



2019 BELLEVUE FIRE DEPARTMENT - FIRE AND EMERGENCY SERVICES SELF ASSESSMENT MANUAL

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CC 5B.3 The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the public education program and its efforts in risk reduction based on community assessment, standards of cover, and measures performance. _____ 191

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CC 5C.3 The program has sufficient staff with specific expertise to meet the fire investigation, origin, and cause program goals, objectives, and identified community risks. _____ 205

Fire Prevention Manual, Appendix Chapter A _____ 206

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8A.2 The agency's training program is consistent with the mission statement, goals and objectives and meets its needs. _____ 397

8A.3 The training program is consistent with legal requirements for performing mandatory training. _____ 398

8A.4 The agency identifies minimum levels of training required for all positions in the organization. _____ 399

8A.5 A command and staff development program is in place that encourages pursuit of professional credentialing. _____ 402

Criterion 8B: Training and Education Program Performance _____ 405

8B.1 A process is in place to ensure that personnel are appropriately trained. _____ 406
Description _____ 406

8B.2 The agency provides a training schedule that meets the organization's needs. _____ 408

CC 8B.3 The agency evaluates individual and crew performance through validated and documented performance-based measurements. _____ 409

8B.4 The agency analyzes student evaluations to determine reliability of training conducted. _____ 412

8B.5 The agency maintains a training records management system that meets recognized standards. _____ 413

Criterion 8C: Training and Education Resources _____ 415

CC 8C.1 Facilities and apparatus are provided to support the agency's all-hazards training needs. The agency has plans to address any facilities and apparatus not available internally to complete training activities. _____ 416

CC 8C.2 The agency has instructional personnel with teaching qualifications and expertise to meet its needs. _____ 418

8C.3 Instructional materials are current, support the training program, and are easily accessible. _____ 420

8C.4 The agency has a process for purchasing, developing, or modifying existing curriculum to meet its needs. _____ 421

8C.5 Equipment utilized for training are properly maintained in accordance with the agency's operational procedures. The agency makes training equipment readily accessible to instructional personnel. _____ 422

8C.6 The agency maintains a current inventory of all training equipment and resources. _____ 423

8C.7 A selection process is in place for training and educational resource materials. _____ 424

CC 8C.8 Training materials are evaluated at least annually, to reflect current practices and meet the needs of the agency. _____ 425

Category IX: Essential Resources _____ 426

Criterion 9A: Water Supply _____ 427

CC 9A.1 The agency establishes minimum fire flow requirements for new development in accordance with nationally and internationally recognized standards. This information should be included in the fire risk evaluation and pre-fire planning process. _____ 428

CC 9A.2 An adequate and reliable water supply is available for firefighting purposes for identified risks. The identified water supply sources are sufficient in volume and pressure, based on nationally and internationally recognized standards, to control and extinguish fires. _____ 430

9A.3	The agency maintains regular contact with the managers of public and private water systems to stay informed about available water supplies. _____	433
9A.4	The agency maintains copies of current water supply sources and hydrant maps for its service area. _____	435
9A.5	Hydrant adequacy and placement reflect the locality's known hazards and the agency's needs for dealing with those hazards. Hydrant placement is based on nationally and internationally recognized standards. _____	437
9A.6	Fire hydrants are located so that each is visible and accessible at all times. _____	439
9A.7	Public fire hydrants are inspected, tested, and maintained in accordance with nationally and internationally recognized standards. The agency's fire protection related processes are evaluated, at least annually, to ensure adequate and readily available public or private water. _____	441
9A.8	The agency identifies and plans for alternate sources of water supply for those areas without hydrants, where hydrant flows are insufficient, or in the event of a major disruption in public water supply capabilities. _____	443
9A.9	The agency has operational procedures in place outlining the available water supply. _____	444

Criterion 9B: Communication Systems _____ 446

CC	9B.1 A system is in place to ensure communications with portable, mobile, and fixed communications systems in the field. When an area is identified as not being capable of adequate emergency scene communications, such as inside buildings or below grade level, an operational plan is written. _____	447
	9B.2 The emergency communications system is capable of receiving automatic and/or manual early warning and other emergency reporting signals. _____	450
	9B.3 The agency's communications center(s) is/are adequately equipped and designed, (e.g., security, telephones, radios, equipment status, alarm devices, computers, address files, dispatching circuits, playback devices, recording systems, printers, consoles, desks, chairs, lighting, and map displays). _____	452
	9B.4 The uninterrupted electrical power supply for the primary communications equipment in the communications center is reliable and has automatic backup capability. _____	454
	9B.5 Adequate numbers of fire or emergency dispatchers, supervisors, and management personnel are on duty to handle the anticipated call volume. _____	455
	9B.6 A maintenance program is in place with regularly scheduled system tests. _____	456
	9B.7 The agency has established time-based performance objectives for alarm handling. These objectives are formally communicated to communications center managers through direct report, contracts, service level agreements, memorandums of agreement, etc. _____	457
	9B.8 Communications training programs for emergency dispatchers and emergency response personnel ensure adequate, timely, and reliable agency emergency response. _____	458
	9B.9 The interoperability of the communications system is evaluated and documented. The agency has processes in place to provide for interoperability with other public safety agencies in the field including: portable, mobile, and fixed communications systems, tools, and equipment. _____	460
CC	9B.10 A formal and documented appraisal is conducted, at least annually, to determine the effectiveness of the emergency communications system and its impact of meeting the agency's goals and objectives. _____	462
	9B.11 The dispatch process utilizes a formal and recognized Emergency Medical Dispatch (EMD) system that allows for pre-arrival instructions and adequate triaging of medical calls for service. _____	464
	9B.12 The agency has a system in place for the recall of off-duty personnel for incidents of significance. _____	466

Criterion 9C: Administrative Support Services and Office Systems _____ 467

CC	9C.1 The administrative support services are appropriate for the agency's size, function, complexity, and mission, and are adequately staffed and managed. _____	468
	9C.2 Sufficient general office equipment, supplies, and resources are in place to support agency needs. _____	470

9C.3	Technological resources (e.g., telecommunications equipment, computer systems, general business software) and the information management system are appropriate to support the agency's need. Access is available to technical support personnel with expertise in the systems deployed by the agency. Documentation and analysis of data (e.g., formative, process, impact, and outcome measurement) _____	472
9C.4	Public reception and public information (i.e. public information officer) components support the customer service needs of the agency. _____	475
CC	9C.5 Organizational documents, forms, standard operating procedures or general guidelines, and manuals are reviewed at least every three years and updated as needed for all agency programs. _____	477
9C.6	Administrative support staff members have adequate training and education to perform their roles and responsibilities. _____	478
9C.7	Public records are maintained, available, and disposed of in accordance with local, state/provincial, and federal legal mandates. Record retention and destruction are documented in accordance with an adopted procedure. _____	480

Category X: External Systems Relationships _____ 482

Criterion 10A: External Agency Relationships _____ 483

CC	10A.1 The agency develops and maintains outside relationships that support its mission, operations, and/or cost effectiveness. _____	484
10A.2	The agency's strategic plan identifies relationships with external agencies/systems and their anticipated impact or benefit to the agency's mission, operations, or cost effectiveness. _____	486
10A.3	The agency researches, analyzes, and gives consideration to all types of functional relationships that may aid in the achievement of its goals and objectives. _____	488
10A.4	A conflict resolution process exists between all external organizations with whom the agency has a defined relationship. _____	489

Criterion 10B: External Agency Agreements _____ 490

CC	10B.1 External agency agreements are reviewed on an annual basis and revised as necessary to meet objectives. _____	491
10B.2	The agency has a process by which their agreements are managed, reviewed, and revised. _____	493

Category I: Governance and Administration

For purposes of this Category, Governance is defined as the recognition of the authority that allows an organization or agency to legally form and operate. In fulfilling this responsibility, the legal entity that oversees this formation process reflects the public interest, protects the agency from undesirable external interference, determines basic policies for providing services, and interprets the agency's activities to its constituency. Administration is defined as the activities that carry out the implementation of the policies established by the authority having jurisdiction. In fulfilling this responsibility, the agency or organization carries out the day-to-day operations.

The legal entity and governing authority define the duties and responsibilities of the agency in an official policy statement. An organization's charter or local or state/province general statutes likely contain an agency's official policy statement.

The chief executive or chief fire officer should provide staff leadership in developing policy proposals for the legal civil authority having jurisdiction so those officials can act to implement public policy based upon knowledgeable input from public safety leadership. Keeping an elected governing board and/or high-ranking individual informed on all matters affecting the agency and delivery of emergency services is the primary responsibility of agency leadership.

It must be recognized that other organizations participate in the governance of the agency, such as the state/provincial and federal governments through legislation, regulations, and funding procedures, and other organizations through associations and bargaining units.

The governing board coordinates these diverse interests to set the direction of the agency.

The agency administration exercises responsibility for the quality of the agency through an organized system of planning, staffing, directing, coordinating, and evaluating. The agency administration is entrusted with the assets and is charged to uphold its mission and programs, to ensure compliance with laws and regulations, and to provide stability and continuity.

For many volunteer fire service organizations, the governing board is within the municipal or county government and is the executive/legislative body for municipal or county

governance, some elected directly by the public, such as special districts. In the absence of a municipally appointed fire chief or chief executive officer, for purposes of accreditation, the duly elected or appointed volunteer fire chief shall be the individual responsible for the criteria and performance indicators.

In many city or county municipal organizations a separation of powers exists that give the governing body legislative responsibility while giving administrative responsibility to a strong mayor or city manager. The chief fire officer/chief executive officer in such organizations generally reports directly to the mayor, manager, or designee. It is vital that the leadership of every agency understand who sets policy for the government structure they are working in and their role in implementing that policy.

Criterion 1A: Governing Body

The governing body and/or agency manager is legally established to provide general policies to guide the agency, approved programs and services, and appropriated financial resources.

Summary:

The City of Bellevue City Council and the Fire Department operates under the authority granted it by the City Council, Bellevue City Code 3.35, and Ordinance Number 6410.

The City Manager and the City Council review and approve the Department's programs and structure during the City's biennium budget process or when other circumstances arise that require amendments.

The City Council and other policy making bodies have a defined structure, an organizational chart and an established process for communication with the City Manager and administrative staff.

CC 1A.1 The agency is legally established.

Description

The Bellevue Fire Department exists as one of 15 separate departments that provide municipal services through the City of Bellevue. Under the powers granted to cities and towns by [state law \(RCW 35.22.280\)](#), and under the [state law \(RCW 35.103.030 1a\)](#) that requires that they must have a written statement establishing the existence of a fire department, the City of Bellevue passed [Ordinance No. 6410](#), establishing the Bellevue Fire Department's existence as the provider of emergency fire service to the city of Bellevue. Current [city code 3.35](#) mandates the existence of an administrative organization for the function of emergency and safety services, to include the functions of crime suppression, transportation safety, fire prevention, fire control, civil defense, emergency medical services, structural safety, community education for crime prevention and for fire prevention and control, and such other related duties as may be assigned by the city manager.

Appraisal

In 1972, the city created the Department of Emergency and Safety Services codified as Chapter 3.33. The Fire Department and Police Department were incorporated as divisions of the Department of Emergency and Safety Services and made responsible for crime suppression, fire control, and emergency medical services among other duties.

In 2015, [Ordinance 6255](#) reorganized emergency management functions and created the Emergency Management Program, [Chapter 3.98](#). The duties of the Fire Department and Police Department were not defined in Chapter 3.98. As part of the reorganization Chapter 3.33 was repealed. During the current reaccreditation process this oversight was detected and the department alerted the City Clerk's Office and the City Attorney's Office. During the March 5, 2018 Council Meeting [Chapter 3.35](#). and [Ordinance Number 6410](#) establishing the Bellevue Fire Department as a recognized administrative department within the structure of the City was reinstated.

Plan

There is no plan within the higher city government nor in Fire Department leadership to fundamentally change the existence or organization of Bellevue's municipal-based fire and emergency services. Fire prevention, emergency management, fire suppression and emergency medical response will remain functions of the Bellevue Fire Department, however, City and Department leadership remain open to implementing efficiencies and entering into regional partnerships.

References

[Bellevue City Code 3.35](#)

[Bellevue City Ordinance No. 6410](#)

[Bellevue City Ordinance No. 6255](#)

[Revised Code Washington 35.103.030 1\(a\)](#)

[Revised Code Washington 35.22.280 \(22\)](#)

CC 1A.2 The agency complies with legal requirements of local, state/provincial, and federal governments (i.e. inspection reports, regulatory references, meeting minutes, and legal opinions).

Description

[City code defines the Department powers and duties](#). The Fire Chief, under the guidance of the City Manager, is responsible to the City Council for compliance with the city code and state and federal laws. [State law](#) mandates that all fire departments establish specific service delivery objectives and publish a performance measurement [annual report](#). In addition, the Washington Administrative Code codifies the [safety standards for firefighters](#) and the Department monitors this law for regulatory guidance.

Administrative staff is responsible for knowing the legal aspects within their subject matter expertise. For example, those that purchase uniform and PPE are to ensure that those items adhere to the safety regulations found in NFPA standards and state laws. Timekeeping personnel must ensure compliance with FLSA laws. Paramedics must adhere to the safety and accountability regulations for the administration of controlled substances. Patient care records administrators must comply with HIPPA regulations. EMS records are currently maintained in [ESO Solutions](#) as our ePCR provider. We are currently transitioning fire records from Zoll RMS to ESO Solutions' Fire Module. We are moving from a paper-based data collection method to electronic tablets which adds to our HIPPA security. All testing, hiring and promotions must adhere to civil service rules.

Trade journals and [labor law newsletters](#) are circulated among senior office staff for review. A sign-off sheet ensures that everyone has had a chance to review each document before discarding. Senior staff is also encouraged to subscribe to the [Daily Dispatch](#) for news and information as it relates to the fire service. These publications typically highlight trends and legal changes that influence the fire service.

To assist in this effort, the city assigns one city attorney to advise the Department on legal matters as they arise. Additionally, the City Manager's Office has a Director of Intergovernmental Relations that coordinates with State and regional politicians on issues that impact the City of Bellevue and fire service delivery.

Appraisal

The department's reliance on its staff expertise and experience has produced an extremely high level of compliance with laws and regulations. Proof of such is hard to measure, but the department's historical record of high performance is notable. Due to the connected nature of today's fire service (web bulletins, email alerts, etc.) legislative and regulatory changes are often exposed while in formative stages. The Department has found that these methods along with trade journals, conferences and personal knowledge have provided ample awareness of the legal and regulatory compliance issues it faces.

Plan

The Department will use its existing methods to ensure compliance with legal and regulatory challenges.

References

[Bellevue City Code chapter 3.35 Emergency and Safety Services Group](#)

[RCW 35.103.030](#)

[Annual service delivery performance report - 2017](#)

[ESO Solutions](#)

[Washington Administrative Code 296-305: Safety Standards for Firefighters](#)

[HR Hero website](#)

Trade Journals: [Fire Engineering](#), [Fire Chief](#), [IAFC](#), [JEMS](#), [Arc User](#), [Mission Critical](#)

1A.3 The agency has a methodology to monitor and track applicable local, state/provincial, and federal requirement changes.

Description

The Fire Chief, assisted by the City of Bellevue's office of intergovernmental affairs, tracks applicable local, state/provincial, and federal legislation which will have direct impacts to fire suppression and emergency medical service delivery in the region. This is accomplished with guidance provided by the [King County Fire Chiefs](#), the [Washington State Fire Chief's legislative resources](#), the [Association of Washington Cities Legislative Bulletin](#), and with the cooperation of the King County Executive's Office. An [annual legislative statement of policy](#) is created by the Intergovernmental Director's office regarding issues which guides the city.

Appraisal

The City of Bellevue's office of intergovernmental affairs provides oversight and guidance, as well as strategic planning and political acumen to the regional legislative issues which will have direct impacts to fire suppression and medical service delivery in the region. The Fire Chief is a member of regional, state and national fire industry associations which provide legislative resources to its membership. Working in tandem to address any up-coming legislative issues has provided the department with good insight to allow for adequate response to new local, state/provincial, and federal requirement changes.

Plan

The Department will use its existing methods to monitor and track applicable local, state/provincial, and federal requirement changes.

References

[2018 City of Bellevue Legislative Statement of Policy](#)

[King County Fire Chiefs](#)

[Washington State Fire Chief's Legislative Resources](#)

[Association of Washington Cities Legislative Bulletin](#)

1A.4 The governing body of the agency periodically reviews and approves services and programs.

Description

The primary means by which the Bellevue City Council reviews and approves the programs and compliance of the Department is through the two-year “[Budget One](#)” process. Budget planners begin with a “[Request for Results](#)” that outlines the City’s service expectations based on one or more “Outcomes”. The [six outcomes](#) are rooted in what matters most to the community. The Department responds by submitting budget [proposals](#) that directly address requests for results. Budget One proposals concisely explain the services provided and the associated costs. The City Council approves and funds the proposals during the month of November in even numbered years.

A secondary means by which the department reviews and approves services and programs for potential policy and procedure changes needed is through its varied required, standing and ad hoc committee meetings which take place throughout the organization for various purposes at varying schedules. SOP 100-17 Committee and Meeting Guidelines outlines the policy and procedures which govern all department meetings. Each required or standing committee is expected to develop a charter, set an agenda and track projects assigned and completed. An example of one such committee is the Fire Executive Team which meets weekly to discuss vital topics relevant to the management of the department. Its membership is comprised of the Fire Chief, the Deputy Chief of Operations, the Deputy Chief of Support Services, the Fire Marshal, the Emergency Manager, the Fiscal Manager and the Sr. Administrative Assistant to the Fire Chief. A project tracker records the work assigned and completed and serves as a monthly report regarding the progress of the department to the Deputy City Manager who provides guidance and oversight to the department at the city level.

Appraisal

The oversight of the Department by City Council, through the City manager’s office, has provided effective accountability for Department services. The Department’s directives, as stated in [City Code](#), [state law](#) and contractual agreements have provided clear guidance for day-to-day administration and operation. Department required, standing and ad hoc

committees provide a venue for this vital work. In addition, the implementation of the Budget One process has given an added level of accountability by requiring all city departments to give clear descriptions of their programs and service level objectives.

Plan

There is no plan to change the review and approval process provided by Budget One.

References

[Bellevue City Code](#)

[Budget One Safe Community “Request for Results”](#)

[Budget One six endorsed outcomes](#)

[Budget One 2019-2020](#)

[RCW 35.103.030](#)

SOP 100-17 Committee and Meeting Guidelines

Fire Executive Team Charter

Sample Tie-In Report for Deputy City Manager

Fire Department Project Tracker

1A.5 The method used to select the agency’s chief fire officer/chief executive officer includes evaluation of candidate qualifications and credentials.

Description

The rank of [Fire Chief](#) is classified as a Department Director position within the structure of the City of Bellevue. Department directors are [appointed](#) by the City Manager. The screening process used to select candidates for all city positions is job-related and assesses experience, knowledge, abilities and skills needed to perform the job. [Recruitment procedures](#) may include dissemination of a [recruitment brochure](#), initial screening, secondary screening, employment tests, interviews, reference checking, and any other appropriate procedure used by a hiring manager to assess job-related skills. Job related skills are described in each job description. Fire Chief Candidates may also participate in citizen panel, and labor panel question and answer sessions. All screening processes are reviewed by the Human Resources Department prior to administration. With the Fire Chief position currently vacant in the department a recruitment process is on-going. [The Mercer Group](#) was hired to conduct a nationwide search with the following steps:

- Reviewed candidate’s qualifications and selected 6 to move forward to SKYPE interviews with City Manager, Deputy City Managers and Human Resources Director.
- Based on the SKYPE interviews, five were selected to move forward to the in-house interviews.
- The in-house interviews were comprised of three interview panels that included members of the Leadership Team, Citizens and Fire Department Employees. There was also a separate panel that was comprised of the City Manager and the Deputy City Managers
- Based on the feedback of the panels and the City Manager’s Office interviews with the candidates the City Manager and Deputy City Managers will make the determination on who they will select to hire.

Appraisal

The City has historically used two methods to select a Fire Chief. One method has been the use of a consultant to conduct a nation-wide search and recruitment to establish a qualified applicant pool.

The other method is to appoint an established internal candidate that has both served in an interim capacity and meets the job description needs of the City. The second method bypasses an expensive process that could yield the same result and has been used successfully during difficult financial times. The department is currently undergoing an outside search to fill the vacancy and is at the end of the recruitment process. Ultimately, the decision to appoint the Fire Chief rests in the hands of the City Manager.

Plan

The Department will continue to rely on the established policies and procedures that are used to select the Fire Chief as set forth by the City Manager in cooperation with the Human Resources Department.

References

[COB HR Policies & Procedures Manual Chapter 3.1 Recruitment Process](#)

[City of Bellevue Code 3.33.030: Directors, Appointment-Removal](#)

[Fire Chief Recruitment Brochure](#)

[Job Description: Fire Chief](#)

[The Mercer Group](#)

1A.6 The role and composition of various policy making, planning, and special purpose bodies are defined by the governing body in an organization chart.

Description

The role and composition of the City’s administrative functions is illustrated in the [city wide organization chart](#). The roles of each board, special purpose body and department are more clearly defined in the [Bellevue City Code Title 3](#). Department-specific org charts are centrally viewable through the [Human Resources intranet site](#).

Appraisal

The City has been proud of the organization and operation of its departments. This is attested by the numerous awards and achievements given throughout the years. A major accomplishment has been the accreditation of all five major city departments, to include Fire, Police, Parks, Transportation and Utilities. This has been an affirmation of the structure and roles of each city department.

Plan

The city strives to maintain clear structure and roles and will display this in both the publication of organizational charts and descriptions of department roles within the City Code.

References

[City wide organization chart](#)

[Bellevue City Code Title 3](#).

[Department specific organization charts](#)

1A.7 The governing body or designated authority approves the organizational structure that carries out the agency’s mission.

Description

Bellevue City Code mandates the existence of a *...staff support division, which shall provide staff support and assistance to the director(s) of the emergency and safety services group and to the other departments and divisions thereof.* The fire department staff and [organizational structure](#) has also been described, approved by City Council and funded through the Department’s Management and Support [Budget One Proposal](#).

Appraisal

One of the many keys to the success of the Bellevue Fire Department can be directly related to the professional oversight and assistance provided by the Administrative Staff. While small, this dedicated group is key to creating a supportive culture, initiating the organizational change needed to establish a High Performing Organization (HPO); directly impacting employee engagement. The Department’s administrative structure has been largely unchanged for the past 10 years. The 2013-2014 budget cycle brought some consolidation of city services that allowed the Department to pass facility management and fleet maintenance to the City’s Civic Services department. The department, however, has maintained oversight of all its functions. Administrative functions continue supporting overall operations.

Plan

The Department will be monitoring the effectiveness of the transfer of facility and fleet maintenance to Civic services. If cost savings are not realized or if quality lapses, the Department will move to reinstate more oversight and control. Any move to return these administrative functions will require the reinstatement of staff support positions needed for that work.

References

[2017-2018 Budget One Proposal: Fire Department Management and Support](#)

[Bellevue City Code 3.35](#)

[Bellevue Fire Department Organizational Chart](#)

1A.8 The governing body has policies to preclude individual participation of governing board members and staff in actions involving possible conflict of interest.

Description

Elected governing board members (city council members) are prohibited from conflicts of interest as stated in Bellevue City Code [3.92](#) which defers to the comprehensive State law, [RCW 42.23](#). All employees are prohibited from conflicts of interest as stated in the City's Code of Ethics as stated in Bellevue Code [3.90](#). City employee code of ethics policies stated in Bellevue Code 3.90 is also restated in the [City's Human Resources Policies and Procedures Manual Chapter 5.1](#).

The City of Bellevue currently conducts a request for proposals to contract with an independent third-party consultant to provide confidential ethics opinions and advice to the City Council and to review any conflicts of interest. This relationship is governed by attorney client privilege, however, [an annual review of the Ethics Officer](#) takes place before the city council.

In addition, the Department's Standard Operating Procedures are managed and maintained in the online web service of [PowerDMS](#). These are published electronically and are subject to the review of the city's Legal Department and HR Department for compliance with existing laws.

Appraisal

The City's policies have been clear and enforceable and have provided direction for both elected officials and city employees. The third-party independent Ethics Officer offers provides an unbiased review of any conflicts of interest. This practice has served the city well.

Plan

There is no plan to amend or revoke existing conflict of interest policies.

References

[Ethics Officer Annual Review](#)

[PowerDMS](#)

[RCW 42.23 Code of ethics for municipal officers — contract interests](#)

City of Bellevue [City's Human Resources Policies and Procedures Manual Chapter 5.1.](#)

1A.9 A communication process is in place between the governing body and the administrative structure of the agency.

Description

The City Council is the governing body for the City of Bellevue. The Fire Chief is the head of the Fire Department and serves as a member of senior management on task forces and committees participating in the City’s strategic planning efforts and addressing City-wide policy and management issues. The Fire Chief reports directly to the City Manager and Deputy City Manager, who, in turn, inform the City council. The Fire Chief may not initiate communication with the Council on matters related to Fire Department policies or planning, however, the Chief’s [duties](#) include informing the Council on matters of budget, planning and policies when called upon while remaining accountable to the City Manager. The City Manager may also direct the Chief to prepare studies and reports that are eventually used to guide the policy decisions of the Council. This communication process is meant to prevent department heads from circumventing established lines of authority.

Appraisal

The current communication process has functioned effectively through the chain of command and has prevented conflicting or competing messages from reaching the governing body.

Plan

There is no plan to change the established communications process between Fire Department administration and the City Council.

References

[Job Description: Fire Chief](#)

[Bellevue City Code: 3.35](#)

1A.10 The governing body publishes a mission statement.

Description

The [City of Bellevue's mission statement](#) is:

Mission: Provide exceptional customer service, uphold the public interest and advance the community vision.

Vision: Be a collaborative and innovative organization that is future focused and committed to excellence.

Core Values: The five essential and enduring principles that guide our individual actions, our interactions, and our decision making in the City of Bellevue organization are:

- Exceptional Public Service
- Stewardship
- Commitment to Employees
- Integrity
- Innovation

The Bellevue Fire department's mission statement is:

Assist the public in the protection of life and property by minimizing the impact of fire, medical emergencies, and potential disasters or uncontrolled events.

The mission statement is prominently displayed on as the opening statement on the [Fire Department's internet site](#). The internet site is published under the authority of the City Manager's office.

Appraisal

The city's and department's mission statements have served as a foundation for the services provided and has stood the test of time and evaluation both internally and by external stakeholders.

Plan

The Mission Statement will be a reference for all future activity. If it is found to be out-of-date, or if the Department's roles significantly change, the mission statement will be rewritten.

References

[City of Bellevue Mission Statement](#)

[Bellevue Fire Mission Statement](#)

Criterion 1B: Agency Administration

The organizational structure aligns with or supports the agency's mission, purposes, goals, strategies, and objectives.

Summary:

The Fire Department has an established administrative structure designed to support the major functions established within the Department; administration, suppression, emergency medical, fire prevention, facilities, training, and emergency preparedness. Key Department management staff annually review the Department's mission statement and goals for any necessary updates prior to developing action plans and activities that will meet the service expectations of our customers, both external and internal. Management staff is responsible for obtaining input from personnel assigned within their area of responsibility on the development of objectives and action plans for the year. The mission statement, goals, objectives, and action plans are made available to all Department personnel on the Department's intranet site.

CC 1B.1 The administrative structure reflects the agency's mission, goals, objectives, size, and complexity.

Description

The [administrative structure](#) and [platoon structure](#) is sized to support the Department's [vision, mission, goals](#) and services outlined in Budget One proposals. Administrative functions primarily support the planning, accounting, and policy management. One of the many keys to the success of the Bellevue Fire Department can be directly related to the professional oversight and assistance provided by the Administrative Staff. While small, this dedicated group is key to creating a supportive culture, initiating the organizational change needed to establish a High Performing Organization (HPO) and for directly impacting employee engagement.

Appraisal

Current support staff have been able to support existing department operations, but average individual workload has increased, and employees are showing the effects of this long-term stress. For example, in the past five years the department has undergone a tremendous amount of change. Eighty-two individuals have been onboarded since January 1st, 2013 and include the following:

- 58 Firefighters
- 7 Office Staff and Specialists
- 7 Fire Prevention Members
- 4 CARES members (this does not include the number of Practicum Students)
- 5 Office of Emergency Management members

In addition, we have seen the following promotions in the same time:

- 2 Deputy Chiefs
- 4 Battalion Chiefs
- 1 Assistant Fire Marshal
- 9 Captains
- 14 Lieutenants
- 16 Engineers
- 10 members competing Paramedic Training (4 more currently in training)

The time it takes to onboard and orient and train new staff has workload impacts due to loss of institutional knowledge and the attending on-going training needs. Continuation of rapid change will impact the organizations' ability to proactively respond to the demands of an ever-growing city and achieving stated initiatives and goals. The current structure has operated efficiently and effectively and essential work in budget planning, policy administration and support has not lapsed.

Plan

The Department's administrative structure will be determined by the budget process and by the justifications for each function as described in [budget proposals](#). The department's [3 to 5 Year Work Plan](#) outlines the anticipated staffing needs. Administrative staff will be requested when additional services are needed, and funding is available. Given funding realities the department consistently looks for new methodologies and innovations that increase efficiencies such as [DocuSign](#) and [PowerDMS](#), and continually ask if current processes can be streamlined or eliminated.

References

[Bellevue Fire Department Organizational Chart](#)

[Bellevue Fire Department Vision, Mission and Goals](#)

[Bellevue Fire Department Employee Roster](#)

[Department 3 to 5 Year Work Plan](#)

[DocuSign](#)

[PowerDMS](#)

1B.2 Financial, equipment, and personnel resource allocation reflects the agency's mission, goals, and objectives.

Description

[Administrative resources](#) are in place to oversee the Department's four main functions: [operations, prevention, administrative support and emergency management](#). All those functions have their roots within the established fire department [mission, vision, goals](#) and objectives. There is some overlap as some resources perform multiple functions. For example, operations resources are engaged in fire prevention efforts through company level inspections. In addition, resources may have specialty roles within each function that directly address the department's mission, vision and goals. An example would be operations resources are allocated to address both fire suppression and emergency medical service.

Appraisal

The department's resource allocation has effectively supported the mission vision and goals. With resources addressing every goal, the department has not allowed its roles and responsibilities to lapse despite tough economic times. City leadership has emphasized that public safety is a top priority and has supported the department's personnel and equipment needs through the budget process.

Plan

The department will continue to use our mission, vision, SWOT Analysis and 3 to 5 Year Work Plans to determine resource allocation. If the mission, goals or coverage demands change, the department will evaluate its resource allocation and adjust accordingly. In addition, the department will monitor performance measurements and action plans annually to determine if response goals and service objectives are being met.

References

[Bellevue Fire Department Organizational Chart](#)

[Bellevue Fire Department Vision, Mission and Goals](#)

[Bellevue Fire Department Employee Roster](#)

[SWOT Analysis – February 2018](#)

[3 to 5 Year Work Plan](#)

1B.3 Personnel functions, roles, and responsibilities are defined in writing and a current organization chart exists that includes the agency’s relationship to the governing body.

Description

The department’s [standard operating procedures](#), City’s [job descriptions](#), and the Bellevue City Code defines the functions, roles, and responsibilities of personnel. The fire department is aligned under the auspices of the City Manager, along with the other departments in the [city administrative structure](#). The Fire Chief is accountable to the City Manager’s Office via the Deputy City Manager and is part of the Leadership Team a group comprised of department directors that assist the City Manager in the day to day operations of the city.

Appraisal

Functions, roles, and responsibilities of personnel are established to meet service expectations of our customers and enhance operational efficiencies. A [city administrative structure](#) has been established by the city council and City Manager’s Office, as well as a [departmental organizational chart](#) is included in the Department’s [Standard Operating Procedures -Article 100, Section 2: Organization](#), which is updated when significant reassignments occur.

Plan

The department requires annual employee performance evaluations to be completed and the individual’s function, role and responsibilities are a part of the evaluation process. Adjustments will be made within the organization when changes are necessary to meet legal mandates or enhance department efficiencies.

References

[Bellevue Fire SOP, Article 100 Sec 2, Organization](#)

[City of Bellevue Job Descriptions and compensation](#) (type in job title for pay/description)

Firefighter, Engineer, Paramedic, Lieutenant, Captain, Battalion Chief, Deputy Chief, Fire Chief, Fire Marshall, Administrative Assistant, Senior Administrative

Assistant, Data Analyst, Fire Prevention Officer, Assistant Fire Marshall, Plans
Reviewer, Fire Education Coordinator, Fiscal Manager

[Bellevue Fire Department Organizational Chart](#)

[City Administrative Structure](#)

Category II: Assessment and Planning

Assessment and planning are defined as the processes used to identify the community's fire protection and other emergency service needs to identify potential goals and objectives. All agencies should have a basic source of data and information to logically and rationally define the organization's mission. Assessment and planning is critical to the establishment of service level objectives, standards of cover, and ultimately, the quality of program outcomes.

The overall purpose of using these processes is to establish a long-range general strategy for the operation of the system.

Criterion 2A: Documentation of Area Characteristics

The agency collects and analyzes data specific to the distinct characteristics of its legally defined service area(s) and applies the findings to organizational services and services development.

Summary:

Community characteristics and demographic changes are documented and monitored by the City of Bellevue Department of Planning and Community Development: Forecasting and Policy Management Division. Community factors which are monitored include economic (employment and economic growth); infrastructure (transportation); demographics (diversity, income, housing); health care; education; and quality of life (parks, theaters, museums, etc.). Bellevue is considered a major urban center of the region, with a population of over 140,000 and ranked as the fourth largest city in Washington State.

Development, demographic changes and employment are factored into budget and service level decisions.

2A.1 Service area boundaries for the agency are identified, documented, and legally adopted by the authority having jurisdiction.

Description

The City of Bellevue has an established jurisdictional boundary and a [Comprehensive Plan](#) that defines and documents those boundaries. King County established the original boundary when the City of Bellevue was incorporated in 1953 through King County Resolution #13925. Since then the City has expanded through a [series of annexations](#). The last annexation of unincorporated county land within the service area jurisdiction occurred in 2012. This annexation has resulted in fixing the City's geographical boundaries, as all other boundaries are in direct contact with other city jurisdictions. Other jurisdictions serviced by the Bellevue Fire Department outside of the City of Bellevue jurisdictional boundaries are detailed in the [Fire District/Station](#) map and addressed in 2A.2.

Appraisal

The City of Bellevue is unable to expand its jurisdictional boundaries due to the [State of Washington Growth Management Act](#). All of the annexations occurring in the last twenty years were for unincorporated areas of King County already serviced under fire service contract with King County Fire Protection District #14 and contained within the service area of the Bellevue Fire Department prior to annexation by the City of Bellevue. [Fire service contracts](#) are subject to jurisdictional boundaries of the client cities and are constrained by either the City of Bellevue, other jurisdictions boundaries or geographic obstacles (lakes).

Plan

The Bellevue Fire Department will continue to provide service within the jurisdictional boundaries of the City of Bellevue. Service to contract areas will be determined by those jurisdictions boundaries and will continue as long as contracts remain in force.

References

[Bellevue Fire Department Standards of Cover, page 15](#)

[Revised Code of Washington – Growth Management Act](#)

[City of Bellevue Comprehensive Plan](#)

[City of Bellevue Comprehensive Plan Story Map](#)

[Annexation history of City of Bellevue](#)

[Fire District/Station Map](#)

[Fire service contracts - Sample](#)

2A.2 Boundaries for other service responsibility areas, such as automatic aid, mutual aid, and contract areas, are identified, documented, and appropriately approved by the authority having jurisdiction.

Description

Bellevue Fire Department provides Fire, EMS and Fire Prevention Services to the communities of Beaux Arts Village, Clyde Hill, Hunts Point, Medina, Newcastle and Yarrow Point through a [contract for services](#). These contracts are renegotiated every 10 years and approved by the Bellevue City County and the governing bodies of the other communities. Annual performance meetings are held with all communities. Bellevue is also one of five [ALS provider](#) in King County for a much larger area that covers approximately 300 square miles.

The Department has current [automatic and mutual aid agreements](#), contract for service agreements, and service level agreements that all support organizational objectives. Automatic aid agreements have been established with agencies immediately contiguous to the City of Bellevue. These agreements are reciprocal and cover all emergency responses into neighboring jurisdictions. The Department also has agreements in place for [state-wide](#) support.

Appraisal

The boundaries for our service areas are clearly established, the various agreements are updated in concert with our partner agencies. Each specific agreement is evaluated by the Operations Chief against department goals and objectives when necessary and is intended to produce positive and mutual benefits for all agencies. Formal inter-local agreements were made possible by ordinances enacted by the [King County Council](#) and subsequently adopted by the respective city councils. While cumbersome and lengthy, this process results in changes being formally adopted by the AHJ of every respective agency and is only instituted when necessary. Additionally, the South Puget Sound Region, which includes the four county regions including King, Pierce, Mason and Kitsap Counties, has a mutual aid plan for large scale emergencies. The [Washington State Mobilization Plan](#) represents the final extension of mutual aid within the state, and allows for agencies to request fire resources when the automatic and mutual aid resources have been depleted.

Contract communities' changes in service level were addressed by a change in the fee formula calculation in 2012. Previously, the fee was based on total population only, in 2012 we switched to population, calls for service and assessed valuation with a reset of the base amount annually. After the successful implementation of the new fee model, contract community agreements were transitioned from a six year to ten-year renewal period in 2017.

Plan

A Standard Operating Procedure (SOP) document has been created to require review annually of all Inter-Local Agreements (ILA) and King County Mutual Aid Agreements by the Deputy Chief - Operations.

Ongoing contracts with the communities of Beaux Arts Village, Clyde Hill, Hunts Point, Medina, Newcastle and Yarrow Point have been extended to 10 years to provide for more stable long-range planning. Fee calculations are updated annually and meetings to review the new fee with the respective jurisdictions occur to discuss and address any issues/concerns that the contract jurisdiction might have.

References

[Standard Operating Procedure 100-8; Automatic and Mutual Aid Agreement Review](#)

[Bellevue Fire Department Standards of Cover, page 15 - 19](#)

[City of Newcastle Fire Protection Agreement](#)

[Automatic and Mutual Aid Agreements](#)

[King County Council](#)

[King County Emergency Response Plan](#)

[Washington State Fire Mobilization Plan](#)

CC 2A.3 The agency has a documented and adopted methodology for organizing the response area(s) into geographical planning zones.

Description

The Department Basic Life Support ([BLS](#)) / [Suppression response area](#) encompasses the [City of Bellevue along with the six contract jurisdictions](#) that are served. Fire Station Response zones represent the nine (9) Fire Station Response “first-due” area when communicating with Operations staff. However, the Department uses several more discrete zones to analyze performance in sub-areas. To provide relevant data to the community the [department](#) uses fifteen (15) [City of Bellevue Neighborhood](#) planning zones to provide context that is more meaningful for the community. While the twenty-eight (28) [U.S. Census Bureau Census Tracts](#) are used to provide demographic data to help inform outreach and education efforts.

Appraisal

Total response area and Station response zones provide meaningful distinction when discussing and analyzing performance for internal staff. Communications with elected officials and the general public should be framed in either overall response area or specific neighborhoods if relevant. Census tract demographic data is used to determine “high density” areas.

Plan

[U.S. Census Tracts](#) exceeding the “High Density” threshold will be evaluated under the adopted Benchmark Service Level for those areas. But otherwise, Census demographic data will primarily be used for Community Risk Reduction efforts and decisions on where and how to focus outreach strategies by the Community Risk Reduction Group (CRRG). [City of Bellevue Neighborhood](#) planning zones will be used to validate response time component performance, incident/response distribution and communication/presentations to neighborhood groups. However, due to their exclusion of communities and areas served by Bellevue Fire that are outside the City limits, they do not represent overall system workload or performance.

Bellevue Fire Station response areas will be the primary planning zones used for response time analysis according to the Benchmark Service Level Objectives and incident/response distribution. These planning zones will be the default geographic area used for communication, reporting and resource allocation decisions unless modifying factors exist.

References

[Fire District/Station Map](#)

[Bellevue Fire Department Standards of Cover, pages 40 - 47](#)

[Community Risk Assessment Visualization Tool](#)

[City of Bellevue Neighborhood Profiles](#)

[City of Bellevue Demographics](#)

[Bellevue Census Viewer statistics](#)

[Standard Operating Procedure 100-9; Establish the use of Planning Zones](#)

CC 2A.4 The agency assesses the community by planning zone and considers the population density within planning zones and population areas, as applicable, for the purpose of developing total response time standards.

Description

Bellevue Fire Department uses American Community Survey (ACS) of the United States Census Bureau data about population density to assess areas that should be considered for increased or decreased response time standards.

Appraisal

2016 ACS data revealed two (2) Census Tracts within the jurisdiction that had very high population densities relative to the remainder of the jurisdiction. Both of these Census Tracts were situated within the [COB Neighborhood of Downtown](#).

Plan

Evaluation of demographic population trends revealed substantially higher density in the two (2) census tracts comprising the “Downtown” neighborhood planning zone. This increased density resulted in reducing the travel component of response time by 2 minutes in areas defined as “High Density”.

High density areas will be defined as; any U.S. Census Tract that exceeds 12,499 individuals per square mile as determined by the most recent data from the American Community Survey (ACS). Reducing the travel time response standards for incidents in these areas by 2:00 minutes will better reflect the “vertical” component of response to structures in these areas and ensure consistent provision of service to all members of the community.

In 2014, the Department completed a [long-range facilities plan](#) that evaluated station locations, apparatus placement, response times and station conditions in the context of the changes in the community. The plan contains a series of recommendations related to apparatus placement, station relocations, reconstructions and the construction of a new fire station 10 located in the downtown area. In order to provide funding for the implementation of this plan, a [voter approved levy](#) was passed in 2016. Land acquisitions for fire station 10, located at the edge of the downtown, are ongoing.

References

[Neighborhood demographic profile](#)

[Fire Facilities Master Plan](#)

[Fire Facilities Levy](#)

[Standard Operating Procedure 100-9; Establish the use of Planning Zones](#)

[Standard Operating Procedure 100-10; Evaluation of Planning Zones for High Density](#)

2A.5 Data that includes property, life, injury, environmental, and other associated losses, as well as the human and physical assets preserved and or saved, are recorded for a minimum of three (initial accreditation agencies) to five (currently accredited agencies) immediately previous years.

Description

For the accreditation period, the department utilized RescueNet Fire RMS, a product of Zoll Data Systems, for documenting fire loss, injuries, property loss and associated losses related to fire. Data in Fire RMS goes back to January of 2000. Incident data meets the NFIRS 5.0 standard and is reported to the Washington State Fire Marshal office for compilation and reporting to the national reporting system.

Appraisal

The current FireRMS, meets NFIRS 5.0 requirements and provides the necessary data fields to accomplish all required incident related reporting. Data libraries can be queried by both Crystal Reports and Structured Query Language (SQL) scripts that allow for data analysis that supports NFIRS reporting, Standards of Response performance analysis, and performance metric and other internal reporting. This reporting includes; [total loss from fire, cardiac arrest save rates, and confined to room of origin.](#)

Plan

In January 2018, the department implemented [ESO Solutions](#) for EMS incidents and Electronic Patient Care Reporting (EPCR) supplanting the Zoll FireRMS software for EMS incidents. As of June 2018, the ESO Fire module was implemented and all NFIRS reporting will be accomplished through the Fire module. The department Technology Analyst is working with COB Information Technology to ensure access to legacy data for the future.

References

[2018 Pentana Performance Metric Report](#)

[ESO Solutions – Fire Product](#)

[FireRMS Coding Presentation](#)

[FireRMS Coding Most Common Codes](#)

[All Officer’s Meeting FireRMS Coding Presentation](#)

2A.6 The agency utilizes its adopted planning zone methodology to identify response area characteristics such as population, transportation systems, area land use, topography, geography, geology, physiography, climate, hazards and risks, and service provision capability demands.

Description

US Census tract planning zones are used to identify changes in population and their associated demographics. Fire Station Response Areas are used for infrastructure, geography and physiography. Area land use is detailed both in the [City of Bellevue Comprehensive Plan](#) and [Land use maps](#). Climate is evaluated from the overall jurisdictional perspective. These characteristics inform evaluation of service capability.

Appraisal

The department has robust data and the ability to visualize that data well. Incident data and structural building risk scores can be evaluated by all three (3) planning zones using point mapping, heat mapping and choropleth mapping visualizations. The mapping tool can display; transportation systems, topography, geography, geology, physiography and other risks/features that help the Community Risk Assessment Group evaluate response plans/strategies and capability demands.

Integrating the use of this visualization tool and determining how this data should be used to evaluate response is where the department has considerable opportunities for improvement.

