standard of Coverage Study. New Fire Station 24 at NE 132nd St. and 100 Ave N.E. and relocating Station 27 east of I-405 are in response to this recommendation.

#3-Increase emergency operations by adding a BLS aid unit staffed for 12 hours to maintain adequate personnel for a moderate risk fire event.

1. Opted for 4th Firefighter at Station 25 to provide second EMS response capability until new Fire Station 24 built. Will be part of the discussion in 2020 bond measure.

#45-Update KF&BD Department Manual Directive Number 3.001 to accurately reflect current daily minimum staffing level.

1. Discussions ongoing with Local. However, while Directive 3.001 is not completed, minimum staffing levels are established and formal.

Emergency Medical Services (EMS)

#77- Provide Advanced Life Support services within the City of Kirkland via the King County Medic One program.

1. At Kirkland's prompting, King County Emergency Medical Services conducted a third party Standards of Coverage Study for Advance Life Support in King County and concluded no changes should be made.

EMERGENCY MANAGEMENT

All consultant recommendations regarding Emergency Management have been completed

ADMINISTRATION

#82 – Develop a long-term plan to become a CFAI accredited fire agency

1. Accreditation is a three-year process and is labor intensive.

#24 – Provide a fire service-related occupational and health program

1. Requires collective bargaining. Last negotiations process was limited to wages.

Fire Prevention

#33 – Conduct a fire and life-safety inspection of all inspect able occupancies in the next 12 months. If necessary, use emergency services personnel to complete inspections.

#35 - Develop and implement a self-inspection program for light risk occupancies where the occupants have demonstrated regular code compliance.

#73 – Integrate pre-fire incident planning of community target hazards in training activities

#86 – Risk assessment RMS should be managed by the Kirkland Fire Prevention Division.

#40 – Develop, adopt, publish and implement a KFD Public Education Plan.

#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.

#44 - Create partnerships with other public agencies and private sector companies to provide public education and information to the citizens of Kirkland.

1. #33, #35, # 40, #41, #44, #73 and #86 each required the additional staff commitments and an IT solution to complete. Rapid growth in Kirkland has pulled fire inspectors into other areas, specifically plans review and new construction. An additional Fire Inspector was hired in 2018 and software implemented in early 2019. Engine Company inspections have also resumed with the implementation of this new software with an end goal of 2000-3000 fire safety inspections completed per year. With those implementations, these recommendations are in progress.

#38-Adopt a local residential sprinkler ordinance for new residential construction.

1. Proposed ordinance in 2016. Proposal not adopted.

#57-Expand Chapter 21.35A of the Kirkland Municipal Code to include response by KFD to repeat false of malicious fire alarms.

1. So far, Bureau of Fire Prevention has been able to gain compliance of repeat offenders without financial penalty.

#42-Rotate emergency operations personnel to a temporary duty assignment as a public educator to deliver the public education curriculum.

1. Rotating on duty firefighters is costly especially when considering overtime backfill in their absence. Looking at all options. Delivering some messaging through social media and public information videos on Currently Kirkland.

#39-Form a regional partnership to develop and deliver juvenile firesetter intervention and counseling.

1. Fire Investigators are currently responding to individual juvenile firesetter activity. Regional discussions ongoing.

SUMMARY

76% of the consultant recommendations have been completed.

19% of the consultant recommendations are in progress to be completed.

3% of the consultant recommendations were disagreed with by the Department.

1% of the consultant recommendations have not been started.

At detailed summary of each recommendation and the current status is included in Attachment #1.