Plan

Gap analysis identified numerous opportunities for improvement in integrating data into decision making within the organization. SOP's have been created to formalize the use of planning zones, defining high density areas and establishing an Annual Risk Assessment Performance Planning and Evaluation Group (ARRAPEG). This group will develop procedures to ensure area characteristics and risk data is evaluated in service provision capability demands.

References

[Bellevue Fire Department Standards of Cover, pages 41- 46](#)

[Community Risk Assessment Visualization Tool](#)

[Standard Operating Procedure 100-9; Establish the use of Planning Zones](#)

[Standard Operating Procedure 100-10; Evaluation of Planning Zones for High Density](#)

[Standard Operating Procedure 100-13; Annual Risk Assessment Performance Planning](#)

[Evaluation Group](#)

2A.7 Significant socio-economic and demographic characteristics for the response area are identified, such as key employment types and centers, assessed values, blighted areas, and population earning characteristics.

Description

The City of Bellevue revenue sources are well-defined and closely watched by the [Finance department](#) through quarterly or monthly financial monitoring reports and regular forecast updates. This updates include; the Puget Sound region, King County and the City of Bellevue. The city employs an [Office of Economic Development](#) to advise the leadership team and elected officials of the economic trends. Property, sales, and other local taxes make up nearly three-quarters of the City’s total [General Fund revenues](#). The City regularly monitors regional and national financial and economic indicators and provides an “[economic profile](#)” page on the city’s website. Population earning characteristics are populated in the [Community Risk Assessment Visualization Tool](#) and provide information to outreach/education staff for vulnerable population program development.

Assessed valuation is performed annually by the [King County Tax Assessor](#) and is used to establish tax rates and is also a factor in contract fee calculation for Bellevue Fire Contract Cities.

Appraisal

Bellevue is a major employment center in the region and home to a growing number of corporations. Light rail is currently under construction and scheduled to begin serving the eastside in 2023. Assessed valuations continue to rise at a rate that is significantly higher than the national average. The [median value of owner-occupied housing](#) is \$608,500 and the [median household income](#) is \$100,703. There are no significant areas of blight due to high housing costs and high demand for properties in the jurisdiction.

The Bellevue contract cities of Hunts Point, Yarrow Point, Medina, and Clyde Hill are referred to as the “Gold Coast” and comprise almost entirely residential development with per capita incomes in excess of \$1,000,000 per resident. The Village of Beaux Arts is a smaller, entirely residential community with incomes more in line with West Bellevue and assessed valuations starting at \$1,000,000 and up. The City of Newcastle is the only

contract city with any appreciable commercial or multi-family development and is comparable to Bellevue in per capita income and property values.

Plan

Despite a median income level far above the national average, Bellevue has about [7.5%](#) of its population at or below the federal poverty level. Outreach and education staff are evaluating this data to determine how it will affect future [community risk reduction](#) efforts.

The Fire Department will continue to utilize both short- and long-term financial forecasting in determining goals, objectives and level of service delivery. The City of Bellevue Budget process will be used to determine what resources will be available as goals and objectives are determined.

References

[Bellevue Comprehensive Annual Financial Report](#)

[Bellevue Fire Department Standards of Cover, pages 15 - 19](#)

[City of Bellevue Downtown Development Map](#)

[Community Risk Assessment Visualization Tool](#)

[City of Bellevue Economic Development Overview](#)

[2016 Comprehensive Annual Financial Report, Tax Revenues by source, pgs. 134 & 143](#)

[King County Tax Assessor Data](#)

[United States Census Bureau QuickFacts – Bellevue, WA](#)

2A.8 The agency identifies and documents all safety and remediation programs, such as fire prevention, public education, injury prevention, public health, and other similar programs, currently active within the response area.

Description

Each division of the fire department manages various safety and/or remediation programs. Fire Prevention - inspection, development review, investigations and code implementation, etc.; Office of Emergency Management - Community Emergency Response Team (CERT) Training, Bellevue Communications Support (BCS), Citizen Corps Council, etc.; Emergency Medical Services - CPR training, DUI Prom Night drills and the [Bellevue Fire Cares](#) program; Community Risk Reduction – fall prevention, juvenile firesetter, school programs, tours, events, etc.

Appraisal

Current risk reduction efforts are reactive and fragmented. While many valuable activities occur, they are coordinated by different divisions within the department, have varying organizational buy-in and are not data-informed. The Department is evaluating improving the efficiency and effectiveness of most of our programs through increased coordination by creating a Community Risk Reduction Plan (CRRP). This plan will be coordinated by the Community Risk Reduction Group (CRRG) and serve to unify both ongoing efforts and identify new data driven outreach/education initiatives. The Department has already implemented a risk visualization tool that will aid in ensuring our programs are more precisely targeting the most at-risk areas and/or populations of our community.

Plan

The Department is submitting a budget proposal for the 2019-2020 budget to enhance the structure of the CRRG and develop a more focused CRRP. The long-term goal of this plan is to ensure that Fire Prevention, Emergency Management, Emergency Medical Services, CRRG and Suppression staff coordinate to deliver “community risk reduction” that is relevant, timely, well-coordinated and makes the best use of limited resources. This proposal is dependent on the City of Bellevue Budget process and will require the City Manager’s Office and City Council approve the additional expenditures.

Additionally, our efforts will focus on raising the participation of community members and other city departments in our outreach planning efforts to leverage other programs/services/partnerships, define community concerns, increase the effectiveness of our efforts, make more use of volunteers and increase the level of trust between the department and the diverse communities we serve.

References

[Bellevue Fire Department Standards of Cover, page 28](#)

[Bellevue Fire Department Org Chart](#)

[Bellevue Fire Cares](#)

[CPR Training](#)

[OEM Volunteer and Training Opportunities](#)

[Fire Prevention Programs](#)

[Community Risk Reduction Programs](#)

2A.9 The agency identifies critical infrastructure within the planning zones.

Description

There are 16 Critical Infrastructure (CI) Sectors identified by the Regional Threat Hazard identification and risk assessment (THIRA) as defined by FEMA. The City of Bellevue Emergency Manager is serving as the co-chair of the Critical Infrastructure Working Group for King County. This effort is working in conjunction with the Department of Homeland Security (DHS) to refine CI for Bellevue and Washington State. An inventory of CI that affects our ability to mitigate incidents has been compiled. This inventory will be evaluated by ARAPPEG in order to develop policies and response strategies around CI, such as; bridges, interchanges, highways, water mains, reservoirs, pumping stations, and communications facilities. [Petroleum pipelines](#) are identified and evacuation zones are established per the pipeline response plan.

Appraisal

Prior to the accreditation process no inventory existed of critical infrastructure (CI) beyond the pipeline and the upcoming light rail line. During this evaluation process an [inventory of CI](#) that affects our ability to mitigate incidents has been compiled by fire station response area. Policies and procedures to integrate this inventory into risk and response planning will need to be created and documented.

The pipeline response plan was evaluated by the Community Risk Assessment Group and found to be relevant and applicable. A GIS buffer of 1,000 feet was created and displayed in the CRA visualization tool to allow for visual assessment of the areas and structures impacted by a pipeline breach. While still relevant the pipeline plan had not been updated in 13 years and a recommendation was made to update this plan at least every 10 years.

Light rail policy development is being led by an Administrative Captain who has been tasked with coordinating issues during construction and beginning operations.

Plan

The ARAPPEG has been tasked with identifying the impact of critical infrastructure to response and developing and documenting the results. ARAPPEG will review CI in order to develop policies and response strategies for CI that impact response, such as; bridges, interchanges, highways, water reservoirs, pumping stations, and antennas.

The CRA/SOC development process identified a need to redo the Pipeline Plan as it has not been reevaluated in the last 13 years. The construction of [Eastlink Light Rail](#) will necessitate the formulation of response strategies to mitigate this risk.

References

[Critical Infrastructure Inventory by Station Area](#)

[Olympic Pipeline Plan](#)

[Community Risk Assessment Visualization Tool](#)

[Bellevue Fire Department Standards of Cover, pages 73 -75](#)

[Ibid, pages 69 - 73](#)

Criterion 2B: All-Hazard Risk Assessment and Response Strategies

The agency identifies and assesses the nature and magnitude of all hazards and risks within its jurisdiction. Risk categorization and deployment impact considers such factors as cultural, economic, historical, and environmental values, and operational characteristics.

Summary:

Bellevue Fire Department has analyzed its jurisdictional area and evaluated risk factors including: **Demographics** - (population density & age distribution); **Economic** - (poverty rates); **Cultural** – (language other than “English); **Man-Made Hazards** (Olympic Pipeline and Tier II Sites); **Environmental** - (earthquake, flood, and liquefaction); **Structural Risk** - (life hazard, mission criticality, water supply, building usage, building construction, special hazards, number of stories and square footage); **Incident distribution and concentration** - (motor vehicle accident, fires, service calls, etc.). these factors were evaluated to perform a Community Risk Assessment (CRA) and develop a Standards of Cover (SOC) document.

Department resources have been distributed throughout our service area based on hazard and risk analysis with more apparatus and personnel concentrated in higher risk areas, and the largest concentration able to quickly respond to the Central Business District/Downtown.

CC 2B.1 The agency has a documented and adopted methodology for identifying, assessing, categorizing, and classifying risks throughout the community or area of responsibility.

Description

The department has defined risk within the jurisdiction by assigning three (3) axes to each risk/event; probability, consequence to the community, and the impact on the organization. Additionally, a modifier was developed to allow for operational imperatives that might require additional resources to mitigate risk not identified in the 3-axis methodology, such as; a blocking apparatus on a Motor Vehicle Accident (MVA).

Appraisal

The department has never documented the methodology for developing and assigning response plans. The creation of critical tasking and Effective Response Force (ERF) determinations for the Standards of Cover highlighted numerous gaps in the existing methodology. The department has previously used a “more is better” strategy of response and has not properly formalized documenting the rationale(s) behind decisions about response plans.

Plan

Utilizing the [CRA Criteria and Analysis](#) the ARAPPEG will evaluate incidents against their assigned risk and response plans to validate that [critical tasking and ERF](#) is sufficient to mitigate the incident.

References

[Standard Operating Procedure 100-13; Annual Risk Assessment Performance Planning Evaluation Group](#)
[2018 CRA Criteria and Analysis](#)
[Bellevue Fire Department Standards of Cover, Appendix A](#)

2B.2 The historical emergency and non-emergency service demands frequency for a minimum of three immediately previous years and the future probability of emergency and non-emergency service demands, by service type, have been identified and documented by planning zone.

Description

All emergent and non-emergent fire department responses for a period of five (5) calendar years is available in the [CRA Visualization Tool](#). These incidents may be evaluated by Fire Station Response area, COB Neighborhood, or U.S. Census Tract by service type. Future probability of service demand by service type can be postulated by command staff to identify planning zones requiring additional analysis.

Appraisal

While the distribution of incidents has been relatively constant, the two (2) Census Tracts comprising the Central Business District (CBD)/Downtown neighborhood have experienced the majority of incident volume increase. The CBD has experienced a 10% increase of calls for service for each of the last four (4) years while the remainder of the planning zones have remained largely static. This trend coupled with the increase in population has led to the creation of “High Density” designations for these 2 Census Tracts.

Plan

[Establishment of “High Density” thresholds](#) for population density and the application of these new standards to two (2) Census Tracts in the Downtown will provide data to support the addition of future resources in other planning zones when this threshold is exceeded. Additionally, the reduction in the standard by 2:00 minutes for these areas will more accurately the “vertical” response time required by calls to multi-story structures prevalent in this area. Current positioning of fire stations/response units surrounding the areas of increase has provided sufficient capability to meet increasing demand within these planning zones. However, recognition of demographic trends and the need for additional resources in this area has resulted in the passage of the Fire Facility Levy and the ongoing purchase of the land necessary to build a Downtown fire station.

References

[Community Risk Assessment Visualization Tool](#)

[Standard Operating Procedure 100-10; Evaluation of Planning Zones for High Density](#)

[Bellevue Fire Department Standards of Cover, pages 85 -92](#)

2B.3 Event consequence loss and save data that includes property, life, injury, environmental, and other losses and saves are assessed for three (initial accreditation agencies) to five (currently accredited agencies) immediately previous years.

Description

The Department utilizes RescueNet Fire RMS, a product of Zoll Data Systems, for documenting fire loss, injuries, property loss and associated losses related to fire. Data in Fire RMS goes back to January of 2000. Incident data meets the NFIRS 5.0 standard and is reported to the Washington State Fire Marshal office for compilation and reporting to the national reporting system. Data includes; property and content loss, injury and death casualty information for all emergent and non-emergent incidents.

Appraisal

Zoll FireRMS, meets NFIRS 5.0 requirements and provides the necessary data fields to accomplish all required incident related reporting. Data libraries can be queried by both Crystal Reports and Structured Query Language (SQL) scripts that allow for data analysis that supports NFIRS reporting, Standards of Response performance analysis, and performance metric and other internal reporting. Performance metrics are adopted in regards to [Total Dollar Loss from Fire](#). Required NFPA reporting provides information on life and injury performance. The Department has recently implemented [ESO Solutions](#) for EMS incidents and Electronic Patient Care Reporting (EPCR) due to new requirements in data exchange required by King County Emergency Medical Services (KCEMS).

Plan

The departments Zoll FireRMS system has been in place for over 17 years and is out of compliance in regard to software licensing and updates. Because the cost of bringing the system into compliance with licensing and updates would be significant, the department has transitioned into ESO Solutions FireRMS as of June 1, 2018. ESO Fire is NFIRS 5.0 compliant, integrates with ESO ePCR and provides a RMS that is more robust, cloud based, and provides integrated analytic functionality.

References

[2018 Pentana Performance Metrics](#)

[ESO Solutions – Fire Product](#)

[Bellevue Fire Department Standards of Cover, pages 30 - 32](#)

CC 2B.4 The agency’s risk identification, analysis, categorization, and classification methodology has been utilized to determine and document the different categories and classes of risks within each planning zone.

Description

Fire station areas will be the primary planning zones used to determine and document the different categories and classes of risk. Additionally, these areas will be used to perform response time analysis according to the Benchmark Service Level Objectives and determine incident/response distribution. These planning zones will be the default geographic area used for communication, reporting and resource allocation decisions unless modifying factors exist.

Fifteen (15) COB neighborhood planning zones will be used to validate response time component performance, incident/response distribution and communication/presentations to neighborhood groups. However, due to their exclusion of communities and areas served by Bellevue Fire that are outside the City limits, they do not represent overall system workload or performance. 28 U.S. Census Tracts currently exist within the service area. The two tracts that currently exceed the “High Density” population threshold (0238.03 & 0238.04) will be evaluated under the adopted Benchmark Service Level for those areas.

Appraisal

By creating [“High Density” planning zones](#) the department is taking a small step into integrating risk categorization into its response methodology. Currently, the department has no system in place to incorporate risk categorization into response planning in a consistent or repeatable manner. While it is possible that many of the decisions made in the past have used defensible rationale, there is no documentation of the process used to arrive at those conclusions.

Plan

Creation of SOP’s around the use of [planning zones](#), high density, [service level thresholds](#) and the [ARAPPEG](#) should create a documented methodology about how decision are made and provide an iterative approach to assessing risk within the service area and planning zones.

References

[Standard Operating Procedure 100-9; Establish the use of Planning Zones](#)

[Standard Operating Procedure 100-10; Evaluation of Planning Zones for High Density](#)

[Standard Operating Procedure 100-12; Evaluation of Service Level Thresholds](#)

[Standard Operating Procedure 100-13; Annual Risk Assessment Performance Planning](#)

[Evaluation Group](#)

[Bellevue Fire Department Standards of Cover, Pages 38 - 48](#)

2B.5 Fire protection and detection systems are incorporated into the risk analysis.

Description

Fire protection and detection systems reduce the amount of risk associated with the incidence of fire occurring within a given structure. Incidents occurring in buildings equipped with properly functioning systems can be greatly or entirely mitigated by the activation of a sprinkler head and the notification of such an occurrence.

Appraisal

The department integrates consideration of fire protection and detection systems into response planning by creating responses plans that are address specific. When conducting the [Structural Risk Assessment portion](#) of the CRA, the analysis included water supply availability, but not fire protection and detection systems due to a lack of reliable data. There is a large amount of trepidation within the command staff about reducing a structures risk score predicated on a system that may or may not be functioning as designed.

Plan

The department will work towards obtaining better data in regard to installed fire protection and detection systems and how best to integrate these systems into risk categorization. The Fire Prevention Division has been working with the [Brycer Compliance Engine](#) to better ascertain buildings with these systems and ensure their correct functioning and testing. The ARAPPEG will develop a methodology for how to best incorporate this data into risk analysis and future decision making.

References

[Bellevue Fire Department Standards of Cover, Page 49](#)

[Brycer Compliance Engine](#)

[Standard Operating Procedure 100-13; Annual Risk Assessment Performance Planning Evaluation Group](#)

2B.6 The agency assesses critical infrastructure within the planning zones for capabilities and capacities to meet the demands posed by the risks.

Description

Critical infrastructure is assessed through Fire Station Response planning zones.

Appraisal

The [Pipeline response plan](#) is designed to address unique issues related to event response and mitigation if a pipeline incident occurs. Eastlink Light rail has been addressed through the assignment of an Administrative Captain to develop policies and procedures around incidents associated with this infrastructure. Additionally, an inventory of CI that affects our ability to mitigate incidents has been compiled.

Plan

This newly developed [CI inventory](#) will be evaluated by [ARAPPEG](#) in order to develop policies and response strategies around CI, such as; bridges, interchanges, highways, water mains, reservoirs, pumping stations, and communications facilities.

References

[Olympic Pipeline Plan](#)

[Bellevue Fire Department Standards of Cover, Pages 67 - 73](#)

[Critical Infrastructure Inventory by Fire Station Area](#)

[Standard Operating Procedure 100-13; Annual Risk Assessment Performance Planning Evaluation Group](#)

Criterion 2C: Current Deployment and Performance

The agency identifies and documents the nature and magnitude of the service and deployment demands within its jurisdiction. Based on risk categorization and service impact considerations, the agency's deployment practices are consistent jurisdictional expectations and with industry research. Efficiency and effectiveness are documented through quality response measurements that consider overall response, consistency, reliability, resiliency, and outcomes throughout all service areas. The agency develops procedures, practices, and programs to appropriately guide its resource deployment.

Summary:

Incident response and service demands are routinely evaluated by Fire Department leadership. Operations personnel reevaluate response plans periodically and refine resource assignments based on both jurisdictional and county-wide risks.

Response plans will continue to be evaluated on an ongoing basis to ensure that the appropriate level of resource is being provided. Current discussions are ongoing to move all Zone One fire agencies to a standard dispatch response plan for each incident type. This effort is attempting to standardize 1st, 2nd, 3rd & 4th alarm assignments across all Zone One fire agencies

Workload, effectiveness and efficacy are evaluated and documented through performance metric reporting, monthly turnout reports, quarterly and annual reports and periodic analysis of system effectiveness.

CC 2C.1 Given the levels of risks, area of responsibility, demographics, and socio-economic factors, the agency has determined, documented, and adopted a methodology for the consistent provision of service levels in all service program areas through response coverage strategies.

Description

The Bellevue Fire Department (BFD) has established performance benchmarks to provide consistently the highest quality service to protect the lives, property, and the environment of our community.

Appraisal

The department understands that applying a single benchmark standard to all service areas and planning zones of the community is in line with NFPA 1710. However, BFD proposes to require a more stringent baseline performance standard in the planning zones that reflect the greatest population density. This “High Density” standard will ensure that a consistent performance goal is applied to the entire jurisdiction by more accurately accounting for the “vertical” response component of the structures in these planning zones.

Plan

In performing its community risk assessment, the agency was able to assess, categorize, and classify its risk within its service area. This Standards of Cover is designed to evaluate available resources and match them against the risk to provide consistent provision of service across all demand zones in the community. This is accomplished by:

- Conducting a critical task analysis of each service type
- Measure baseline performance for each service type
- Establish consistent benchmarks for each service type across the entire agency
- Analyze baseline performance against established benchmarks
- Identify opportunities to improve service and close the gap between baseline performance and benchmark goals.

References

[Bellevue Fire Department Standards of Cover, Page 76](#)

[Ibid, Appendix A – Critical Tasks for ERF Determinations](#)

[Ibid, Appendix B – 90th Percentile Performance Tables](#)

[Ibid, Appendix C – Performance Improvement Plan](#)

[Standard Operating Procedure 100-9; Establish the use of Planning Zones](#)

[Standard Operating Procedure 100-10; Evaluation of Planning Zones for High Density](#)

[Standard Operating Procedure 100-11; Establish the Review of Outlier Values](#)

[Standard Operating Procedure 100-12; Evaluation of Service Level Thresholds](#)

[Standard Operating Procedure 100-13; Annual Risk Assessment Performance Planning](#)

[Evaluation Group](#)

[Standard Operating Procedure 100-14; Analysis Required to Validate](#)

[Bellevue Response Plans](#)

CC 2C.2 The agency has a documented and adopted methodology for monitoring its quality of emergency response performance for each service type within each planning zone and total response area.

Description

Continuous improvement requires development of a methodology to ensure that planning occurs, problem are addressed, results are evaluated, and adjustments are made. This process is best illustrated by the Plan, Do, Check Act (PDCA) method, also known as the Deming Cycle. To continually improve, an organization must use the PDCA method in an iterative manner. Monitoring reports and risk visualization tools will help the Department determine the changing service demands. Those service demands will, in turn, cause the department to look for ways to optimize performance and improve overall outcomes.

Appraisal

Prior to the CRA/SOC assessment no documented methodology existed to monitor quality of emergency response performance for each service type within each planning zone. There was some methodology in regard to the total response area, primarily consisting of evaluation overall response time components against adopted standards and reporting annual performance metrics.

Plan

In order to further develop this competency, an Annual Risk Assessment Performance Planning Evaluation Group ([ARAPPEG](#)) has been established. The ARAPPEG shall meet by the end of the first quarter of each calendar year, and shall be comprised of; Deputy Chief – Operations, Accreditation Manager Commander, EMS Division Commander, Training Division Battalion Chief, any platoon Community Risk Reduction Specialist, Community Liaison Officer, Fire Marshal or designee, Emergency Manager or designee, Data Analyst and Other staff as needed.

This group shall be tasked with performing the following:

1. Review previous years' service demand by planning zone
2. Validate categorization of risk for each program area and class within each planning zone and document validation

3. Validate critical infrastructure inventory and changes within each planning zone, discuss and document
4. Review program areas that exceed threshold levels established by policy document, determine if changes need to be made and document discussion
5. Assess adequacies, consistencies, reliabilities and opportunities for improvement for the total response area and document discussion
6. Evaluate altering conditions, population growth, traffic, development and changing risk and document discussion
7. Evaluate community risk reduction, public education and outreach efforts and their effect on incident mitigation by program area and document findings
8. Discuss industry research findings that are relevant to each program area and document discussion
9. Update the [Performance Improvement Plan](#) (PIP) that details findings, action recommended, plans and efforts to address identified gaps
10. Produce a [Summary report](#) for the Fire Chief to use when briefing the City Manager and City Council

References

[Monthly Turnout Reporting - Sample](#)

[Bellevue Fire Department Standards of Cover, Pages 95 - 96](#)

[Ibid, Appendix C – Performance Improvement Plan](#)

[Current Deployment vs Future – Four-minute Travel Time Map](#)

[Standard Operating Procedure 100-12; Evaluation of Service Level Thresholds](#)

[Standard Operating Procedure 100-13; Annual Risk Assessment Performance Planning Evaluation Group](#)

[Standard Operating Procedure 100-14; Analysis Required to Validate](#)

2C.3 Fire protection systems and detection systems are identified and considered in the development of appropriate response strategies.

Description

Fire protection and detection systems reduce the amount of risk associated with the incidence of fire occurring within a given structure. Incidents occurring in buildings equipped with properly functioning systems can be greatly or entirely mitigated by the activation of a sprinkler head and the notification of such an occurrence.

Fire protection and detection systems have been identified through the following methods: The AMANDA database contains information on all systems installed and modified within the jurisdiction for the last twenty years. The pre-fire planning program provides for entry of system locations, control valves, etc., in the [pre-fire template](#) required by the Department's SOP's. The Department currently has over [1,400 pre-fire plans](#). The annual [maintenance inspection](#) process requires staff to validate the existence of any and all systems and ensure required testing/inspections have been completed.

Appraisal

The department integrates consideration of fire protection and detection systems into response planning by creating responses plans that are address specific. In addition, all fire protection systems are identified for purposes of tactical pre-fire planning and included on pre-fire plans. However, there is a large amount of trepidation within the command staff about reducing a response to a structure predicated on a system that may or may not be functioning as designed.

Plan

The department will work towards obtaining better data in regard to installed fire protection and detection systems and how best to integrate these systems into response planning. The Fire Prevention Division has been working with the Brycer Compliance Engine to better ascertain buildings with these systems and ensure their correct functioning and testing. The [ARAPPEG](#) will develop a methodology for how to best incorporate this data into risk analysis, response planning and future decision making.

References

[Brycer Compliance Engine](#)

[Standard Operating Procedure 100-13; Annual Risk Assessment Performance Planning](#)

[Evaluation Group](#)

[Pre-Fire Template](#)

[Pre-Fire Library](#)

[2018 Fire Prevention Division Inspection Assignment Forms](#)

CC 2C.4 A critical task analysis of each risk category and risk class has been conducted to determine the first-due and effective response force capabilities, and a process is in place to validate and document the results.

Description

Fire risk and the critical tasks necessary to mitigate that risk have been determined by a collaboration between Bellevue Fire Department and the surrounding agencies that comprise King County Zone One. This collaboration resulted in the creation of the [Best Practices of Offensive Fire Attack](#). This document serves to provide both an operational and training platform for a safe and effective multi-agency response to structure fires. Specific guidelines exist for fire operations within single-family and multi-family residences, and both commercial and high-rise buildings.

Emergency Medical Services (EMS) risk and response is determined in collaboration with King County EMS. Criteria Based Dispatching (CBD) determines the patient assessment and provides the appropriate level of response based on mutually agreed-upon dispatch plans.

Other Suppression, EMS, Hazardous Materials (HazMat) and Technical Rescue incidents are evaluated by Bellevue Fire Department officers and command staff to determine the correct level of risk and the critical tasks necessary to mitigate each.

Appraisal

Prior to this assessment, there was no formal validation for risk determinations, critical tasking and ERF capabilities. A group of Bellevue Fire Department officers and command staff were assembled in multiple meetings over May and June of 2019 to validate decisions made during the CRA/SOC development process about the level of risk and the critical tasks necessary to mitigate incidents. This group had lengthy discussions about the tasks necessary to adequately mitigate some incidents and consensus was achieved. This process resulted in minor changes to the critical tasking and ERF for residential structure fires that will need to be addressed through the “Best Practices” document and creation process. This process and document serves to coordinate fire response across multiple agencies and promotes seamless, integrated operations.

Structure fire Post-Incident Analysis (PIA) is required by [SOP](#) on certain incidents that met specific criteria or when an Incident Commander felt the need. However, these PIA's are sporadic and free-form as to the nature of the analysis.

EMS responses are addressed under the [King County EMT Patient Care Protocols](#).

Technician-level Hazardous Materials response plans are coordinated through the [Eastside Hazardous Materials Consortium](#).

Technical rescue incidents have been evaluated by rescue technicians for critical tasks and ERF, but no formal documentation other than response plans exists to reflect the determination made during the process.

Plan

A new [SOP](#) has been created to formalize and define at what level of risk each program area must conduct a PIA. Additionally, this SOP defines the process for validating risk determinations, critical tasking and ERF for lesser risk incidents. In order to ensure the necessary data to facilitate annual program evaluations is available, a [PIA supplemental question form](#) was created to be included in all PIA's conducted during the calendar year. Lower risk incidents that are not required to have a formal PIA will be evaluated per the SOP.

References

[Best Practices of Offensive Fire Attack - 2017](#)

[King County EMT Patient Care Protocols](#)

[SOP Article 700, Section 25 – Post Incident Analysis](#)

[SOP Article 100, Section 14 – Validation Analysis](#)

[SOP 100-14, PIA Supplemental Question Form](#)

CC 2C.5 The agency has identified the total response time components for delivery of services in each service program area and found those services consistent and reliable within the entire response area.

Description

Response time is evaluated and fractal performance against adopted benchmarks and baselines. These times are reported for the entire service area on an annual basis.

Alarm handling – Priority dispatch from call pick-up at 911 center Public Safety Answering Point (PSAP) to assignment of first fire apparatus. Adopted benchmark standard is 1:00 for 90% of incidents dispatched by NORCOM at Priority level P0 – P4.

Turnout – Priority response from the time the first fire apparatus is assigned/notified by dispatch of the incident until vehicle is “moving” on incident. Adopted benchmark standard is 1:00 for 90% of EMS and Rescue incidents. Adopted benchmark standard is 1:20 for 90% of Suppression and Haz-Mat incidents.

First-due travel – Priority response from the time the first responding apparatus is “moving” on the incident until first unit arrives at the scene of incident. Adopted benchmark standard is 4:00 for 90% of incidents dispatched priority where the first apparatus arrived emergency and did not downgrade or “reduce” enroute. Planning zones meeting the “High Density” threshold established will have an adopted benchmark standard of 2:00 for 90% of priority incidents.

Total Response Time (TRT) – Evaluated on time from PSAP to first arriving fire apparatus on priority responses, includes all the three components of response (alarm handling/Dispatch, Turnout, & Travel). Adopted benchmark standard is 6:00 for 90% of EMS and Rescue incidents. Adopted benchmark standard is 6:20 for 90% of Suppression and Haz-Mat incidents. Incidents falling within planning zones designated “High Density” shall be 4:00 for EMS and Rescue and 4:20 for Suppression and Haz-Mat incidents, 90% of the time.

ERF travel time – The time necessary to travel to the incident for an “Effective Response Force”. This time will depend on the call/incident type; for low risk EMS calls, ERF may be one apparatus with two firefighters, for a moderate risk structure fire the ERF may be multiple engines, ladders, chief officers and other apparatus until 17 firefighters are

present. Adopted standard for ERF travel will be between 4:00 and 8:00, 90% of the time depending on the incident risk and critical tasking.

ERF TRT – The total time necessary to establish an “Effective Response Force”. This time will depend on the call/incident type; ERF may be one apparatus with two firefighters, for a High-risk structure fire the ERF may be multiple engines, ladders, chief officers and other apparatus until 19 firefighters are present. Adopted standard for ERF TRT will be between 6:00 and 10:00, 90% of the time depending on the incident risk and critical tasking.

Appraisal

In developing the CRA/SOC it was recognized that the previously adopted benchmark performance standards had not been re-evaluated in over fifteen (15) years. Accordingly, the [benchmark service level objectives](#) were modified to reflect the differences in turnout time between the EMS/Rescue program areas and Suppression/HazMat program areas by adding an additional 20 seconds to the turnout standards for incidents that require the use of bunker gear. Additionally, the changes in population densities were integrated into the evaluation process by adopting a more stringent travel time standard for those planning zones designated “[High Density](#)”.

Plan

Task the [ARAPPEG](#) with annually evaluating response time components against each level of risk, program area and planning zone. Utilize the [service level threshold](#) to determine when any area requires further analysis.

For the future, consider the adoption of “Low Density” response time standards for areas that are geographically isolated and have reduced population.

References

[Bellevue Fire Department Standards of Cover, Appendix B – 90th Percentile Performance Ibid, pages 96 - 97](#)

[Ibid, Appendix D – Benchmark Service Level Objectives](#)

[Standard Operating Procedure 100-10; Evaluation of Planning Zones for High Density](#)

[Standard Operating Procedure 100-12; Evaluation of Service Level Thresholds](#)

Standard Operating Procedure 100-13; Annual Risk Assessment Performance Planning
Evaluation Group

2C.6 The agency has identified the total response time components for delivery of services in each service program area and assessed those services in each planning zone.

Description

Response time is evaluated and fractal performance against adopted benchmarks and baselines. These times are reported for the entire service area on an annual basis.

Alarm handling – Priority dispatch from call pick-up at 911 center Public Safety Answering Point (PSAP) to assignment of first fire apparatus. Adopted benchmark standard is 1:00 for 90% of incidents dispatched by NORCOM at Priority level P0 – P4.

Turnout – Priority response from the time the first fire apparatus is assigned/notified by dispatch of the incident until vehicle is “moving” on incident. Adopted benchmark standard is 1:00 for 90% of EMS and Rescue incidents. Adopted benchmark standard is 1:20 for 90% of Suppression and Haz-Mat incidents.

First-due travel – Priority response from the time the first responding apparatus is “moving” on the incident until first unit arrives at the scene of incident. Adopted benchmark standard is 4:00 for 90% of incidents dispatched priority where the first apparatus arrived emergency and did not downgrade or “reduce” enroute. Planning zones meeting the “High Density” threshold established will have an adopted benchmark standard of 2:00 for 90% of priority incidents.

Total Response Time (TRT) – Evaluated on time from PSAP to first arriving fire apparatus on priority responses, includes all the three components of response (alarm handling/Dispatch, Turnout, & Travel). Adopted benchmark standard is 6:00 for 90% of EMS and Rescue incidents. Adopted benchmark standard is 6:20 for 90% of Suppression and Haz-Mat incidents. Incidents falling within planning zones designated “High Density” shall be 4:00 for EMS and Rescue and 4:20 for Suppression and Haz-Mat incidents, 90% of the time.

ERF travel time – The time necessary to travel to the incident for an “Effective Response Force”. This time will depend on the call/incident type; for low risk EMS calls, ERF may be one apparatus with two firefighters, for a moderate risk structure fire the ERF may be multiple engines, ladders, chief officers and other apparatus until 17 firefighters are

present. Adopted standard for ERF travel will be between 4:00 and 8:00, 90% of the time depending on the incident risk and critical tasking.

ERF TRT – The total time necessary to establish an “Effective Response Force”. This time will depend on the call/incident type; ERF may be one apparatus with two firefighters, for a High-risk structure fire the ERF may be multiple engines, ladders, chief officers and other apparatus until 19 firefighters are present. Adopted standard for ERF TRT will be between 6:00 and 10:00, 90% of the time depending on the incident risk and critical tasking.

Appraisal

In the past, the department has never used any planning zone other than total response area to report performance data. In developing the CRA/SOC it was recognized that the previously adopted benchmark performance standards had not been re-evaluated in over fifteen (15) years. Accordingly, the [benchmark service level objectives](#) were modified to reflect the differences in turnout time between the EMS/Rescue program areas and Suppression/HazMat program areas by adding an additional 20 seconds to the turnout standards for incidents that require the use of bunker gear. Additionally, the changes in population densities were integrated into the evaluation process by adopting a more stringent travel time standard for those planning zones designated “[High Density](#)”. Additionally, the department has started to focus performance reporting on the turnout component by Fire Station Response area planning zone. This reporting is accomplished quarterly and is the initial foray into more integration of planning zones into the performance methodology.

Plan

Task the [ARAPPEG](#) with annually evaluating response time components against each level of risk, program area and planning zone. Utilize the [service level threshold](#) to determine when any area requires further analysis.

Further develop the [quarterly performance reporting dashboard](#) to capture more components of response.

For the future, consider the adoption of “Low Density” response time standards for areas that are geographically isolated and have reduced population.

References

[Bellevue Fire Department Standards of Cover, Appendix B – 90th Percentile Performance](#)

[Ibid, pages 96 - 97](#)

[Ibid, Appendix D – Benchmark Service Level Objectives](#)

[Fire Department Quarterly Performance Dashboard](#)

[Standard Operating Procedure 100-12; Evaluation of Service Level Thresholds](#)

[Standard Operating Procedure 100-10; Evaluation of Planning Zones for High Density](#)

[Standard Operating Procedure 100-13; Annual Risk Assessment Performance Planning
Evaluation Group](#)

CC 2C.7 The agency has identified efforts to maintain and improve its performance in the delivery of its emergency services for the past three (initial accreditation agencies) to five (currently accredited agencies) immediately previous years.

Description

The Department data analyst reviews all incident activity daily. This review consists of a review of National Fire Incident Reporting (NFIRS) required data fields and an evaluation of response time performance per incident. Incidents with non-compliant time data are evaluated against Automatic Vehicle Locator (AVL) data to ascertain correct times. This data is corrected in the Fire RMS when found to be erroneous. Accurate time outliers are not changed in anyway. During the Quality Assurance/Compliance (QA/QC) process the data analyst evaluates incident performance using the following outlier triggers; dispatch time less than 0:10 or greater than 2:00, turnout time less than 0:30 or greater than 3:00, and travel time greater than 10:00. Additionally, ERF assemblies are evaluated for those that exceed 2:00 beyond the adopted benchmark standard for the program and level of risk. These triggers exist to explore the data further and assist the department in identifying when data should be further evaluated for relevance.

Additionally, Operations station captains report station performance relative to their turnout performance quarterly. Both turnout and travel time performance is monitored through First Watch dispatch triggers that notify command staff when emergency response exceeds certain parameters.

Additionally, the Department has established performance metrics for [Unit Hour Utilization](#) (UHU) for its transport capable BLS apparatus and monitors unit reliability to ensure that apparatus are available for their first-due areas whenever possible.

Appraisal

Prior to conducting the CRA and updating the SOC the department had no formal [Performance Improvement Plan \(PIP\)](#). Efforts to improve performance occurred when brought to leaderships attention or when a significant shortfall was identified. For instance; monthly turnout reporting had identified degradation of response fractal

performance in the one area entirely under the Department's purview. To address complacency around emergency turnout, a First Watch turnout trigger was implemented that notified the on-duty Battalion Chief whenever an apparatus priority response exceeded 1:45 turnout during daytime or 2:15 turnout during the night (2200-0600). This trigger was met with many complaints about technology and/or other factors affecting performance, but turnout performance against both these thresholds improved by over 14% within six months of implementation.

Additionally, incidents occurred in 2019 where response was significantly delayed due to extended travel time. In one instance, a yacht fire resulted in a total loss, when the second-in engine company arrived before the first-in, due to routing and unfamiliarity issues. After this and other incidents, a First Watch trigger on apparatus travel time was instituted. This trigger notifies the Fire Chief and Senior Business Process Analyst whenever a unit exceeds the Computer Aided Dispatch (CAD) calculated travel time by at least 100% on a priority response. In most instances, investigation reveals that the extended response is due to crews not populating the on-scene time either through the Mobile Data Computer (MDC) or radio traffic. This is one of the primary issues found during the data analyst QA/QC process. To address this issue, the Deputy Chief of Operations has continued to emphasize to operations staff the importance of ensuring that response data is accurate and reflects the actual performance on an incident.

The Department has established performance metrics goals of 20% or less around [Unit Hour Utilization](#) (UHU) for its transport capable BLS apparatus. This goal ensures that units are available to provide transport capability. Unit reliability is assessed against first-due area to determine the availability of first-due assets. This assessment revealed that both Fire Station 7 and Fire Station 6 had sub-optimal reliability of less than 90%. FS6 was 74% reliable for its first-due area in 2017. This is primarily attributable to the number of incidents occurring in the Downtown core and on the freeway to which Station 6 responds. FS7 was 64% reliable in 2017 and this was primarily due to responses in the Downtown.

Plan

Continue to monitor turnout and travel performance through First Watch and identify contributing factors to delayed response. If any changes can be made to policy, facilities or technology that facilitate response, they should be vetted through cost-benefit analysis and discussion with Command Staff and Labor to determine the correct course of action.

Continue to monitor UHU and unit reliability against historical norms to identify when resource or dispatch changes might be required.

Document data outlier policies within the data analyst purview and document the process for QA/QC validation of outliers.

Build equity and understanding within the organization by educating operations personnel on the importance of data integrity and how data-informed decision making benefits them.

Educate staff on the use of performance metrics, data dashboards and data visualization in performing Program evaluations and integrating the result of those evaluation into the PIP.

References

[Bellevue Fire Department Standards of Cover, UHU Study Page 82](#)

[Bellevue Fire Department Standards of Cover, Page 87](#)

[Ibid, Page 88](#)

[Ibid, Page 119](#)

[Ibid, Page 121](#)

Criterion 2D: Plan for Maintaining and Improving Response Capabilities

The agency has assessed and provided evidence that its current deployment methods for emergency services appropriately address the risk in its service area. Its response strategy has evolved to ensure that its deployment practices have maintained and/or made continuous improvements in the effectiveness, efficiency, and safety of its operations, notwithstanding any outside influences beyond its control. The agency has identified the impacts of these outside influences to the authority having jurisdiction.

Summary:

While the risk analysis has shown a broad spectrum of hazards in the jurisdiction, the concentration of highest risks near the more developed areas is properly addressed by the current positioning of response resources. Additionally, the modern construction and advanced fire protection that is typical for special and high-risk occupancies in this jurisdiction help to lessen the overall community risk. The approval in 2016 of the Fire Facilities Master Plan Levy and associated Property Tax Levy will serve to improve response and reliability across the jurisdiction with the construction of a Downtown Fire Station and the addition of an engine company. This station will be operational in 2022.

The Department's task analysis for the range of emergency problems has led to the creation of detailed response plans. The Department is committed to meeting the response plan needs both through the utilization of our own resources and the sharing of resources by our neighbors. To this end, Zone One fire agencies are working towards implementing consistent response plans across the Zone. Achieving overall service objectives is contingent upon the Department's ability to position and dispatch needed resources to specific emergencies.

CC 2D.1 The agency has documented and adopted methodology for assessing performance adequacies, consistencies, reliabilities, resiliencies, and opportunities for improvement for the total response area.

Description

Department response programs (Suppression, EMS, HazMat and Technical Rescue) perform an annual program evaluation in the first quarter of each calendar year to evaluate prior year responses for distribution by total response area, fire station response zones and City of Bellevue Neighborhoods. These program evaluations are required to assess the time components of each type of risk and analyze past year performance to; identify trends, opportunities, performance adequacies, consistencies, reliabilities, and opportunities to improve their program area. The results of Post Incident Analysis (PIA) and any other validation that occurred during the calendar year per SOP 100-13 are used to validate critical tasking and Effective Response Force (ERF) for each program area. Non-response programs evaluate prior year goals, objectives, actions, milestones and performance metrics using a different but similar format.

Command staff assess Unit Hour Utilization (UHU) and unit reliability to monitor unit activity and availability for responses in the first-due service area.

Appraisal

2018 was the first year evaluated by Program Managers (PM) under the new program evaluation process as required in [SOP 100-14](#). As expected, this resulted in uneven application of the developed methodology as they struggled to understand the evaluative approach. Significant time was spent educating the managers on the necessary steps to make data-informed decisions, how to document things they are doing well and the things the program isn't doing well. This program evaluation process will be iterative and get easier with repetition.

Response programs used response data generated by the departmental data analyst to evaluate program goals and objectives, help identify shortfalls, inadequacies and illuminate areas for improvement.

[UHU and unit reliability](#) was consistent with historical norms and will need to evaluate periodically to ensure that programs are meeting departmental objectives with current resources.

Plan

[Program evaluations](#) will be completed by the end of the first quarter each year to assess each programs performance for the prior calendar year. Shortfall and inadequacies from the prior assessment will be carried forward and efforts to address these will be detailed in the evaluation. Findings from each evaluation will be forwarded to the Fire Chief for review and further exploration and discussion. Items that require budgetary approval will be ranked against other necessary expenditures and prioritized by the leadership team. Identified issues that can either be addressed through changes in; policy, procedure, equipment, training or some other cost-neutral method will be implemented as soon as evaluation and Labor discussion is complete.

All identified items will be added to the appropriate section of the [Performance Improvement Plan \(PIP\)](#) to document identified performance inadequacies and inconsistencies and provide a framework for addressing those issues.

The department will work towards strengthening its risk reduction programs by creating a [Community Risk Reduction Group \(CRRG\)](#) to develop a framework for and provide Subject Matter Expertise (SME) to PM's to use when performing Program Evaluations. These SME's will assist the PM with using demographic data to focus community risk reduction outreach and mitigation efforts, and ensure these efforts are "right-sized", timely and relevant to the community.

References

[Program Evaluation Template](#)

[SOP Article 100, Section 14 – Validation Analysis](#)

[SOP 100-14, PIA Supplemental Question Form](#)

[Bellevue Fire Department Standards of Cover, Page 119](#)

[Bellevue Fire Department Standards of Cover, UHU Study, Page 82](#)

[Ibid, Page 95](#)

CC 2D.3 The performance monitoring methodology identifies, at least annually, future external influences, altering conditions, growth and development trends, and new or changing risks, for purposes of analyzing the balance of service capabilities with new conditions or demands.

Description

Establishment of the Annual Risk Assessment Performance Planning Evaluation Group (ARAPPEG) provides a documented and required framework for assessing future external influences, altering conditions, growth and development trends and new or changing risks. This group is tasked with analyzing the balance of service capabilities in light of changing conditions and/or demands.

Appraisal

A [Standard Operating Policy](#) (SOP) has been created to establish the ARAPPEG, define its membership, designate the tasks it needs to perform, data and inputs to be assessed, decisions to be made and reporting/documentation required.

Plan

The ARAPPEG will meet annually by the end of the first quarter to formally assess future external influences, altering conditions, growth and development trends and new or changing risks. This group will be held responsible to; validate the categorization of risk for each program area and risk class, assess critical infrastructure inventory for changes, review program areas that exceed established [service level thresholds](#), evaluate altering conditions that affect response, assess community risk reduction programs and their impact on response, discuss relevant industry research, document findings, refine the [Performance Improvement Plan \(PIP\)](#) and draft a summary report for the Fire Chief.

References

[Standard Operating Procedure 100-12; Evaluation of Service Level Thresholds](#)

[Standard Operating Procedure 100-13; Annual Risk Assessment Performance Planning Evaluation Group](#)

[Bellevue Fire Department Standards of Cover, Pages 93 -95](#)

[Ibid, Appendix C – Performance Improvement Plan](#)

2D.4 The performance monitoring methodology supports the annual assessment of the efficiency and effectiveness of each service program at least annually in relation to industry research.

Description

Establishment of the Annual Risk Assessment Performance Planning Evaluation Group (ARAPPEG) provides a documented and required framework for assessing prior year performance by service program and evaluating the efficiency and effectiveness of each program in relation to industry research.

Appraisal

A [Standard Operating Policy](#) (SOP) has been created to establish the ARAPPEG, define its membership, designate the tasks it needs to perform, data and inputs to be assessed, decisions to be made and reporting/documentation required.

Plan

The ARAPPEG will meet annually by the end of the first quarter to formally assess and document the prior year's performance by the total response area. This group will be held responsible to review program areas that exceed established [service level thresholds](#) and discuss relevant industry research. They will document their findings and include them in a summary report for the Fire Chief.

References

[Standard Operating Procedure 100-12; Evaluation of Service Level Thresholds](#)

[Standard Operating Procedure 100-13; Annual Risk Assessment Performance Planning Evaluation Group](#)

[Bellevue Fire Department Standards of Cover, Page 93 -95](#)

2D.5 Impacts of incident mitigation program efforts, (such as community risk reduction, public education, and community service programs), are considered and assessed in the monitoring process.

Description

Establishment of the Annual Risk Assessment Performance Planning Evaluation Group (ARAPPEG) provides a documented and required framework for assessing prior year performance and the impact of any incident mitigation programs.

Appraisal

A [Standard Operating Policy](#) (SOP) has been created to establish the ARAPPEG, define its membership, designate the tasks it needs to perform, data and inputs to be assessed, decisions to be made and reporting/documentation required.

Plan

The ARAPPEG will meet annually by the end of the first quarter to formally assess and document the prior year's performance by the total response area. This group will be held responsible to assess community risk reduction programs and their impact on response and document their findings. These findings will be summarized in a report for the Fire Chief.

References

[Standard Operating Procedure 100-13; Annual Risk Assessment Performance Planning Evaluation Group](#)
[Bellevue Fire Department Standards of Cover, Page 93 -95](#)

CC 2D.6 Performance gaps for the total response area, such as inadequacies, inconsistencies, and negative trends, are determined at least annually.

Description

Establishment of the Annual Risk Assessment Performance Planning Evaluation Group (ARAPPEG) provides a documented and required framework for assessing prior year performance, evaluating inadequacies, inconsistencies, and negative trends.

Appraisal

A [Standard Operating Policy](#) (SOP) has been created to establish the ARAPPEG, define its membership, designate the tasks it needs to perform, data and inputs to be assessed, decisions to be made and reporting/documentation required.

Plan

The ARAPPEG will meet annually by the end of the first quarter to formally assess and document the prior year's performance by the total response area. This group will be held responsible to; validate the categorization of risk for each program area and risk class, assess critical infrastructure inventory for changes, review program areas that exceed established [service level thresholds](#), evaluate altering conditions that affect response, highlight negative trends, document findings, refine the [Performance Improvement Plan](#) (PIP) and draft a summary report for the Fire Chief.

References

[Standard Operating Procedure 100-12; Evaluation of Service Level Thresholds](#)

[Standard Operating Procedure 100-13; Annual Risk Assessment Performance Planning Evaluation Group](#)

[Bellevue Fire Department Standards of Cover, Page 93 -95](#)

[Ibid, Appendix C – Performance Improvement Plan](#)

CC 2D.7 The agency has systematically developed a continuous improvement plan that details actions to be taken within an identified timeframe to address existing gaps and variations.

Description

The Department completed a [Strategic Plan](#) in 2016 using an outside consultant. This plan identifies goals and action items for the next five years. This plan while comprehensive in describing the challenges facing the organization, did not detail how the issues would be addressed, nor were there any timebound deliverables associated with this plan.

The [Performance Improvement Plan \(PIP\)](#) developed as part of the Standard of Cover ensures that staff and field personnel have a more comprehensive understanding of the department's ability to provide fire protection and related services based on actual data. It identifies shortfalls in performance and the steps identified to help resolve these issues.

Appraisal

The department had never developed a formal continuous improvement plan prior to the CRA/SOC process. Gaps and variations have been addressed whenever they rose to the level of attention of command staff or when a technology solution provided some improvement either intentionally or unintentionally.

In 2015, a [long-range facility plan](#) was developed to help address resource gaps and growth in the service area. This plan was adopted and funded through a voter-approved levy in 2016. The plan provides for construction of a new fire station located just outside of the downtown and replacement of Fire Stations 5, 4 & 6 in the next ten years.

Plan

Program Evaluations will identify gaps and opportunities for improvement within each program area. These items and other goals identified through the administrative goal-setting process will be consolidated into recommendations for the Fire Chief. Items having a budgetary impact will be evaluated using the City of Bellevue Budget One process and will have to compete for funding. Those items approved through the budget process or those having no dollars associated with their implementation will be added to the PIP and evaluated for inclusion in the Strategic Planning process.

In 2020, the Strategic Planning process will be conducted with the assistance of either the Center for Public Safety Excellence (CPSE) Technical Advisor Panel (TAP) or an outside consultant experienced in the Commission on Fire Accreditation International (CFAI) competencies. This process will ensure that a new Strategic Plan reflects the agencies; CRA, SOC, PIP, Goals and objectives and that the plan details the steps necessary to improve service delivery, be measurable and have time-bound actions.

The Department will continue to use the [Community Risk Assessment Visualization Tool](#) to reassess risk factors, incident distribution, response concentrations and changing community demographics at least annually. This assessment help to formulate outreach/mitigation/education strategies, evaluate response plans and identify gaps in our service delivery.

Additionally, response plans will continue to be evaluated on an ongoing basis to ensure that the appropriate level of resource is being provided. Current discussions are ongoing to move all Zone One fire agencies to a standard dispatch response plan for each incident type. This effort is attempting to standardize 1st, 2nd, 3rd & 4th alarm assignments across all Zone One fire agencies.

References

[Bellevue Fire Department Strategic Plan](#)

[Community Risk Assessment Visualization Tool](#)

[Bellevue Fire Department Standards of Cover, Page 119](#)

[Bellevue Fire Department Facilities Master Plan](#)

2D.8 On at least an annual basis, the agency formally notifies the authority having jurisdiction (AHJ) of any gaps in the operational capabilities and capacity of its current delivery system to mitigate the identified risks within its service area, as identified in its standards of cover.

Description

The City of Bellevue is a Council-City Manager jurisdiction. The City Manager serves as the Chief Executive of the City of Bellevue and is employed by the elected council to manage the day-to-day affairs of the City. As a Department Head of the City of Bellevue, the Fire Chief meets bi-monthly with his direct supervisor, the Deputy City Manager. This meeting serves to provide regular status updates regarding department operational capabilities, gaps and identified risks.

In addition, the department provides an [annual report](#) to the city manager's office for review and publication on the city's website. Furthermore, as part of the Fire Chief's annual review a [performance report](#) is provided to the Deputy City Manager.

The Annual Risk Assessment Performance Planning Evaluation Group ([ARAPPEG](#)) will also provide an [annual summary report](#) for the Fire Chief of any gaps identified during the performance evaluation process.

Appraisal

Regular tie-in meetings between the Fire Chief and the Deputy City Manager, along with the annual reporting methods stated provide an opportunity to adequately notify the AHJ of any operational gaps, capacity gaps, and identified risks within the service area.

Plan

Inclusion of the ARAPPEG report will better align the reporting methodology to this competency. There are no additional plans to change the way that the AHJ is notified of any gaps in the operational capabilities and capacity of the department's current delivery system.

References

[Fire Department 2017 Annual Report](#)

[Fire Chief's Annual Performance Report to the City Manager](#)

[Standard Operating Procedure 100-13; Annual Risk Assessment Performance Planning](#)

[Evaluation Group](#)

[Bellevue Fire Department Standards of Cover, Page 93 -95](#)

2D.9 On at least an annual basis, the agency formally notifies the AHJ of any gaps between current capabilities, capacity, and the level of service approved by the AHJ.

Description

The City of Bellevue is a Council-City Manager jurisdiction. The City Manager serves as the Chief Executive of the City of Bellevue and is employed by the elected council to manage the day-to-day affairs of the City. As a Department Head of the City of Bellevue, the Fire Chief meets bi-monthly with his direct supervisor, the Deputy City Manager. This meeting serves to provide regular status updates regarding department operational capabilities, gaps and identified risks.

In addition, the department provides an [annual report](#) to the city manager’s office for review and publication on the city’s website. Furthermore, as part of the Fire Chief’s annual review a [performance report](#) is provided to the Deputy City Manager.

The Annual Risk Assessment Performance Planning Evaluation Group ([ARAPPEG](#)) will also provide an [annual summary report](#) for the Fire Chief of any gaps identified during the performance evaluation process.

Appraisal

Regular tie-in meetings between the Fire Chief and the Deputy City Manager, along with the annual reporting methods stated provide an opportunity to adequately notify the AHJ of any operational gaps, capacity gaps, and gaps in the level of service.

Plan

Inclusion of the ARAPPEG report will better align the reporting methodology to this competency. There are no additional plans to change the way that the AHJ is notified of any gaps in the operational capabilities and capacity of the department’s current delivery system.

References

[Fire Department 2017 Annual Report](#)

[Fire Chief’s Annual Performance Report to the City Manager](#)

[Standard Operating Procedure 100-13; Annual Risk Assessment Performance
Planning Evaluation Group
Bellevue Fire Department Standards of Cover, Page 93 -95](#)

2D.10 The agency interacts with external stakeholders and the AHJ at least once every three years, to determine the stakeholders' and AHJ's expectations for types and levels of services provided by the agency.

Description

The Department meets with or seeks feedback from our external stakeholders to discuss services issues and gauge their service level expectations using the following schedule:

- [City Council/City of Bellevue Budget](#) process – Biennially with mid-cycle update, the Department is an active participant in the City's biennial budget process which establishes service levels based on the expectations and surveys of the community.
- Contract Cities – Annually, the Department recently completed contract negotiations with our contract cities (Beaux Arts Village, Clyde Hill, Hunts Point, Medina, Newcastle and Yarrow Point). These contracts establish performance expectations for the next 10 years.
- [Community/Residents/Citizens](#) – Biennially
- [Businesses/Developers](#) - Annually

Additionally, extensive stakeholder and resident input was elicited and considered in the development of the [2016 Strategic Plan](#).

Appraisal

These regular meetings with external stakeholders provides a forum for all parties involved to discuss service issues and expectations. If necessary, the department assigns command staff to take ownership of the issue, evaluate options and if prudent implement and communicate changes.

Plan

The department will continue to seek stakeholder feedback and look for best practices in terms of how to ensure that it is done as efficiently and effectively as possible.

Issues identified through stakeholder feedback as requiring additional research, development or recommendations are assigned to command staff. This assignment promotes accountability, provides a sole source of contact, and ensures that identified issues are followed up in a timely manner.

References

[2016 Fire Department Strategic Plan](#)

[2016 Development Services Customer Survey Report](#)

[COB Business Surveys](#)

[COB Budget Surveys](#)

[COB Citizen Surveys](#)

Category III: Goals and Objectives

Agencies should establish general organizational goals designed to implement their assigned mission and short-range plans. Additionally, agencies should establish goals and objectives to direct the priorities of operational programs (to include at least those outlined in Category V) and support services. All goals and objectives should be developed consistent with the elements of the published Strategic and Capital Improvement Plans.

Objectives are specific statements designed to document the steps necessary to achieve the agency's goal statements and apply to a specific time period. For purposes of accreditation, objectives should be consistent with the elements of the acronym "S.M.A.R.T."

Specific

Measurable

Attainable

Realistic

Time-bound

Criterion 3A: Strategic Planning

A strategic plan is in place, and along with the budget is guiding the activities of the agency. The plan is submitted to the appropriate authority having jurisdiction (AHJ).

Summary:

Through a strategic planning process, the Bellevue Fire Department has established goals that shape organizational direction, strategic objectives and provide a way to measure progress toward realizing the ideals of our mission statement. Goals form the foundation upon which strategic objectives are based. Strategic objectives put into motion the concepts and ideals contained in our mission statement. Objectives hold individual employees accountable for activities that contribute to the achievement of these objectives. While goals and objectives provide a framework for the work that is done, they must also allow for freedom so that inspired individuals can stretch and improve themselves while they contribute, giving them a personal sense of satisfaction.

CC 3A.1 The fire service agency has a published strategic plan.

Description

Goals and objectives for the next five-year period are established and published.

Appraisal

Fire department goals are published in the [Strategic Plan 2016 - Protecting Our Community, Strengthening Our Organization](#). The plan identifies the most significant issues and opportunities facing the department and establishes the foundation for the department's response. The plan is published on the department's external website under the sub-heading of "[key documents](#)".

The Department employed the services of [Berk Inc.](#) to facilitate the drafting of an up-to-date strategic plan

Plan

The Department will review the strategic plan annually and revise it at five-year intervals to correspond with the reaccreditation process. In the event of significant organizational or economic change, the Department is committed to revising strategic goals at shorter intervals.

References

[Strategic Plan 2016](#)

[Bellevue Fire Department Website: Key documents](#)

[Berk Inc.](#)

3A.2 The strategic plan is approved within the agency and submitted to the governing body or administrative officer with responsibility over the fire agency and to whom the chief fire officer/chief executive officer reports.

Description

Situation assessment and strategy development by the Department's Executive Team and Strategic Planning Committee provides guidance to the consultant regarding survey instruments and interview protocols targeted to internal and external stakeholders. Interviews conducted include city leadership consisting of the City of Bellevue City Manager and Deputy City Managers as well as department directors. Upon completion of the plan, the final product is submitted to the City Manager for review.

Appraisal

The process of developing the [Strategic Plan](#) 2016 was just as important and valuable as the outcome, creating an opportunity to engage department staff and members of the communities we serve. A robust community survey, interviews of key internal and external stakeholders, as well as analysis of demographic and economic context provides valuable feedback to the department for future planning purposes. Routine tie-in meetings wherein the Fire Chief apprises the City Manager and Deputy City Managers of the strategic planning process, its progress, and anticipated deliverables, occurs bi-monthly.

Plan

The Fire Chief will meet bi-monthly with the City Manager/Deputy City Manager to discuss the department's annual work plan based on action strategies determined by the strategic plan process and emerging topics that impact how the department provides services.

References

[Strategic Plan 2016](#)

Criterion 3B: Goals and Objectives

The agency's general goals and specific objectives direct its priorities in a manner consistent with its mission and are appropriate for the community it serves.

Summary:

Development of the departments' goals and objectives began by enlisting the following governing statements as guiding principles:

- **Our Vision** – A protected, prepared and healthy community.
- **Our Mission** – Assist the public in the protection of life and property by minimizing the impact of fire, medical emergencies and potential disasters or uncontrolled events.
- **Our Values** - Exceptional Public Service, Stewardship, Commitment to Employees, Integrity and Innovation.

Every action and investment outlined in our department goals and objectives is important to protecting the safety, well-being, and prosperity of the communities we serve.

CC 3B.1 The agency publishes general organizational goals directed toward achieving its long-range plans. The agency publishes corresponding specific objectives to implement these goals and incorporate the measurable elements of time, quantity, and quality.

Description

Fire department goals are published in the [Strategic Plan 2016](#). Work plan items are tasked to administrative staff and are directly linked to at least one Department goal. Progress on tasks are monitored through collaboration on the annual [SWOT Analysis, annual workplan](#) and development of a [3-5-year work plan](#).

Appraisal

The Department employed the services of [Berk Inc.](#) to facilitate the drafting of an up-to-date strategic plan. The process that developed the [2016 Strategic Plan](#) was a collaboration of [16 strategic planning committee members](#) and eight additional senior administrative staff members. In addition, [employee, external stakeholder and citizen surveys](#) were used to solicit additional input. The process was successful in creating concise but meaningful goals and objectives in keeping with our mission, vision and stated city values.

Plan

The Department will review the strategic plan annually and revise it at five-year intervals to correspond with the reaccreditation process. In the event of significant organizational or economic change, the Department is committed to revising strategic goals at shorter intervals.

References

[2018 Annual Work Plan](#)

[Strategic Plan goals and action strategies. Strategic Plan 2016, p 12-13.](#)

[Three-to-five-year work plan](#)

[Berk Inc.](#)

[Strategic Plan 2016, p 3. Strategic Plan committee members](#)

[Strategic Plan 2016 Technical Appendix](#)

[2018 SWOT Analysis](#)

3B.2 The agency assesses its current status when establishing goals and objectives.

Description

Annual assessment of department [goals and objectives](#) as outlined in the 2016 Strategic Plan takes place at the Fire Executive Staff Retreat with a review of the previous year provided to the membership by the PIO/CLO at the direction of the Fire Chief.

Additionally, the [annual work plan](#) serves as a road map of projects, initiatives and tasks divisions are accomplishing to meet the stated goals and objectives.

Appraisal

Recent review of current practice highlighted the need to assess accomplishment of the specific department goals and objectives outlined by the [2016 Strategic Plan](#) process with a future focus rather than retrospectively. To respond to this identified gap the department held a retreat of its management staff in June of 2017 to define a department wide [3 to 5-year work plan](#). Each Division Manager was tasked with tactical planning for their area of supervision which addressed key performance indicators, identified industry trends, developed an operations plan and in the end created specific goals and objectives *for their business lines* which corresponded with the stated goals identified in the 2016 Strategic Plan.

Plan

The department will continue strategic planning initiatives that define clear goals and objectives which assist in performance management and strategic planning and follow-up with assessment activities that address gaps and build organizational resiliency.

References

[2018 Annual Work Plan](#)

[Strategic Plan goals and action strategies. Strategic Plan 2016, p 12-13.](#)

[Department 3-5 Year Work Plan](#)

[2016 Strategic Plan](#)

3B.3 The agency invites internal and external stakeholder participation in the development, implementation, and evaluation of the agency’s goals and objectives.

Description

During the 2016 Strategic Planning process community feedback was gathered through an [online survey of city residents](#). In addition, targeted phone interviews were conducted with key [external stakeholders](#) representing local developers, property managers, The Bellevue School District, social service providers, fire and emergency management partners, the Downtown Bellevue Association, and the department’s contract cities (i.e. Beaux Arts, Clyde Hill, Medina, Newcastle and Yarrow Point). Additionally, focus groups were conducted with key internal stakeholders to obtain feedback regarding department direction. The most recent staff survey analysis indicated a positive trend in employee satisfaction between 2010 and 2015. The results of both surveys are published in the [Strategic Plan 2016 Technical Appendices](#).

Appraisal

The process utilized during the development of the [2016 Strategic Plan](#) included resident surveys and targeted interviews generated important feedback that led to actionable data. Data which has assisted department leadership in the development of our goals and objectives and moves the department forward in accomplishing its mission.

Plan

There is no plan to change the method of obtaining internal and external stakeholder participation in the development of our goals and objectives.

References

[Strategic Plan 2016 Technical Appendix, Resident Survey, p.18](#)

[Strategic Plan 2016 Technical Appendix, Employee Survey, p. 44](#)

[Ibid, External Stakeholder Interview summary, p. 27](#)

[Ibid, p. 1](#)

[2016 Strategic Plan](#)

3B.4 Published materials accurately portray the agency’s goals and objectives as well as mission, vision, and values in context.

Description

The Department’s [goals](#) are clearly stated in the [strategic plan](#) that is linked externally on the City of Bellevue [Fire Department website](#) and internally on SharePoint intranet. The [Department vision, mission values and goal statement](#) is posted both externally and internally. In addition, the department mission statement has been printed as a poster and distributed to each station for display.

Appraisal

The methods that the Department has used to both publish and display the mission, vision, values and goals of the Department have been able to accurately portray the items to both the public and employees. The electronic posting of these materials has allowed near instantaneous posting of updates.

Plan

There are no plans to change the methods for posting the mission, vision, values and goals of the Department. However, as described in 3A.2, there are plans to change the way that Department objectives are monitored and reported.

References

[Strategic Plan 2016, Summary Goals and Action plans, p 12](#)

[Strategic Plan 2016](#)

[Fire Department Internet site/accreditation](#)

[Department vision, mission values and goal statement](#)

3B.5 The governing body responsible for establishing policy reviews the agency's goals and objectives.

Description

The City Manager is tasked by the City Council to oversee the functions of each city department. To provide for span-of-control issues in a large city government, the city manager has placed a deputy manager in direct oversight of the fire chief and, in turn, the fire department. The chief has regularly scheduled meetings to discuss policy, goals and objectives. In addition, the city's department heads form a central "[leadership team](#)" and they also meet regularly to discuss policy and strategic plan. The current structure allows departments to create and manage their own goals and objectives to help them meet their overall purposes. In addition, the City Manager places faith in the accreditation process to provide further justification and accountability for agency goals and objectives.

Additionally, the [Budget One process](#) (see criterion 4A) provides an additional level of oversight for Department goals and objectives. The Department must prove that all its services and programs directly address at least one of [six budget outcomes](#).

Appraisal

The current structure and communications have provided sufficient oversight and direction to the Department. The Fire Department's actions have been under continuous supervision of the City Manager who is an extension of the elected city council. Also, the advice and collaboration of other city departments (e.g. Legal, Finance, Human Resources) has provided additional support for Fire Department objectives.

Plan

There is no plan to change the oversight or accountability processes currently in place.

References

[Meet the leadership team](#)

[Budget One process](#)

[Budget One six outcomes](#)

3B.6 When developing organizational values, the agency consults its members.

Description

In 1999 as City of Bellevue leadership set out to adopt organizational values they turned to the book [Built to Last: Successful Habits of Visionary Companies](#) by Jim Collins and Jerry I Porras for guidance. *Built to Last* identifies 18 "visionary" companies and sets out to determine what's special about them. One of the hallmarks of a visionary company is establishing what are known as 'core values. [Five essential core values](#) guide our individual actions, our interactions, and our decision making in the City of Bellevue: Stewardship, Innovation, Commitment to Employees, Integrity and Exceptional Public Service. These core values were carefully crafted after conducting employee focus groups and surveys of the City Council, and city leadership and were revisited in 2009 and found to be just as relevant.

In 2014, recognizing the changing demographics of the city, the Council adopted the following Council Vision, "Bellevue welcomes the world. Our diversity is our strength. We embrace the future while respecting our past." The Council Vision, along with the guiding principles of the [Diversity of Advantage Plan](#) seeks to enrich the quality of life for all through access, equity, inclusion, opportunity, and understanding.

Appraisal

Bellevue City leadership have demonstrated their commitment to building a High Performing Organization with the guiding principles of the [Diversity Advantage Plan](#) and their proactive training of city employees through the [Darden School Business](#).

Plan

City Management, along with the Council and Leadership Team, plan to revisit defined organizational core values on an as needed basis. The Bellevue Fire Department has a training plan in place for staff and leadership to learn [High Performing Organization](#) principles as well as Cultural Competency curriculum in keeping with the [Diversity Advantage Plan](#), as well as reviewing and revising hiring practices to better reflect the [Diversity Talent Hiring Initiative](#).

References

[Built to Last: Successful Habits of Visionary Companies](#)

[City of Bellevue Core Values](#)

[Darden School of Business](#)

[High Performing Organization](#)

[Diversity Advantage Plan](#)

[Diversity Talent Hiring Initiative](#)

Criterion 3C: Implementation of Goals and Objectives

The agency uses a management process to implement its goals and objectives.

Summary:

Goals, objectives, and action plans are developed by key management staff, with input provided by personnel assigned to their respective area(s) of responsibility within the Fire Department. Once these goals, objectives and action plans are approved, the information is shared with the City Manager and made available to all Department personnel through the City's intranet. Key management staff is responsible for overseeing the implementation of these objectives and action plans.

CC 3C.1 Some form of organizational management process is identified and used to track progress and results of agency goals and objectives relating to general organizational and operational programs.

Description

As mentioned in 3A.1, the Department's operational objectives, with measurable outcomes and timelines, are specified and monitored in an [annual SWOT analysis](#) and the development of a [3-5 year strategic work plan](#). The work plan is specific for a year-long period and each action item is related to a specific agency goal. Agency goals are published in both the [strategic plan](#) and [internal references](#). In addition, the department tracks progress through what we call a [semi-monthly reporting](#) process which captures significant incidents through a [brief](#) filled out by the incident commander and forwarded to the Operations Chief. This semi-monthly report also includes other significant events that occur within the organization. Finally, a '[project tracker](#)' has been added to the process which tracks high value assignments given by the Fire Chief and provides a quick snapshot of the status of those projects.

Appraisal

The current method of using a single document with all divisional deliverables has been effective in tracking productivity. However, the centralized method for both creation and updating of the document has led to long periods where no progress is reported. This is not to say that divisions are inactive. Rather, it is the lack of ownership of a document that has been problematic since only one person manages the updating. Given the recent initiatives of the newly hired Fire Chief as well as the gaps identified, and the need for broader staff engagement from all divisions [a matrix outlining staff participants](#) and their roles and responsibilities was developed. Along with this [a crosswalk of the FESSAM, SOC and Strategic Plan](#) was developed to ensure that each phase of review and plan development informs the next.

Plan

The Department plans to migrate the matrix and crosswalk to a dedicated SharePoint site. Each operational division will be required to list each deliverable task, linked to at least one Department goal, FESSAM, SOC or Strategic plan, with a timeline identified.

Division managers will be required to update the plan on a quarterly basis. Senior staff will continue to utilize annual planning retreats as an avenue to report on their past accomplishments and describe future plans. Plans will be reviewed by the body and approved for action. In addition, high value projects and issues will be placed in a '[project tracker](#)' for quick reference by the Fire Chief as to the status of the project, target completion date, and staff member responsible.

References

[2018 Strengths Weaknesses, Opportunities and Threats](#)

[3-5 Year Work Plan](#)

[Department 'Project Tracker'](#)

[Strategic Plan 2016, p 13](#)

[Semi-monthly Report Example](#)

[Significant Incident Brief Example](#)

[Vision, Mission Vision and Goals](#)

[Staff Participation Matrix](#)

[FESSAM, SOC & Strategic Plan Crosswalk](#)

CC 3C.2 The agency designates personnel to lead the implementation of respective goals and objectives.

Description

[Division managers](#) are tasked with the implementation of stated goals and objectives as it relates to their lines of business and provide status reports to the Fire Chief during regular staff tie-ins, [semi-monthly](#) reports, and at Fire Department executive staff meetings during Round Table. Additionally, written reports are provided to the organization at quarterly intervals for the All Fire Administration staff meetings and All Officer Meetings.

Appraisal

[Quarterly Division reports](#) and [semi-monthly reports](#) provided by division managers serve as important mileposts in the accomplishment of specific goals and objectives. These reports provide accountability for their accomplishment while at the same time providing needed feedback to the Fire Chief to aid in strategic planning regarding the staff and resource allocation needed to successfully accomplish department goals and objectives.

Plan

There is no plan to change the designated authority or accountability for the implementation and report out of department goals and objectives.

References

[Fire Department Roster](#)

[1st Quarter Division Reports](#)

[Semi-monthly Report Example](#)

3C.3 All members receive information explaining the agency’s goals and objectives.

Description

The Department’s goals are clearly stated in the [strategic plan](#) that is linked externally on the City of Bellevue [Fire Department website](#) and internally on SharePoint intranet. The [Department vision, mission values and goal statement](#) is posted internally on SharePoint. The department mission statement has been printed and distributed to each station for display.

Department objectives are addressed in the [three-to-five year action plan](#) that is internally accessible on an intranet SharePoint site.

Appraisal

The use of SharePoint and internet linking to goals and objectives (action plans) has provided more accessibility and disclosure of Department direction and work plans to the organization.

Plan

The Department plans to migrate the action plan tracking to a dedicated SharePoint site. Each staff person will be responsible for updating their work plans and it will be easier for senior/supervising staff to monitor the progress.

References

[Strategic Plan 2016, p. 13](#)

[Fire Department Internet site key documents](#)

[Department vision, mission values and goal statement](#)

[Three-to-five-year work plan](#)

3C.4 The agency, when necessary, identifies outside resources that can be consulted in regard to accomplishing an agency's goals and objectives.

Description

The department takes pride in having a diverse and qualified workforce that can meet most of its needs internally. However, the broad scope of work and the technical aspects of work that require interoperability sometimes stretches our needs beyond our ability to support them internally. An example of an outside resources that now addresses a departmental need is our transition to [ESO solutions](#) for [EMS records](#). Cloud-based records that can be transferred to our hospital partners while having QA oversight from King County required a transition away from an internally-supported system.

The department also uses outside resources to annually test all fire hose, [entry-level testing](#), assessment center administration, [digital transaction management](#), landscape maintenance and many other services.

Appraisal

The department's history of using services from external sources has provided expertise or efficiencies in areas that we are deficient. The department has been satisfied with the services that we are able to obtain from our outside resources.

Plan

The department will continue to utilize outside resources to achieve specific goals and objectives.

References

[ESO Solutions Main Website](#)

[ESO suite Login](#) (See a staff member for EMS record functionality)

[Public Safety Testing contract](#)

[DocuSign digital transaction management](#)

Criterion 3D: Measurement of Organizational Progress

Processes are in place to measure and evaluate progress towards completion of specific objectives and overall system performance. The goals and objectives are re-examined and modified periodically.

Summary:

Management personnel are responsible for monitoring Fire Department goals, objectives, and action plans within their area(s) of subject matter expertise. Quarterly review is accomplished to assess, measure and evaluate the progress of objectives and if the objectives are meeting the associated goals. Performance measures; i.e. fire response statistical reports, fire and life safety inspection workload performance data, fires confined to the room of origin, etc. are some of the tools used to measure objectives. Quarterly status reports are provided to the Fire Chief and other key management staff on all Department objectives. At a minimum, the end of the third quarter, management personnel must identify what objectives will not be met by the end of the year, due to changes in resources or unanticipated workload demands. Objectives and target dates are modified as necessary.

CC 3D.1 The agency's goals and objectives are examined and modified at least annually for quality and to ensure they remain current and consistent with the agency's mission, vision, and long-range plan(s).

Description

Established goals and objectives direct the day-to-day operations of the Department. Administrative staffs use several forums to both establish and monitor goals and objectives. [Twice-monthly staff meetings](#) give an opportunity for both the Fire Chief and senior staff to discuss issues and brainstorm solutions. [Work plans](#) are often created and monitored from these meetings. In addition, an annual planning retreat provides an opportunity to discuss and plan larger challenges.

Objectives and tasks identified during planning sessions are added and tracked on the departments' [three-to-five year](#) work plan that is updated quarterly.

Appraisal

The use of an annual tracking document in association with twice-monthly staff meetings and an annual staff retreat has provided sufficient accountability on objectives as they relate to agency goals.

Plan

On a quarterly basis, key management staff will continue to complete an evaluation of objectives and action plans to monitor progress and identify possible deficiencies due to staffing, financial resources and/or unforeseen circumstances. An annual review of the objectives is completed in the first month of the following year. The status and outcomes of the objectives are available to all personnel on the Department's intranet site.

References

[2018 Work Plan](#)

[2018 Staff Meeting notes](#)

[Three-to-five-year work plan](#)

CC 3D.2 The agency evaluates administrative and operational processes to determine improvements in efficiency and execution in pursuing organizational objectives.

Description

Periodic review of existing performance metrics provides the means to evaluate ongoing operational objectives regarding outputs, workloads and outcomes. New programs and objectives are required to provide meaningful metrics that reflect the desired outcome and speak to the program efficacy.

Administrative structures and processes are assessed at intervals by the Fire Executive Team to determine span of control, scope of responsibility and enhancements that provide additional capability to the organization. A [half-day retreat](#), as well as a status update at the [2018 annual retreat](#) take place to develop the department's [3-5 year work plan](#).

Appraisal

Performance measurement and performance monitoring has become an integral part of the City of Bellevue budgeting for outcomes (Budget One) process. To support the Department's budget proposals, both historic and projected outcomes must be reported. New budget proposals must be accompanied by performance metrics that establish and measure deliverables for the proposed program. The City of Bellevue has received a [Certificate of Excellence](#) from the International City Manager's Association (ICMA). This is the highest level of award ICMA confers for its performance measurement program.

Accreditation requires program evaluation through the [Community Risk Assessment](#), [Standards of Cover](#) and Annual Compliance Reporting. This process highlights areas of deficiency and encourages continuous reassessment of changing needs within the community.

Plan

The Department will continue to support the performance measurement and monitoring required for [City Annual reporting](#), the Budget One Process and CFAI Accreditation. Administrative and organizational changes to address changing community needs and

departmental objectives will be implemented whenever possible and those requiring additional resources will be pursued through the budget process.

References

[Community Risk Assessment Visualization Tool](#)

[Standards of Cover, page 72](#)

[Community Risk Reduction Bureau 2019-2020 Budget Proposal](#)

[ICMA Certificate of Excellence Press Release](#)

[ICMA Certificate Application Form](#)

[City of Bellevue Performance Reporting](#)

[2018 Annual Fire Executive Retreat Agenda](#)

[2017 Work Plan Retreat Agenda](#)

[Three to five-year work plan](#)

3D.3 The agency provides progress updates to the governing body, its members, and the public regarding goals and objectives.

Description

The City of Bellevue Fire department develops a strategic [3-5-year work plan](#) set within the framework of the goals and objectives identified in the [2016 Strategic Plan](#). To provide progress updates to the governing body, its members, and the public, the department publishes an annual report which complies with the directives mandated in [RCW 52.33.040](#). Additionally the Fire Chief meets with the deputy city manager on a bi-monthly basis, and provides an annual [performance report](#) to the City Manager.

Appraisal

The current schedule of progress updates to the governing body, its members, and the public regarding its goals and objectives meets the legal mandates of the State of Washington and satisfies the requirements of the City Manager. Most importantly the act of compiling the updates provides an opportunity to conduct a strategic review of department activities and serves as a pre-planning exercise to ensure anticipated needs are reflected in our goals and objectives.

Plan

The department plans to continue its current schedule and type of progress updates to the governing body, its members, and the public regarding its goals and objectives.

References

[Annual Performance Report](#)

[Department 3-5-year Work Plan](#)

[2016 Strategic Plan](#)

[RCW 52.33.040](#)

Category IV: Financial Resources

This category evaluates the financial condition of an agency to determine its ability to fund operational priorities, and its prognosis for long-range quality of service given what can be a dynamic and adverse fiscal environment. Resources must be adequate to maintain the various programs to which an agency has made a commitment. Whether the agency is public or private, stability of revenues (demonstrated by a consistent history through at least the past three years) is fundamental.

The chief fire officer or chief executive officer, professional staff, and governing board share responsibility for planning, management, and stability of financial resources. Since the budget is the financial expression of agency programs and priorities, it should be developed through appropriate consultation with the governing board of the authority having jurisdiction (AHJ), departments, divisions, and other units.

Financial policies covering financial planning, revenue, and expenditures should be developed by the professional staff and adopted by the governing board. Financial policies shall be reviewed and revised on at least an annual basis to ensure continued relevance and addresses any gaps.

In approving the budget, the governing board approves the acquisition and allocation of resources consistent with agency goals, objectives, and stated priorities.

Criterion 4A: Financial Planning

Financial planning and resource allocation is based on agency planning involving broad staff participation.

The agency's plan for financing should reflect sound strategic planning and a commitment to its stated goals and objectives. Financial support for programs and services should be deemed by the agency as adequate to maintain the number and quality of personnel and other operational costs.

Summary:

Bellevue's budget is produced every two years and includes a seven-year capital budget. The budget serves as a major policy document and describes how the city intends to finance its services and infrastructure. Beginning in 2011, the city began using a "budgeting for outcomes" (also known as "priorities of government") process called "Budget One" to develop the city's budget. ([City of Bellevue - Budget One](#))

The process:

- Identifies the community's priorities (called outcomes);
- Prioritizes services to meet those outcomes; and
- Funds those services with available monies.

Citizen input, through the [Performance Survey](#) and [Budget Survey](#), guides the development of Bellevue's budgets.

For each Outcome there is a Request for Results that outline the results, or services citizens want from the City of Bellevue, the factors that contribute to achievement of these results, and purchasing strategies that lay-out the cause and effect relationships that budget decision making process. Budget One is a form of "zero based budgeting." In order for a service to be considered for funding in the budget, a department must submit a proposal for it. The budget proposals that rise to the top will formulate the basis for the City Manager's proposed 2019-2020 Budget recommended to the Bellevue City Council.

The city council is regularly provided updates to the budget process and throughout the process provides policy direction as needed. The City Manager's Preliminary Biennial Budget is submitted to the city council in October. Following the conclusion of required public hearings and other outreach efforts, and prior to the beginning of the fiscal year, the council makes adjustments and changes as it deems necessary and then adopts a balanced budget. ([RCW 35.33.075](#))

4A.1 The governing body and regulatory agencies give the agency appropriate direction in budget and planning matters within their scope of services.

Description

The Bellevue City Council maintains long-term budget policies. [The policies](#) are contained within the city’s budget documents. The City of Bellevue Council’s vision, mission and priorities provide the “building blocks” of the budget process. In preparation for the biennial budget, the council holds several Budget retreats and workshops to review long range financial plans and discuss service level and funding objectives for the coming budget.

Based on information received from council, the City Manager and the City Finance Director provide department directors, including the Fire Chief, directions in planning and development of the budget. See Budget One [Request for Results and Results Team Memos](#). Specific formats are followed, and a schedule is maintained to assure budget adoption prior to the beginning of the fiscal biennium.

Appraisal

The fiscal direction provided has generally proven sufficient to assist the department in the development of long-range planning efforts and preparing and administering its budget. The movement to the Budget One process has presented some challenges to the Department:

- The start of the budget process has moved earlier in the year, to accommodate review and ranking of all the budget proposals submitted;
- The city continues to look for ways to fund the needs of a growing community;
- Budget One is a “zero-based budget” process, more time is needed for departments to develop proposals for every service they provide to the community. To comply with the new process, the Fire Department has involved more individuals in the budget process.

Plan

The department will review, evaluate and update as necessary its [Strategic Plan](#), prior to the beginning of the budget process and actively participate in the development of citywide long range planning efforts and budget development guidelines. In addition, department administration will continue to involve more staff involved in the budget process to spread the workload and improve quality of department's budget proposals.

References

[City of Bellevue Comprehensive Finance Management Policies](#)

[Request for Results and Result Team Memos](#)

[Strategic Plan 2016](#)

CC 4A.2 Policies, guidelines and processes for developing the annual budget are defined and followed.

Description

Based on information received from the City Council, the City Manager and the City Finance Director provide department directors direction in the planning and development of the budget. The directions are provided during meetings and in writing. In addition, the city also maintains an intranet site containing current [budget development materials](#) and directions that are available to all city staff. Specific formats are followed, and a schedule is maintained to assure budget adoption prior to the beginning of the fiscal biennium.

Appraisal

The department follows the adopted guidelines and schedules in the development of its budget materials and requests. To improve internal communication during the budget process, the department maintains a [SharePoint](#) site providing access to the current and previous cycle budget proposals. If necessary, the department can seek clarification and/or assistance from Budget Office and Finance staff in submitting the required materials.

Plan

To ensure access to information, that guidelines are followed, and deadlines are met, the Fire Department will continue to maintain its Budget One SharePoint site and to meet regularly with Fire and Finance staff involved in the budget process.

References

[Budget One intranet site](#)

[Fire Department Budget One SharePoint site](#)

4A.3 The financial planning/budget adoption process provides transparency for all expenditures and revenues for the agency.

Description

The Government Finance Officers' Association of the United States and Canada (GFOA) has awarded the [Distinguished Budget presentation award](#) to the City of Bellevue for its budget document for 25 consecutive years. The GFOA gives this award to those governments whose budget document meets the GFOA's criteria as an effective policy document, operations guide, financial plan, and communication device.

The City of Bellevue's budget process is transparent and provides numerous opportunities for the public and staff to stay informed of and participate in the process. In addition, the city provides an [Open Budget](#) website that communicates the city's budget in an easy-to-understand way through a visual interface that allows readers to explore the budget.

Appraisal

Citizen input, through the [Performance Survey](#) and [Budget Survey](#), guides the development of Bellevue's budgets. In addition, there are many opportunities for staff and citizens to learn about the budget process and stay informed of budget decisions. In addition to the surveys mentioned above, other options for public engagement in the budget process include:

- Budget Process Public Involvement Website. The website provides links and contact information for anyone interested in further information. This site is available during budget development and council deliberations.
- Public Hearings - The city council holds three public hearings on the budget to provide stakeholders multiple opportunities to officially comment on the operating and capital budgets. Two public hearings, one in June and the other in July, are held prior to the submission of the Preliminary Budget to the council and offer residents and other stakeholders the opportunity to let the council know what issues are important to them. The third hearing, in November after the council

receives the Preliminary Budget, provides interested parties the chance to address new budget proposals and comment on significant budget issues.

- Public comment at all council meetings - The public is welcomed and encouraged to speak during public comment at all regular council meetings. The council agendas are posted on the council website.
- Five city boards and commissions provide input on the budget process. -
Transportation Commission: provides funding recommendations on the Capital Investment Program (CIP) budget. Environmental Services Commission: provides funding recommendations on both the operating and CIP Utilities budgets as well as rate recommendations. Parks and Community Services Board: provides funding recommendations on the CIP budget. Human Services Commission: provides funding recommendations on allocations to human services (City/CDBG) agencies. Arts Commission: provides funding recommendations on arts acquisitions as well as allocations to arts groups.

Plan

The Fire Department will encourage City Management and the Finance Department to continue with current practices.

References

[GFOA 2017-2018 Distinguished Budget Award](#)

City of Bellevue - [Open Budget](#) website

City of Bellevue [Performance Survey](#)

City of Bellevue [Budget Survey](#)

4A.4 The budget process involves input from appropriate persons or groups, including staff officers and other members of the agency.

Description

The department reviews and seeks input on goals and work initiatives for the upcoming year as well as a [3 to 5 year work plan](#) from all workgroups. Through the department's [strategic planning process](#), major budget needs have been identified and communicated to department and city management.

At the start of the budget process, the city's Budget Office distributes budget instructions and conducts training sessions on the process, with special emphasis on any changes to the process from previous years. For the 2017-2018 Budget process, emphasis is being placed on developing a "Business Case" for new budget requests. Officers and managers are encouraged to seek participation from their staff regarding operational needs and/or new initiatives. The department budget process kicks off with a Special Notice to staff and where appropriate staff is asked to assist in the writing of the department's budget proposals. All department members are encouraged to participate and forward item to be consider in the department's budget process ([Special Notice 18-002](#)). Prior to submission to the Finance Department, all Fire Department budget proposals are reviewed by the Fiscal Manager, the affected division manager, the two Deputy Chiefs and the Fire Chief for consistency and completeness.

Additionally, any member of the department can forward a [written recommendation](#), through channels that identifies a new initiative or operational need that may or may not require additional funding to execute. If department management approves the recommendation, attempts are made to identify resources within the existing budget to fund the request. If resources cannot be identified, the item will be considered for submittal during the next budget process.

Appraisal

The department has had success within the Budget One process it has taken a great deal of preparation, coordination and staff participation. The 2019-2020 Budget process started with the development the department's [Strategic Plan](#) and [3-5 Year Work Plan](#). Staff and management from all divisions participated in the writing of the document. In addition, input was received from employees, citizens and outside stakeholders. As a result, the department's goals and objectives for the next several years were outlined in the document and it will serve as the basis for the department's 2019-2020 budget proposals.

Plan

The department will follow all budget development procedures established by the Finance Department and will continue to seek input from all internal and external stakeholders in its strategic planning and budget processes.

References

[Strategic Plan 2016](#)

[Fire Department 3-5 Year Work Plan](#)

[SOP, Article 900, Section 5 - General Correspondence](#)

[Special Notice 18-002 – 2019-2020 Fire Department New/Additional Service Budget Proposals](#)

4A.5 The annual budget, short and long-range financial planning, and capital expenditures are consistent with agency priorities and support achievement of the agency’s strategic plan and goals and objectives.

Description

[City financial polices](#) require the Finance Department to maintain a Six-Year Operating Budget Financial Forecast. The forecast provides the city’s decision-makers with an indication of the long-term fiscal impact of current service levels, policies and budget decisions. The planning tool recognizes the effects of economic cycles on the demand for services and the city’s resources. The forecast differentiates between revenues associated with one-time economic activities and revenues derived because of base economic growth. Future resource and expenditure estimates are based on current budget performance, historical trend analysis, current economic information, input from other government entities, and feedback from local economists. A summary of the [current General Fund forecast](#) that was published for the mid –biennium budget update in November 2017.

The current [seven-year Capital Investment Program \(CIP\) Plan](#) identifies capital projects and revenue sources to complete said projects.

Appraisal

Since 2015, Bellevue has experienced a tremendous increase in development activity. With new development comes increased demands for city services and associated capital projects. It is the Finance Department responsibility to ensure that the financial forecast remain current and that the council is aware of the city’s financial condition and know when adjustments were necessary to balance revenue sources to expenditures. To meet the demands of the growing community, the city has sought new resources to help balance operating and capital budgets. For example, in 2017, council approved the first increase in property tax in over twenty years. Also, in November 2016, Bellevue voters approved two capital levies, one for fire facilities and other for transportation.

While these resources will help the city reach some of short-term operating goals, some of the needs associated with growth still need to be addressed. In the city’s [seven-year CIP](#),

resources for all approved capital projects are identified, but some projects are only partially funded. For Fire the projects include, any improvements or relocation of Fire Station 6, located in the Spring Brook Neighborhood, and the Public Safety Training Center.

Plan

The Department will continue to work the City Manager's Office, Finance and City Council to ensure that the service levels identified in the department's Standards of Response Coverage document, and operating and capital needs identified in the Department's [Strategic Plan](#) are included in biennium budget deliberations, the city's long-range financial plans and the CIP.

References

[City of Bellevue Comprehensive Finance Management Policies](#)

[General Fund Financial Forecast –Summary](#)

[Seven Year CIP – 2017-2023 CIP Plan](#)

[Strategic Plan 2016](#)

[2017-2018 Mid-Biennium Budget Update](#)

4A.6 Budgeted expenditures are consistent with projected financial resources.

Description

It is [city policy](#) that ongoing expenditures should be equal to or less than ongoing revenues. [Washington State law](#) requires the city to pass a balanced budget. The city adopted biennial budget contains sufficient funds to support department expenses as known at the time of adoption. A mid-biennium update is required by Washington [State law](#) during the year following adoption of the biennial budget to allow for budget modifications and technical adjustments to ensure that budgeted expenditures remain in line with projected financial resources.

Appraisal

The Finance Department has maintained a system for monitoring [city budget performance](#). The Fire Department has provided monitoring data, as necessary, to Finance in support of this effort. City council is provided quarterly information on resource collections and departmental expenditures. Included are provisions for amending the budget during the year to address unanticipated needs, emergencies, or compliance with State of Washington budgetary statutes.

Plan

The department will monitor expenditures and resources monthly to ensure that departmental revenues are collected in a timely manner and that spending remains within budget appropriations.

References

[RCW 35.33.075, Budget — Final — Adoption — Appropriations](#)

[RCW 35.34.130, Budget — Mid-biennial review and modification](#)

[City of Bellevue Comprehensive Finance Management Policies](#)

[Sample Quarterly Monitoring Reports](#)

Criterion 4B: Financial Practices

Financial management of the agency exhibits sound budgeting and control, proper recording, reporting and auditing.

*NOTE: An agency that has already received the Certificate of Achievement for Excellence in Financial Reporting (Certificate) from the **Government Finance Officers Association (GFOA)** for their **Comprehensive Annual Financial Report (CAFR)** may submit that certificate and their **Comprehensive Annual Financial Report** as prima facie compliance with this criterion. (The agency need not address performance indicators 4B.1 – 4B.8). Reciprocity for this is acknowledged by review of the GFOA's process for reviewing CAFRs submitted to its Certificate Program.*

Summary:

The Government Finance Officers' Association of the United States and Canada (GFOA) has awarded a Certificate of Achievement for Excellence in Financial Reporting to the City of Bellevue for its [Comprehensive Annual Financial Report for the fiscal year ending December 31, 2015](#). The city has earned this annual award for 34 consecutive years.

The city's [2016 CAFR](#) and [2015 Certificate of Achievement for Excellence](#) in Financial Reporting are provided as in exhibit to this document and serve as prima facie compliance with this criterion.

4B.1 Financial resources management adheres to generally accepted accounting practices (GAAP) as used by Government Finance Officer Association (GFOA) of the United States and Canada and all financial management including: budgeting, accounting and reporting. Appropriate safeguards are in place for expenditures, fiscal reports are provided for administrative decision making, and sufficient flexibility exists to meet contingencies.

Description

The City of Bellevue adheres to generally accepted accounting practices (GAAP).

Appraisal

The Government Finance Officers' Association of the United States and Canada (GFOA) has awarded a Certificate of Achievement for Excellence in Financial Reporting to the City of Bellevue for its Comprehensive Annual Financial Report (CAFR) for the fiscal year ending December 31, 2015. The City has earned this annual award for 34 consecutive years.

A copy of our [2016 CAFR and 2015 GFOA Certificate of Achievement for Excellence](#) in Financial Reporting are provided as in exhibit to this document and serve as prima facie compliance with this criterion.

Plan

The Fire Department will encourage City Management and the Finance Department to continue with current practices.

References

[2016 Comprehensive Annual Financial Report \(CAFR\) and 2015 GFOA Certificate of Achievement for Excellence in Financial Reporting](#)

4B.2 Financial administration responsibilities are organized into specific assignments, which are supported by specific clearly-defined policies.

Description

The City's Finance Department has clearly defined [administration responsibilities](#) that are organized into specific assignments, which are supported by the [City's Comprehensive Financial Management Policies](#).

Appraisal

The Government Finance Officers' Association of the United States and Canada (GFOA) has awarded a Certificate of Achievement for Excellence in Financial Reporting (CAFR) to the City of Bellevue for its Comprehensive Annual Financial Report for the fiscal year ending December 31, 2015. The City has earned this annual award for 34 consecutive years.

A copy our [2016 CAFR and 2015 GFOA Certificate of Achievement for Excellence](#) in Financial Reporting are provided as in exhibit to this document and serve as prima facie compliance with this criterion.

Plan

The Fire Department will encourage City Management and the Finance Department to continue with current practices.

References

[Finance Department Contact Information1](#)

[City of Bellevue Comprehensive Finance Management Policies](#)

[2016 CAFR and 2015 GFOA Certificate of Achievement for Excellence](#)

4B.3 The agency explains projected operating deficit (expenditures exceeding revenues in a budget year) and develops a plan to rectify the deficit.

Description

Projected operating deficits are explained and plans to rectify them are handled during the regular budget process and are reflected in the [city's General Fund Financial Forecast](#) and during the quarterly budget monitoring process.

Appraisal

The Government Finance Officers' Association of the United States and Canada (GFOA) has awarded a Certificate of Achievement for Excellence in Financial Reporting to the City of Bellevue for its Comprehensive Annual Financial Report (CAFR) for the fiscal year ending December 31, 2015. The City has earned this annual award for 34 consecutive years.

A copy our [2016 CAFR and 2015 GFOA Certificate of Achievement for Excellence](#) in Financial Reporting are provided as in exhibit to this document and serve as prima facie compliance with this criterion.

Plan

The Fire Department will encourage City Management and the Finance Department to continue with current practices.

References

[2016 CAFR and 2015 GFOA Certificate of Achievement for Excellence](#)

[General Fund Financial Forecast](#)

[Quarterly Budget Monitoring Reports](#)

4B.4 The agency establishes and meets a schedule for review of financial reports.

Description

The Finance Department submits quarterly monitoring reports to the City Council for their review. The reports are also posted on the city's Internet site for other interested parties to review.

Appraisal

The Government Finance Officers' Association of the United States and Canada (GFOA) has awarded a Certificate of Achievement for Excellence in Financial Reporting (CAFR) to the City of Bellevue for its Comprehensive Annual Financial Report for the fiscal year ending December 31, 2015. The City has earned this annual award for 34 consecutive years.

A copy our [2016 CAFR and 2015 GFOA Certificate of Achievement for Excellence](#) in Financial Reporting are provided as in exhibit to this document and serve as prima facie compliance with this criterion.

Plan

The Fire Department will encourage City Management and the Finance Department to continue with current practices.

References

[2016 CAFR and 2015 GFOA Certificate of Achievement for Excellence](#)
[Quarterly Budget Monitoring Reports](#)

CC 4B.5 Qualified auditors conduct annual independent financial audits for the prior fiscal year. If deficiencies exist, the agency makes plans to resolve audit exceptions.

Description

Washington State [law requires](#) cities to publish a comprehensive annual financial report each year. The report must conform to generally accepted accounting principles (GAAP) and be audited by the State Auditor's Office. The plan for dealing with any deficiencies is addressed in the [audit report](#).

Appraisal

The Government Finance Officers' Association of the United States and Canada (GFOA) has awarded a Certificate of Achievement for Excellence in Financial Reporting to the City of Bellevue for its Comprehensive Annual Financial Report (CAR) for the fiscal year ending December 31, 2015. The City has earned this annual award for 34 consecutive years.

A copy our [2016 CAFR and 2015 GFOA Certificate of Achievement for Excellence](#) in Financial Reporting are provided as in exhibit to this document and serve as prima facie compliance with this criterion.

Plan

The Fire Department will encourage City Management and the Finance Department to continue with current practices.

References

[2016 CAFR and 2015 GFOA Certificate of Achievement for Excellence](#)

[WA State Auditor's Office - City of Bellevue Financial Audit Reports](#)

[RCW 43.09.020 - Auditor of public accounts](#)

4B.6 The agency and any subsidiary entities or auxiliaries have financial risk management policies and programs that protect the agency and its assets.

Description

The City of Bellevue has developed [Comprehensive Financial Management Policies](#) include financial risk management policies that serve to protect the city and its assets.

Appraisal

The Government Finance Officers' Association of the United States and Canada (GFOA) has awarded a Certificate of Achievement for Excellence in Financial Reporting to the City of Bellevue for its Comprehensive Annual Financial Report (CAFR) for the fiscal year ending December 31, 2015. The City has earned this annual award for 34 consecutive years.

A copy our [2016 CAFR and 2015 GFOA Certificate of Achievement for Excellence](#) in Financial Reporting are provided as in exhibit to this document and serve as prima facie compliance with this criterion.

Plan

The Fire Department will encourage City Management and the Finance Department to continue with current practices.

References

[2016 CAFR and 2015 GFOA Certificate of Achievement for Excellence](#)

[City of Bellevue Comprehensive Financial Management Policies](#)

4B.7 Programs designed to develop financial support from outside sources are planned and coordinated to reflect the objectives of the agency. Agencies polices govern all fund-raising activities; comply with GAAP and/or other recognized financial principles and are subject to public disclosure and periodic independent financial audits.

Description

Neither the City of Bellevue nor the Bellevue Fire Department participate in fund raising activities unless they are associated with an approved tax, fine, fee or grant. The city council approves all new revenue sources. In addition, depending on the language in the City Code that established the revenue source, changes to existing rates or fees many also need to be approve by the city council. All revenue collected by the city is reported in its financial statements.

Appraisal

The Government Finance Officers’ Association of the United States and Canada (GFOA) has awarded a Certificate of Achievement for Excellence in Financial Reporting to the City of Bellevue for its Comprehensive Annual Financial Report (CAFR) for the fiscal year ending December 31, 2015. The city has earned this annual award for 34 consecutive years.

A copy our [2016 CAFR and 2015 GFOA Certificate of Achievement for Excellence](#) in Financial Reporting are provided as in exhibit to this document and serve as prima facie compliance with this criterion.

Plan

The Fire Department will encourage City Management and the Finance Department to continue with current practices.

References

[2016 CAFR and 2015 GFOA Certificate of Achievement for Excellence](#)

4B.8 Any revenue producing organizations permitted to use the agency’s name and/or reputation conform to agency principles of financial operation.

Description

There are no revenue producing organizations permitted to use the city’s name.

Appraisal

The Government Finance Officers’ Association of the United States and Canada (GFOA) has awarded a Certificate of Achievement for Excellence in Financial Reporting to the City of Bellevue for its Comprehensive Annual Financial Report (CAFR) for the fiscal year ending December 31, 2015. The city has earned this annual award for 34 consecutive years.

A copy our [2016 CAFR and 2015 GFOA Certificate of Achievement for Excellence](#) in Financial Reporting are provided as in exhibit to this document and serve as prima facie compliance with this criterion.

Plan

The Fire Department will encourage City Management and the Finance Department to continue with current practices.

References

[2016 CAFR and 2015 GFOA Certificate of Achievement for Excellence](#)

4B.9 The agency provides financial management policies on any grant program where funding is received from an outside source. Provisions to ensure compliance with all granting agency requirements must be outlined and monitored.

Description

The City of Bellevue has [roles and responsibilities with regard to managing grants](#). In addition, as part of the annual audit the State Auditors review the city’s grant expenditures and compliance efforts.

Appraisal

The Government Finance Officers’ Association of the United States and Canada (GFOA) has awarded a Certificate of Achievement for Excellence in Financial Reporting to the City of Bellevue for its Comprehensive Annual Financial Report (CAFR) for the fiscal year ending December 31, 2015. The City has earned this annual award for 34 consecutive years.

A copy our [2016 CAFR and 2015 GFOA Certificate of Achievement for Excellence](#) in Financial Reporting are provided as in exhibit to this document and serve as prima facie compliance with this criterion.

Plan

The Fire Department will encourage City Management and the Finance Department to continue with current practices.

References

[2016 CAFR and 2015 GFOA Certificate of Achievement for Excellence](#)
[City of Bellevue Finance Advisory Bulletin Issue 2015-4: Grants-Roles and Responsibilities](#)

4B.10 The agency has adopted policies of the financial management program which sets and utilizes fees and charges.

Description

Washington State [law grants cities authority](#) to establish and set user fees and charges. New fees and increases to fees are required to be approved by the city and are codified in [Bellevue City Code \(BCC\) Title 4 Revenue and Finance](#).

Appraisal

The Government Finance Officers' Association of the United States and Canada (GFOA) has awarded a Certificate of Achievement for Excellence in Financial Reporting to the City of Bellevue for its Comprehensive Annual Financial Report (CAFR) for the fiscal year ending December 31, 2015. The City has earned this annual award for 34 consecutive years.

A copy our [2016 CAFR and 2015 GFOA Certificate of Achievement for Excellence](#) in Financial Reporting are provided as in exhibit to this document and serve as prima facie compliance with this criterion.

Plan

The Fire Department will encourage City Management and the Finance Department to continue with current practices.

References

[2016 CAFR and 2015 GFOA Certificate of Achievement for Excellence](#)
[RCW 35A.82.020 Licenses and permits – Excises for regulation](#)
[Bellevue City Code \(BCC\) Title 4 Revenue and Finance](#).

Criterion 4C: Resource Allocation

Appropriately allocated financial resources support the established organizational mission, the stated long-term plan, and goals and objectives, and to maintain the quality of programs, and services.

Financial stability is a fundamental aspect of an agency's integrity. The agency must ensure that programs and services provided can be supported by the necessary fiscal resources using sound budgetary practices.

Summary:

The Government Finance Officers' Association of the United States and Canada (GFOA) has awarded Distinguished Budget presentation award to the City of Bellevue for its 2017-2018 biennial budget document for 25 consecutive years. The GFOA gives this award to those governments whose budget document meets the GFOA's criteria as an effective policy document, operations guide, financial plan, and communication device.

The biennial budget and seven-year Capital Investment Program (CIP) provide the resources for ongoing department services as outlined in the department's Strategic Plan and Standards of Response Coverage documents. In addition, the city maintains short, medium and long-range financial forecasts that project future expenditures and revenues based on current sources of revenue, current mix and level of services.

CC 4C.1 Given Current and anticipated revenues, the agency can maintain adopted levels of service.

Description

The department's Operating Budget is funded by general tax revenues (i.e., property, sales and business & occupation taxes) and fees for services. In total, fees for services equal approximately one-third of the department's annual operating budget.

[City financial policies](#) require the Finance Department to maintain a six-year [General Fund Financial Forecast](#). The forecast provides the city's decision-makers with an indication of the long-term fiscal impact of current service levels, policies and budget decisions. This planning tool recognizes the effects of economic cycles on the demand for services and the city's resources. The forecast differentiates between revenues associated with one-time economic activities and revenues derived because of base economic growth. Future resources and expenditure estimates are based on current budget performance, historical trend analysis, current economic information, input from other government entities, and feedback from local economists. A summary of the current forecast is published in the current operating budget.

Appraisal

Bellevue has operated as a "managing for results" city and wants residents to know it spends its resources wisely. Being publicly accountable, spending limited resources effectively and efficiently, while providing value to stakeholders — has been very important to Bellevue's elected and appointed officials. To this end, Bellevue has used a variety of tools to keep in touch with residents and examine its performance regularly. The department has monitored performance data on a regular basis to ensure that it continues to meet adopted levels of service to the community. [Service level](#) data has been shared annually with the city council.

During the budget development process, one of the guiding principles of the process was to a focus on services that deliver [Outcomes](#) important to the community. Performance

measures or Key Department Indicators (KDIs) are one the criteria used to evaluate budget proposals. KDIs tell a story of planned or intended achievement. The Fire Department's KDIs include: response times and outcome performance measures such as, percentage of fires confined to room of origin and cardiac arrest survival rate.

Plan

The department will continue to collect and analyze service level data on a regular basis and will work the City Manager's Office, Finance and City Council to ensure that the [services levels](#) identified in the department's Standards of Response Coverage document and needs identified in the department's Strategic Plan are included in the city's long-range financial plans.

References

[City of Bellevue Comprehensive Finance Management Policies](#)

[General Fund Financial Forecast](#)

[2017-2018 Operating Budget by Outcome](#)

[City of Bellevue – Internet Site - Performance Reports](#)

[Bellevue Fire Department Standards of Response Coverage, page 71](#)

4C.2 The governing body has an investment policy.

Description

The City of Bellevue has an [investment policy](#). The primary objective of the Investment Policy is to establish a conservative set of investment criteria that will prudently protect the city’s principal sums and enable the city to generate a market rate of return from its investment activities while assuring adequate liquidity to meet its cash flow needs. All investment activity is compliance with RCW [35A.40.050](#) - Fiscal - Investment of Funds and any other statutes or regulatory requirements, such as Internal Revenue Codes, which may apply.

Appraisal

Bellevue City Code, Section [3.37.060](#) – Department of Finance – Director – Investment of city funds, This gives the Finance Director authority manage the city’s investment program, to determine the amount of money available in each fund administered by the city for investment purposes, and the authority to invest such moneys in all forms of investments that are authorized by law. The city maintains appropriate checks and balances to ensure that the city’s investment policy is followed, public funds are protected and to meet the cash flow needs for all city activities.

Plan

The Fire Department will encourage City Management and the Finance Department to continue with current practices.

References

[City of Bellevue Investment Policy](#)

RCW [35A.40.050](#) “Fiscal - Investment of Funds”

Bellevue City Code, Section [3.37.060](#) – Department of Finance – Director – Investment of city funds

4C.3 Policies, guidelines, and process exist for procurement practices within the agency.

Description

The City of Bellevue has established [a Guide to Procurement](#) to guide and assist city staff with procurement and contracting requirements as set forth in the [Bellevue City Code 4.28 - Procurement](#), and [Washington State statutes \(RCW 39.04 – Public Works.\)](#) The Guide covers: the procurement process from beginning to end, for all types of goods and services, purchasing limits, and approval authority.

Appraisal

As part of the auditing process each year the Washington State Auditor’s Office (SAO) conducts an [accountability audit](#). The primary focus of accountability audits is to ensure transparency of city operations, compliance with state laws and regulations and the city’s own policies and procedures, and internal controls over such matters. No deficits in the city’s procurement practices have noted by the SAO in recent audits.

It is time consuming for city staff to comply with city procurement practices. To lessen this burden, the city has begun to review purchasing limits and recently increased the maximum contract amount that a department director can approve from \$50,000 to \$90,000.

Plan

The Fire Department will encourage City Management and the Finance Department to continue with current practices. In addition, we will encourage the Finance Department to continue to review purchasing limits that have not been increased in many years.

References

[Guide to Procurement](#)

[Bellevue City Code 4.28 - Procurement](#)

[Washington State statutes \(RCW 39.04 – Public Works.\)](#)

4C.4 Plans exist for the payment of long-term liabilities and debts.

Description

In accordance with generally accepted accounting principles (GAAP), the City of Bellevue has established specific Debt Service and Special Revenue Funds used to account for the accumulation of resources needed to pay long-term liabilities and debts.

The city has an established [Debt Policy](#) to assure strong financial health, both in the short- and long-term. The City is an infrequent issuer of debt with debt primarily used as a tool to finance larger capital investments. The debt services funds and long-term liabilities are centrally managed by the City Finance Department.

Appraisal

Maintaining the City's bond rating is an important objective of the [City of Bellevue Comprehensive Finance Management Policies](#). [Bellevue's bond rating](#) of AAA from Moody's Investor Services and AAA from Standard & Poor's Rating Services are the highest provided by the nation's most respected bond-rating agencies. City of Bellevue municipal bonds are judged to be the best quality and carry the smallest degree of investment risk.

Bellevue has maintained adequate cash reserves for all its funds and has little long-term debt. For over 30 years, Bellevue has received awards of excellence for both budgeting and financial reporting from the Government Finance Officers Association (GFOA).

Plan

The Fire Department will encourage City Management and the Finance Department to continue with current practices.

References

[City of Bellevue Comprehensive Finance Management Policies](#)

[Standard and Poor AAA rating](#)

[City of Bellevue Debt Policy](#)

4C.5 The agency projects future asset maintenance costs with related funding plans.

Description

Routine maintenance costs for the Fire Department are contained within the operating budget. Major maintenance costs, current and future, are contained within the Capital Investment Program Plan and are funded through General CIP Revenue (sales and business & occupation taxes).

Maintenance costs for apparatus, computers, and computer systems, medical and other operating equipment are funded in the Equipment Rental Fund (ERF) and Information Technology (IT) Fund for the life of the assets. In addition, reserves are also set aside on an annual basis for the future replacement of these assets. The Fire Department pays for these expenditures via interfund operating transfers from the General Fund operating budget.

In addition, the Department maintains a [seven-year facility maintenance plan](#) that is funded within the current Capital Investment Program Plan.

Appraisal

The department has actively worked with Internal Service fund providers, ERF and IT, to ensure the maintenance and replacement for capital equipment is adequately funded for in the city's biennial budget and in all financial forecasts. For the past several years, the department has been working with the City's Civic Services Department to complete [a master plan for all fire facilities](#). In November 2016, Bellevue voters approved a capital levy, to pay for over \$130 million in capital improvement identified in the plan.

In addition, the department maintains a [seven-year facility major maintenance plan](#) that is funded within the current Capital Investment Program Plan. There is approximately \$2 million budgeted each year for this purpose. The department is in the process of updating the plan for the 2019-2020 budget process. Additional funding may be needed in the future to ensure that fire facilities are properly maintained.

Plan

The department will continue to work with city leadership to ensure that the city continues to provide adequate funding for future maintenance costs.

References

[Fire Facility Master Plan](#)

[Fire Department 7 Year Major Maintenance Plan](#)

4C.6 Financial plans avoid the use of one-time funding sources to cover ongoing costs unless plans are provided to ensure a means of continuity for personnel resources and capital assets.

Description

The [City of Bellevue Comprehensive Finance Management Policies](#) state that, “ongoing expenditures should be equal to or less than ongoing revenues”. Each city fund budget must identify ongoing resources that at least match expected ongoing annual requirements. One-time resources and non-recurring ending fund balances will be applied to reserves or to fund one-time expenditures; they will not be used to fund ongoing programs.

Appraisal

The City has a long history of fiscal responsibility and does not deviate from the stated policy. One-time resources typically have been used to pay for one-time capital investments that improve access to services and service delivery and to pay in advance long-term liabilities, such LEOFF I Retiree Medical Benefits.

Plan

The Fire Department will encourage City Management and the Finance Department to continue with current practices.

References

[City of Bellevue Comprehensive Finance Management Policies](#)

4C.7 The governing body has adopted a general fund reserve policy and established a timeframe to meet established reserve fund levels. Operating revenues or expenditures should be established as the basis for the fund policy.

Description

The city has a General Fund – Cash Reserve for the primary purpose of protecting the city’s essential services during periods of economic downturn, which may temporarily reduce actual revenues or cut the growth rate of city revenues below what is necessary to maintain pre-existing service levels.

Appraisal

Per the city [policy](#), the city’s reserve target is 15 % of General Fund revenues. Due to changes in economic conditions, both positive and negative, the General Fund reserve level fluctuates from targeted levels. The reserve level is tracked in the city’s [General Fund forecast](#). For the current forecast period, the projected General Fund reserve ranges from 22.0% in 2019 to 12.1% in 2023. The city continually monitors the forecast to ensure that projected city’s cash reserves for the next two years are within established targets when adopting the biennium budget.

Plan

The Fire Department will encourage City Management and the Finance Department to continue with current practices.

References

[City of Bellevue Comprehensive Finance Management Policies](#)
[Financial Forecast](#)

4C.8 The agency maintains contingency funds in accordance with GAAP recommendations and anticipate budgetary restrictions and/or shortfalls.

Description

In accordance with GAAP recommendations, the city has a General Fund – Cash Reserve for the primary purpose of protecting the city’s essential services during periods of economic downturn, which may temporarily reduce actual revenues or cut the growth rate of city revenues below what is necessary to maintain pre-existing service levels.

Appraisal

Per the city [policy](#), the city’s reserve target is 15 % of General Fund revenues, this is commonly known as a cash reserve. Due to changes in economic conditions, both positive and negative, the General Fund reserve level fluctuates from targeted levels. The reserve level is tracked in the city’s [General Fund forecast](#). For the current forecast period, the projected General Fund cash reserve ranges from 22.0% in 2019 to 12.1% in 2023. The city continually monitors the forecast to ensure that projected city’s cash reserves for the next two years are within established targets when adopting the biennium budget.

Plan

The Fire Department will encourage City Management and the Finance Department to continue with current practices.

References

[City of Bellevue Comprehensive Finance Management Policies](#)
[Financial Forecast](#)

Category V: Programs

This category is defined as the agency services, activities, and responses provided for the community or facility that are designed, organized, and operated in compliance with the agency's mission, goals, and objectives. Category VIII – Training and Competency, however, appraises the level of proficiency with which personnel actually perform within these programs.

The key elements used to evaluate these services are: adequacy, deficiency, effectiveness, methods, and results of programs. For purposes of accreditation, these terms are defined within the glossary.

The agency's mission, goals, and objectives should determine the applicability of all the listed programs. The agency should decide the relevancy of each criterion in their self-assessment manual. For criteria in Category V "Programs" that are not applicable to the agency, the agency should briefly explain why it does not provide this program.

Criterion 5A: Community Risk Reduction Program

The agency operates an adequate, effective, and efficient program to manage community risks as identified in the community risk assessment and standards of cover. The approach is comprehensive and includes both prevention and mitigation strategies such as life safety, hazard risk reduction, plan review, code compliance, and the detection, reporting, and control of fires. The agency should conduct a thorough risk-analysis as part of activities in Category II to determine the need for specific community risk reduction program.

Summary:

In addition to a Fire Marshal and Assistant Fire Marshals, the Department employs Fire Prevention Officers, Fire Plan Reviewers, Fire Investigators, a Community Risk Reduction Specialist and a Data Analyst to manage an effective fire prevention program. Department staff review plans and perform inspections for all new or renovated buildings and inspect all existing buildings (except 1 and 2 family dwellings) to determine compliance with adopted codes and standards. The City of Bellevue has adopted the International Fire Code and Building Codes with more stringent amendments, primarily dealing with high rise buildings.

Targeted multi-lingual public education efforts are conducted via the web, cable TV and print. Evacuation drills are required for every high-rise building in the city and are mandated for other occupancies such as schools on a monthly schedule.

In addition, the Department has stood up a leading-edge program titled Bellevue Fire CARES (Community Advocate Response and Education Services) that addresses the needs of frequent, low acuity 911 callers and other citizens in need of assistance beyond what is available from a responding EMT or paramedic EMS response. These callers/citizens often become high utilizers of the 911 system and hospital emergency departments. EMS personnel know that unless patients' underlying needs such as housing assistance, mental health, chronic physical conditions, addiction treatment, or other social services are not dealt with appropriately they will result in future calls. CARES staff connect patients to appropriate community services.

CC 5A.1 The authority having jurisdiction has an adopted fire prevention and building code(s).

Description

The City of Bellevue adopted the International [Fire](#) and [Building Codes](#) (IFC and IBC), as amended by both the State of Washington and the City. [The Revised Code of Washington, Section 19.27](#) (State Building Code Act) mandates that local jurisdictions enforce the International Fire and Building Codes and related standards. In addition, as allowed by RCW 19.27, the City of Bellevue chooses to make specific code amendments, notably to include provisions to strengthen the requirement for high-rise buildings and require automatic sprinkler systems in all newly constructed buildings exceeding 10,000 square feet of area. Additions, repairs and changes of use can also require installation of automatic sprinkler systems.

Appraisal

The State of Washington typically adopts the latest edition of the IFC and IBC one year after publication. The State requires all jurisdictions to enforce the IFC and IBC codes and allows jurisdictions to make more stringent amendments. Bellevue has all the elements necessary to regulate and enforce fire and life safety requirements throughout the city.

Plan

The Department will monitor, and where appropriate, participate in the code development process at both the state and national levels. Where more stringent requirements are deemed appropriate, recommendations for Council consideration and adoption will be made.

References

[2015 International Fire Code with City of Bellevue amendments](#)

[Ordinance #6292](#): Adopting the International Fire Code, 2015 Edition, with local Amendments.

[Ordinance #6291](#): Adopting the International Building, Residential and Mechanical Codes with local amendments:

[RCW 19.27 - State Building Code Act](#)

CC 5A.2 The code enforcement program ensures compliance with applicable fire protection law(s), local jurisdiction, hazard abatement, and agency objectives as defined in the community risk assessment and standards of cover.

Description

Code enforcement of existing fire prevention requirements is conducted for both existing and new construction. Three primary program areas are designed to ensure conformity with existing state and local fire protection standards:

[Maintenance Inspections.](#)

Maintenance inspections are conducted in those occupancies subject to [International Fire Code](#) requirements. This includes commercial, industrial, educational, assembly, and multi-family residential. Fire station personnel combine fire code enforcement activities with pre-fire plan reviews and conduct maintenance inspections of certain occupancies. Inspections of other, more complex occupancies are conducted by Fire Prevention Officers assigned to a geographic or district area. District Fire Prevention Officers assigned to specific fire stations maintain oversight of engine company inspection activities.

[Fire and Life Safety Plans Review.](#)

All plans for newly constructed buildings or remodeling projects for buildings that include fire protection systems are reviewed for conformity with various local, state and federal standards. Oversight of the plan review function is maintained by the Assistant Fire Marshal – Plan Review. These plans include fire alarm, sprinkler and fixed fire protection systems. In addition, site reviews, fire department access, water supply and fire flow determination are conducted on appropriate projects.

[New Construction Inspection.](#)

All new construction projects regulated by the International Fire Code are inspected for conformity with local, state, and federal standards. This includes projects ranging from multi-family housing units to large commercial high-rise projects.

Appraisal

The [enforcement of various fire protection laws](#) and standards has been a high priority within the Department, as evidenced by the considerable effort made by fire station personnel to conduct annual inspections. In addition, the Fire Prevention Division staff conducts more than 2,300 maintenance inspections in more complex buildings. New construction has been comprehensively reviewed by qualified specialists, including licensed Fire Protection Engineers and inspected for conformity with existing regulations. Occupancy for newly constructed or remodeled buildings has not been granted without final signature approval of the appropriate fire department representative.

The quality of the inspection and oversight programs is enhanced by regular and ongoing training, both to the members of the suppression division, as well as Fire Prevention Division staff. The Department continues to provide fire code training for engine company personnel delivered in a variety of mediums (e.g. video, narrated PowerPoint and in person) to find the most effective, efficient delivery method. Training efforts are designed to ensure proper recognition of hazards and/or code violations and the methodology for abatement.

All plan reviews and inspections result in written documentation as to the specifics relating to the actual work performed. A notice of inspection is completed which identifies location, date, occupancy, violations noted and abatement requirements. Follow-up inspections are conducted on those occupancies that have outstanding violations. Failure to comply with a second notice of violation can result in a civil violation process that requires appearance in a quasi-judicial proceeding.

Additional staffing necessary to perform maintenance inspections on an annual basis has not occurred, while millions of additional building square footage has been added requiring the department to adjust the frequency of inspections. In addition, providing fire prevention training for firefighters beginning with their recruit academy and throughout their career has been challenging as this training competes with other training needs and responses.

Plan

The Department plans to continue the enforcement of all fire and life safety laws and procedures. The existing computer database will continue to be used to prepare monthly, quarterly and annual reports that outline the number of inspections performed, violations noted and abated. Workload indicators will be used to determine appropriate distribution of work and modifications to assignments will be made when appropriate. Technology solutions will be sought to reduce duplicity between written records and computer entries. Continued efforts will be made to provide regular and consistent fire prevention training, both to suppression forces and fire prevention staff as well as evaluate the effectiveness of the delivery method.

The Department will continue to request additional fire prevention resources to resume annual maintenance inspections and if unsuccessful, will continue to evaluate the inspection frequencies based on the risk hazards associated with the occupancy/building.

References

[Civil Violations Policy and Procedure](#) – Section 7.06

Fire Code Training for Engine Company Personnel

- [Inspection Basics](#)
- [Inspection the Outside](#)
- [Scene Preservation](#)
- [Preventable Responses](#)

[Fire Marshal Inspection Progress Report - 2017 Year End](#)

[Fire Prevention Manual, Chapter 1](#)

[International Fire Code](#)

CC 5A.3 The program has sufficient staff with specific expertise to meet the community risk reduction program goals, objectives and identified community risks.

Description

The Fire Prevention Division is currently staffed with [15 full time employees](#). Personnel are assigned to a variety of tasks, including construction oversight, maintenance inspections, and fire investigation. In addition, operations personnel are assigned maintenance inspections within their first due response areas.

Within the EMS Division resides the Department's [CARES](#) (Citizen Advocates for Referral and Education Services) program designed to proactively engage with citizens utilizing the 911 system that may be more appropriately served by other providers. The program is administered by a part time manager supervising student interns who are pursuing their Master's in Social Work (MSW) degree.

Within the Public Information Office resides the Community Risk Reduction Specialist who develops programs and targeted outreach materials based on inputs from other divisions. This Office also coordinates events such as the Fire Department's annual open house.

Within the Office of Emergency Management resides staff whose focus is on community (and city staff) preparedness by providing educational materials, presentations on request and hosting [Community Emergency Response Training](#) (CERT) training.

Appraisal

New construction plan review and inspections are funded via a Development Services enterprise fund which assures that staffing levels are aligned with development activity levels city-wide. The enterprise fund also contains a reserve intended to ensure core staffing levels remain intact during economic downturns.

Historically maintenance inspections were conducted on all occupancies on an annual basis until 2015 when the frequency was reduced to every other year due to a significant increase in building stock (over 27,000,000 square feet) without any increase in staffing.

The lone exception to the decreased inspection frequency was multi-family buildings that lacked either a fire alarm or fire sprinkler system. As a result, these occupancies continue to be inspected on an annual basis due to their risk (highest incidence of fire and fire fatality).

Beginning 1/1/2020, our maintenance inspection program will be fully funded by virtue of a new fire inspection fee. The fee is intended to fully cover the cost of the maintenance inspection program and includes one re-inspection. Additional inspections will result in the assessment of extra fees.

Every two years the Department is required to report to City Council any adjustments to the fire inspection fee, to account for “inflation, additional commercial and multi-family square footage that has been added, and additional fire inspection resources or personnel necessary to perform fire inspections on a regular basis”. The foregoing provides a level of assurance that as the city continues to grow, the Department’s fire inspection resources grow with it. Moreover, this also assures that there is a regular and ongoing program review.

While other divisions with the department are on point for outreach and education, those functions are also performed within the Fire Prevention Division. [Public information sheets](#) are created to distill technical code requirements in more user-friendly formats; assistance is provided on request to building/business owners in preparing emergency evacuation plans and/or evaluating evacuation drills, and every inspection, whether related to new construction or maintenance affords an opportunity to respond to questions related to fire prevention.

Plan

The department will continue to continue to utilize Community Risk Reduction efforts to guide our outreach, code amendments, plan review, inspections and other areas of emphasis. We will continue to monitor and adjust our efforts on an ongoing manner based on available resource levels, risk, mitigation measures and fire trends. We will look for

opportunities to collaborate with other divisions in the department, the city and our stakeholders so that we can leverage resources for the greatest impact at the lowest cost. Not less than annually, we will perform a [program appraisal](#) to ensure that we are looking forward and are preparing ourselves accordingly.

Following the path outlined above, the Fire Prevention Division will be making additional modifications to our maintenance inspection frequency in 2020 using a combination of occupancy-based fire incidence (ref.: PI 5A.6), risk and mitigating measures present as described in this table:

Occupancy	Inspection Frequency
Hazardous Occupancies (H)	Every 6 months
Multi-family buildings lacking a fire sprinkler system	Annually
Buildings containing restaurants lacking a fire sprinkler system	Annually
All other buildings	Every other year

References

Fire Prevention Job Descriptions

- [Fire Marshal](#)
- [Assistant Fire Marshal](#)
- [Community Risk Reduction Specialist](#)
- [Fire Plan Reviewer](#)
- [Fire Prevention Officer](#)

[Fire Marshal Inspection Progress Report – 2017 Year End](#)

[Fire Prevention Org Chart](#)

[Public Information Sheets](#)

Fire Inspection Fee [Ordinance 6490](#)

[Fire Prevention Program Appraisal](#)

5A.4 A plan review process ensures that adopted codes and ordinances determine the construction of buildings and infrastructure (such as hydrants, access, street width).

Description

The Fire Prevention Division currently provides comprehensive plan reviews for a variety of development and construction projects. The Department is part of a comprehensive, one-stop permit-processing center that is located at Bellevue City Hall. Persons wishing to obtain a permit to construct, alter, or demolish a structure are required to submit plans in accordance with city and fire department requirements. These plans are then routed among various appropriate city agencies for conformity with specific codes and standards. Fire Prevention Plans Reviewers, including a licensed Fire Protection Engineer, are charged with the responsibility [of reviewing the plans to ensure that all codes and ordinances are adhered to](#). The Division has also executed contracts with three consultants; all licensed Fire Protection Engineers with extensive smoke control experience, to assist with review of more complex submittals when additional resources are needed.

Appraisal

The City of Bellevue has employed a comprehensive construction oversight process of which the fire department review is included. Each project is reviewed by a qualified fire department reviewer for conformity with department standards, ordinances, and applicable International Fire Code provisions. The process allows for a single stop for the developer, while ensuring that plans are reviewed by a variety of disciplines with both effectiveness and efficiency.

The existing system requires that plans be stamped for either approval, disapproval or approved with conditions. All affected departments, including the fire department, must approve the plans before a permit to conduct work is issued. This status is entered into the [AMANDA permit tracking program](#), a data management system which tracks projects and identifies the current disposition and is available to our customers via a web interface (www.MyBuildingPermit.com).

Plan

Department will continue monitoring plan review activity to ensure quality of reviews and appropriate customer service. Resource levels will regularly be reviewed against workload indicators and when necessary appropriate adjustments will be requested.

References

[AMANDA Data Entry](#) (Sample)

[Plan Check Review Document](#) (Sample from a Pre-Application Permit)

CC 5A.5 The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the community risk reduction program and its efforts in risk reduction based on the community risk assessment, standards of cover, and measures performance against adopted loss reduction goals.

Description

Monitoring performance of the Bellevue Fire Department and its community risk reduction programs is performed in a variety of ways:

[Annual Review](#) – Consistent with Standard Operating Procedure (SOP) 100-13, an annual evaluation is required to be conducted by key department staff. The review was conducted in November by the Fire Marshal, both Assistant Fire Marshals and a senior Fire Prevention Officer. The review evaluated existing performance measures, changes on the horizon that may impact the Fire Prevention Division and recommendations for modifications to the program based on the review.

[Pentana Performance Monitoring](#) –This program allows us to post our benchmarks and performance standards, then report against each of them. When performance falls below the benchmark, an analysis is required, followed by a plan developed to improve performance. This is conducted on an ongoing basis. For example, a benchmark standard is to complete 100% of our maintenance inspections annually. We have achieved 91.5% of that standard for the past 3 years. Recognizing we were falling short of this standard, the Department asked for and received two additional Fire Prevention Officers beginning 1/1/2019.

[Fire Prevention Annual Report](#) - The Fire Prevention Division generates an annual report that reflects all aspects of division activities including fire prevention and risk reduction. This report highlights such areas as the total number of inspections completed, plans reviewed, fires investigated, and public education presentations. All fire investigation reports are reviewed by the Assistant Fire Marshal - Inspections and Investigations, to identify possible trends of fire causes and/or injuries. If trends are discovered, fire

inspectors may place greater emphasis on affected occupancies, plus the Community Risk Reduction Specialist can adjust public education campaigns to address area that require attention.

Appraisal

The Bellevue Fire Department has a formal and documented appraisal process as outlined in [SOP 100-13](#). This SOP requires that each program area evaluate its service delivery, performance metrics, and inputs. Program goals and objectives are then adjusted to reflect the changing nature of the community, risks and incidents that occur, and determine if there are opportunities for improvement. The SOP also requires publication of a performance improvement plan and summary report that together, drive changes in the approach that the Department and Divisions would take to address identified gaps.

Prior to this year, there was no formal evaluative process that produced either short-term or long-term goals and objectives for the program. The Fire Prevention Division now has a solid framework that provides clear guidance and a process to review programs and associated performance measures. Progress on our [Annual Work Plan](#) is reviewed monthly with the City Manager's Office by the Fire Chief. The task of completing items identified in the work plan become more challenging each year as the demand for service continually increases and fire department staffing levels remain stagnant. Potential program shortfalls that were identified in our evaluation for 2020 include:

- Funding for Knox Box electronic key core replacement (~ \$450,000 – capital cost only)
- Not meeting Fire Inspection Fee target (\$900,000)
- Re-inspection Fee not consistently applied/understood
- Streamline (inspection software) competency, particularly at the firefighter level and data accuracy (missing and/or incorrect data)
- Washington Survey & Rating Bureau (WSRB) findings
- Workspace efficiency
- *The Place* Implementation (new employee performance, learning, and career management system)

Plan

Within the [Fire Prevention Program Assessment](#), we have identified potential options to address each of the aforementioned shortcoming (see pages 11 – 13), except the WSRB findings as they have yet to be determined.

With the implementation of the new Fire Inspection Fee, we are now positioned to be able to match resources needs with increased staffing levels, as new buildings are added to the City's inventory. In accordance with the [ordinance](#) that enacts the Fire Inspection Fee, the Department is required to report to City Council in 2020 and every two years thereafter, any necessary adjustment which accounts for inflation and staff increases needed to maintain regular inspections on a yearly basis.

References

[Pentana](#) (password protected)

[Fire Prevention Program Assessment](#)

[Ordinance 6490](#)

[SOP 100-13](#)

[Bellevue Fire Department annual report](#)

[Fire prevention division annual report](#)

[Washington \(RCW\) title 35, chapter 35.103](#)

[Annual review and work planning process](#)

[Annual work plan](#)

[SWOT 2018](#)

5A.6 The community risk reduction program identifies the frequency that occupancies are inspected.

Description

Our community's greatest life risk are the dwellings of our citizens. These structures often lack the fire safety features found in commercial buildings and house people of all ages and abilities. Within this group of structures, the most at risk are those dwellings that lack fire alarm or automatic fire sprinkler systems and consequently is the group of occupancies that need the most frequent inspection frequency.

Appraisal

Ideally, we would like to show a relationship between the frequency of our inspections and fire loss, fire injuries or deaths. The reality is that we do not have enough data points and we only inspect the common areas of dwellings. Most of the time, fires start within the dwellings. Nonetheless our presence underscores the importance of prevention and provides countless opportunities to engage with this highest risk segment of our community.

A best practice according to [Washington Survey & Rating Bureau](#) is to inspect all structures annually and Hazardous Occupancies semi-annually. When faced with the need to reduce the inspection workload across the department in 2015, due to the combined impacts of staffing reductions and an increase in buildings to inspect, we chose to move to a biennial inspection frequency except for the multi-family buildings that lack a fire alarm system or automatic sprinkler system. The decision was made because multi-family buildings experience more fires than any other building type and occupants in those lacking fire alarm or fire sprinkler systems are the most at risk.

Plan

We will continue to evaluate our risks and dedicate our inspection resources accordingly. In addition, we must also evaluate outreach strategies to address our lack of ability to inspect within dwelling units.

References

[Structure Fires by Property Type Report](#)

Washington Survey & Rating Bureau Community Protection Class Grading Schedule -

[Table 7](#)

5A.7 The agency sets specific, targeted, and achievable annual loss reduction benchmarks for fire incidents and fire casualties based upon the community risk assessment and baseline performance.

Description

The department has established two loss reduction performance benchmarks: (1) Fires contained to the room of origin 85% of the time, and (2) Dollar loss from fires in inspected buildings of \$1,000,000 or less annually.

Appraisal

The department typically meets or exceeds the benchmark for fires contained to the room of origin which is influenced by many factors: detection (occupant or automatic), notification to dispatch center either automatically or manually, engineered elements such as compartmentalization or automatic fire suppression and our responsiveness. The fire loss benchmark on the other hand is often missed due to a single fire typically in a structure lacking any fire alarm or fire suppression system.

The department has invested significant effort in identifying and enforcing provisions in the International Fire Code (IFC) that require retroactive manual fire alarm systems in existing multi-family buildings that meet certain criteria. Installation of manual fire alarm systems will lead to quicker response and over time, potential increase in fires contained to the room of origin and a reduction in overall fire loss.

There are limitations in setting fire loss cost as targets because property values have significantly increased in the region since the Department implemented this benchmark. As a result, a single fire in an unprotected building is all that it takes to miss the target. A more meaningful metric may be lives and properties saved.

Plan

The department has purchased and implemented a [visualization tool](#) that must be used on a regular and ongoing basis to evaluate fire loss and target areas for improvement or a change in approach (e.g. from inspections to outreach). In addition, the department must re-evaluate the current benchmarks to determine if the thresholds are achievable and if these are in fact the appropriate benchmarks to measure such as lives and property saved.

References

[2016 Fire Department Strategic Plan](#) (page 16 – annual fire loss, page 19 – room of origin)

[Bellevue Fire Department Community Risk Assessment Tool](#)

5A.8 Fire inspection personnel should receive annual continuing education to maintain proficiency.

Description

Fire Prevention staff are assigned the most [challenging maintenance inspections](#) and their training reflects the wide diversity of issues that they are likely to encounter in order to ensure their proficiency. All Fire Prevention inspectors are required to become ICC Inspector I certified within 6 months of employment and are incentivized to obtain additional certifications as well.

Firefighters perform less challenging inspections and the fire prevention training they receive is commensurate with their assigned inspections. Currently they receive their training quarterly delivered via narrated PowerPoint, Quick Drills both programs are augmented by assistance from their District Inspector as needed.

Appraisal

Fire Prevention Officers are well trained and each of the officers has cultivated an area of expertise that is of significant benefit to the entire team. Fire Prevention Officers are all civilians who have chosen to make this their career and their level of expertise is reflective of their career choice. These individuals receive common training where appropriate (e.g. code updates) and specific training tailored to their individual needs as well.

Firefighters training about fire codes and fire prevention has been an ongoing challenge as it competes against other required training and calls for services. Firefighters have daily access to their District Inspector to answer questions and participate on inspections as well, although the workload of Fire Prevention staff is significant as well. The current delivery method (narrated PowerPoint and Quick Drills augmented on request from the District Inspector) isn't ideal, but presently it is our best option.

Plan

We will continue to experiment with different delivery methods and solicit input from the Firefighters and Fire Prevention Officers on improvements to the training. We will also advocate returning fire prevention training to the recruit academy so that recruits start their careers well-grounded in fire prevention concepts.

References

Fire Prevention Manual, [Chapter 1 \(reference Table 1-1, page 14\)](#)

Fire Code Training for Engine Company Personnel

- Narrated Power Point:
 - [Inspection Basics](#)
 - [Inspection the Outside](#)
 - [Scene Preservation](#)
 - [Preventable Responses](#)
- Quick Drills:
 - [Re-inspections](#)
 - [Fire Alarm Retrofits](#)
 - [Inspection Assignments](#)

Criterion 5B: Public Education Program

A public education program is in place and directed toward reducing specific risks in a manner consistent with the agency's mission and as identified within the community risk assessment and standards of cover. The agency should conduct a thorough risk-analysis as part of activities in Category II to determine the need for a specific public education program.

Summary

The Bellevue Fire Department has multiple educational programs that align with the agency's mission. The goal of these programs is to promote awareness and preparedness as well as to motivate and empower residents to act and/or change unsafe behaviors. Efforts to reduce risk to the residents of our service area will reduce the number of fires, fire injuries and fatalities, both to residents and to firefighters, as well as to reduce medical emergencies, and reduce injury and loss during a disaster.

Our programs address specific risks and are provided upon request. In early 2018, we began to utilize data and trends in call volume and types for specific program planning and evaluation purposes after the [community risk reduction group \(CRRG\)](#) manager attended the [National Fire Academy's Leadership Strategies for Community Risk Reduction](#). Crucial understanding and innovative approaches to addressing risk were learned. Strategic community risk reduction is a new approach our organization is committed to developing and programmatic change has just begun.

CC 5B.1 The public education program (such as development and delivery) targets specific risks, behaviors, and audiences identified through incident, demographic, program data analysis, community risk assessment, and standards of cover.

Description

The Bellevue Fire Department's educational programs include fire safety and fall prevention for older adults, home escape planning, school-aged fire safety, home fire safety, fire extinguisher use, emergency operation plan review, workplace fire safety, smoke alarm installation, youth fire setting prevention and intervention, CPR certifications, hands-only CPR awareness, fire station tours, home safety visits, community health fairs, and emergency preparedness.

Appraisal

The Bellevue Fire Department's public education programs aim to implement positive change in residents surrounding unsafe behaviors, such as fire and injury prevention, as defined by national trends and anecdotal observation of our community and incidents. To date, we have not had the capacity to conduct annual analysis of, or a community risk assessment for, these programs. Recent review of incident data over the past five years reveals this as problematic. Most of our programming focuses on fire prevention, while the majority of our incidents are either motor-vehicle collisions or medical in nature. Presently, with a small exception, most educational programs are delivered by request only, often times stretching our programs to accommodate requestor specifics. This reactive approach limits exposure to residents and community groups already familiar with how the system works, largely ignoring the more vulnerable residents in which the [Community Risk Reduction Group \(CRRG\)](#) intends to target. Prior to mid-2018, all the educational programming was scheduled, coordinated, and delivered by the CRRG. With 20-40 such requests a month, no time has been allotted for solid program development. There has been a shift to involve station crews in program efforts, although the lack of program development and training for the firefighters lends to inconsistent messaging and ad-hoc delivery.

Existing performance metrics for this program are all focused on workloads and the volume of activities performed. No existing outreach has been evaluated using outcome metrics or data-informed assessments of the programs efficacy in reducing vulnerabilities within the community.

The CRRG is in the infancy stage of creating relationships with community organizations who serve our more vulnerable residents. These partnerships will allow us to leverage their access and knowledge on how to best reach these populations. The largest roadblock we have encountered has been the Bellevue School District. Outside of the early education programs (preschool and pre-kindergarten), we have been met with resistance when attempting to reach school-aged children. Our lack of outreach and education to this age-group is detrimental to the greater good of the community. Not only are young students more at risk, with over 99 languages spoken within Bellevue School District households, we are missing an opportunity to reach more vulnerable adults. Recent work with the head of the security at Bellevue schools has opened a portal for more engagement within the district.

Plan

In the immediate short-term, the Department will make conducting a community risk assessment for educational programs the main priority for the CRRG. Once complete, we need to use the results of this assessment to tailor our findings to the top three identified risks, in order to develop solid, measurable programs that can be refined and focused through yearly evaluations. This initial culling and rebuilding of data-informed programs will occur on a city-wide basis. The CRRG workplan includes the development of; lesson plans for station crews to utilize, training for the crews on best practices for program delivery, and the creation of educational “go bags” for each station. This workplan will assure our messaging remains consistent and relevant to both real and perceived risks within the community.

Additionally, we will continue to foster our community partnerships, with a heavy emphasis on the Bellevue School District and immigrant organizations, so that we can make the shift to a more strategic, proactive approach with our educational programs. The long-term plan entails training and empowering Station Captains to conduct station-based community risk assessments yearly. By empowering station members to determine

the best mix of public education programs relevant to their service area, we increase buy-in within Operations staff and ensure the best chance of consistent delivery of these programs. Changing the culture of the organization to fully embrace station-based programs will take time, but station-based community risk reduction and educational programs should have the highest impact in changed behavior, as these programs are more relevant and personal to the residents at a neighborhood level.

References

[National Fire Protection Association Fire Statistics](#)

[Standards of Cover](#)

[Community Risk Reduction Group \(CRRG\)](#)

CC 5B.2 The program has sufficient staff with specific expertise to meet the public education program goals, objectives, and identified community risks.

Description

The Bellevue Fire Department employs two full-time (FTE) staff dedicated to [public education](#); the Community Risk Reduction Specialist assigned to the [Community Risk Reduction Group \(CRRG\)](#), and the Emergency Preparedness Coordinator in the Office of Emergency Management (OEM). The positions report to the Community Liaison/Public Information Officer and Emergency Manger, respectively.

Appraisal

The Community Risk Reduction Specialist has been with the department since 2015, when the position was created. Her previous supervisory and quality assurance roles in emergency dispatch easily translate to her current role. Since joining the department, she has become an Emergency Medical Technician, certified as both an NFPA 1035 Fire and Life Safety Educator and Youth Firesetter Intervention Specialist, obtains continuing education credits through the annual Fire Prevention Institute public education track, attends National Fire Academy courses in risk reduction, and serves on the board of the King County Fire and Life Safety Educators.

The Emergency Preparedness Coordinator position was recently vacated. Efforts to fill this position are ongoing.

Even when both public educator positions are filled, the Department does not have sufficient staff to effectively meet the needs of our current [program goals and objectives](#), nor to develop more appropriate, strategic and data-informed goals and objectives for the future. For instance, a performance goal assigned in 2016 was to conduct quarterly outreach events to senior citizens. This has not been obtainable. Although there has been a recent shift to involving the crew members from each station in conducting outreach efforts, they are not trained outreach efforts and many programs can only be delivered by the CRRG or OEM. Additionally, the scheduling and coordination of these efforts remains centralized in the CRRG. Due to the ever-increasing growth in the community we serve,

we receive 20-40 or more requests for fire safety presentations, station tours, emergency preparedness programs, and other community events each month. Each of these requests requires coordination with the requestor as well as the assigned crew, administrative staff when needed, and platoon Battalion Chief. Furthermore, the two dedicated public educators have multiple other duties and roles not pertaining to outreach and education, leaving little to no capacity to: perform program assessment, develop new programs, or - most importantly – to conduct a comprehensive risk assessment to identify our vulnerable populations and address the specific risks they face.

Lastly, outreach and educational programs are largely siloed within divisions. OEM staff are solely dedicated to emergency and disaster preparedness education while the CRRG is tasked with developing and implementing programs in home and workplace fire safety, fall prevention, youth fire setting, drowning prevention and more.

To assist in the delivery of programs in the community and to try and use existing community resources, the CRRG has been actively leveraging other tools. In 2018, a partnership was formed with the University of Washington (UW) School of Nursing, which began as part of the Livable City initiative, but has since continued. The students form groups and have worked on projects such as teaching Hands-Only CPR in the community and working with transitional care for our homeless population. We also continue to partner with the Communities of Care Manager from King County Emergency Medical Services (KCEMS) on issues surrounding Adult Family Homes (AFH). We are approaching the English Language Learners Alliance and the Eastside Refugee and Immigrant Coalition to assist us with contacting and communicating with our limited and non-English speaking residents.

Plan

In the short term, we have added both AmeriCorps and high school interns to work on specific projects and we will be submitting a proposal for administrative/scheduling staffing support in the next City of Bellevue Budget One cycle. Additionally, the CRRG and OEM will be meeting early in 2020 to devise a unified, all-hazards approach to public

education so that we may work smarter with less for the greater good of our community. Part of this strategic planning will include prioritizing conducting community risk assessments to guide and narrow our focus, making our programs more effective, far-reaching, and manageable. We will continue to leverage and expand our community partners, building on recent partnerships with non-profits such as the Eastside Baby Center and the private-sector technology industry.

As identified in the [2018 Program Evaluation](#), longer term goals would be to require that the department conduct a staffing analysis to evaluate the multiplicity of roles assigned to the members of this group, for example, splitting the roles of Public Information Officer (PIO) and Community Liaison Officer (CLO) so that the CLO may have greater involvement in program development. Additionally, to embrace true Community Risk Reduction efforts, the department and the city should evaluate the creation of a Division to coordinate the various functions that comprise CRR. A previous [budget proposal](#) to expand the CRRG was submitted and rejected in 2017.

References

[Community risk reduction group \(CRRG\)](#)

[CRR Previous Budget Proposal](#)

[BFD Organizational Chart](#)

[2016 Strategic Plan](#)

[2018 CRRG Program Appraisal](#)

CC 5B.3 The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the public education program and its efforts in risk reduction based on community assessment, standards of cover, and measures performance.

Description

The Community Risk Reduction Group ([CRRG](#)), which is comprised of the Community Liaison/Public Information Officer and the Community Risk Reduction Specialist, envisions a protected, prepared, and healthy community and uses our mission statement “to reduce risk to our community from the impacts of fire, medical emergencies, and disasters through targeted outreach and education” as a guideline when appraising our public education program outputs. We have defined a successful program as one in which demographics and call data are used to identify our most vulnerable populations, enabling us to focus our limited resources on designing and maintaining appropriate programs beneficial to those in our community most at risk. It also entails ensuring that operations personnel recognize their crucial role in reducing risk and feel empowered to deliver effective public education to the residents they serve.

Appraisal

In addition to anecdotal appraisal and community feedback loops, the Department utilizes the following tools when monitoring community risk reduction efforts such as public education program outputs:

[Pentana Performance Monitoring](#) – This City-wide program allows us to post our designate our benchmarks and performance standards and then report against each of them.

[Public Information & Community Outreach Calendar](#) – As of January 1, 2018, all community outreach events are entered into this calendar. Included are trainings and events that station crews are involved with as well as those conducted within the CRRG.

The cumulative numbers are reported for each station and group quarterly through the [Performance Dashboard](#). (Prior to 2018, this information was recorded in an excel spreadsheet accessible only by the CRRG and was not reported out to the performance dashboard); and

[Annual Report](#) – Each year the Bellevue Fire Department compiles information and data into an Annual Report, including public education and outreach efforts. In 2018, an effort was put forth into adding a Community Risk Reduction section that details the educational opportunities afforded to our residents.

While the variety of methods shown above have been employed to track outreach efforts, these tools reveal workload and volume output rather than impact on risk reduction efforts such as public education programs. While successful in surpassing our output benchmarks, we recognize the importance of outcome evaluation to truly define success. We have, and continue to, struggle with determining methods of outcome evaluation for preventative programs, such as home fire safety. For instance, compared to National data, the Department's fire occurrence is relatively rare. NFIRS data for 2014-2018 indicates we average 114 fires structure fires a year, with a stagnant trend line. How do we qualitatively identify that the lack of fires is attributed to our risk reduction efforts versus engineered safety enhancements required by fire code, such as sprinklers and smoke alarms? If the majority of our emergency responses are medical in nature, are we truly addressing the greatest risk by focusing on fire safety?

To address these deficiencies and start the conversation surrounding our greatest risks, where we can have the most impact, and how we can strategically evaluate program efforts, the Department has established [SOP 100-13](#), which created the Annual Risk Assessment Performance Planning Evaluation Group (herein referenced as PEG). The PEG is comprised of the Deputy Chief of Operations, Accreditation Manager, EMS Commander, Training Commander, a Battalion Chief, Community Risk Reduction Specialist, Community Liaison Officer, Fire Marshal, Emergency Manager, and the Data Analyst. The PEG meets annually to [appraise and evaluate public education](#) and outreach

efforts and their effect on incident mitigation by program area and document findings (among other Department program reviews).

This process was put into place in 2019, and 2018 is the first year to be appraised through this process.

In the past, Community Risk Reduction was viewed as a combination of the roles of the Community Risk Reduction Specialist and the Community Liaison/Public Information Officer. Operations personnel focused primarily on emergency response with occasional forays into enforcement roles when performing fire inspections. In 2018, there was a dramatic shift and crews began to engage regularly in the delivery of our public education programs. While we applaud this shift and the Department's embracing community risk reduction as a whole, there is a disconnect in consistency and quality of public education program delivery as the firefighters have not been formally trained in these programs.

Plan

The [CRRG](#) will continue the appraisal process and use the results to guide educational outreach efforts. Deficiencies noted in the 2018 appraisal will be used to inform and support a budget proposal funding administrative support for the [CRRG](#), allowing time for the group to perform a community risk assessment and develop targeted programs. During the next strategic planning process, performance measures that relate to evaluating the impacts of risk reduction efforts will be incorporated rather than focusing solely on those that measure workload.

Once a risk assessment has been completed and the top risks are identified, the CRRG will develop tailored programs, formally train operations personnel on the delivery of these programs, and create lesson plans to be included in all station education "go-bags" to assure consistency in messaging.

References

[Community Risk Reduction Group \(CRRG\)](#)

[Pentana](#) (password protected)

[Public Information & Community Outreach Calendar](#)

[2019 Quarterly Performance Dashboard](#)

[2018 Bellevue Fire Annual Report](#)

[SOP 100-13 \(password protected\)](#)

[2018 Public Education Program Appraisal](#)

5B.4 There are programs in place that identify large loss potential or high-risk audiences (such as low socio-economic status, age, cultural/ethnic differences where appropriate), forge partnerships with those who serve those constituencies, and enable specified programs to mitigate fires and other emergency incidents (such as home safety visits, smoke alarm installations, free bicycle helmet programs, falls prevention programs, etc.).

Description

The Bellevue Fire Department has a myriad of educational programs and strategies that address large loss potential and high-risk audiences. Programs include: fire safety and fall prevention for older adults, home escape planning, home fire safety, school-aged fire safety, fire extinguisher use, emergency operation plan review, workplace fire safety, smoke alarm installation, youth fire setting intervention and prevention, station tours, home safety visits, community health fairs, and emergency preparedness.

The City of Bellevue is home to a [culturally diverse population](#). In 2015, Bellevue became a minority-majority City. 39 percent of the population originates from over 90 different foreign countries and 42 percent of the population over the age of five speak a language other than English at home. In the Bellevue School District, more than 80 different languages are spoken by families, 11 percent of the student body qualifies for the English-Language-Learners Program, and 34 percent speak a language other than English at home.

The Department has worked hard to establish relationships with organizations known to assist newly immigrated residents and those with limited English proficiency. Educational programs such as ‘No Dragons for Tea’ and ‘Firefighters are our Friends’ are targeted specifically at preschool-aged children. By teaching the students, the Department can then reach the parents with whom we might not regularly connect. Additionally, the Department has established relationships with the English Language Learner’s Alliance and the Islamic Center of Eastside. Through these relationships, the Department has been able to provide culturally/ethnic specific programming, such as the Muslim Neighborhood Safety Forums, in which the fire and police departments partnered for delivery, hands-

only CPR demonstrations for over 80 new immigrants from various backgrounds and home fire safety to Hosanna Church, delivered in Spanish.

Another facet of high-risk audiences is the aging population. The Department runs the National Fire Protection Association's (NFPA) [Remembering When: A fire and fall prevention program for older adults](#). These presentations are proactively hosted at libraries, community centers, businesses, and senior living communities. The Bellevue Fire Community Advocates for Referral and Education Services (BFD C.A.R.E.S.), a mobile integrated health program, connects high-risk audiences such as seniors and high-frequency 9-1-1 users with resources and services that will reduce risk, improve their safety and lifestyle, and address core needs. All BFD C.A.R.E.S. interns are trained in Remembering When so they may address safety concerns with their clients.

The Department has a smoke-alarm installation program targeted at low-socioeconomic residents. Upon request, fire crews will either install free smoke alarms or refer residents to the American Red Cross.

High-loss potential, as caused by hazards such as earthquakes, landslides and winter storms are addressed in the various education programs presented by the Department's Office of Emergency Management.

Appraisal

When designing public education programs, the Department is particularly deliberate in its efforts to assure challenges faced by all our residents are addressed. Historically, the bulk of the Department's fire and life safety public education programs focused on workplace safety with a heavy emphasis on floor warden training and conducting high-rise fire drills. In 2015, the public education programs were moved from fire prevention to the community risk reduction group. At this point, the focus of programs shifted from the well-established downtown corridor to our more marginalized and high-risk populations. Through these efforts, the Department has reached more of the population that lives in the City of Bellevue, versus those that work here. With limited resources, the shift to high-risk

audiences was necessary, although the Department recognizes a deficiency in high-loss potential by eliminating the high-rise fire drill program. The Fire Prevention Bureau has already begun to revitalize the high-rise fire drill program with the assistance of their senior administrative assistant.

The Department makes many efforts to effectively connect with our high-risk audiences. Safety pictograms and prevention handouts have been made available in multiple languages, fall prevention and fire safety flyers are available in large print, programs are tailored to specific audiences by researching the target groups ahead of delivery, and the MyBellevue application where residents can request programs is available in the top ten languages within the City of Bellevue. That said, the Department is aware that more needs to be done. For instance, translators and ASL/CART services are not readily available for most presentations, access to our website is limited to English speakers, and promotion of programs and outreach is limited to social media, the website, and reliance on partnering agencies contact lists. Work has already begun to establish a list of ethnic media in the region to broaden promotional reach of educational programs and outreach strategies.

In 2015, the Department began re-establishing the Youth Firesetting Intervention and Prevention program. This program targets youth under 18-years-of-age who have intentionally set fires or expressed curiosity in doing so. The Department has seen three referrals to the program since 2016, two of which proved to be beyond our scope of practice. Those youth were then referred to services such as CPS and mental health.

Plan

The Department has begun working on a program called Community Connectors. This will bring members of the various cultural, ethnic, and age groups to serve as liaisons between their communities and the Department. Information gleaned from the community connectors will be invaluable, such as how to advertise our programs, (written, mailer, electronically, etc.), times of day their community is most likely to attend educational presentations, and cultural norms the Department should adapt for targeted audiences. Ultimately, the goal is to have our community connectors trained to co-present our

education programs. Work on this program will begin in October when our ten-month AmeriCorps position starts.

Additionally, through the [Livable City Year](#), a partnership with the City of Bellevue and the University of Washington, the Department has been paired with the school of nursing to collaboratively forge relationships with organizations who serve our most at-risk populations. Once established, the goal is to bring the organizations together on a quarterly basis to keep one another abreast of challenges and opportunities to better serve our population holistically.

References

[Livable City Program Description](#)

[City of Bellevue Cultural Diversity Demographic Snapshot](#)

[NFPA Remembering When](#)

5B.5 The agency should evaluate the juvenile firesetter intervention program. This program should refer all juveniles identified as involved in fire-play or fire setting behavior for educational intervention or other intervention services.

Description

[Bellevue Fire's youth fire setting and prevention program](#) is comprised of 4.75 FTE staff members across three different divisions in our department. Two of these staff members are NFA trained youth firesetter intervention specialists having completed [National Fire Academy youth firesetter intervention specialist FO633](#).

Three staff members, a senior administrative assistant and two fire prevention officers, work in the fire prevention division, another, our community risk reduction specialist, works out of the community liaison office under the [CRRG](#). The .75 FTE is a professional social worker who manages the Bellevue Fire CARES group. Our two interventionists, teamed with our CARES MSW social worker, operate using [Youth Firesetting Information Repository and Evaluation System \(YFIRES\)](#).

Appraisal

Since 2015 we've evaluated what we were doing with the prior Juvenile Fire Education (JFE) program and have brought our program up to the 2016 [Youth Firesetting Information Repository and Evaluation System \(YFIRES\)](#) format. The Department has seen three referrals to the program since 2016, two of which proved to be beyond our scope of practice. In the first quarter of 2018 we began our first working case under the [YFIRES](#) model.

During 2017 Bellevue Fire hosted a one-day conference titled [Community implications for kids who set fires](#) for any community members who work with youth. This conference was so well received that it was offered again in 2018.

Plan

The Bellevue Fire Department will continue to support this workgroup by providing learning opportunities and developing individual development plans for each employee that include youth fire setting education and training. We will continue to build upon established relationships with Bellevue Police and local and state agencies for referral of youth firesetter.

References

[Youth Firesetting Information Repository and Evaluation System \(YFIRES\)](#)

[Community implications for kids who set fires](#)

[National Fire Academy youth firesetter intervention specialist FO633](#)

[Community risk reduction group \(CRRG\)](#)

[Bellevue Fire's youth fire setting and prevention program](#)

Criterion 5C: Fire Investigation, Origin, and Cause Program

The agency operates an adequate, effective, and efficient program directed toward origin and cause investigation and subsequent classification of fires, explosions, and other emergency situations that endanger life or property. The agency should conduct a thorough risk-analysis as part of activities in Category II to determine the need for fire investigation program.

Summary:

The City of Bellevue Fire Prevention Division enforces the International Fire Code, as adopted by the State of Washington. The Fire Prevention Division and line personnel conduct fire investigations in conformance with the [National Fire Protection Association Standard 921](#) (Guide for Fire and Explosion Investigations) to determine the origin and cause of fires in the City of Bellevue and within neighboring communities through inter-local contract agreements with the exception of the City of Newcastle and the Town of Beaux Arts Village which is the responsibility of the King County Sheriff's Office.

CC 5C.1 The agency’s fire investigation, origin, and cause program is authorized by adopted statute, code, or ordinance.

Description

The City of Bellevue has adopted the 2015 International Code (IFC) by reference ([Bellevue City Code 23.11.100](#)). Section 104.10 of the IFC provides the authority for the department to “investigate the cause, origin and circumstances of any fire, explosion or other hazardous condition”

Appraisal

In accordance with the Department’s [Standard Operating Procedure](#), Department personnel investigate all fires to determine the origin and cause. Fires meeting certain criteria are assigned to specifically trained fire investigators from within the Department and when additional resources are needed, from neighboring jurisdictions or ATF.

Each investigator is required to obtain 40 hours or more of continuing education to continue investing in their expertise. In accordance with [NFPA 921](#) each fire investigation report is subject to a technical review by one of their peers and an administrative review by the Assistant Fire Marshal – Inspections & Investigations before it is released.

Plan

The Department has evaluated the feasibility of providing fire investigation services using a regional model, while the regional model is a significantly more efficient model there the environment to implement such a change does not currently exist. There have been ongoing efforts within King County Zone One to address best practice from PPE, report writing, and scene management that will continue. The Department plans to continue to invest in our personnel and make improvements as appropriate.

References

[Bellevue City Code, 23.11.100](#)

[SOP, Article 700, Section 19 - Fire Investigation](#)

[NFPA 921: Guide for Fire and Explosion Investigations](#)

CC 5C.2 The agency uses a consistent approach to the scientific method which is utilized to investigate and determine the origin and cause of all fires and explosions.

Description

The Fire Investigation programs aims for a consistent approach when investigating and determining the origin and cause of all fire and explosions using the scientific method. This is accomplished by either Fire Investigators (FI), an Incident Commander (IC) or their designee. The Fire Investigation unit maintains 6 Certified Fire Investigators on a call out rotation. Fire Investigators receive ongoing training with all members receiving at a minimum 40 hours of training per year. Fire Officers receive training on Fire Investigation during the Acting Lieutenant process. Guidelines for performing Fire Investigations are detailed in the Standard Operating Procedures (SOP's) and the Fire Prevention Manual.

Appraisal

During the first 9 months of 2019, FI's responded to and made determinations on 12 Fires. An additional 2 fires were investigated by King County Fire Investigators in Newcastle. The remaining 345 fires were investigated and determined by Fire crews.

Draft [SOP 700-19](#) defines the incidents that require a FI be assigned and the correct process to follow when conducting an investigation. Fire Investigators complete their reports in accordance with [NFPA 921](#). Additionally, each fire investigation report is subject to a technical review by a peer. These reports meet the established guidelines and utilize the scientific method to determine cause and origin.

Company officers and IC's vary greatly in their ability to conduct investigations. Some Battalion Chiefs (BC) have over thirty years' experience, have conducted numerous investigations and are well-versed in the scientific method. Other officers have little to no experience and have minimal exposure to the proper methodology for investigating. SOP 700-19 recognizes this varying level of competence and allows the IC or officer to request a FI in any instance where there is uncertainty.

Fire Records Management System (RMS) Fire narratives are not reviewed for cause and origin determinations by FI's.

Plan

Adopt and formalize the draft SOP.

Assign a FI to review and sign-off on all fire cause and origin reports in the RMS.

Require fire officers to attend Fire Investigation for Fire Officer's offered through the International Association of Arson Investigator's (IAAI) CFITrainer.net. This 3-hour course provides the basic tools to ensure that consistent, scientific methodologies are used to determine cause and origin. Requiring additional training may have to be bargained with Labor or may be included in other Fire Prevention training during the calendar year and this determination will be made by Command staff. Additionally, an ongoing training and refresher plan needs to be developed and agreed to with Labor.

FI's will continue to attend at least 40-hours of Fire Investigation training each year.

A [budget proposal](#) for the 2021-2022 budget to expand funds available for training is being submitted for consideration in the City of Bellevue Budget process.

References

[Fire Prevention Manual, Chapter 11 - Fire Investigation](#)

[NFPA 921: Guide for Fire and Explosion Investigations](#)

Fire Prevention Manual, Chapter 11 [Appendix Chapter A - Fire Investigator Qualifications and Training](#)

[DRAFT SOP 700-19](#)

[2021 – 2022 Fire Prevention Training Budget Proposal](#)

CC 5C.3 The program has sufficient staff with specific expertise to meet the fire investigation, origin, and cause program goals, objectives, and identified community risks.

Description

The fire investigation team consists of six Fire Investigators within the [Fire Prevention Division](#). Each person serves on a rotating schedule and is available 24 hours a day during the assigned duty period. When an investigator is requested by an incident commander, the investigator is paged, given a brief situation update and, when appropriate, immediately responds. Each investigator or incident commander can contact multiple Fire Investigators when the situation warrants.

Appraisal

The staffing for fire investigation has been appropriate for the historical levels of response. During the last three years, all requests for fire investigators have been filled by the on-duty fire investigator within the time frames defined in the fire prevention manual and standard operating procedures manual.

Each investigator receives a minimum of 40 hours on ongoing training, tailored to their individual experience and needs. The investigators have been active participants with other Zone One investigators to develop best practices for PPE, scene management, and report writing.

The existing staffing levels, equipment and training appear adequate for the number and type of fire incidents encountered.

Plan

The existing staffing levels appear adequate for the number and type of fire incidents encountered. The Department plans to continue regular reviews of investigator workload to ensure that adequate staff is devoted to fire investigation follow up and reporting writing. Additional fire prevention staff are currently working towards certification as fire investigators through specific experience and training requirements.

References

[Fire Prevention Organizational Chart](#)

Fire Prevention Manual, [Appendix Chapter A](#)

5C.4 The agency has established written agreements and procedures, that are reviewed and revised at least annually, with relevant local, regional, state/provincial, and federal fire investigation agencies to ensure appropriate and consistent scene processing, evidence collection, and information sharing.

Description

The primary agency that provides regular support to the fire investigation program are the [Police Departments of Bellevue](#), Clyde Hill, Medina & the King County Sheriff's Office. The police departments provide various resources, including personnel, equipment, and special expertise such as polygraph examiners. A protocol has been completed between the Bellevue Police and Fire Departments which outline the responsibilities of both fire investigator and police personnel assigned to a fire investigation. This protocol provides for a police call-out process as well as detailing the duties and expectations of each agency.

Additional support for personnel and resources can be requested of neighboring fire jurisdictions and the [Federal Bureau of Alcohol, Tobacco and Firearms](#) (BATF). Neighboring jurisdictions such as Kirkland, Redmond, King County and the City of Seattle have significant investigatory resources and participate in the [regional mutual aid program](#). The BATF maintains a Seattle office and participates in regional and county fire investigation associations. Local jurisdictions, such as Bellevue, can request BATF assistance when appropriate.

Appraisal

The fire investigation protocol agreement between the Police Departments and the Fire Department provides good efficiency for the fire investigation effort. The protocol provides for a call out procedure for police and identifies detectives assigned to assist or conduct investigations of incendiary type fires. These detectives will be provided additional or advanced training in fire investigation techniques and will train with Fire Department Fire Prevention Officers and fire investigation equipment.

The availability of investigative resources from neighboring jurisdictions is defined by the county-wide mutual aid pact. Historically, when a jurisdiction suffers a significant fire (or series of fires) a request for fire investigation assistance is made to those jurisdictions that have recognized fire investigation capabilities.

The availability of aid from BATF continues to be a resource reserved for those occasions considered a significant or large event. Regular contact is maintained with BATF agents in Seattle and elsewhere should the need for BATF assistance occur.

Plan

The Department plans to keep a positive working relationship between the [Bellevue Police and Fire Investigators](#) and strengthen the it wherever possible. Regular combined training on specialized equipment should be required and attendance at advanced fire and arson investigation courses encouraged. Bellevue fire investigation team members should continue to participate in local and regional fire investigation associations and groups.

References

[Bellevue Fire & Police Fire Investigation Protocol](#)

[BATF web site](#)

[King County Mutual Aid Agreement](#)

CC 5C.5 The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the fire investigation, origin, and cause program and its efforts to reduce fires based on community assessment, standards of cover, and measures performance.

Description

The primary appraisal method on the effectiveness of the fire investigation program is made by evaluating how many fires were investigated and how long it took to ascertain cause and origin of the fire.

Appraisal

The current appraisal method only focuses on productivity in terms of the determination made and the timeliness of Fire Investigators reports. These numbers are reported and tracked in the Departments Quarterly Performance Report. The division has not developed or conducted a documented appraisal to determine the impacts of the Fire Investigation, origin and cause program and how its efforts reduce fire based on community assessment and standards of cover. Data quality is also an issue with no oversight over fire investigations conducted by the IC or their designee.

Plan

The data for the Fire Investigation program will need to be evaluated for quality before an appraisal can be made. The data received on fires currently differs in quality since a determination written by a FI receives technical and administrative reviews whereas reports written by Line Staff are not reviewed after they are entered in FireRMS. All fire determinations entered into FireRMS will receive a review from a FI.

Draft SOP [Section 700 Article 19.9](#) outlines what is required in the fire investigation determination narrative for Line Staff. Additionally, an ongoing training and refresher plan needs to be developed and agreed to with Labor. FI's will continue to attend at least 40-hours of Fire Investigation training each year.

A formal and documented appraisal program will be created to assess the data to define and mitigate the fire problems identified among the different communities of our response area. The mitigation maybe in the form of general public education, focused outreach,

code development or legal actions. Reports will be generated quarterly to review all calls coded as a Fire.

References

[Fire Investigation Report \(Sample\)](#)

[Bellevue Police and Fire Investigation Protocol](#)

[DRAFT SOP 700-19](#)

Criterion 5D: Domestic Preparedness, Planning, and Response

The agency operates an all-hazards preparedness program that includes a coordinated multi-agency response plan designed to protect the community from terrorist threats or attacks, major disasters, and other large-scale emergencies occurring at or in the immediate area.

Summary:

The City adopted an all-hazards Comprehensive Emergency Management Plan ([CEMP](#)) in 2013, which identifies the roles and responsibilities for all City departments for major incident response. The Office of Emergency Management (OEM) trains and exercises the following groups of staff city-wide to respond during an incident or disaster: 1) Emergency Management Committee (EMC) are city staff who provide the expertise to deploy resources, develop plans and conduct strategic level emergency management coordination, 2) Emergency Operations Center (EOC) are staff activated during incidents to coordinate response and recovery, and 3) an Emergency Operations Board (EOB) who oversees the work of the EMC to provide policy direction to the EOC during activations (chaired by the Emergency Manager comprised of Department Directors, the City Manager, Deputy City Managers).

OEM's mission is to empower City employees, the public, and regional stakeholders to prepare for, mitigate, prevent, respond to and recover from all-hazards. OEM works to build the resilience of Bellevue so we can bounce back from the impact of any hazard. Our strategic plan focuses on four goals:

Strategic Goal 1: Improving the emergency management capabilities by providing situational awareness and efficient deployment and use of City resources.

Strategic Goal 2: Educating and empowering those who live and work in Bellevue.

OEM's public education and outreach events reach over 1500 residents per year:

- a. [Citizen Corps Council](#) – the overarching governing body for our community groups formed in 2014 using a national model and meets regularly with OEM staff to discuss identified preparedness and training needs throughout Bellevue.

- b. [Community Emergency Response Team](#) (CERT) - teaches community members basic disaster response skills so that they can help their neighbors immediately following an incident.
- c. [Map Your Neighborhood](#) – A nine-step program which teaches residents what do immediately following a disaster, identifies skills and equipment each neighbor has that may be useful in disaster response and fills the gap between individual preparedness and CERT.
- d. [Bellevue Communication Support](#) – A group of 40 volunteer members skilled at using amateur radios and exercising our mobile command vehicle communication systems.
- e. **Community events and Preparedness Presentations** – OEM staff conduct presentations to teach preparedness and disseminate materials at local community groups, most city events and Neighborhood Block parties.

Strategic Goal 3: Expand our external partnerships to increase our capabilities and enhance engagement. Disasters and emergencies rarely effect one city in isolation and large disasters will require us to ask for help from our neighbors and possibly from the state and federal governments. How effective that assistance will be depends on how effectively we have formed and nurtured relationships throughout the Region. We work with the following organizations to plan, train, exercise and collaborate: Zone 1, King County, Washington State, FEMA region 10, WA State Fusion Center, Seattle Urban Area Security Initiative, Bellevue School District, Bellevue College, the University of Washington and the Critical Infrastructure Group.

Strategic Goal 4: Further strengthen our emergency management program in alignment with national standards – ensuring we are always working toward closing capability gaps and honing our competencies. OEM programs and services are modeled after National Standards from the Emergency Management Accreditation Program ([EMAP](#)) and National Fire Protection Association Standards for Emergency Management and Business Continuity/Continuity of Operations standards ([NFPA](#)).

CC 5D.1 The agency publishes an all-hazards plan that defines roles and responsibilities of all participating departments and/or external agencies. The agency identifies and authorizes an appropriate multi-agency organizational structure to carry out the all-hazards plan predetermined functions and duties.

Description

In 2013, the City adopted a Comprehensive Emergency Management Plan ([CEMP](#)) that qualifies as an all hazards plan. The plan identifies the roles and responsibilities of all City departments for incident response and includes a basic plan and various annexes. The [Response Annex](#) includes Emergency Support Functions (ESFs). The ESFs identify discipline specific functions, with lead and supporting departments and agencies identified. The City has developed and adopted standard operating procedures which identify how those responsibilities will be accomplished. The [CEMP](#) is a product of past lessons learned, probability of future occurrences, and includes historical data, and a risk assessment.

Appraisal

The [CEMP](#) was approved by the State Emergency Management Division and has been tested, evaluated, and improved based on a series of exercises and actual emergencies. The [Cascadia Functional Exercise](#) and [Winter Weather Functional](#) exercises held in 2016 were the latest major evaluation of the [CEMP](#)'s communication and coordination systems.

Plan

The [CEMP](#) is currently under revision with an expected completion date of December 2018. Content is being updated by OEM with input from City Departments.

References

[CEMP](#)

[Winter Weather Functional](#)

[Cascadia Functional Exercise](#)

5D.2 The City of Bellevue uses and adheres to the National Incident Management System (NIMS), and the Incident Command System (ICS) for responding to incidents.

Description

The Department adopted [Administrative Order No. 05-01](#) on September 19, 2005, which identifies the National Incident Management System ([NIMS](#)) as the basis for incident management in the City and use of the Incident Command System ([ICS](#)) in managing emergency or disaster events. This requires the following: having a primary point of contact for [NIMS](#) Compliance (the OEM Training and Exercise Coordinator); completing minimum [NIMS](#) requirements, maintaining required [NIMS](#) certification citywide; and reporting the above identified information to FEMA on an annual basis.

For the on-scene management of emergencies the Department uses the [ICS](#) as published by U.S. Fire Administration (USFA) and FEMA, The [CEMP](#) codifies this and the City's emergency management organization embraces this. The City's EOC serves a coordination function in support of field incident command and coordinates departmental citywide situational awareness.

Appraisal

Each department tracks staff compliance to ensure that all city employees complete minimum [NIMS](#) requirements and maintain required [NIMS](#) training and certifications. OEM staff provide compliance reporting of this information to FEMA. The Department was compliant with 2017 [NIMS](#) requirements.

The Department emergency planning efforts have used [NIMS](#) and [ICS](#) at all levels of response and recovery which allowed agencies to interact with their counterparts in a cohesive and efficient manner. Training and exercises include local government, academic institutions, the private sector, community based, and non-governmental organizations.

Plan

The Office of Emergency Management plans to continue to use and adhere to the National Incident Management System ([NIMS](#)), and the Incident Command System ([ICS](#)) as outlined.

References

[Administrative Order No. 05-01](#)

[CEMP](#)

[ICS](#)

[NIMS](#)

5D.3 The agency identifies and documents outside agency support.

Description

Community agencies and regional partners play an active role in the Department’s emergency management training, planning, and exercise programs and include local government, academic institutions, the private sector and non-governmental and community-based organizations. External agency coordination is conducted through monthly meetings with surrounding jurisdictions in [Zone 1](#) (North East King County), in Homeland Security Region 6 (King County–wide) and with the Emergency Management Advisory Committee ([EMAC](#)).

Appraisal

The Comprehensive Emergency Management Plan ([CEMP](#)) identifies and assigns the roles and responsibilities of all City departments for mitigation, preparedness, response, and recovery, Bellevue OEM staff regularly attend regional meetings and work groups to build relationships and develop key plans to assist in their mission to prepare for, mitigate, prevent, respond to and recover from all-hazards (e.g. American Red Cross, King County Office of Emergency Management, the Emergency Management Advisory Committee, Seattle/King County Public Health Department, King County Coroner, Puget Sound Energy, and Washington State Emergency Management Division).

The City has also established Memorandums of Understanding with key regional partners (i.e. [Bellevue School District MOU](#)) to facilitate efficient response and recovery following an emergency.

Plan

OEM representatives will continue to routinely collaborate by partnering with local, state and federal stakeholders in the Puget Sound region to gather insight and support on regional planning, training, and exercise coordination and plan to continue establishing similar MOUs with other key stakeholders and regional partners in the interest of improving the coordination of their planning and response efforts.

References

[CEMP](#)

[Bellevue School District MOU](#)

[Zone 1](#)

[EMAC](#)

5D.4 The agency has processes to record information and provide data on needed resources, scope, nature of the event, and field resources deployed to local, state/provincial, and federal agencies.

Description

OEM gathers data from City departments on available resources for use during emergencies (i.e. Small Attractable Assets). This data is available for use by the EOC Logistics Section and Department Coordination Centers to improve the resource management process. In addition, the Logistics Section in the EOC has a resource management process, as illustrated in the [Resource Management Flow Chart](#), that all Logistics Section staff are trained on. The department also uses [WebEOC](#) for situational awareness, resource tracking and management, and all issues related to incident response.

Appraisal

Regular training sessions take place with Emergency Operations Center staff to process and record information and provide data on needed resources, scope, nature of the event, and field resources deployed to local, state/provincial, and federal agencies. OEM has also conducted four training sessions for City Staff in the use of [WebEOC](#) which is the incident management tool used by King County and its cities, and the State of Washington for all incidents and disasters.

Plan

OEM will continue to train and exercise City Emergency Operations Center staff to respond to emergency incidents and train staff in the use of [WebEOC](#).

References

[WebEOC](#)

[Resource Management Flow Chart](#)

5D.5 The agency, at least annually, conducts tests of and evaluates the all-hazards plan and domestic preparedness, planning and response program.

Description

The City trains and exercises on a regular basis to improve resilience, validate plans, and to better prevent, mitigate, respond to, and recover from the threats and hazards that pose a risk to the people, property and community within the city. All emergency procedures and processes are tested and evaluated bi-annually through drills, exercises, and/or actual incidents. Exercises are designed, conducted, and evaluated according to the [Homeland Security Exercise and Evaluation Program](#) standard. OEM coordinates post incident after action recommendations for identified improvement actions post exercise or incident.

They also maintain a three-year [OEM Training and Exercise Plan](#).

The [OEM Training and Exercise Plan](#) has a target audience that includes staff from all 14 city departments who make up the Emergency Operations Center staff, the Emergency Management Committee, and the Emergency Operations Board. It provides a roadmap for Bellevue to follow in accomplishing the priorities developed in the [Strategic Plan](#), based on hazards outlined in the Hazard Identification Risk Assessment ([HIRA](#)), and in alignment with [Presidential Preparedness Directive 8 \(PPD-8\)](#). Additional trainings target all city staff on topics such as personal preparedness, duty to report, and [ICS](#).

Appraisal

Bellevue OEM conducts regular trainings and exercises to practice and test emergency management related plans and associated procedures. Each exercise tests all or critical portions of the [CEMP](#), including capabilities of equipment and the personnel to operate such equipment. Conducting trainings and exercises is important to ensure the familiarity and proficiency in plans and operations outlined in the [CEMP](#). The activities outlined in the [OEM Training and Exercise Plan](#) provide a mechanism to evaluate the [CEMP](#).

Plan

OEM will maintain the current process for developing a training an exercise plan. The current review schedule includes updating and publishing the [OEM Training and Exercise Plan](#) every three years. The next update is planned for 2021.

References

[CEMP](#)

[Homeland Security Exercise and Evaluation Program](#)

[OEM Training and Exercise Plan](#)

[Presidential Preparedness Directive 8 \(PPD-8\)](#)

[ICS](#)

5D.6 The agency conducts and documents a vulnerability assessment and has operational plans to protect the agency’s specific critical infrastructure, including but not limited to materials, supplies, apparatus, facilities security, fuel, and information systems.

Description

Identifying and documenting vulnerabilities is key in establishing effective plans and facilitating efficient response and recovery efforts. The 2013 Comprehensive Emergency Management Plan ([CEMP](#)) contains a Hazard Inventory and Risk Assessment ([HIRA](#)). The purpose of the [HIRA](#) is to provide background information and guidance for hazard response, continuity, mitigation, and recovery in the City of Bellevue. This hazard inventory meets the intent of Washington Administrative Code [WAC 118-30-060](#), and [WAC 118-30-070](#). To remain in compliance with federal grant regulations, the region develops and updates a regional Threat and Hazard Identification and Risk Assessment ([THIRA](#)). The 100-page document considers (2) scenarios, a natural and a human-caused threat/hazard, and outlines core capabilities necessary to ensure whole community reliance. Each core capability sets capability targets under the areas of prevention, protection, mitigation, response and recovery.

Appraisal

OEM’s [HIRA](#), [CEMP](#) and the regional [THIRA](#) adequately detail the operational plans to protect specific critical infrastructure but the assets, both material and informational critical to the success of any response and recovery effort.

Plan

The [HIRA](#) is one of the major components that makes up the City of Bellevue’s [CEMP](#) which is updated every five years. The next iteration is scheduled to be published by December of 2018. The Seattle UASI regional [THIRA](#) is updated every (2) years by a subcommittee of regional UASI partners that represent each of the (5) UASI jurisdictions. The updated plan is submitted to the Federal Emergency Management Agency (FEMA). Seattle UASI sets targets on a (3) year cycle that are reviewed as part of the Stakeholder Performance Review (SPR) assessment of [THIRA](#) core capabilities. The assessment identifies and describes how regional capabilities have changed over time and informs FEMA guidance on grant investments.

References

[THIRA](#)

[CEMP](#)

[WAC 118-30-060](#)

[WAC 118-30-070](#)

[HIRA](#)

5D.7 The agency has a documented Continuity of Operations Plan (COOP), that is reviewed and updated at least every 5 years, to ensure essential operations are maintained.

Description

As a part of the City of Bellevue’s [CEMP](#) the City has developed a [Continuity Annex](#). The Continuity Annex has limited distribution and is exempt from public disclosure under [RCW 42.56.420\(1\)\(a\)](#).

The City is also currently developing a Continuity of Operations (COOP) and Continuity of Government (COG) plan. As a part of this effort, OEM is working with all 14 City departments to draft individual Continuity of Operations (COOP) and Continuity of Government (COG) plans, which will establish how each department is to continue providing essential services to the residents of Bellevue. This Plan is also exempt from public disclosure under [RCW 42.56.420\(1\)\(a\)](#).

Appraisal

The Continuity of Operations/Government plan involves all City departments. This effort follows Federal guidance for the creation of and implementation of a Continuity of Operations/Government plan. Its development will include a seminar for all Department COOP/COG representatives for awareness and a tabletop exercise to evaluate the activation and devolution of the Plan.

Plan

The [Continuity Annex](#) and subsequent continuity plans, are included as part of the [CEMP](#). Therefore, they will be reviewed and updated on the same five-year schedule. The next scheduled update is due in December of 2018. The Continuity of Operations/Government Plan will be updated every five years.

References

[CEMP](#)

COOP/COG Plan is exempt from public disclosure under [RCW 42.56.420\(1\)\(a\)](#)

5D.8 The agency has processes in place for intelligence sharing with other public safety agencies.

Description

The Fusion Liaison Officer ([FLO](#)) program is a statewide network of police, fire and critical infrastructure representatives that make up a mechanism for gathering and sharing “actionable intelligence”. The [FLO](#) program standardizes and expedites procedures for information gathering and sharing throughout the region. It also is intended to increase awareness of “pre-incident indicators” as well as potential terrorist attacks. OEM has staff who are trained as [FLOs](#). These staff members participate in a weekly Duty Officer on-call rotation which allows OEM to provide emergency support services, including intelligence gathering and sharing to the City of Bellevue departments 24/7, 365 days a year.

The [Duty Officer Guidebook](#) delineates when and how that intelligence is shared citywide. In addition, Law Enforcement and Fire Department representatives attend OEM’s Emergency Management Committee and Emergency Operations Board meetings where relevant, intelligence is shared to necessary stakeholders at that time. 24/7 contacts are maintained for other public safety agencies to ensure quick notification of an urgent matter.

Appraisal

The Puget Sound area has robust information sharing networks established and the [FLO](#) program provides the actionable information for the OEM on-call Duty Officer to report out the information gathered. The Duty Officer guidelines detail when and how that information is shared statewide who are expected to return all phone calls within five minutes and document incidents or actions taken in response to receiving information. The plans and protocols for intelligence sharing are tested bi-annually through drills, exercises, and/or actual incidents. This established communication process works successfully and has served the department, the city and the region well.

Plan

There is no plan to change the current process for intelligence gathering and sharing to internal and external stakeholders or other public agencies.

References

[Duty Officer Guidebook](#)

[FLO](#)

Criterion 5E: Fire Suppression

The agency operates an adequate, effective, efficient, and safe fire suppression program directed toward controlling and/or extinguishing fires to protect people from injury or death and reduce property loss. If identified risks are outside the scope of the agency's capabilities, Category X performance indicators should address the agency's ability to receive aid from mutual aid partners in those areas. The agency should conduct a thorough risk-analysis as part of activities in Category II to determine the need for specific fire suppression programs.

Summary:

The Bellevue Fire Department responds to all-hazards including: fire, rescue and medical emergencies from twelve strategically located facilities. Within our primary fire protection jurisdiction, the Bellevue Fire Department operates engine, ladder, Basic Life Support (BLS), and ALS companies, a Medical Services Officer (MSO) and a Battalion Commander (command unit) as outlined in our station locations and staffing matrix, located within our Standards of Cover document.

Staff assigned to Suppression and Rescue is trained to meet or exceed industry standards. ALS and BLS companies are staffed with Firefighter/Paramedics and Firefighter/EMT's respectively and is all cross trained in firefighting and considered part of our fire suppression force, as is our MSO.

A minimum, in city, staffing of 44 is assured and managed by the on-duty battalion commander. This is maintained through the hiring of overtime, if necessary. 4 additional members are assigned to medic units that are housed outside the City, however a contract with King County makes those units available if other resources are exhausted. City of Bellevue Fire staffs 7 engines, 2 light forces (an engine and ladder truck that are linked), 3 BLS ambulances, 2 ALS ambulances, a paramedic supervisor and battalion chief (who has an assistant) at all times. These resources are spread amongst 10 sites in the Bellevue Fire Department's suppression service area.

Bellevue is a part of King County Zone 1. The entire zone consists of 14 Fire agencies that have and automatic aid ILA and share a common dispatch center, NORCOM. In the field these agencies (with two exceptions, because of remote locations – Skykomish Fire

and Snoqualmie Pass Fire) function as if they were a single agency and the dispatch center is agnostic to the jurisdictional boundaries, instead always sending the closest units available. Several times a day Bellevue Fire units respond with other agency units regardless of call type. As we routinely train with all our neighboring agencies, the mix of agencies performs in a very effective, safe and cost-efficient manner. On a regular basis we utilize crews from outside agencies to help establish rapid an ERF while continuing to provide other parts of our jurisdiction. The Zone defines the response plans in as a group to provide uniformity to each incident type. There are some exceptions, however this are minor and have to do with more rural parts of the Zone, far away from Bellevue.

We list an ERF of 17 for our confirmed fire responses. The vast majority of incidents are handled with far fewer members, however, on rare occasions Bellevue, or our immediate neighbors, can be overwhelmed by a major event, such as the 2016 Ford car dealership fire (4 alarms). In this type of situation, we can quickly draw additional resources, either to the fire scene or to provide backup coverage to the City, from the other two Zones in King County. Both of these Zones (Seattle Fire – Zone 5 and south King County – Zone 3) have more resources and staffing than our Zone 1, so providing assistance to us has never been an issue. Inter-zonal responses are covered under a King County wide ILA that guarantees response in major emergencies.

Every first-line apparatus is appropriately equipped and have critical supplies available to meet operational needs. Fire Suppression operations and the conduct of members assigned are governed by standard operating procedures that are available in both written and electronic form. All emergency operations are managed, supervised, and coordinated utilizing the Incident Command System (ICS) which is implemented by the first arriving company.

CC 5E.1 Given its standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), pumping capacity, apparatus, and equipment deployment objectives for each type and magnitude of fire suppression incident(s).

Description

The Department’s [staffing](#) and [deployment of suppression resources](#) is described in the published [Standards of Cover](#). The Department has established and reports response time standards and Effective Response Force (ERF) objectives. The Department is able to meet these response objectives as demonstrated in the [performance reports](#) published in the Standards of Cover. We currently do not track the response metrics of the other Zone 1 agencies; however, these metrics are discussed on a quarterly basis at monthly Zone 1 Operations meetings.

The Standards of Cover risk analysis for [structure fire events](#) describes both the quantity and location of responses within the jurisdiction. The [critical task analysis for suppression incidents](#) is outlined in the Standards of Cover and is the basis for the deployment of an ERF. Detailed deployment objectives for the various types of suppression incidents are specified in the [Best Practices for Offensive Fire Attack](#).

We have recently begun to break our responses into four separate hazard classes to optimize our use of resources on any given alarm. Pursuing these efficacies will be of benefit to both our agency as well as our partners. Further defining these response hazards will allow us to better assess whether we have the correct number of members on the initial alarm as well as the proper apparatus and equipment. Apparatus and equipment assessments will likely include pump capacity, water accessibility, ladder needs, proper levels of PPE, as well as many other potential needs.

Appraisal

The Department has never been able to achieve its benchmark response time standards. Baseline performance remains consistent with previous years and will continue to be monitored and evaluated monthly. We have recently started using software that is near real time in reporting. We are currently crafting a method to make this data more

available for our crews and supervisors. Measured annually, the Department has achieved a ‘confinement to room of origin’ of between 79 – 91% during each of the last five years.

Plan

Over the past three decades the city has seen a tremendous amount of growth without a corresponding increase in staffing and apparatus. This chart displays this growth:

<u>Year</u>	<u>Population</u>	<u>Central Business District Population</u>	<u>Fire Dept. Responses</u>
1990	86872	Not Avail.	Not Avail.
2000	109827	2421	16085
2010	122363	7147	16527
2018	142400	13400	19843
2035	192800	Not Forecasted	

Geographically the Fire Department has grown minimally as the areas that have been incorporated, we covered by Fire District 14 which was contracted to Bellevue Fire Department. In this time period the Fire Department has added an BLS ambulance, expanded two engines to light forces (adding 4 to on duty staffing) and adding a staff assistant to the Battalion Chief’s office – a total of 5 on duty members.

We are working to address the suppression capabilities with the addition of a second battalion chief and an additional fire station.

The department is seeking to add a second, 24-hour, battalion chief in the city’s 2019-2020 budget cycle. This would bring the span of control for deployed battalion commanders to fire units’ ratio in line with the normal business practice of 3 to 7 direct reports with an optimization of 5. It would also address slow response times for a battalion level commander into the southern part of our City.

The Department is also in the process of building, and staffing, a new fire station, Station 10, which will be at the north end of the Central Business District. This new station is slated to come on line in 2022 and add an engine to our current deployment model, helping to address our vertical response challenges and increasing number of responses into our Central Business District.

The Department will continue to monitor all aspects of its baseline performance to determine if there are areas that can be improved upon. If degrading response time performance and/or performance outcomes are detected it will prompt an evaluation of resource staffing or deployment to determine where improvements can be made. Growth in population and development will also prompt reevaluations of resource deployment.

References

[Bellevue Standards of Cover, Staffing Levels and Staffing Patterns, pg. 25](#)

[Ibid, page 23](#)

[Ibid, page 71](#)

[Ibid, page 72](#)

[Ibid, page 75](#)

[Ibid, page 68](#)

[Ibid, page 89](#)

[Best Practices for Offensive Fire Attack](#)

CC 5E.2 The agency uses a standardized incident command/management system, which is supported by agency policy and training programs.

Description

The Department utilizes the Incident Command System (ICS) as required by law. The [Department's Standard Operating Procedures mandate that the Incident Command System](#) be utilized on all emergency incidents involving more than one resource. The first arriving officer becomes the incident commander until relieved. Effective operations, firefighter safety and resource accountability are key benefits of the ICS system.

Appraisal

The Incident Command System has been fully integrated into the Department's operations. These requirements have been reflected in the [Departments Standard Operating Procedures](#), [Lesson Plans](#), [Best Practices for Offensive Fire Attack and the King County Fire Chiefs Model Procedures](#). The Department has conducted incident command training annually, focusing on basic incident command/incident management strategies as well as major emergencies during simulated exercises. In addition, we frequently trains with our neighboring agencies who utilize the same ICS as our Department.

The Department has required [all operational personnel to complete training in ICS 100, ICS 200, ICS 400, ICS 700, and ICS 800](#). Other staff personnel to complete ICS 700 and ICS 800 as required by Presidential Directive.

Plan

The Department plans to continue employ ICS on all incidents. Department members will be trained throughout each year on ICS principles with a strong focus on multi-agency operations.

The Department will also utilize actual incidents whereby a [post-incident analysis](#) is conducted to reinforce actions and practices. This approach works well and provides a mechanism for the organization to learn from any mistakes or omissions which occurred during any given incident.

References

[Lesson Plans](#)

[NIMS ICS Training requirements](#)

[SOP, Article 700, Section 1 – Incident Command](#)

[SOP, Article 1000, Section 18 – NIMS Training Requirements](#)

[King County Fire Chiefs Model Procedures](#)

[Best Practices for Offensive Fire Attack](#)

CC 5E.3 The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the fire suppression program and its impact on meeting the agency's goals and objectives.

Description

Reports containing emergency response information are regularly forwarded to city management and senior department members. Performance reports are an integral part of the city's managing by objectives budget process. Most reports are available to all fire personnel.

Appraisal

The department participates in a number of performance management reporting efforts including: The [Bellevue Fire Department Annual Report](#), [City of Bellevue Annual Performance Report](#), and routine/ad hoc reports. The Department works closely with other city departments to report performance to city management and the City Council. The performance reports contain data relating to dispatch, turnout, and travel time for response time reporting, total fires and emergency responses, fires confined to room of origin, cardiac arrest survival, and property loss due to fire.

Plan

The Department will continue to evaluate performance data on a regular basis. The Department will continue to actively participate in performance management and monitor and refine its performance measures. We will also consider new performance indicators to assure we are meeting industry standards. An example may be 'unit utilization'

References

[Bellevue Fire Department Annual Report](#)
[City of Bellevue Annual Performance Report](#)

Criterion 5F: Emergency Medical Services (EMS)

The agency operates an EMS program with a designated level of out-of-hospital emergency medical care that meets the needs of the community.

NOTE: EMS is a major element of many fire service agencies. Fire service personnel are frequently the first responder to medical emergencies. For that reason, emergency medical response can be organizationally integrated with fire suppression activity. Care should be exercised not to create a priority or resource allocation conflict between the two program activities. Agencies that only provide first responder services must also complete this criterion.

Summary:

Since its inception, the delivery of quality Emergency Medical Services (EMS) has been the hallmark of the Bellevue Fire Department. All on-duty crews and apparatus contribute a significant role in treating and transporting the citizens of our community. All operations personnel are certified as either an EMT-D Basic or EMT-P.

The Department deploys dedicated BLS aid units and/or engine/ladder companies as a first response, followed by paramedic-staffed ALS units for those medical incidents identified as critical. The Department staffs three BLS aid units that are deployed as first response or to support the transport needs of neighboring engine/ladder companies. All patients requiring ALS are transported by Bellevue Firefighter/Paramedics. Although Bellevue Fire Department resources transport most of its citizens to local hospitals, the department does have a contract with a private ambulance carrier to provide additional transport support as required.

The department operates four (4) ALS (paramedic) units, with two deployed in the city and two deployed East of the city, in all, covering over 300 square miles. Airlift support is provided by a private hospital affiliated agency in Seattle with four helicopters located throughout the Puget Sound region.

The Department's EMS System is also enhanced by an effective Emergency Medical Dispatch System and by the high number of citizens that learn CPR and implement public access defibrillation.

CC 5F.1 Given its standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), apparatus, and equipment deployment objectives for each type and magnitude of emergency medical incident(s).

Description

The Department's staffing and deployment of its EMS resources is described in the published [Standards of Cover](#). The Department's benchmark response standard for EMS incidents is 6 minutes or less total response time (TRT), 90% of the time for the first arriving apparatus on a priority response. The Department is unable to meet this response goal as demonstrated in the performance reports published in the Standards of Cover. The Standards of Cover [all hazard risk analysis for EMS](#) events describes both the quantity and location of responses within the jurisdiction. Apparatus [deployment and staffing](#) is also described in detail.

To supplement the BLS transport needs of the community, the Department has [contracted with Tri-Med ambulance company](#) to provide transport in situations when there is no Bellevue Fire BLS unit available for transport or when a patient desires transport to a distant hospital that would result in an extended out-of-service time.

Appraisal

The process required to develop an effective Standards of Cover document has been helpful in both identifying emerging trends in both [EMS call volume](#) and call location. The department's 2017 baseline performance time was 7:45, 90% of the time.

Plan

There is no plan to reduce either resources or staffing dedicated to supporting EMS functions. Fire Station 10 is scheduled to be built and staffed in 2022 which will help to move the department closer to its benchmark target. Additionally, turn out times are collected and distributed to all department members monthly. More of an emphasis has been placed on this report to help reduce this important portion of the total response time. The Department is committed to supporting the data analysis and reporting required for a

meaningful [Standards of Cover and publishing updated reports and charts that show performance.](#)

References

[Standards of Cover](#)

[SOC, Appendix A – Critical Tasks and ERF Determinations](#)

[SOC, Appendix B – 90th Percentile Performance](#)

[Tri-Med Ambulance Contract](#)

CC 5F.2 The agency has standing orders/protocols in place to direct EMS response activities to meet the stated level of EMS response.

Description

Standard Operating Procedures (SOP's) are available at all work locations in electronic form. The content of the SOP's provides guidelines for emergency and non-emergency activity as well as general rules of conduct. [Bellevue Fire Department SOP - Article 600](#) outlines the general medical response and operational standards. When procedures are modified, changes are communicated department-wide via a Special Notice. Additionally, SOP's are required to be reviewed and acknowledged via the Power DMS website by all department members.

[King County Guidelines and Standing Orders](#) are published, distributed and available online. The Protocols are county-wide and authorized by the County Medical Program Director. The BLS and ALS versions were updated in 2015 and 2017 respectfully. The [Bellevue Fire Department EMS Division Intranet site](#) maintains links to current study protocols. State requirements for EMS and trauma care systems are described in [WAC 246-976](#).

Appraisal

King County has become known internationally for providing a high level of pre-hospital care at both the BLS and ALS levels. The patient care protocols are clear, current and provide a basis for ongoing medical education. The protocols have been regularly reviewed and updated and with "Online EMS", the most current information is available anywhere there is internet access.

The Department SOP's provide direction not outlined in the countywide ALS and BLS Patient Care Protocols, however they require continuous review and updating. In recent years, many of our department procedures have become county protocols and have been removed from our SOP's.

Plan

Representatives of the EMS Division will continue to participate in reviewing and providing input to future ALS and BLS Protocol updates. The Department must also remain vigilant in reviewing and updating SOP's.

References

[Bellevue Fire Department EMS Division Intranet site \(not accessible\)](#)

[SOP, Article 600 - Emergency Medical \(.pdf downloaded of all\)](#)

[King County EMS Guidelines and Standing Orders \(.pdf downloaded of both\)](#)

[WAC 246-976](#)

CC 5F.3 The agency has online and offline medical control.

Description

Online medical control is available through the emergency room physicians at Overlake Hospital Medical Center twenty-four hours daily. The Department has established a dedicated ALS and BLS telephone line, as well as 800 MHz radio link, for the sole purpose of online medical control. Harborview Medical Center also has phone and radio online medical control available for level 1 trauma and remains the back-up online medical control to Overlake Hospital Medical Center.

BLS and ALS offline medical control is available through published patient care protocols, which are both distributed individually and are available on-line [Seattle & King County EMS Guidelines and Standing Orders](#). The Protocols are county-wide and authorized by the County Medical Program Director. This position is authorized by [RCW 18.71 \(King County Medical Program Director Authority\)](#). The [King County Paramedic Pocket Guide](#) identifies the medications used in our program including their dosages, indications, contraindications, and side effects. In addition, all EMT's participate in competency-based training which systematically reviews key BLS protocols.

ALS offline medical control also includes selected case review by the Department Medical Program Director and case presentations and protocol review at regularly scheduled paramedic training meetings.

Appraisal

Both ALS and BLS personnel have consistent, adequate access to twenty-four hour online medical control via phone and/or radio. Department paramedics routinely discuss patient transport decisions with attending emergency room physicians even when the patient does not need ALS interventions.

Offline medical control (in the form of patient care protocols) has been kept up-to-date and easily accessible to ALS and BLS staff. The protocols are clearly written with web access providing further explanations and training aids. The County Medical Program Director as well as the [Department Medical Program Director](#) have both been readily available for protocol interpretation.

Plan

Both online and off-line medical control is expected to remain adequate and effective with protocols continuing to be routinely reevaluated and updated. Ongoing CME will continue to promote familiarity with protocols at both BLS and ALS levels. The Department will continue to monitor and evaluate the program to insure availability of medical control meets the Department's needs and the requirements of State, County, and local regulations and policies.

References

[RCW 18.71 - King County Medical Program Director Authority](#)

[King County EMT Guidelines and Standing Orders \(.pdf downloaded\)](#)

[King County Paramedic Pocket Guide \(.pdf downloaded\)](#)

[Department Medical Director Contract \(.pdf downloaded\)](#)

CC 5F.4 The agency creates and maintains a patient care record, hard copy or electronic, for each patient encountered. This report contains provider impression, patient history, data regarding treatment rendered, and the patient disposition recorded. The agency must make reasonable efforts to protect reports from public access and maintain them as per local, state/provincial, and federal records retention requirements.

Description

The Department maintains a patient care record for each patient evaluated, treated and/or transported. King County Emergency Medical Services (a Division of Public Health of Seattle King County) designated [ESO's electronic healthcare record software](#) (ESO) program as the county's standard. In October of 2017 Bellevue's ALS program began using the system and BLS began in February of 2018. Prior to the implementation of ESO the patient care record included a multi-copy "Medical Incident Reporting Form" (MIRF). This form was required to be sent through interoffice mail to the EMS Division office where it was scanned and electronically transferred to King County EMS.

ESO captures patient/event information to include but not limited to provider impression, patient history, data regarding treatment rendered, and a way to record patient disposition. This information is electronically transferred to the patients' healthcare record at the receiving hospital. All hospitals in King County can log into ESO's patient tracker system to see real time data captured in the field. Overlake Hospital Medical Center (OHMC) is the receiving hospital for most patients seen by the Bellevue Fire Department. When patients are transported to OHMC the ESO electronic healthcare record is electronically transferred directly into the patient's hospital healthcare record (EPIC) via ESO's Healthcare Data Exchange (HDE).

The Department's policy for patient records was developed with the assistance of the City's Legal Department. The policies for handling confidential medical information and Electronic Healthcare Records (EHRs) follow all federal, state and local requirements. The Department has tailored its policies and procedures to meet confidentiality and security rules and training requirements pertaining to protected health information as

required in the [Health Insurance Portability and Accountability Act \(HIPAA\)](#) and the [Uniform Health Care Information Act](#).

Further details regarding the efforts to protect reports from public access and maintain them as per local and state records retentions requirements are outlined in Performance Indicator 5F.5

Appraisal

Prior to the implementation of ESO the Department's EMS Data Analyst reviewed every MIRF and RMS entry for accuracy and completion after which it was sent through encrypted secure file transfer to King County EMS. Our compliance for data completion had been 100% as reviewed and King County EMS. King County EMS and many county Fire/EMS departments implemented ESO prior to the Bellevue Fire Department. Approximately two (2) years ago King County EMS stopped tracking and sending Data Completion Reports.

The Department continues to provide specific training and procedures to handle confidential information as required by state laws. A more detailed appraisal of those procedures is provided in Performance Indicator 5F.5.

Plan

The Department will continue to review all electronic healthcare record entries for completeness and accuracy and strive for 100% compliance with King County EMS. Bellevue Fire Department has been using ESO for less than 6 months for the ALS program and 2 months for the BLS program. We are currently in the process of developing reporting tools to assure we review 100% of all patient encounters. This includes assuring that the correct data is entered appropriately and is the same across King County. Representatives of the EMS Division will continue participate in the King County EMS ESO working groups to help improve county-wide reporting.

References

[ESO's electronic healthcare record software](#) – (See EMS Division rep. for functionality)
[Health Insurance Portability and Accountability Act \(HIPAA\)](#)
[Uniform Health Care Information Act](#)

CC 5F.5 The agency has a Health Insurance Portability and Accountability Act (HIPAA) or equivalent (e.g., Freedom of Information and Protection of Privacy [FOIP] for Canada) compliance program in place for the EMS program that meets federal and state/provincial guidelines, and all personnel are properly trained in HIPAA/FOIP regulations and procedures.

Description

The department implemented HIPAA policies and training in 2003. The policy goal is to maintain privacy and security of personal health information (PHI) and to assure all department members are trained to meet that goal. Procedures implemented to protect personal health information appropriately regulate release and electronic transfer of medical information. The department maintains a records custodian and privacy officer whose role is defined in [Standard Operating Procedures Article 600 Section 19](#) and [Article 900 Section 12](#).

All Department members completed HIPAA refresher training in 2017 using an on-line training program sanctioned by Public Health Seattle-King County and provided by King County EMS. New employees (administrative and line) are required to complete the on-line training after hire. The Department instituted a BLS Transport Billing Program in February of 2012. Guidelines for this program are contained in Standard Operating Procedures [Article 600 Section 20](#) and include a requirement that patients transported receive a “[Notice of Privacy Practices](#)” defining the manner in which protected health information (PHI) can be used for billing purposes.

Appraisal

The Electronic Healthcare Reporting (EHR) systems used by EMS personnel is password protected and facilities secured from public access. Electronic transfer of medical data to King County EMS continues to meet security/encryption specifications as required by law. Our records custodian has consistently followed specific standards in the release of medical information. On-line HIPPA training continues to provide an effective method of both training new employees and providing refresher training to existing staff.

Plan

The Department will continue to follow the current HIPAA policy. With the new implementation of ESO, the department has assigned a Captain to review the HIPPA policy to assure it follows federal, state, and local laws. This will result in updating policies and procedures as necessary. The department will continue to provide HIPAA training to new employees and refresher training to existing staff.

References

[SOP, Article 600, Section 19 - Health Care Information Protection \(downloaded\)](#)

[SOP, Article, 900 Section12 - Subpoenas, Deposition and Releasing Reports \(downloaded\)](#)

[SOP, Article 600, Section 20 - Basic Life Support Billing \(downloaded\)](#)

[Bellevue Fire Department “Notice of Privacy Practices” \(BLS Transport Billing\) \(downloaded\)](#)

5F.6 The agency has a quality improvement/quality assurance program (QI/QA) in place to improve system performance and patient outcomes.

Description

The initial review of patient care records is completed by the data analyst who checks all records for accuracy and completion of all required data fields. In the past a second review was completed by the EMS Training Officer. Basic Life Support (BLS) records were spot reviewed and those with incomplete documentation or suspected protocol infractions pulled and forwarded for QA review. Over the years and with the changes of personnel in positions this review has not taken place. However, Advanced Life Support (ALS) records with incomplete documentation or suspected protocol infractions continue to be pulled and forwarded to the Department's [Medical Program Director](#) whose official responsibilities include review of ALS incident reports which has transitioned to Electronic Healthcare records (EHRs) in ESO.

Previously, all records pulled for review were presented at the monthly Quality Assurance meeting, attended by the EMS Training Officer, Medical Program Director, Commander of the EMS Division and all three Medical Service Officers. This meeting has transitioned more to a business meeting where QA is not on the agenda. A QA form was utilized to provide feedback to field personnel. Feedback options included a simple written comment, a request for a written reply or a required meeting with the Medical Program Director. Verbal feedback is now given to BLS members while ALS calls continue to be reviewed by the Medical Program Director in front of the group at monthly Paramedic meetings.

Information once contained in the Medical Incident Report Form (MIRF) now contained in the EHR is confidential and can be reviewed by hospital and emergency responders for quality assurance purposes. [RCW 70.02.050 \(1\) \(b\)](#) allows the review of confidential medical information for quality assurance purposes.

Appraisal

The Department has had an ALS and BLS medical incident review process in place designed to identify and ensure patient care procedures meet state and local standards. Our current review system does assure complete and accurate data but has at times fallen short on assuring that all protocols are consistently followed. The independent review has been

more thorough for ALS reports and needs to be improved for BLS reports. [Bellevue Fire Department Standard Operating Procedures Article 600 Section 17](#) outlines a BLS report review process to be conducted by the EMS Training Lieutenant but this policy does not address clinical review of patient care.

Plan

Transitioning to ESO allows the department to review all patient care records for documentation accuracy, billing completeness and clinical appropriateness. ALS records are reviewed by essentially the same process that is currently in place. A more robust BLS report review process will now be available for not just documentation review, but also for billing and clinical review of BLS reports. ESO allows members on transporting units to get direct feedback from destination hospitals. ESO Healthcare Data Exchange (HDE) allows for two-way communication between EMS agencies and the hospitals. This allows automatic feedback from the hospital to the Bellevue Fire Department member that provided pre-hospital care as to the disposition of the patient when admitted and discharged. EMS providers can then compare their initial impression to the patient diagnosis identified in the Hospital's Emergency Department.

A quality improvement (QI) pilot program was put in place in April of 2018 with the implementation of ESO. In October of 2018 the clinical review team working on quality improvement will change the way incidents are reviewed through ESO. The new procedures will better align with how King County EMS completes QI for the rest of the county. Additionally, Washington State Public Health have [Core Measures](#) to compare state EMS programs. Bellevue's new QI program will be reporting data that aligns with these measures that can be captured. ESO reports continue to be developed to assist with QI and to assure reviews are appropriately completed when necessary for billing, documentation, and clinical aspects.

In addition, Bellevue has created a new policy ([SOP 100, Sec. 14 - Define Analysis Required for Critical Tasks, ERF Performance, Response Plan Validation and Clarify Use of PIA by Category of Risk](#)) to help develop performance improvement plans for incidents using a risk assessment model.

References

[Medical Program Director's Contract: Responsibility of Completing Run Reviews](#) -For functionality of ESO see: EMS Commander, EMS Training Lieutenant, and/or Data Analyst

[RCW 70.02.050](#)

[SOP, Article 600 Section 17 - BLS \(911\) Run Reviews](#)

[Washington State, Department of Health, EMS System Key Performance Indicators / Clinical Measures](#)

[SOP 100, Sec 14 – Define Analysis Required for Critical Tasks, ERF Performance, Response Plan Validations and Clarify Use of PIA by Category of Risk](#)

CC 5F.7 The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the EMS program and its impact on meeting the agency's goals and objectives. This should include an evaluation of the agency's standard operating procedures, protocols, and equipment.

Description

A six year county-wide EMS levy provides full funding for ALS services county-wide and partial funding for BLS services. Within King County, the Bellevue Fire Department is one of five ALS provider agencies and one of 27 BLS provider agencies. King County EMS is a national leader regarding science-based study protocols and strategic initiatives designed to assess and improve the effectiveness of EMS delivery. Appraisal is ongoing and documented in [King County EMS Annual Statistical Reports](#) that are forwarded to the King County Executive every September.

As described in 5G.9, the Department maintains complete and accurate EMS data and the records management system has a robust reporting capability. Turnout times, overall response times, resuscitation outcomes and a variety of other factors are reviewed on an ongoing basis by the EMS Division Commander and Medical Program Director. Monthly Division meetings are held attended by the EMS Training Officer, Medical Program Director, Commander of the EMS Division and all three Medical Service Officers, CARES program director, EMS Administrative Assistant, and Data Analyst. In the fourth quarter of 2017 the EMS Division began holding quarterly Leadership Team meetings designated to focus on annual review and planning.

Per policy ([SOP 600, Sec 02](#)), annually the Commander of the EMS Division and the Medical Program Director will review paramedic patient protocols and Bellevue Medic One program protocols and policies to make recommendations to the county or to make necessary updates to Bellevue's specific protocols and policies.

Appraisal

Successive six-year King County EMS levies have been in place since 1979 ensuring an adequately funded and well managed EMS delivery system county-wide. [King County EMS Annual Reports](#) have been produced every year providing in-depth appraisal of the

effectiveness of ALS and BLS delivery. The Bellevue Fire Department EMS Division has consistently had access to complete and accurate data and an Electronic Records Management system with robust reporting capability. [Monthly EMS Division meetings](#) have been held for many years. Quarterly leadership team meetings have been designed to take the place of the February EMS Division meeting traditionally designated for focused annual review and planning.

Performance measures have been identified to help evaluate the department's EMS Division. These performance measures have not always been collected or followed from year to year due to changes in leadership within the division. The [EMS Leadership Team](#) has been put in place to formally develop, adopt, and track performance measures as part of the strategic planning for the division

Plan

The Department will continue to provide complete and accurate data to King County to assist in the process of county-wide appraisal of the EMS program. The EMS Division Commander and Medical Program Director will continue to assess the Bellevue Fire Department EMS program on an on-going basis. Monthly Bellevue Fire Department EMS Division meetings will continue to be held with a sharp focus on assessing program effectiveness. Leadership team meetings will continue to be used to evaluate and strategically plan for the long-term success of the EMS Division programs along with goals, objectives, and performance measures. The Leadership team is in the process of [developing goals, objectives, and performance measures](#) for the EMS Division to include procedures, policies, and equipment. The majority of this work has been completed, but some performance measures still need to be developed and discussed to assure programs are being measured accurately.

Bellevue continues to work closely with King County EMS to assure each other is capturing the same data using similar reports, if not the same. This is a new process for both King County EMS and the Bellevue Fire Department. Report creation has been difficult for all agencies in the county due to lack of experience with the program, and limited resources to accomplish the tasks. Bellevue is currently the only accredited agency in King County, requiring a more robust and in-depth reporting method. Therefore, even

though Bellevue was the last organization in King County to transition to ESO, they are quickly become a leader in report creation and performance measure development.

With the implementation of the EMS Leadership Team, performance measure can be reviewed by the team to evaluate each EMS program. It is envisioned that the first quarter of each year the EMS Leadership team will review performance measures to help drive innovation and enhancement to programs when necessary. Changes to the EMS Leadership Team charter and SOP's need to be updated to reflect this implementation. Additionally, the [ARAPPEG](#) will meet annually giving input on programs throughout the department.

References

[Article 100, Sec 14 - ARAPPEG](#)

[Article 600, Sec 02 – Protocols and standing orders](#)

[EMS Leadership Team Charter](#)

[EMS Draft Strategic Plan \(Still in development\)](#)

[King County EMS Annual Statistical Reports entire downloaded](#)

[King County EMS Annual Statistical Reports - Summary of EMS Statistics pg. 38-69 downloaded](#)

[King County EMS Annual Reports \(2003 – 2017\)](#)

5F.8 The agency has developed a plan or has already implemented a cardio pulmonary resuscitation (CPR) and public access defibrillation program for the community.

Description

In 1998, the Washington State Legislature enacted a specific law ([RCW 70.54.310](#)) to facilitate implementation compliance of a citizen defibrillation program. Public Health - Seattle & King County, EMS Division in partnership with Seattle King County fire departments has established a [Community Responder CPR-AED Program](#) to assist individuals and businesses in developing an AED program.

The Community Responder CPR/AED Program plays a very important role in early response to Sudden Cardiac Arrest (SCA). It increases placement of public access defibrillators in the community, increases awareness of AED locations, and improves cardiac care response. The participation and response by the community to Sudden Cardiac Arrest has contributed to King County having one of the highest survival rates for SCA in the world ([King County Cardiac Arrest Statistics](#)).

Public Health — Seattle & King County, Emergency Medical Services Division supports Community Responder CPR/AED programs through various programming and funding opportunities.

With increased technology resources, the role of the Community Responder continues to evolve. Mobile apps such as [Pulse Point AED](#) can report AEDs in the community and users of [Pulse Point Respond](#) can receive alerts to sudden cardiac arrest in their vicinity, so they can start CPR before first responders arrive. King County EMS continues to explore how these advances can benefit King County residents and increase SCA survival rates in our community.

The Bellevue Fire Department runs an active program to train citizens in the lifesaving skills of Cardiopulmonary Resuscitation, use of an Automated External Defibrillator, and First Aid. Though not often requested, we also offer a BLS Provider course. We maintain a cadre of instructors to teach these classes, all of them certified EMTs and most of them working as line Firefighters. Our classes are conducted according to the American Heart

Association curriculum using training materials purchased through the AHA. Our instructors recertify through the AHA every two years by attending a refresher course, teaching the required number of classes during the certification period, and getting monitored by our Training Center Faculty member.

In addition to King County's and Bellevue Fire Department's programs Washington State Law requires that students receive CPR and AED training as a requirement for high school graduation. However, many school districts provide kids training as early as middle school.

Appraisal

The Bellevue Fire Department trains approximately 600 individuals annually in CPR and AED usage. This program is fully funded by the individuals taking the classes through a one-time class fee. A local citizen group known as [Somerset Women for Medic One](#) fundraise and donate funds as available towards the program. These funds are typically used to replace training equipment on an as needed basis.

Plan

The Bellevue Fire Department plans to continue to work with King County Public Health and EMS to provide training to the community. We are currently investigating if a "Stop the Bleed" program should be implemented with or alongside our current CPR/AED training.

In 2016, we were one of very few sites in the United States selected to participate in a joint study with Laerdal and the AHA. We were provided manikins equipped with a new type of feedback technology that enables our instructors to accurately assess how the students are performing their compressions. This study is ongoing and through meetings with company representatives, we have been able to provide recommendations on improvements that could be made to the technology to make it more useful to both the instructor and student.

References

[RCW 70.54.310](#)

[Community Responder CPR-AED Program](#)

[King County Cardiac Arrest Statistics](#)

[Pulse Point AED](#)

[Pulse Point Respond](#)

[Somerset for Medic One – Facebook site](#)

Criterion 5G: Technical Rescue

The agency operates an adequate, effective, efficient, and safe program directed toward rescuing trapped or endangered persons from any life-endangering cause (e.g., structural collapse, vehicle accidents, swift water or submersion, confined space, cave-in, trench collapse, fire). The agency must conduct a thorough risk-analysis as part of activities in Category II to determine the need for specific technical rescue programs. Agencies that only provide first responder services must also complete this criterion.

Summary:

The Department provides the following rescue services:

- Vehicle extrication
- Rope Rescue
- Confined Space Rescue
- Trench Rescue
- Structural Collapse Rescue
- Surface Water Rescue

These services are delivered through a layered response program which involves the initial assignment of a rescue response that includes at least one unit staffed with technicians in the above identified disciplines. The two ladder companies (Ladder 1 and Ladder 3) have been identified as the technical rescue companies for the Department. Based on the judgment and training of the members staffing that unit, the response will be adjusted by adding additional technical rescue capable units from neighboring departments to mitigate the scenario at hand.

The Department continues to participate in a regional approach to the provision of these services. Several Zone 1 fire departments have entered into an inter-local agreement to cooperatively provide technical rescue services. The Department trains at least twice annually with those other agencies in these disciplines. The current deployment meets the need of the Department.

Securing of grant funding (2008 Assistance to Firefighter Grant) has allowed the Department to begin training all members assigned to the two ladder companies to the technician level in the identified disciplines.

CC 5G.1 Given the agency’s standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), apparatus, and equipment deployment objectives for each type and level of risk of a technical rescue incident(s).

Description

The Department supports technical rescues in: vehicle extrication, rope rescue, confined space rescue, trench rescue, structural collapse, and surface-water rescue. The Department employs a “tiered response” that sends the closest fire department resource to the scene of technical rescue incidents regardless of the specialty rescue training or equipment needs. 911 dispatchers or responders may upgrade any incident to a “Rescue Response” (See references) should reports or conditions mandate the need.

The department operates with two ladder companies and the basic equipment necessary to respond to technical rescue incidents. In addition, Station 3 houses a technical rescue response apparatus with a cache of additional specialty equipment.

The Department does not specify a first-arriving response standard or effective force assemblage specific to technical rescue incidents. During the creation of [the Standards of Cover technical rescue data](#) was reviewed and evaluated. However, technical rescue incidents that involve medical care would fall under the Department’s [Standards of Cover baseline/benchmark standards for EMS responses](#).

Appraisal

The Department has been successful in working with surrounding departments to provide training and response assistance through a [Technical Rescue ILA](#) which establishes mutual aid requests to confined space, trench, structural collapse and rope rescue incidents, similar to the “Eastside Hazardous Materials Consortium.”

First responder awareness training has proven adequate to provide size-up and initial incident command capability. As part of the inter-local agreement, the Department provides Operations level training for confined space, trench, structural collapse, and surface water rescue for all operations personnel.

The Department has been successful in obtaining UASI and AFG grant funding to:

- Purchase additional equipment for Technician level structural collapse operations. This equipment also includes [hand pump combination hydraulic rescue tools and airbag lifting kits for each engine company](#) in the City so that they may begin to provide Operations level structural collapse response.
- Develop a structural collapse/confined space rescue prop.

Plan

The department will continue to train its personnel to meet the demands of the incidents they respond to with the specific technical skills needed to be successful. We will continue our collaborative approach to include training with our neighboring departments, so that we can meet our deployment objectives regarding apparatus and equipment.

References

[Technical Rescue ILA](#)

Rescue Response Plan: [MVA Rescue](#), [Confined Space](#), [High-Angle](#), [Collapse](#),

[Bellevue Fire Department Standards of Cover, page 73](#)

[Ibid, page 72](#)

[Engine 2 Inventory pages 5 & 6](#)

5G.2 The agency establishes minimum training and operational standards; compliant with local, state/provincial, and national standards, and that all personnel who function in the technical rescue program meet training and operational standards.

Description

The regional technical rescue group, “Zone One Technical Rescue,” holds a technician level class for each discipline on an annual basis. This initial training (4-5 days) is followed by refresher training (4 hours) twice per calendar year. The instructors completed the Fire Instructor I course, as well as an instructor evaluation check-off specific to the discipline. The operational standards were objective, in [written form](#), and signed off at each training session.

Appraisal

The initial technician training provides enough repetition to engrain the skills, knowledge and abilities necessary to affect a safe rescue/recovery at an emergency incident. To prevent the degradation of these new aptitudes, all technicians attend scenario-based [refresher courses](#), engineered to challenge their skills. The refresher courses are scheduled twice a year.

Plan

There is no plan to increase the number of disciplines within our technical rescue program. The Zone One Technical Rescue group will evaluate the performance of the technicians at the refresher courses in January of each year and present the findings to Fire Administration.

References

[Trench Rescue Refresher Skill sheets](#)

[2012 Technical Rescue Refresher Dates](#)

CC 5G.3 The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the technical rescue program and its impact on meeting the agency's goals and objectives. This appraisal must include a full-scale evaluation of the response components, including mutual aid, when part of the deployment model.

Description

The Training Division assesses the technical rescue program. Training evaluates the rescue response post incident analyses as well as the results of training received. A recommendation is forwarded to the Deputy Chief of Operations detailing what training should be provided for the upcoming year.

There are currently no written procedures or guidelines formally outlining the appraisal process due to the infrequency of technical rescue responses. The current appraisal process is primarily focused on formally debriefing each technical rescue and with annually evaluating training status and needs in the program.

Appraisal

The Zone 1 Technical Rescue Team has published an [annual report](#) to the Operations Deputy Chiefs of all participating agencies. The goal is to complete the report by April for the previous calendar year. The report includes a historical picture of the technical rescue group, an overview of all technical rescue training activities, and a breakout of technician strength by department. Additionally, advances in training and equipment are outlined in the report, and finally, anticipated significant capital purchases and/or training activities planned for the ensuing year are identified.

In June of 2017 the Fire Chief requested an informal study regarding our current approach to technical rescue training operations to look at current practice and research approaches other agencies are utilizing. Due to the low number and infrequency of incidents it was decided to streamline the training plan as outlined in [Special Notice 17-047](#). Prioritizing technician training in the areas of Trench and Confined Space for Officers, Engineers/AO's and senior members will allow for the greatest chance for a reasonable number of personnel to be on duty (coupled with our regional partners) to adequately respond to these incidents

Plan

The current appraisal process and procedures will be used to evaluate the program on an annual basis. An annual report will be prepared and forwarded to the Deputy Chief of Operations each year, with the delivery goal of April. All requests for additional training and equipment will be prioritized and incorporated into the biennial budget.

References

[Special Notice 17-047 Technical Rescue Training](#)

[Zone 1 Technical Rescue Team Annual Report for 2011](#)

Criterion 5H: Hazardous Materials (Hazmat)

The agency operates an adequate, effective, efficient, and safe hazardous materials program directed toward protecting the community from the hazards associated with the uncontrolled releases of hazardous and toxic materials. The agency must conduct a thorough risk-analysis as part of activities in Category II to determine the need for specific hazardous materials program. Agencies that only provide first responder services must also complete this criterion.

Summary:

The Bellevue Fire Department functions as the ‘lead agency’ for a hazardous materials consortium known as the [Eastside Hazardous Materials Response Program](#). Each of the nine (9) member agencies trains its firefighters to meet ‘First Responder Operational Level’ competencies; its command personnel to satisfy ‘Hazardous Material On-Scene Commander’ competencies and assigns a minimum of one (1) member per operational shift to be part of the Eastside Hazmat Team (ESHMT). Training received by ESHMT members meets or exceeds relevant ‘Hazardous Materials Technician’ competencies.

The principal response vehicle, “Hazmat-One” (HM-1), is normally housed at Bellevue Fire Station 6. Two (2) technical decontamination response units are maintained by the consortium, one housed in Bothell and the other in Issaquah. Equipment and methods used by the ESHMT meet applicable state, federal and NFPA standards.

Response to emergencies potentially involving hazardous materials is “tiered” in accordance with written dispatch criteria. The Department, in its capacity as lead agency for the Eastside Hazardous Materials Response Program, is an active participant in a county-wide planning group known as the “King County Hazmat Response Providers” which seeks to coordinate the training, equipment, and operational methods employed by the seven (7) hazardous materials teams in King County.

CC 5H.1 Given the agency’s standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), apparatus, and equipment deployment objectives for each type and magnitude of hazardous materials incident(s).

Description

Response to emergencies potentially involving hazardous materials in the City of Bellevue is “tiered” in accordance with written dispatch criteria; the closest companies (minimally trained to the First Responder, Operational Level) are dispatched and assisted as necessary by the Eastside Hazmat Team (ESHMT). Response plans are predicated upon the Risk level of the incident as reported to the dispatch center (NORCOM) and can be enhanced with additional resources as requested by the initial Incident Commander. The time standard is the same as suppression calls for the initial dispatch with an additional requirement that an ERF with a minimum of seven technician level operators in on scene within 20 minutes when it is a High or Special Risk response. To properly support *hot zone* operations, the [ESHMT SOG’s require a minimum of six \(6\)](#) technician level members. According to the written agreement establishing the [Eastside Hazardous Materials Response Program](#), each of the seven (7) member agencies commits to assign at minimum one [\(1\) ESHMT member per operational shift](#). Consortium departments must have at least three trained technicians per shift and staff at least one per shift, resulting in a daily average of about 10 to 12 ESHMT technicians available for response at any time. The [King County Local Emergency Planning Committee Hazmat Response Plan](#) lists seven(7) fire department hazmat teams in King County to be made available either to supplement ESHMT resources at a particular incident or to cover for multiple incidents.

Appraisal

Hazardous condition responses vary from gasoline spills at service stations to ammonia leaks at processing plants. Historically, the number of technician-level responses is less than 12-per-year for the whole consortium. Therefore, the lack of technician-level responses has prohibited a meaningful assessment of response performance. The current tiered response with an operations first-arrival followed by an upgrade to technician level, if necessary, has proved effective and has worked to minimize false responses. The ability

to utilize [County-wide mutual aid agreements](#) has enhanced the response capabilities of the department. However, the need for mutual aid responses has been extremely rare (historically less than once a year).

Plan

Training and operations as a Zone wide group will continue as it has in the past. In the next year there will be two response units added to the resources in the Zone; HazMat 33 and HazMat 73. These new units will not be full HazMat vans, instead they are a smaller service vehicle that will carry much of the equipment required to begin the interdiction into a hazardous materials release prior to the arrival of HazMat 1. These units, hosed in Woodinville and Sammamish respectively, are a resource that can also be used on other major responses where they can assist with air monitoring, decontamination of bunker gear and other, more routine, tasks.

References

[Bellevue response plans, Haz Mat High Value 1st Alarm](#)

[Bellevue Fire Department Standards of Cover, page 71](#)

[Eastside Hazardous Materials Response Program Joint Agreement](#)

[Bellevue Fire Dept. SOP's: Art 200, Sec 2, 6.3.2, min. 1 Haz-Mat Tech on duty](#)

[Eastside Hazardous Materials Team Operational Guidelines, 3.12 pg.15](#)

[King County Local Emergency Planning committee \(LEPC\) Haz-Mat Plan, page 29](#)

[King County Emergency Support Function #10](#)

[King County Local Emergency Planning committee \(LEPC\) Haz-Mat Plan, page 32](#)

5H.2 The agency maintains appropriate training, operations policies, and documentation that response personnel are compliant with all applicable hazardous materials regulations and laws.

Description

Eastside Hazmat Team guidelines define the role of the team [Training Officer](#) . The Training Officer, along with Team Leaders, is responsible for establishing a [quarterly training plan](#). Training received by ESHMT members meets or exceeds relevant *Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents* Technician level competencies.

Team members have attended Office of Domestic Preparedness WMD training in Socorro NM (Explosives), Las Vegas NV (Radiological), Anniston AL (Live agent), and Dugway UT (Chem-bio) as well as the ODP sampling class.

The Department, in its capacity as lead agency for the Eastside Hazardous Materials Response Program, is an active participant in a county-wide planning group known as the “King County Hazmat Response Providers” which seeks to coordinate the training, equipment, and operational methods employed by the seven (7) hazardous materials teams in King County.

Appraisal

The current training program is meeting the needs of the ESHMT and member agencies. ESHMT technician level personnel provide expertise and instruction for operational personnel within each agency. Operational consistency is maintained within the consortium through required attendance at regularly scheduled training sessions and monthly team leader’s meetings. Most hazmat training, both technician and operational level, is by the consortium team leader, a captain with Eastside Fire Rescue.

To tie all special operations training together, the Eastside Metro Training Group (EMTG) began supplying logistical support to the ESHMT in 2013. This endeavor enhanced coordination of training goals/objectives for several eastside fire departments which provide not only hazmat response, but other special operations disciplines which may be involved with a hazardous materials response, i.e., vehicle entrapment with a hazardous chemical component, confined space rescue in a chemically hazardous environment, etc.

Plan

Training and operational consistency will continue to be maintained within the consortium through required attendance at regularly scheduled training sessions and monthly team leader's meetings. All hazmat training, both technician and operational level, is coordinated by the Lead Agency (Bellevue FD) Hazmat Coordinator. All competency-based training and response methods & equipment used by the ESHMT meet applicable state, federal and NFPA standards.

Understanding that a WMD response will require multiple agencies/disciplines to work in unison makes it essential that the ESHMT training program continue to exploit all opportunities to combine training efforts with other special operations disciplines.

References

[ESHMT SOG's, Section A, 2.4, Training Officer description, pg. 5](#)

[Zone 1 Eastside Hazmat Training Calendar](#)

CC 5H.3 The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the hazardous materials program and its impact on meeting the agency's goals and objectives. This appraisal must include a comprehensive evaluation of the response components, including mutual aid, when part of the deployment model.

Description

Matters of policy, overall program direction and budget for the Eastside Hazardous Materials Response Program are determined by the Hazardous Materials Joint Board. The Joint Board meets quarterly to [discuss matters of policy, overall program direction and financial issues](#). Additionally, [team leaders typically meet quarterly to discuss training and planning issues](#).

Appraisal

The Eastside Hazardous Materials Response Program has received continual review. The program budget and proposed training program must be justified to and approved by the Joint Board on a two-year basis. As an active participant in a county-wide planning group known as the "King County Hazmat Response Providers," the Eastside Hazardous Materials Response Program has also been held up to regular scrutiny by the other six Hazmat response programs in King County.

Plan

Program review by the Joint Board and the Team Leaders will continue to occur, normally on a quarterly basis. Additionally, as further recommendations are developed by the King County Hazmat Response Providers group, it is expected that greater county-wide standardization of training, equipment and operational methods will result in ongoing modifications to the Eastside Hazardous Materials Response Program. In Bellevue we have introduced a Risk based assessment process to perform an ongoing evaluation of our HazMat response program. [SOP 100-13](#) outlines the process for evaluating our responses strategically and modifying them as needed. An annual report will be prepared and forwarded to the Deputy Chief of Operations each year, with the delivery goal of April. All requests for additional training and equipment will be prioritized and incorporated into the biennial budget.

References

[ESHMT SOGs, Organization section 2.1, pg. 4](#)

[Joint board March 12, 2018 meeting notes](#)

[Hazmat team leader meeting June 2017](#)

5H.4 The agency complies with all aspects of applicable hazardous material regulations such as, annual refresher training, medical monitoring of response personnel, annual physical examinations as applicable per standards, and exposure record retention.

Description

The department trains all haz-mat technicians to the 40-hour hazardous technician standard. Training takes place at the Center for Domestic Preparedness (CDP) [HMT PER-272](#) class offered in Anniston AL. [Continuing education](#) is mainly offered through the consortium, quarterly. In addition, members are encouraged to supplement training through additional classes at CDP or [Counterterrorism Operations Support](#) .

The department strives to comply with all the aspects of [29 CRF 1919.120 Hazardous waste operations and emergency response](#). Training, PPE, and monitoring equipment comply with requirements for technician-level assessment and mitigation. Respiratory monitoring and fit testing is conducted with the department’s annual test.

Appraisal

The department and team members feel supported and equipped by the policies that are in place. Annual medical monitoring is an ongoing concern. The department has experience with providing occupation-based medical exams, and participation has been too low to continue the program. The service is offered, upon request. A contributing factor has been the lack of calls involving actual hazardous chemicals. In over 15 years of responses, all have been benign, false, or calls where contractors handled hot-zone operations (fuel spills).

All department members are afforded annual physical exams as part of basic health care coverage.

Plan

The department will continue its current funding of PPE and monitoring equipment to ensure proper technician-level support. The department will monitor regulations to ensure compliance

References

[Center for Domestic Preparedness HMT PER-272 class description](#)

[Zone 1 Eastside Hazmat Training Calendar](#)

[Counterterrorism Operations Support](#)

[29 CRF 1919.120 Hazardous waste operations and emergency response.](#)

Criterion 5I: Aviation Rescue and Fire Fighting Services

The agency operates an adequate, effective, efficient, and safe program directed toward an aviation accident or incident occurring at or in the immediate area.

This criterion report should be completed by agencies that have direct responsibility for operating programs that provide aircraft crash/rescue protection on airfields or that have identified an aircraft emergency in the immediate area as a highly probable hazard in Category II to determine the need for specific aviation rescue and firefighting services program. Simply because aircraft fly over the jurisdiction is not reason enough to require this criterion be completed.

If it determines this criterion is not applicable, the agency should still provide a brief explanation of why it does not provide this program.

Summary:

The Department does not have an FAA qualified airport within the City or within the immediate service area and the Department does not have dedicated staff assigned to an airport facility or apparatus. While the Department has SOP's for aircraft incidents, there will be no attempt to completely fulfill the requirements of this criterion due to the limited risk of these types of incidents.

While Department personnel do not receive crash-rescue training, they are prepared to begin the management of an airplane crash. Depending on the magnitude of the incident (fire and injuries), mutual aid resources from Boeing Field and Sea-Tac would be requested. There is no local or federal regulation that would require the Department to invest in specialty apparatus or training for department personnel.

CC 5I.1 Given its standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), extinguishing agent requirements, apparatus, and equipment deployment objectives for each type and magnitude of aviation incident.

Description

There are no deployment objectives or response standards for aircraft incidents. [Lack of risk](#) and absence of incidents are the prevailing reasons for this.

Appraisal

The Bellevue Fire Department does not train its personnel for aviation emergencies or provide crash rescue training. Department personnel are prepared to handle any aircraft incident as either a rescue response or fire response.

Plan

The Department has no plans to initiate crash rescue training for its personnel. The Department will participate regionally as requested in mass casualty exercises and respond under mutual aid as requested for aviation emergencies, while operating accordingly given the training provided

References

[Bellevue Fire Department, Standards of Cover, page 27](#)

CC 5I.2 The agency conducts a formal and documented appraisal, at least annually, that includes an analysis of response procedures, equipment, training, and after-action reports to determine the effectiveness of the aviation rescue and firefighting services program and meeting the agency's goals and objectives.

Description

The Bellevue Fire Department does not have an adopted aviation firefighting and rescue program and there is no annual appraisal of this performance indicator. Lacking both incidents and risk preclude the need to have an annual appraisal.

Appraisal

The Bellevue Fire Department does not have an adopted aviation firefighting and rescue program. The Bellevue Fire Department has a [SOP](#) in place to provide general guidance for aircraft forced landings.

Plan

The Department does not plan to adopt an aviation firefighting and rescue program.

References

[Bellevue Fire Department, Standard Operating Procedure, Article 700, Section 20](#)

Criterion 5J: Marine and Shipboard Rescue and Fire Fighting Services

The agency operates an adequate, effective, efficient, and safe program directed toward a marine or shipboard fire or incident occurring at or in the immediate area.

This criterion report should be completed by agencies that have direct responsibility for operating programs that provide marine and shipboard firefighting and/or rescue services or that has identified a marine emergency in the immediate area as a highly probable hazard in Category II to determine the need for specific marine and shipboard rescue and firefighting services program.

If the agency determines this criterion is not applicable, the agency should still provide a brief explanation of why it does not provide this program.

Summary:

The Department does not have a formal marine and shipboard firefighting program due to [lack of community risk](#). The jurisdictional area has no commercial shipping or fishing industry and no cruise or ferry boat risks. Two marinas in the jurisdictional area support personal pleasure crafts such as motorboats, yachts and sailboats.

The Department is prepared to manage fires and emergencies on vessels moored in marinas served by the Bellevue Fire Department and carries personal flotation devices for all firefighting personnel. Department personnel will take defensive measures to prevent vessel-to-vessel fire spread, but an offensive interior attack on a pleasure craft is highly unlikely due to high risk and low reward.

In the event that marine support is needed on Lake Washington, the Department can request the Mercer Island public safety patrol boat for both dive and fire pump capability. King County Sheriff marine patrol operates a boat just north of Bellevue on Lake Washington. Additionally, the Seattle Police Department operates a Marine patrol craft with both dive and fire pumps that can respond from Lake Union in Seattle (15-20-minute response).

The Department does not intend to develop and/or adopt a Marine and Shipboard Firefighting program. The Department will respond to reported boat fires on the local

lakes and/or those tied to docks in the City of Bellevue and the immediate service area. The Department will continue to rely on mutual aid for responses on the water that are more than 25 feet from the shoreline.

References:

[Bellevue Fire Department, Standards of Cover, page 27](#)

Criterion 5K: Wildland Fire Services

The agency operates an adequate, effective, and efficient program directed toward a wildland fire.

This criterion report applies to agencies that have direct responsibility for operating programs that provide wildland firefighting. The agency should address this criterion if there is an identified wildland risk in the risk-assessment commensurate with Category II, and/or if there are apparatus in service which directly support wildland fire services, which may include suppression, mitigation, and educational components.

If the agency determines this criterion is not applicable, the agency should still provide a brief explanation of why it does not provide this program.

Summary:

The City of Bellevue has not experienced a [significant wildland fire incident](#) in its history. There is a small area of the community that has some exposure to a Wildland - Urban Interface (WUI) type incident and this possibility is addressed under normal vegetation fire response plans. Therefore, this program is not addressed in this document.

References

[Bellevue Fire Department, Standards of Cover, page 27](#)

Criterion 5L: Mobile Integrated Health Program

The agency operates an adequate, effective, efficient, and safe program directed toward a Mobile Integrated Healthcare (MIH) program.

Summary:

The concept of deploying MIH (also sometimes referred to as Community Paramedic programs) originated in the rural setting where the absence of a primary care provider, lack of transportation, few or non-existent services, and limited or non-existent preventative care, led to the overuse of the local 9-1-1 system. As these programs matured in the rural setting, many urban and suburban Emergency Medical Service (EMS) agencies across the United States began to understand the extent to which barriers to quality healthcare exist, even in those communities that have comprehensive medical systems. Today, MIH programs across the nation are helping Fire Departments and EMS agencies better serve their communities.

Since 2012, Bellevue has operated a MIH program known as Bellevue Fire CARES. The purpose of this program is to identify the source of the reason for a citizen's 911 call and to connect them with resources and services that will address their core needs.

Modeled after a successful program in Spokane, Bellevue partners with seven different graduate schools of social work to place masters-level students in practicum placements with Bellevue Fire CARES. These students form a team of advocates that respond to the needs of some of Bellevue's most vulnerable citizens, as identified by fire crews during a 911 response. Upon receiving an on-line referral from firefighters, advocates perform home visits (in pairs) to assess the clients' needs and, through follow-up and case management, connect the client to community resources that will more appropriately address their needs. The CARES team is comprised of an average of ten to fifteen MSW (Master of Social Work) students, providing enough staffing to allow for significant flexibility regarding how long a case may be kept open and the amount of time advocates can spend with each client.

In many cases, the CARES team is the safety net that catches individuals who have fallen through the cracks of the larger system. Due to their ability to meet clients in their homes and to take the necessary time to gather information and build rapport, CARES advocates

are often able to provide clients a level of support and advocacy that most community agencies are not able to offer – resulting in better outcomes for the clients. As a result of these successes, CARES has built strong partnerships with other community providers that gives clients access and preference to services that they may not otherwise be able to obtain.

CC 5L.1 Given its standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), apparatus, and equipment deployment objectives for each type and magnitude of MIH Incident.

Description:

There is currently no standard when it comes to agencies meeting staffing, response time, station, apparatus and equipment deployment objective for MIH incidents. Bellevue Fire's MIH program is designed as a referral system where Master Students completing their Practicum can spend the time necessary to follow up with patients needing services not normally provided by EMTs or Police Officers.

Bellevue Fire CARES program is an internal referral service utilized by the Bellevue Fire and Police departments in a truly innovative way to reach residents in our community outside of the 911 emergency system. Both the Fire and Police Departments frequently respond to incidents where additional needs are identified but fall outside of their scope of responsibilities. For example, a fall patient who calls 911 frequently for help and would benefit from grab bars or alterations to their home to help prevent falls and provide for more independent living, or a homeless person who needs a gateway to housing, substance abuse programs or job opportunities, or even the elderly woman who tries tenaciously to care for her ailing husband at home but is overwhelmed. These are just a few examples where fire or police can notify the CARES team for intervention. CARES advocates meet with residents in their homes, identify their needs and connect them to community resources that will better meet those needs. In 2017, CARES provided response on 715 non-emergency service incidents.

Appraisal:

The program has been very successful in assisting the vulnerable population in Bellevue. We recognize that there are many individuals in crisis in our community, the difficulty is how we contact them. We therefore track the growing number of referrals the program receives each year. The department also tracks the number of times emergency response units contact an individual before and after MIH contact to see if their needs were met.

Lastly, a survey has been developed to track both firefighter satisfaction and client satisfaction. It has been challenging to get individuals to complete the surveys and we continue to work on ways to improve the completion rate.

In August of 2017, Bellevue implemented a new response unit made up of professional social workers. These licensed professionals can respond non-emergency at the request of on-scene EMTs or Police Officers. This unit, identified as CARES1, can contact patients while they are still in crisis. This timely intervention allows EMTs to clear the scene earlier and provides the social workers the needed time to address the cause of the crisis, identify immediate needs, and refer the patient to appropriate resources. CARES practicum students follow up with the patients as needed to ensure the patient has been connected with the appropriate resources.

Plan:

The department is partnering with King County EMS and other Mobile Integrated Health (MIH) providers in the region to address; funding, program descriptions and common performance measures. A CARES Leadership Team has been chartered to help the program develop strategically over the long term. The department continues to track [statistical data](#) to measure both CARES and CARES1 effectiveness.

References:

[CARES & CARES1 statistical data](#) (downloaded)

CC 5L.2 The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the MIH program and its impact on meeting the agency's goals and objectives. This should include an evaluation of the agency's standard operating procedures, protocols, and equipment.

Description:

The Bellevue Fire Department CARES (Community Advocates for Referral and Education) MIH program model is comprised of two teams, where master's in social work (MSW) professionals and/or MSW student interns are dispatched to individuals who call 911 for assistance.

The traditional CARES team members are MSW interns, supervised by MSW professionals. The clients they serve are most often individuals referred to the program by First Responders following a 911 call. In teams of two, based on the information provided, interns travel to the home or location identified in the referral. There they assess the situation and needs of the client, then if needed, offer immediate support and ongoing services should the client elect to enroll in the program.

The CARES1 team is comprised of MSW professionals. Staffed daily, Monday-Friday, this team responds on-scene to support First Responders and to engage and assist clients. While on-scene, CARES1 staff members conduct initial assessments and provide immediate services as appropriate. If ongoing services and support are necessary, and the client meets established guidelines and agrees to participate, they are enrolled into the program. Once enrolled, either a CARES1 staff member or a Traditional CARES team member will provide ongoing case management and support. The CARES program uses a shared caseload approach; meaning various team member may serve any given client.

Appraisal:

The CARES program began in 2012 and has continually grown and changed over the years. An outside group was contracted to develop a care management database and continues to refine the reports and data as requested by the CARES program manager. Outcome data can be very difficult to obtain and validate towards the effect of an MIH

program. Most MIH programs rely on individual success stories to validate their program. The department has generally looked-for ways to improve and enhance the program by analyzing procedures that are or are not working.

Recently, the program started comparing the number of contacts with clients ninety days pre and post-enrollment into the CARES program. We have also started comparing the traditional CARES team to CARES1 for specific criteria. A CARES Leadership Team began meeting in January of 2018 to address strategic planning to ensure the long-term success of the program.

Beginning in 2014, an outside program evaluation has been completed each year. This evaluation is comprehensive to include cleaning of the data and evaluating multiple outcomes and outputs.

Plan:

For 2018, the outside program evaluation revealed that, on-line CARES referrals are being made during the hours when CARES101 is in service, thereby underutilizing this resource. A goal for 2019 is to continue to educate crews on the purpose of the CARES101 team and the importance of requesting them on-scene, with the goal of increasing utilization of CARES101 by 10%.

We will provide case management and support as needed and until issues have been resolved or community members have been successfully connected to resources or services that will resolve issues. In order to increase the resources available to our clients, we will develop new and strengthen existing relationships with other community providers to provide coordinated care and support to community members. Finally, we will continue to improve the case management/database tool to include the collection of types of resources to which clients are referred in order to determine whether connection to some types of resources lead to a higher reduction in 911 calls 90 days post case closure. Additionally, the department plans to continue to hold quarterly CARES Leadership Team meetings to strategically plan for the programs long-term success as well as conducting an annual internal program appraisal as defined by Department Standard Operating Procedures (SOP's). This team is also developing performance measures that will help show statistically the benefit of these programs.

Lastly, the department will continue to attend King County EMS MIH meetings to help develop commonalities across the different county MIH programs as well as a stable funding method.

References:

[CARES Outside Program Evaluation](#)

[2018 CARES Program Evaluation](#)

Category VI: Physical Resources

Physical resources are defined as fire stations, training facilities, fire apparatus, and other capital expenditures and outlays that make up the property assets of an agency. Special attention is required to obtain and maintain appropriate quality physical resources.

Facilities that are leased and/or jointly operated may also be considered for agency use if this is accomplished in accordance with properly adopted and clearly established policies.

If work is contracted outside the agency and/or to another department within the parent agency, it is incumbent on the agency to ensure that facilities, equipment, staff, record keeping, and procedures are consistent with the performance indicators and core competencies listed herein.

Criterion 6A: Physical Resources Plan

Development and use of physical resources is consistent with the agency's established plans. A systematic and planned approach to the future development of facilities is in place.

Summary:

Beginning with a master planning study completed in 1979, the department has utilized a response time and required fire flow model for the planning, design and development of fire stations within the fire protection service area. The department's [2016 Strategic Plan](#) outlines the planning process for future development of facilities and review of current station locations to assure they continue to meet response criteria. Additional detail and analysis is provided in the [Fire Facilities Master Plan](#) which was completed in 2014. The citizens of the City of Bellevue passed a Fire Facilities Levy in 2015 which will produce over \$6 million dollars annually for construction and renovation of fire facilities for the next 20 years. This stable funding source, along with an increase in our general Capital Investment Program, has allowed us to begin land acquisition and design for construction of a "Downtown" fire station.

6A.1 The development, construction, or purchase of physical resources is consistent with the agency’s goals and strategic plan.

Description

Beginning in 1979, the department utilized a [master planning](#) effort to establish goals and objectives for fire and emergency medical services response throughout the service area. The [2016 Strategic Plan](#) identifies the department’s goals for development and construction of future physical resources.

Appraisal

The existing facilities have been designed and located throughout the [Department service area](#) in a manner that has provided consistent response times to all areas of the city. The strategic plan requires that the department review travel times and call volume annually to determine if the current facilities are adequate and consistent with the department’s goals and objectives. The 2014 Facilities Master Plan recommends a shorter travel time standard in the areas with or planned for high-rise development to account for the time needed for vertical response.

Plan

Consistent with recommendations in the [2014 Facilities Master Plan](#), the department is working through the City’s legislative and operational processes to acquire land and begin design work on an additional fire station to be located in or in close proximity to the “Downtown area”

References

[2016 Strategic Plan](#)

[Fire Facilities Master Plan](#)

[Neighborhood fire stations - map](#)

CC 6A.2 The governing body, administration, and staff are involved in the planning for physical facilities.

Description

The City Council, Department Administration, and fire personnel have all been involved in planning for fire station facilities beginning with the 1979 Master Plan and most recently through the [Fire Facilities Master Plan](#) and [2016 Strategic Plan](#). Most facility needs are forwarded to the City Council for consideration in the general fund budget, the [Capital Investment Projects \(CIP\) budget](#), or through Special Bonds Issued. The Fire Facilities Levy, passed in 2015, provides substantial dedicated funding for construction and renovation of fire department facilities over the next 20 years. The Budget One process is a specific example of the [One City](#) practice of involving staff in the planning process.

Appraisal

The City and the department embrace a strong participatory management philosophy which encourages involvement from all levels of the organization. Department members actively participated in the design and space requirements for the move to the new City Hall building in 2006. During the 2012 planning process for remodeling fire station Five the City of Clyde Hill, City of Bellevue Civic Services, Fire Administration and station 5 crews were all involved in the planning process. The recent Facilities Master Plan was developed with the cooperation and involvement of representatives from multiple City departments who served on a steering committee, working group and/or participants in a planning workshop.

Plan

The city and department plan to utilize city and department staff in on-going and future projects associated with renovation and construction of fire department facilities as described in the Facilities Master Plan. This includes developing and maintaining a strong working relationship/partnership with the Civic Services Department who assist in maintenance and project management of fire department facilities.

References

[Capital Investment Program Plan: 2017-2023](#)

[2016 Strategic Plan](#)

[Fire Facilities Master Plan](#)

[One City Core Team Charter 2016-2017](#)

Criterion 6B: Fixed Facilities

The agency designs, maintains, and manages fixed facility resources that meet the agency's goals and objectives.

Summary:

The department's nine stations, training center and office space within the city hall campus meet established goals and objectives and provide adequate space for present operational staffing and adequate space for fire apparatus and equipment, including reserve apparatus.

6B.1 Each function or program has adequate facilities and storage space. (e.g., operations, community risk reduction, training, support services, and administration).

Description

The fire department has adequate space for current staffing and fire operations at all fourteen facilities including [nine fire stations](#), the [Training Center](#), leased paramedic quarters at Overlake Hospital, administrative space at Bellevue city hall and paramedic quarters at two fire stations owned and operated by Eastside Fire & Rescue.

Appraisal

Current staffing and equipment for all divisions throughout the department have adequate space allocations. Facilities have been remodeled when needed to better meet the space requirements. This includes remodels completed on apparatus bays at stations 3 and 7 to accommodate larger aerial apparatus. Additional space will be necessary in the future to provide adequate space for additional apparatus and personnel.

Plan

Utilizing guidance from the [2014 Facilities Master Plan](#), the department is working through the city's legislative and operational processes to acquire land and begin design work on an additional fire station to be located in or in close proximity to the "downtown area" and on design of a new fire station 5 to replace the existing facility.

The department will continue to monitor necessary space allocations and ensure, whenever possible, appropriate and adequate workspace is provided for all employees.

References

[Fire Facilities Master Plan](#)

[Training Center Upgrades](#)

[Fire Station Locations – City of Bellevue web site](#)

6B.2 Buildings and outbuildings are clean and in good repair, and the surrounding grounds are well kept. Maintenance is conducted in a systematic and planned manner.

Description

The Civic Services Department, in coordination with the fire department's Supply & Maintenance Division, has responsibility for maintenance and repair of the fire department facilities. Each of the fire facilities grounds are regularly maintained through a separate [maintenance contract](#). A renovation [capital investment project \(CIP\)](#) is funded to provide for the repair and maintenance of department facilities.

Appraisal

Formal [annual inspections](#) of all fire facilities have been conducted by the deputy chief's and Civic Services. Monthly [safety inspections](#) have been conducted at all facilities. Adequate funding has been available to meet or exceed all routine, planned and emergency repairs and maintenance. The overall appearance and cleanliness of the fire facilities has been outstanding. Repairs are made in a timely and cost effective manner per the [Service Agreement](#). A system of automated work orders has enabled the department to track, monitor and process work orders in a timely manner.

Plan

The department plans to continue utilizing [preventive maintenance contracts](#) to reduce the number of work orders and repairs. Civic Services will update their short range and long-range planning to assure facility maintenance, repair and upgrades are conducted in a systematic process that is incorporated into the budget development. Preventive maintenance and long-term major maintenance plans for fire facilities are expected to be completed by the end of 2018 by the Civic Services Manager.

References

[Maintenance/Landscaping contract](#)

[2017-2023 Capital Investment Program \(CIP\) Budget](#)

[2017 annual station inspection results](#)

[Monthly Safety Inspection form](#)

[Pacific Air Control HVAC Contract \(Sample\)](#)

[Service Agreement with Civic Services](#)

CC 6B.3 Facilities comply with federal, state/provincial, and local codes and regulations at the time of construction, required upgrades for safety are identified, and where resources allow, addressed. For those items that warrant further attention, a plan for implementation is identified in the agency's long-term capital improvement plan (i.e. fire alarm systems, sprinkler system, seismic, vehicle exhaust system, asbestos abatement, etc.).

Description

The Department facilities meet federal, state and local codes such as outlined in Department of Labor and Industries Safety Standards, [Chapter 296-305 WAC](#), and federal regulations such as those dealing with the Americans with Disability Act.

Appraisal

Most of the department's facilities have been designed and built under the current codes. All local, state and federal regulations were identified and met during design and construction phases. Those facilities that were built prior to the current regulations have been [inspected](#) thoroughly by both department personnel and outside consultants, in an attempt to identify any and all deficiencies.

Fire stations have received structural seismic mitigation and retroactive automatic fire sprinklers funded through the Renovation CIP Project to assure they comply with current codes. The Training Center's [burn rooms and training tower](#) were recently updated to include new thermal protective wall and ceiling panels and propane burn props.

Each year routine inspections assure our facilities comply with established codes and regulations.

Plan

All facilities will continue to receive regular inspections and updates, and major renovations/replacements will be conducted as described in the [Facilities Master Plan](#). Construction of fire station 10 and a new facility to replace the existing fire station 5 will follow the required planning, review, permitting and inspection process as outlined in applicable City and County codes/ordinances.

References

[Station Inspection Permits](#)

[Training Center Upgrades](#)

[Safety Standards for Firefighters: WAC 296-305](#)

[Fire Facility Master Plan](#)

Criterion 6C: Apparatus and Vehicles

Apparatus resources are designed, purchased, and maintained to adequately meet the agency's goals and objectives.

Summary:

The department utilizes a participatory committee process to draft specifications, discuss issues, troubleshoot problems and forward recommendations to the Fire Chief regarding apparatus purchases. Specifications for new purchases incorporate the safety standards outlined in [Safety Standards for Firefighters \(WAC 296-305\)](#), user input from department representatives, maintenance perspectives from mechanics assigned to the Civic Services Department's Fleet Operations Division and a cost benefit analysis.

Funding for fire apparatus replacement is managed through the Capital Improvement Program (CIP) that establishes a replacement fund at the time of purchase and is reviewed annually to ensure adequate replacement funding exists. Full funding for all new and replacement apparatus is incorporated into the Mechanical Equipment Replacement Fund/Electronic Equipment Replacement Fund (MERF/EERF) accounts for all city owned vehicles. While managed by the Finance Department, the accounts are monitored, and replacement schedules are determined through discussions with fire administrative staff.

The department has been and remains extremely pleased with the current systems for both design and purchasing of fire apparatus.

CC 6C.1 Apparatus types are appropriate for the functions served (e.g., operations, staff support services, specialized services, and administration).

Description

The department maintains a [fleet](#) of 39 emergency response apparatus and 29 staff vehicles which appropriately serve all functions of the organization including fire operations, emergency medical care, fire prevention, fire investigation, public education, special operations, incident command, training and administrative functions.

Appraisal

Our apparatus is designed to provide a safe, stable platform for reliable emergency response, training, and routine daily operations. The department's fleet of heavy apparatus includes 14 Triple-Combination Pumpers (9 frontline, 4 reserve) and 3 Tillered Aerial Ladder Trucks (2 frontline, 1 reserve), along with a Haz-Mat Unit, Rescue Unit, Mass Casualty Unit, Air Unit, and a Mobile Command Unit. Standardization has been a primary goal to insure consistency and improved performance, particularly with customized pumpers and aerials ladder trucks, as Pierce has become the manufacturer of choice. Currently, 12 of 14 pumpers in the fleet were constructed by Pierce using the Arrow XT Chassis and all 3 ladder trucks were built with the Velocity Chassis.

A total of eight Advanced Life Support (ALS) Medic Units (4 frontline, 4 reserve) and six Basic Life Support (BLS) Medical Aid Units (3 frontline, 3 reserve) are utilized to provide efficient emergency medical care and patient transport. Over the last three years, the 4x4 chassis has become the department standard when each vehicle is replaced. For quality, safety, and customization, the department now utilizes Horton Emergency Vehicles as the primary manufacturer.

Rounding out our fleet of emergency response vehicles, the on-duty Medical Services Officer (MSO) and Battalion Chief (BC) utilize a 4x4 Suburban as the standard for frontline and reserve purposes. Administratively, department staff are provided with a variety of vehicles for use depending on their position ranging from 4x4 pickup trucks, full-size and crossover Sport Utility Vehicles (SUV's) and sedans.

The only deficiency identified regarding apparatus is the lack of a compact four-wheel drive Type 6 brush or wildland engine, capable of responding to areas where a traditional fire engine cannot access due to difficult conditions such as narrow streets, rough terrain (steep slopes, parks, greenbelts) or inclement weather. Additionally, an engine of this type would provide a versatile firefighting platform for addressing the threat of potential Wildland Urban Interface (WUI) fires within the Bellevue service area and/or around the State when sending personnel and equipment on mobilizations for days or weeks at a time.

Plan

Moving forward, the department will exhaust all options for obtaining funding outside of the biennial Budget process. Additionally, a new budget proposal for acceptance into the upcoming 2021-22 budget process will be submitted, as will a request for a new vehicle by completing a Capital Asset Procurement (CAP) Sheet.

Reference

[Apparatus/Fleet Assignments](#)

6C.2 A current replacement schedule exists for all apparatus and support vehicles based on current federal and state/provincial recognized standards, vehicle condition, department needs, and requirements.

Description

All fire department apparatus and support vehicles are managed through the City of Bellevue's Fleet Maintenance/Operations (Fleet Operations) section of the Civic Services Department. At the time of purchase [replacement schedules](#) are established and funding provided for each of the individual asset accounts on a monthly basis to assure full funding for the replacement of all fire department apparatus and support vehicles. Vehicles are inspected and conditions monitored during servicing and routine maintenance. Maintenance costs and mileage are monitored annually and reviewed with the department. These procedures allow for adjustments in the replacement schedule, if necessary.

Appraisal

Fleet Operations has a program for measuring mileage, repairs and maintenance to assure the fire department has met or exceeds recognized standards and all stated objectives regarding the replacement schedule for apparatus. The replacement schedule for fire pumpers and aerial ladder apparatus is currently fifteen years, medic units is currently four to six years, aid units eight to ten years and support vehicles is ten years. Replacement policies have provided for exceptions to the normal schedules based upon maintenance records and overall usage. Four fire pumpers are currently on a 17-year replacement schedule.

Plan

The department plans to continue working collaboratively with the Finance Department and Fleet to monitor, evaluate and refine (when needed) the replacement schedules and replacement funding for all fire apparatus. Because of increased usage, the department is recommending that the seventeen-year replacement schedule for four of our fire pumpers be reduced to our standard of fifteen years. The department plans to expand the use of

Hybrid vehicles for administrative staff including fire prevention officers, medical service officers, and support services personnel.

References

[Replacement Schedule](#)

6C.3 A process is in place for writing apparatus replacement specifications that allows for employee input.

Description

The department's [process](#) for writing apparatus replacement specifications utilizes the department Apparatus and Equipment Committee which is appointed by the Emergency Medical Services Commander and overseen by the Administrative Captain assigned to the division, in conjunction with [Fleet Operations](#). Fire personnel have a key role in providing input through the Apparatus and Equipment Committee and on the ALS & BLS Apparatus Committee. The committee members have done extensive research, which includes site visits and attendance at trade shows, factory sites and neighboring departments to determine the best specifications and to obtain operational insight on the most current engineering and technology.

Appraisal

Participation and interest has been and remains high for writing specifications for new apparatus. In 2016 employees were directly involved with writing specifications for EMS apparatus, fire engines and a new ladder truck. Greater acceptance and understanding of new apparatus purchases was a benefit of this procedure. Department employees have also been empowered through this policy and have realized professional growth and development.

Plan

The department will continue to solicit and encourage active employee participation in the design and development of apparatus specifications. The department will also look for opportunities to partner with other departments in our region on the joint purchase of apparatus and equipment.

References

[Apparatus purchasing process](#)

[Fleet Services Vehicle/equipment request site](#)

Criterion 6D: Apparatus Maintenance

The inspection, testing, preventive maintenance, replacement schedule, and emergency repair of all apparatus are well established and meet the emergency apparatus service and reliability needs.

Summary:

The department utilizes the municipal mechanics assigned to the Civic Services Department for all preventive maintenance and emergency repair of department apparatus and staff vehicles. Annual testing and inspections as required by state safety standards and NFPA guidelines are conducted by certified contract vendors. Department SOP's outline the daily, weekly and monthly inspection and maintenance procedures to be conducted by departmental personnel which represents a vital element of the overall reliability of emergency apparatus. Replacement schedules are determined by NFPA guidelines and actual usage records to determine the actual replacement schedule necessary. The replacement schedule continues to provide adequate funding and management flexibility to purchase emergency apparatus in a cost effective and timely manner.

CC 6D.1 An apparatus maintenance program is established. Apparatus maintenance, preventative maintenance, inspection, testing, and emergency repair is conducted by trained and certified technicians in accordance with the manufacturer's recommendations, and federal and/or state/provincial regulations. Attention is given to the safety, health, and security aspects of equipment operation and maintenance.

Description

The proactive apparatus maintenance program is firmly established with emphasis on the health and safety of equipment operation and maintenance. The program is designed to meet all manufacturer's recommendations and federal/state regulations. The department [Standard Operating Procedures](#) (SOP's) clearly outline the specific responsibilities for each member of the department regarding apparatus maintenance and safe operation. All inspections, preventive maintenance and repairs, acceptance tests and annual service testing is conducted by trained and certified personnel. Records of all preventive maintenance and emergency repairs on each apparatus are maintained and reviewed.

Appraisal

Service and repairs are performed by certified personnel both in-house and through contracts. All required maintenance is performed without exception in accordance with manufacturer's guidelines. Inspections and testing are being conducted at regular intervals which provide for the health and safety of those assigned to department apparatus.

Increased repairs in the past lead to development of a more aggressive proactive preventive maintenance program which resulted in fewer breakdowns and better [reliability](#).

Plan

An enhanced computerized maintenance management system ([MAXIMO](#)) is currently being used to provide improved documentation. The maintenance management system will be evaluated to ensure it is meeting the needs of both Civic Services and the fire department to document and communicate vehicle maintenance and repair. Security of fire apparatus has been identified as a high priority and all specifications for new fire

apparatus includes a discussion of options for locking mechanisms for compartments, doors and ignition systems.

References

[SOP, Article 400 – 3 Apparatus and Equipment Check Report](#)

[Fleet & Communications Division Internal Service Agreement](#)

[Maximo asset management](#)

6D.2 The maintenance and repair facility is provided with sufficient space and equipped with appropriate tools.

Description

The department utilizes the City of Bellevue maintenance shop with 20,000 square feet of indoor space and eighteen dedicated work spaces located at the Bellevue Service Center for all maintenance and repair of department apparatus. The city maintenance shop is designed to manage all department apparatus including aerial ladder trucks, fire pumpers, aid and medic units and specialized apparatus.

A large inventory of tools and equipment provides adequate resources for repair and maintenance. The service center also maintains a parts inventory for most routine and preventive maintenance.

Appraisal

The maintenance and repair facility is currently adequate and provides sufficient space and equipment for the repair and maintenance of department apparatus. Contractual agreements and warranty issues sometimes require that department apparatus be sent to outside vendors for specialized repair and maintenance, such as transmission repair, major engine replacement or major body and paint projects. In 2016, the Fleet Services department was ranked [7th best in the nation](#) among civic fleet departments by the [100 Best Fleets](#) rating board.

Plan

Additional work space at the maintenance shops is currently anticipated as part of an expansion of the facility. The shop is purchasing new lifts with the capability of lifting the larger tandem axle aerial apparatus. The use of a mobile maintenance vehicle provides for the routine maintenance of department apparatus in the fire stations is being evaluated.

References

[2016 7th best Fleet recognition](#)

[100 Best Fleets website](#)

6D.3 An adequate number of trained and certified maintenance personnel are available to meet the program needs.

Description

All routine, preventive and emergency maintenance of department apparatus is performed by mechanics assigned to the Fleet and Electronic Communications Division of the Civic Services Department. All maintenance personnel are [trained and certified master mechanics](#) with current certifications. There are eleven full time mechanics assigned to this division – including one working lead technician. The three mechanics whose primary responsibilities include the repair and maintenance of department emergency apparatus have extensive specialized training specific to heavy fire apparatus, medic/aid vehicles and systems, and are [EVT 1, 3 or 5 certified](#).

Twenty-four-hour emergency maintenance personnel are made available through a call out policy for shop mechanics should repairs be necessary during evening or weekend time periods. On-call mechanics are contacted via an answering service outside of normal business hours.

Appraisal

Adequately trained and certified maintenance personnel are available to meet the objectives. Cross training staff allows for continuous staffing during vacation periods, higher than normal sickness periods, and during periods of high volume or emergency maintenance.

Plan

The Fleet Operations staff and fire department will continue to monitor completion of work orders for repairs and maintenance to assure an adequate number of certified maintenance personnel are available.

References

[EVT Certified Mechanics](#)

[Mechanics Certifications 2017](#)

6D.4 The level of supervision is adequate to manage the program.

Description

The department has adequate supervision through the [Facilities Operations Specialist](#) and the [Deputy Chief of Support Services](#) to manage the apparatus maintenance program. The fleet and electronic communications staff have two levels of direct supervision and one level of management supervision for the apparatus maintenance program. Lead mechanics serve as the immediate supervisors and the group is supervised by the Director and Assistant Director of the [Civic Services Department](#).

Appraisal

Direct and regular communications, both written and verbal, have been established between the Supply & Maintenance Facilities Operations Specialist and Fleet Operations. The Fleet & Communications Governance Committee was established to allow each department within the City to review and have input on the fleet operations and maintenance program.

Plan

The department will continue to provide adequate supervision to manage the maintenance program and will be reviewing the roles and responsibilities for the Supply & Maintenance Facilities Operations Specialist. Specific duties and responsibilities for maintenance, including the role of firefighters and engineers will be reviewed by the Apparatus & Equipment Committee as well as with the Civic Services Department.

References

[Facilities Operations Specialist Job Description](#)

[Deputy Chief \(Fire\) Job description](#)

[Civic Services Department Organizational Chart](#)

6D.5 The reserve vehicle fleet is adequate, or a documented contingency plan is in place for the event that apparatus must be taken out of service.

Description

The Department maintains a fleet of [reserve apparatus](#) including pumpers, a ladder truck, command unit and BLS and ALS units to assure the immediate replacement of first line apparatus when it is necessary to place them out of service.

The Department currently maintains a fleet of reserve apparatus that includes 4 Engines, 1 100' tillered aerial apparatus, 3 aid cars, 4 medic units, 1 reserve Battalion apparatus (SUV) and 1 reserve Medical Services officer apparatus (SUV). Staff vehicles are plentiful if replacement is needed through our services center.

Appraisal

At the end of each workday, Fleet Operations provides a status update of all apparatus currently in for repair. The department monitors vehicles placed out of service and use of reserve apparatus to assure the reserve fleet is adequately meeting our needs. The [maintenance schedule](#) is coordinated to reduce apparatus out of service times and maintain sufficient reserve apparatus for emergency repair situations.

Our reserve fleet is currently adequate to meet our needs. Our service center in conjunction with our Fleet Operations Specialist maintains a spreadsheet of all apparatus in the department that requires monthly service. Each apparatus is scheduled in advance for a 10-day service every 6 month. We routinely have 1-2 engines out of service at any given time which still leaves us with two spare engines. Aerial ladders are scheduled in the same manner. Due to cost, we don't have a spare available when an aerial ladder is scheduled for service. Our reserve aid cars and medic units have a spare for each unit that is actively in service. This amount of reserve units, both ALS and BLS have been satisfactory up to this point. Adding any additional in-service units to our fleet would make us rethink the number of units in reserve. Future needs for additional staffing for engine companies, or a change in the number of apparatus required at our academy, may suggest a need to add additional reserve apparatus to our fleet.

Plan

The department will continue to monitor our reserve fleet usage and availability to assure an adequate number of reserve apparatus is available for daily and emergency operations.

The department has finalized the purchase of [Operative IQ](#) asset management software as of September 2018. Initially, this solution will be used by the SCBA technicians to manage their assets and record preventative and corrective maintenance and inspection/fit testing. In October 2018, the department Business Analyst will work with the Lead SCBA Technician to design, configure and test the system. If successful in meeting the needs of the organization the software use will be expanded to all types of equipment. The next step will be to identify funds to purchase the inventory management module and expand the use of the system into medical and station supply tracking and fulfillment. Ultimately, the department desires to use RFID asset tags to enable inventory and asset management that is dependable, efficient and less prone to error. Resources for purchase and implementation of the inventory management module are still being sought out.

References

[Apparatus Service Schedule](#)

[EVT Certified Mechanics](#)

[Reserve Fleet Inventory](#) (denoted on the inventory with an “A” – Engine 4A)

[Operative IQ Asset/Inventory Management System](#)

CC 6D.6 The inspection, testing, preventive maintenance, replacement schedule, and emergency repair of all apparatus is well established and meets the emergency apparatus service and reliability of the agency.

Description

All fire department apparatus is managed through the City of Bellevue's Civic Services Department. A system is in place to schedule and meet or exceed all required inspections, testing and [preventive maintenance](#) for each vehicle. At the time of purchase [replacement schedules](#) are established and funding provided for each of the individual asset accounts on a monthly basis to assure full funding for the replacement of all fire department apparatus. Maintenance costs and mileage are monitored annually and reviewed with the department. This allows for adjustments in the replacement schedule, if necessary. Emergency repair of apparatus is available during normal business hours as needed. Mechanics are on-call 24/7 for consultation and after-hours emergency repair if reserve apparatus are not available.

Appraisal

Fleet operations has an established schedule for all testing and preventive maintenance and mechanics available to make emergency repairs. A program for measuring mileage, repairs and maintenance is also in place to assure the fire department has met or exceeded all stated objectives regarding the replacement schedule for apparatus. The replacement schedule for fire pumpers and aerial ladder apparatus is fifteen years, medic units is are replaced between four to six years and aid units eight to ten years. In the past, there have been instances of extension of the replacement schedule after review of maintenance records, overall usage and apparatus condition when budgetary conditions have encouraged delayed apparatus replacement.

Plan

The department plans to continue working collaboratively with Fleet Operations to ensure that apparatus are tested and maintained according to established schedules. This will ensure proper function, safety and reliability of all apparatus. We continue to work with the Finance Department and Fleet Operations to refine the replacement schedules and

replacement funding for all fire apparatus based on reliability, [availability](#) and NFPA standards. Where practical, the department plans to expand the use of smaller, more fuel-efficient vehicles for administrative staff across all divisions.

References

[Apparatus Maintenance Schedule](#)

[Apparatus Replacement Schedule](#)

[Vehicle Availability Report](#) (Contact Demitri Bergeron to view full report)

Criterion 6E: Tools and Small Equipment

Equipment and supplies are adequate and designed to meet the agencies goals and objectives.

Summary:

Equipment and supplies are stocked and maintained for fire suppression, emergency medical services, special operations and routine activities and are adequate to meet the department's needs and operations. Extensive inventories are maintained of all equipment, tools and supplies, and policies have been established that provide for the immediate replacement of all essential equipment if damaged and/or lost. An inventory of specialized equipment is maintained for emergency services such as hazardous materials, confined space rescue, high angle rescue, trench rescue, water rescue, air support units and mass casualty incidents.

Research and development of new products or product upgrades is an essential function of the Training Division and the Apparatus & Equipment Committee

6E.1 Tools and equipment are distributed appropriately, are in sufficient quantities, and meet the operational needs of the specific functional area or program (e.g., fire suppression, community risk reduction, investigations, hazmat, etc.).

Description

All fire apparatus and aid/medic units are fully equipped with a standard inventory of tools and equipment necessary for fire suppression and emergency medical services. The standard allotment includes basic fire suppression tools and equipment such as axes, pike poles, fire extinguishers, ropes, tarps, Class A foam, nozzles, hose, appliances, etc. Specialized tools and equipment range from water rescue equipment to thermal imaging cameras. Special units or programs are equipped appropriately to meet their specific objectives, this includes HazMat 1, Rescue 3, MCI 1, our mobile command unit, fire investigation vehicles and support, education and training vehicles/programs.

Appraisal

Standardized [equipment inventories](#) have been established for all fire pumpers, ladder trucks, emergency medical units and specialized units throughout the department. Daily and weekly [apparatus and equipment checks](#) outlined in the Standard Operating Procedures include a detailed inventory of all equipment assigned to each apparatus, as outlined in Article 400 of the SOP's.

Extensive inventories are maintained of emergency medical tools and equipment including extrication equipment, patient stabilization equipment, automatic defibrillators, etc. The inventory on aid and medic units meet state requirements as outlined in [WAC 246-976](#) (State Trauma Standards).

Reserve/replacement tools and equipment are stocked and available when tools/equipment are damaged, lost or need repair.

A supply of tools and equipment for the Training Division, public education and other support activities is maintained by the individual division or program as needed to meet their specific needs.

Plan

The department has sufficient tools and equipment to provide adequate supply all front-line apparatus. However, we are currently reviewing the reserve and supplemental needs to determine a standard by which to provide enough spare tools and equipment and create replacement schedules within COB financial guidelines. The department will to work to determine the adequate number of tools and equipment to ensure that reserve/replacement apparatus have sufficient inventory. The goal is to assure uninterrupted operations, emergency response, and preparedness for major events and to support training and education of our members and the public.

References

[Inventories master list](#)

[Apparatus and equipment check forms](#)

[WAC 246-976](#)

6E.2 Tools and equipment replacement is scheduled, budgeted, implemented, and is adequate to meet the agency’s needs.

Description

Small tools and equipment are replaced on an as-needed basis. If the company officer determines that the specific item of equipment needs to be replaced, a requisition is initiated at the company level and forwarded to the Facilities Operations Specialist for immediate replacement. For large capital items, the city has established an [inventory list](#) with projected replacement dates. Items such as extension ladders and automatic defibrillators have been placed on a five to ten-year replacement schedule whereby funds are set aside each year for the scheduled replacement of large capital items. The replacement of [electronic medical equipment](#) meets or exceeds manufacturer’s recommendations.

Appraisal

The current system for the replacement of tools and equipment meet operational needs and Manufacturer’s requirements. All equipment is replaced on an as-needed basis, or on a regular replacement schedule as required by NFPA Standards or state regulations. Equipment such as rescue ropes are monitored regarding usage, length of service and replaced as outlined in [WAC 296-305- Safety Standards for Firefighters](#)

Plan

An annual review of all equipment placed on a replacement schedule will be conducted jointly by the fire department and Fleet, to determine appropriate replacement schedules. Station captains will be required to submit [annual station inventories](#), to include tools and equipment, and a recommended list of tools and equipment that need replacement in the next calendar year.

References

[Large asset inventory with replacement dates](#)

[LifePak monitor/defibrillator contract](#)

[WAC 296-305 Safety Standards for Firefighters](#)

[Inventories master list](#)

CC 6E.3 Equipment maintenance, testing, and inspections are conducted by qualified personnel, following manufacturer's recommended schedules.

Description

The department maintains specialized equipment in accordance with the manufacturer's schedules using trained and/or certified members of the department. Those individuals have been identified as [breathing apparatus technicians](#), small equipment repair technicians, and ladder repair specialists. This training provides specific instruction which qualifies departmental personnel to test, repair and maintain department equipment.

For extensive repair, the department contracts with a vendor certified by the manufacturer for items such as [defibrillation equipment](#) and [patient stretchers](#).

Appraisal

The department has utilized a combination of trained and qualified personnel and vendor supported maintenance agreements to maintain equipment throughout the department. Members have routinely volunteered for these specialized positions, and the department has supported their certification. The [labor agreement](#) provides for "specialist" pay for members qualified in SCBA and small equipment repair and maintenance. Maintenance on all equipment is conducted as set forth in departmental SOP's, industry standards and state regulations.

Plan

It may be necessary to train additional personnel to provide the timely maintenance of equipment. Because of shift work and remote station locations time delays are sometimes experienced when qualified personnel are on off-days, vacation or holidays. The department will explore expanding the number of equipment specialists.

References

[SCBA technician certificate \(sample\)](#)

[Stryker Contract \(Stretchers\)](#)

[Physio Control Contract](#)

[IAFF Local 1604 labor agreement, premium pay section A.7](#)

6E.4 An inventory control and maintenance tracking system is in place and current.

Description

Extensive station inventories are maintained for all tools, equipment and resources assigned to each station. Formal [station inventory](#) checks are conducted annually during the month of May. Daily equipment checks are formally conducted and documented for each apparatus at the beginning of each shift.

The department maintains electronic inventories and uses the MAXIMO records management system to track work orders related to maintenance and repairs. All grant equipment is inventoried, tracked and inspected to assure compliance with grant requirements.

Appraisal

The department has an up to date equipment inventory and maintenance tracking system. Station, [apparatus](#) and electronic inventories are maintained by station captains. The department has lacked a central control point for inventories and the system needs modernization.

Plan

The department has finalized the purchase of [Operative IQ](#) asset management software as of September 2018. Initially, this solution will be used by the SCBA technicians to manage their assets and record preventative and corrective maintenance and inspection/fit testing. In October 2018, the department Business Analyst will work with the Lead SCBA Technician to design, configure and test the system. If successful in meeting the needs of the organization the software use will be expanded to all types of equipment. The next step will be to identify funds to purchase the inventory management module and expand the use of the system into medical and station supply tracking and fulfillment. Ultimately, the department desires to use RFID asset tags to enable inventory and asset management that is dependable, efficient and less prone to error. Until the new system is in place, the department will continue to utilize the current systems and processes to track inventory and maintenance of department property.

References

[Station Inventory Report \(screen shot\)](#)

[Engine 2 sample inventory](#)

[Operative IQ Asset/Inventory Management](#)

6E.5 Supplies and materials allocation is based on established objectives and appropriate to meet the operational needs of the specific functional area or program (e.g., fire suppression, community risk reduction, investigations, hazmat, etc.), and is compliant with local, state/provincial, and national standards.

Description

The department maintains and distributes supplies and materials to its various stations and facilities based on historical usage and by request for specific projects or events. Sufficient stock is maintained at each facility to meet day-to-day needs plus a reserve based on emergency situations. Station captains or program managers oversee the maintenance of supplies and materials for their station or program and order from “[Central Stores](#)”, Fire Headquarters or vendors as needed. Station captains and program managers are issued “[Pro-Cards](#)” (a credit card for incidental or emergency use) which may be used when the normal ordering process doesn’t meet the need.

Appraisal

The Central Stores and Headquarters ordering systems are well-established and have worked well to meet the day-to-day operational needs of our facilities and programs. The addition of Pro-Cards to meet urgent or minor needs has improved efficiency and given station captains and program managers the ability to solve problems promptly. Controls are in place to reconcile charges, receipts and payments monthly.

Plan

The department plans to continue using the existing systems for ordering, maintaining and allocating supplies and materials. Periodic review and evaluation of the effectiveness of these systems will be conducted at quarterly captain’s meetings and or staff meetings.

References

[Pro-Card receipt form](#)

[Central Stores order site](#)

Criterion 6F: Safety Equipment

Safety equipment is adequate and designed to meet agency goals and objectives. For the purposes of this criterion, safety equipment includes personal protective equipment (PPE) and related equipment (e.g., self-contained breathing apparatus).

Summary:

Safety equipment has been provided to meet or exceed the Washington State Safety Standards for Firefighters ([WAC 296-305](#)) and/or NFPA Standards for the respective activity or operation. Personal protective equipment is issued to all personnel and inspected on a semi-annual basis. In addition to turn out gear, the department maintains adequate safety equipment including breathing apparatus, PASS devices, accountability systems, thermal imaging cameras, air monitoring equipment and safety equipment to provide protection from air and bloodborne pathogens. Standard Operating Procedures outline the policies for safety equipment issuance, usage, inspection and replacement. Safety equipment is provided for all personnel and maintenance is performed by qualified members of the department or certified technicians outside the department.

CC 6F.1 Safety equipment is identified and distributed to appropriate personnel.

Description

Personal safety equipment has been identified through an ongoing analysis of job duties and responsibilities and considering safety regulations and current products available to reduce risk and personal injury. All suppression personnel are issued [PPE](#) prior to beginning training for their position, and the condition of all safety clothing is assessed daily. [Department SOP](#) specifies basic allotment and care for various suppression specialties. Safety equipment mandated for confined space rescue, hazardous materials response, high angle rescue, water rescue, etc. has been identified, inventoried and purchased for departmental personnel assigned to special operations. EMS PPE is allotted to each apparatus and replenished through an [online request](#).

Each firefighter has two sets of bunker gear for their use. This would include, coat, gloves, pants and hood. After an incident where decontamination is necessary, each member can move into their spare gear until such time that their primary gear is clean and dry.

Current funding levels provide for sufficient funds for the procurement and replacement of all safety equipment.

Appraisal

Firefighter safety is the highest priority and the department is committed to providing the safest equipment and assuring its use through policy and our culture and the department is satisfied with the availability and function of current PPE.

After a fire or incident where decontamination is necessary, it is the responsibility of the oncoming crew to clean the contaminated bunker gear using an extractor washer *if* it did not occur during the regular duty shift. Extractor washers are located at each station and are intended to be used for decontamination of equipment specifically. A bunker gear drying rack is available to help in the drying process.

Our Mobile Air Unit carries a cache of clean hoods and t-shirts for immediate replacement at an incident. Stock on the unit is maintained at 12 each.

Plan

The department will continue to research new technologies in safety equipment and PPE and monitor safety standards and regulations to ensure compliance. New safety equipment is evaluated and recommended for purchase or replacement through the Supply & Maintenance Division, Training Division, Apparatus and Equipment Committee and the EMS Division. A new voice system for SCBA facepieces will be evaluated in 2018 in the hope of upgrading to the most current technology to enhance communications and safety.

References

[WAC 296-305](#)

[Suppression PPE Checklist](#)

[Suppression PPE Semi Annual inspection](#)

[SOP, Article 300, Section 1 - Personal Safety Equipment](#)

6F.2 Distributed safety equipment is sufficient for the functions performed.

Description

The department monitors the distribution and [inventory](#) of safety equipment to insure it is sufficient for the various job functions performed. All personnel are provided the most current safety equipment available. Requisition and inventory systems assure sufficient storage and immediate access to all essential safety equipment in the fire stations.

Each firefighter is assigned to a station. At their respective stations, each firefighter has a personal supply of extra clothing, uniforms and non-consumable PPE (bunkers). After an incident where their personal PPE has been contaminated, they can immediately change into clean PPE as soon as they return to their station. If an individual has been detailed for the shift, it is possible to have clean PPE brought to them, or to allow them to return to their home station for replacement. A second set of bunker gear issued to each member is a new feature for our department. This has been accomplished within the last two years. All line suppression members have a second set of gear. Only a few chief officers, who are currently in staff assignments, have not been assigned a second set of gear. As additional gear becomes available, a second set may be issued to those members. Also, each station has a small supply of additional hoods, gloves and flashlights in the event those items are needed at roll call or after an incident.

Our department responded to 517 fire calls in the 2017 calendar year. Of those 517, 325 were listed as “other” type fires. One hundred twenty-five were identified as kitchen fires and 67 were listed as true structure fires. This equates to 1.28 structure fires per week. With our membership working an average of 9 shifts per month, the numbers suggest a 2nd set of bunker gear should be sufficient for now. Our uniform coordinator maintains a stock of used, but serviceable, bunker gear at Station 8. If an immediate need arose, we could draw from this supply by sending on duty units to retrieve them.

Appraisal

The department has adhered to all [safety regulations](#) regarding safety equipment including the inspection, testing and replacement of ropes, [Self-contained breathing apparatus](#), PASS devices, PPE and basic [firefighter safety clothing](#).

Special Operations including confined space rescue, hazardous materials rescue, trench rescue, high angle rescue and water rescue have been provided additional safety equipment and training specific to those functions. Because of safety concerns, the Apparatus and Equipment Committee recommended the purchase of a second set of bunker gear for each staff which was then made a priority for procurement.

Plan

The department will continue to research and identify safety equipment for all operations, both routine and specialized, through the Training Division, the Apparatus and Equipment Committee and fire personnel and will make appropriate recommendations to the Fire Executive Team to address any identified needs or gaps.

References

[WAC 296-305 - Safety Standards for Firefighters](#)

[Inventories, stations and apparatus](#)

[Firefighter Safety Clothing](#)

[Self-Contained Breathing Apparatus Check Sheet](#)

6F.3 Safety equipment replacement is scheduled, budgeted, implemented, and adequate to meet the agency's needs.

Description

The established [process for replacement](#) of all safety equipment is adequate to meet the needs of the department. The fire department maintains daily, weekly, monthly and annual testing and accountability of all safety equipment within the department. All individual safety equipment and clothing is [inspected semi-annually](#) by the respective battalion commanders, company officer and/or the uniform specialist. Adequate funds are provided in the general operating budget to replace and/or repair all safety equipment and clothing as needed.

Appraisal

Adequate replacement funds are established for the testing, purchase and replacement of all safety equipment. For large capital items, the city has established a replacement fund for each individual item including SCBAs.

Plan

The department will continue to provide sufficient replacement funds for safety equipment in the bi-annual budget. Specific funds have been established through the CIP for scheduled replacement of all breathing apparatus and PPE and funds are allocated for regular maintenance and repair of this equipment.

References

[PPE Inspection Form](#)

[ERF Replacement Fund \(See Fiscal Manager for Explanation of Fund\)](#)

6F.4 Safety equipment maintenance, testing, and inspections are conducted by trained and qualified personnel, and appropriate records are kept.

Description

All safety equipment is inspected, tested and maintained by members of the department who are [trained and qualified](#) on specific safety equipment or the safety equipment is repaired through contracts with qualified vendors. Records are maintained, as outlined in the Washington State Safety Standards for Firefighters and related Washington Industrial Safety and Health Administration (WISHA) and Department of Transportation (DOT) regulations.

Appraisal

The practice of using certified members of the department along with contracts with vendors for maintenance, testing and inspections of safety equipment has been well established. Department SOPs direct the [inspection and testing of safety equipment](#). An extensive automated work order system has been implemented that provides a record of all maintenance and repair of safety equipment, as well as the location and assignment of particular safety equipment. Asset number assignment and individual member identification assignment provides adequate identification and tracking for record keeping purposes.

Plan

Until a new asset management system is in place, the department will continue to maintain records of maintenance, testing and inspections of safety equipment via databases on our SharePoint site and by use of hardcopy forms. Inventory and maintenance tracking for SCBAs will continue to be accomplished via a database maintained by or SCBA Technicians and backed up with hardcopy records.

Hose records are currently produced by the vendor conducting our annual hose tests. We intend that the hose inventory will be the second asset type, after SCBA, to be moved into [Operative IQ](#).

References

[SCBA Tech Certificate \(Kast\)](#)

[Bellevue SOP's Article 400, Section 3, Apparatus and Equipment Check](#)

[Operative IQ Asset/Inventory Management System](#)

6F.5 A safety equipment inventory control and maintenance tracking system is in place and current.

Description

Each fire station maintains a current [inventory of all tools](#), equipment and physical assets assigned to the station. In addition, each of the apparatus has printed inventories for each of the compartments and cabinets for the rapid assessment of proper inventory levels. Through the use of [daily apparatus checks](#), monthly inventory checks and an annual formal apparatus and station inventory, the inventory control systems are verified and revised on a timely basis. SCBA maintenance and [inventory records](#) are maintained via database and paper records maintained by our SCBA Technicians.

Appraisal

An inventory control and maintenance tracking system has been established for all safety equipment. Employee identification numbers have been engraved or marked on all individual safety equipment for easy identification and inventory control purposes. The department conducts [monthly station safety inspections](#). The [Department Standard Operating Procedures](#) direct the inventory control and maintenance of all safety equipment.

Plan

The department plans to continue partnering with Civic Services to use the MAXIMO records management system as the primary tracking system to maintain audit and oversight capabilities for facilities and vehicles. During the fall of 2018, [Operative IQ](#) asset management software will be deployed for SCBA assets. If successful, the remainder of assets tracking activity will be transitioned into the Operative IQ system during 2019. Funds still have to be identified and approved to purchase the inventory management portion of the software. Until the system is fully functional and vetted, existing inventory and maintenance tracking for SCBAs will continue to be accomplished via a database maintained by our SCBA Technicians and backed up with hardcopy records.

References

[Apparatus Inventories](#)

[SOP, Article 400, Section 10 - Station and Apparatus Inventory](#)

[Operative IQ Asset/Inventory Management System](#)

[Database Records for SCBA Inventory](#)

[Station Safety Inspection Form](#)

[Daily Apparatus/Equipment Check Sheets](#)

Category VII: Human Resources

Human resources are defined as all aspects of personnel administration, except those of training and competency, which are addressed in Category VIII. The heart of any organization is its people, and this category is designed to appraise the importance and results of the human resources program. Completing the human resources section may involve members from other governing entities or other elements of the community.

Criterion 7A: Human Resources Administration

General human resources administration practices are in place and are consistent with local, state/provincial, and federal statutory and regulatory requirements.

Summary:

The City has a [Policy and Procedures Manual](#), which is updated and reviewed by the Human Resources Department and the City Attorneys' Office to maintain consistency with regulations. Any regulation changes are incorporated and made available to employees. Training is also provided for employees to better understand and apply the policies/procedures. The Human Resources Department has a printed and on-line copy of all labor contracts

CC 7A.1 A human resources manager is designated.

Description

The City of Bellevue has a [Human Resources Department](#) and a designated [Human Resources Manager](#) with a title of “director”. The current human resources director is [Joy Misako St. Germain](#). The human resources director is appointed by the City Manager as provided by [City Code](#).

Appraisal

The leadership provided by the human resources director and [functions](#) of the [human resource department](#) have effectively served the needs of the Department.

Plan

There is no plan to change the structure or function of the City’s designated Human Resources Department. There is no provision under current city code for the Department to assume those roles.

References

[City of Bellevue Human Resources internet site](#)

[Job description for Human Resource Director](#)

[City of Bellevue Human Resources Intranet site](#)

[Bellevue City Code 3.47.020 – Human resource director appointment](#)

[Bellevue City Code 3.47.010 – Human resource department functions](#)

7A.2 The human resources program has adequate staffing to accomplish the human resources administrative functions.

Description

The Fire Department and the Human Resources Department work together to implement human resource practices for the Fire Department. If staffing at any time is found to be inadequate, the Fire Department may consider contract workers or the use of outside consultants to perform these services. To better utilize current resources, the Department participates in [regional recruitment](#) processes.

Appraisal

The personnel program meets the [goals and objectives](#) identified by the Department. Applicants are well qualified, turnover is low, and terminations are rare. The Department has conducted numerous Recruit Academies over the last several years, in response to retirements and increases in the number of authorized FTE's. Promotional tests have been conducted for all civil service ranks within the Department, except Deputy Fire Chief.

Plan

The Department will continue to evaluate staff by using measurable indicators to ensure that adequate resources are available to accomplish the City's mission, goals, and objectives associated with the personnel program as it relates to the Fire Department. Due to several retirements, the department will conduct an Entry Level Fire Fighter Academy beginning in January 2019.

References

[Bellevue Fire Department Strategic Plan 2016](#)

[Regional Firefighter Testing Agreement](#)

7A.3 Policies are established to direct the human resources administrative practices in accordance with local, state/provincial, and federal requirements. The policies are reviewed annually and updated as needed.

Description

Administrative policies and practices are initiated and developed by either the Fire Department or the [Human Resources Department](#). All human resources policies and practices receive legal review to ensure compliance with [local](#), state, and federal requirements.

Most policies are adopted as resolutions by the City Council. Additionally, policies and practices may be subject to negotiation with the Fire Union.

Appraisal

Human Resources [practices and policies](#) are reviewed on a regular basis. Several state and federal regulations regarding the [Affordable Care Act](#), Military Leave and other authorized use of [sick leave](#) were added to departmental and human resource policies and procedures during the last 3-5 years.

All new policies and procedures are incorporated into departmental Standard Operating Procedures and a detailed list of changes is maintained in the index of each SOP Manual.

Plan

The Fire Department will continue to review and provide input to the Human Resources Department on the Human Resources Policies and Procedures manual, at least on an annual basis.

References

[Human Resources Intranet site](#)

[City of Bellevue Human Resources Policies and Procedures Manual](#)

[HR info sheet on the affordable Care Act](#)

[Civil Service Commission Rules, 2009](#)

[HR info sheet on impact of Washington state initiative 1433](#)

Criterion 7B: Recruitment, Selection, Retention and Promotion

Systems are established to attract, select, retain, and promote qualified personnel in accordance with applicable local, state/provincial, and federal statutory requirements.

Summary:

The City of Bellevue Human Resources Department is responsible for the review of salaries, benefits, training and current employment strategies to remain competitive with the market. The City HR Department is currently rolling out a succession planning process and introducing new ideas to attract employees.

7B.1 A mechanism is in place to identify and announce potential entry level, lateral, and promotional positions.

Description

[Civil Service Commission rules](#) specify how vacancies and promotional opportunities must be announced and filled. The Human Resources Department works with representatives from the Fire Department to design a recruitment, selection, or promotional process that is appropriate for the position vacancy. All position announcements and the proposed selection process for Civil Service ranks are reviewed and approved by the Civil Service Commission prior to posting. All job opportunities are announced are posted on the [city of Bellevue careers website](#).

Appraisal

All [Civil Service](#) vacancies are filled by competitive processes. The process of identifying and announcing these vacancies is accomplished collaboratively between the Fire and Human Resources Departments. Testing for all civil service positions within the fire department have been conducted, such that a current eligibility list has been available for vacancies due to retirement, disabilities and newly authorized positions.

Plan

The Fire Department and Human Resources Department will continue to meet prior to initiating the process to conduct a promotional exam or hiring of entry level firefighters to review the various roles and responsibilities involved with recruitment, selection, and promotions. In addition, the two departments will meet after the process to identify any changes that may need to be implemented for the next process.

References

[Civil Service Commission Rules, 2009](#)

[City of Bellevue Job Postings internet page](#)

7B.2 The agency administration and its members are part of the recruiting process.

Description

Members of the Department such as; company officers and division managers assist with job analysis, development of documents and brochures, and the design and administration of employment tests. The Department also maintains a [career information page](#) along with an internally produced [YouTube video](#) on its website. Representatives from the Department also provide feedback and will assist in responding to complaints regarding testing or promotional processes. Firefighters assist with conducting recruit academies and are an integral part of the hiring assessment process.

A member of the Department (Chief Officer or Division Manager) is designated as the “Hiring Manager” for each recruitment process and works in concert with the Human Resources Department to ensure compliance with [hiring practices and guidelines](#).

Appraisal

The recruitment and selection process has worked well in fulfilling the department’s hiring needs and provided a qualified and diverse selection of candidates. Firefighter candidates are screened and ranked through an outside organization called [Public Safety Testing, Inc](#). They update our department profile, facilitate candidate recruitment, testing, physical evaluation and ranking for the purpose of selection by the department.

Plan

The Fire Department and Human Resources Department will continue to work collaboratively to ensure clarity on the various roles, and responsibilities involved with recruitment, selection, and promotions.

References

[Bellevue Fire Career information website](#)

[Recruitment video](#)

[Civil Service Commission Rules, 2009](#)

[Public Safety Testing, Inc](#)

CC 7B.3 Processes and screening/qualifying devices used for recruitment and selection of initial, lateral, and promotional candidates are job related and comply with all local, state/provincial, and federal requirements, including equal opportunity and discrimination statutes.

Description

All policies and procedures receive a legal review prior to implementation to ensure compliance with local, state and federal equal opportunity and discrimination statutes. [Civil Service Commission](#) provides oversight and rules are developed and adopted in cooperation with the local bargaining unit. The Department uses [Public Safety Testing](#) for pre-screening and entry level testing. Additional assistance from [Ron Hiraki \(Human Resource Systems\)](#) is provided on a [contract basis](#) for promotional assessment center administration.

A job analysis determines the selection process for each promotional opportunity. The Fire Department, along with a Human Resources Analyst, develop plans and procedures for each recruitment or promotional process. City of Bellevue Human Resources policies and procedures outlines the [recruitment process](#) for each position.

Appraisal

Although the current recruiting, selection and promotional process fully complies with local, state and federal equal opportunity and discrimination statutes, the Department continues to have difficulty recruiting a desired number of women and minorities. With the passing of the [Washington State Civil Rights Act 1998](#) (Initiative 200), [Civil Service Rules](#) for the City have been revised and selective certification of applicants is no longer practiced. Therefore, the Department's ability to consider and provide preferential consideration for minority groups is prohibited.

The Department use of contracts for assistance in both [entry level](#) and [promotional hiring](#) has provided protection from conflicts-of-interest and favoritism. Overall, the department is confident that it is adhering to all applicable laws and regulations. The Department is also satisfied that its processes provide candidates for entry level and promotional positions that conform to job requirements.

Plan

The Department will continue to evaluate the effectiveness of entry level testing and promotional processes. The Department, along with the City's Human Resources department and Legal Department will monitor laws relating to hiring and job classification.

References

[Civil Service Commission Website](#)

[Human Resources policies and procedures, recruitment process](#)

[1998 Washington State Civil Rights Act](#)

[Civil Service Commission Rules, 2009](#)

[Human Resources Website \(Ron Hiraki\)](#)

[Contract with Ron Hiraki](#)

[Human Resources Systems \(Promotional Assessment\)](#)

[Public Safety Testing.com](#)

7B.4 The agency’s workforce composition is reflective of the service area demographics, or the agency has put forth a reasonable effort by instituting an effective recruitment plan to achieve the desired workforce composition.

Description

The passing, by a vote of 58%, of state ballot initiative I-200 in 1998 enacted the following law:

- (1) The state shall not discriminate against, or grant preferential treatment to, any individual or group on the basis of race, sex, color, ethnicity, or national origin in the operation of public employment, public education, or public contracting.

The ballot initiative was then codified into the state laws under [RCW 49.60.400](#). As a result, all state and local jurisdictions are prohibited from giving preferential treatment during hiring and promotion to all persons except for [veteran’s preference](#). The Candidates are objectively tested and evaluated according to [civil service rules](#).

In 2014, recognizing the changing demographics of the city, the Council adopted the following Council Vision, “Bellevue welcomes the world. Our diversity is our strength. We embrace the future while respecting our past.” The Council Vision, along with the guiding principles of the [Diversity of Advantage Plan](#) seeks to enrich the quality of life for all through access, equity, inclusion, opportunity, and understanding.

Appraisal

The 2010 census revealed a marked change in the city’s demographics whereby minorities comprise more than 51% of the population. In a desire to reflect the community in its workforce the city enacted the [Diversity Advantage Plan](#). To enable staff to navigate the service delivery challenges to residents’, mandatory [Cultural Competence](#) training for all personnel is being provided. In addition, to successfully recruit a greater number of women and minorities the department will be restructuring its entry level hiring process to improve access and inclusion of a more diverse candidate pool.

Plan

It is the desire of the Department to continue to strive to meet the needs of the community while delivering exceptional service. Due to the changing demographics of the community it serves, the Department has begun mandatory [Cultural Competence](#) training for all personnel in 2018. To date approximately 30% of all staff have attended this training.

With respect to recruiting a more diverse workforce, the Department implemented a new “speed-interview” process with our most recent firefighter recruitment. As a result, we were able to increase the diversity of our applicant pool from 20% to 25%. The implementation of the process was deemed successful. However, areas of improvement were identified, and a plan has been formulated to address these areas for the next recruitment to occur in 2019.

References

[Cultural Competence Training](#)

[Diversity Advantage Plan](#)

[RCW 49.60.400 - Discrimination, preferential treatment prohibited](#)

[Veterans Preference 5 USC § 2108](#)

[2009 Civil Service Rules](#)

7B.5 A new member orientation program is in place.

Description

The Fire Department conducts a family orientation for candidates entering the final phase of the hiring process for the position of entry level firefighter, which includes their families. Once hired, members are oriented to citywide benefits and policies through the [Bellevue Beginnings](#) workshop, usually conducted within the first week of employment.

The workshop is a whole day, broken into two sessions. Topics covered are:

- Welcome / Introductions
- Core Values / One City
- Employee Communications, Intranet Site
- Retirement Benefits
- Health Benefits
- Risk Management & Safety
- Records Management
- Parking & Employee Transportation Services
- Information Technology
- Understanding Your Pay Stub, MySelf Service
- Policy & Procedure Manual | Union Contract
- Employee Development
- Workplace Harassment | Violence
- Wrap-up

The Fire Department conducts a more detailed orientation during the first week of the recruit academy and new firefighters also meet with [union representatives](#) for additional orientation.

Appraisal

The orientation program has been very well received by members of the Department and family representatives. Several surrounding agencies have requested information specific

to our program, with the intention of creating a similar program for their respective agencies.

Plan

The Department will continue to conduct a new member orientation during the first week of the Firefighter Recruit Academy. Additionally, at the conclusion of the recruit academy a confidential survey is conducted to solicit input from participants and enhance the orientation experience for future recruit firefighters.

References

[Bellevue Beginnings schedule and agenda](#)

[IAFF Local 1604 website](#)

CC 7B.6 A supervised probationary process is used to evaluate new and promoted members based on the candidates' demonstrated knowledge, skills, and abilities.

Description

The probationary period for new employees is established by [Civil Service Commission](#) rules and Human Resources [Policy and Procedures](#). During this probationary period, the employee is evaluated to assess retention of the basic skills covered in the recruit academy, and to determine if the recruit is suitable for the position of firefighter. New recruits are given written evaluations, both [monthly](#) and [quarterly](#). New recruit's firefighting skills are tested after the recruit academy to demonstrate Firefighter I standards. Six and twelve-month skills assessments are also completed. Recruits must successfully complete a final written exam to successfully pass probation.

All promoted ranks are evaluated quarterly throughout their probationary year with a letter of recommendation for permanent status completed by their supervisor at the end of the probationary year. The Fire Chief has the final authority to accept the recommendation and to change status from probationary to regular employee.

Appraisal

The probationary process has worked well for the Fire Department. Skill levels and training is adequately documented. The probationary period has identified strengths and weaknesses for various members beyond the successful completion of the recruit academy. In addition to basic skills developed and tested in the recruit academy, performance evaluations during the probationary period evaluate interpersonal skills, skill levels under emergency conditions and the ability to adapt to shift work.

Plan

The Department will continue to monitor the current process of evaluating entry level and personnel serving a probationary period because of a promotion to ensure that the evaluation process is meeting the needs of the Department.

References

[City of Bellevue Human Resources Policies and Procedures Manual, Chapter 7](#)

[Civil Service Commission Rules, 2009](#)

[Probationary Firefighter Monthly Evaluation](#)

[Probationary/Annual Evaluation - Firefighter](#)

7B.7 The agency has an employee/member recognition program.

Description

The City of Bellevue administers a [Service Award Program](#) according to the number of years of service any given staff member has completed and consists of a certificate of appreciation signed by the City Manager, a bonus cash amount and extra leave awarded. This program is administered by the Human Resource Department and is given on an individual's service award date.

The department also manages three forms of employee recognition. The [awards and recognition](#) program is built around the [Personnel Awards Guideline](#). It is a recognition program involving ribbon awards and medals that are displayed on a member's dress uniform. A committee meets annually, or for special circumstances, to evaluate recognition for valor, administrative achievement, educational achievement and distinguished service. Major awards are bestowed during an awards ceremony. Minor awards may be given in informal meetings.

The department also conducts an annual [employee-of-the-year award](#). One award for an operations employee and one award for an administrative employee. Nominees are submitted by peers and a department-wide vote determines the awardees.

Lastly, civilian employees may be given bonuses of gift cards and/or cash in accordance with [general employee recognition](#) specified in the human resources policy manual. Staff that demonstrate creativity, cost savings, leadership or innovation can be awarded a bonus when recommended by their supervisor and approved by the fire chief.

Appraisal

The current programs cover all classes of employees within the department and have provided many opportunities to recognize achievements. It is known that the ability to financially award performance has been very limited and sparingly used. But in general, the department has noticed that the good will generated by recognizing achievement usually far outweighs the cost.

Plan

The Department will continue to identify and explore all appropriate opportunities to provide employee recognition.

References

[City of Bellevue Service Award Program](#)

[SOP, Article 300, Section 6 – Uniformed/Civilian Employee of the Year](#)

[SOP, Article 300, Section 9 - Awards and Recognition](#)

[Human Resources Policy 9.12, Special Recognition Award](#)

7B.8 The agency's working conditions and environment attract, diverse and qualified applicants, and retains a tenured workforce.

Description

The city of Bellevue works to create a safe and productive work environment, which, in turn, attracts qualified employees. By fostering this environment, along with providing competitive pay and benefits, the city creates conditions for employee longevity.

To plan for a future station 10, and provide funding for capital improvement on existing stations, the City offered and voters approved a [fire facilities levy](#). The funding is intended to provide for a new station near the central business district as well as improve existing facilities.

Day-to-day maintenance and repair is the responsibility of Civic Services “Fire Team”. Preventative maintenance is scheduled and repairs are ordered through the [“fixit”](#) email reporting system. This reporting system enables employees to have facility problems addressed in a timely manner, providing for a safe and productive workplace.

Appraisal

The department has been consistently pleased with the quality of applicants provided through Public Safety Testing and looks at this as an indicator that Bellevue’s working conditions are attractive to prospective employees. Turnover due to lateral transfers, promotional transfers or career changes has been very low.

Plan

The Department will evaluate opportunities to enhance opportunities in diversity of working assignments that improve operational effectiveness.

References

[Fire Facilities Levy](#)

[Fixit repair request site](#)

7B.9 The agency conducts exit interviews or periodic employee surveys or other mechanisms are used to acquire feedback and improve policies and procedures.

Description

[Exit interviews](#) are offered and conducted by the Fire Chief and/or Human Resources Department with all employees who resign or retire.

Appraisal

Exit interviews are offered to every employee voluntarily leaving the Department. Outcomes from these interviews are used to identify any potential retention issues. The retention rate for existing employees is very high and, as a result, there is currently no specifically identified proactive program in place to assist the Department in retaining members.

Plan

The Department will continue to closely monitor employee turn-over rates and investigate, where appropriate, to address retention efforts.

References

[Exit Interview Form](#)

7B.10 The agency conducts workforce assessments and has a plan to address projected personnel resource needs, including retention and attrition of tenured and experienced employees/members.

Description

The Fire Chief works with the Fiscal Manager, during the annual budgeting process, to assess the Department workforce numbers against the budgetary numbers and projects Department needs from retirement and resignations. In addition, the city's Human Resources Department produces [presentations](#) for the leadership team on the total workforce and trends.

Appraisal

The City of Bellevue has a proven history of attracting, selecting and retaining highly qualified employees. It has been rare that employees leave the organization before retirement age. The Department has been able to accurately assess the need to address projected vacancies.

The department has had a very low incidence of turnover due to early retirement or members seeking new employment. This alone has made it easier to project firefighter hiring, which the department tends to only conduct once a year.

Plan

The Chief will continue to monitor the potential retirements in the Department and plan recruit academies as needed.

References

[2017 City-wide workforce report.](#)

Criterion 7C: Personnel Policies and Procedures

Personnel policies and procedures are in place, documented, and guiding both administrative and personnel behavior.

Summary:

The Fire Department has Standard Operating Procedures, the current labor agreement, and the City of Bellevue Human Resources Policies and Procedures Manual that provide guidance associated with administrative and personnel behavior. Where appropriate, these documents are reviewed by the City Attorney's Office to ensure adherence to local, state and federal guidelines.

CC 7C.1 Personnel policies, procedures, and rules are current, written, and communicated to all personnel.

Description

Personnel rules are contained in the standard operating procedures and within the City of Bellevue's [Human Resources and Procedures Manual](#). As policies and/or procedures are updated in the Department's [standard operating procedures](#), employees are required to review updates through a [special notice](#) process that announces changes and provides revised or new language.

Standard operating procedures are hosted through the Power DMS cloud service. The hosting site provides for collaborative editing and publishing of updates, along with historical records of changes. The service allows for off-site access of our rules and procedures.

Appraisal

The current method of communicating employee rules has worked well for the Department. The PowerDMS standard operating procedures hosting service has enabled employees to get notifications of updates and required signoffs for viewing of updates. The City of Bellevue's [Human Resources and Procedures Manual](#) is available on the City's Intranet site for easy access.

Plan

The department plans to continue to investigate new and enhanced means to distribute various policies and rules throughout the organization. HR collects the data and the information is reviewable upon request by the department.

References

[Human Resources Policy and Procedures Manual](#)

[Bellevue Fire Department Standard Operating Procedures](#)

[Special Notices](#)

CC 7C.2 The agency has a policy that defines and prohibits sexual, racial, disability, or other forms of harassment, bias, and unlawful discrimination of employees/members and describes the related reporting procedures. The policy and organizational expectations specific to employee behavior are communicated formally to all members/employees and are enforced.

Description

Harassment is prohibited by the City of Bellevue Personnel Code and [Human Resources Policies and Procedures](#) manual, which applies to all City employees in the Fire Department. The same section outlines the steps an employee may take to report harassment and directs the human resources department to respond appropriately. The Department's [Standard Operating Policies and Procedures](#) specifically addresses the topics of harassment, sexual harassment and discrimination

All new employees are required to attend a [workplace harassment workshop](#). The workshops are offered four times a year and are taught by human resources instructors.

As part of ongoing training and awareness, the department requires all employees to review the [Respect in the Workplace](#) harassment workbook as an annual drill signoff.

The department is committed to providing a workplace that is safe and free of harassment and discrimination.

Appraisal

The city and department's formalized policies have provided a broad foundation for prevention, awareness and reporting of workplace harassment. The department has investigated all alleged violations of these policies while seeking assistance from the Human Resources Department. Members have been disciplined and/or counseled because the enforcement of these policies.

The additional training provided to supervisors has added an extra layer of awareness and prevention that the department has found beneficial.

Plan

The City plans to continue to monitor policies that formally address sexual, racial, and disability discrimination and/or harassment issues. This topic is specifically covered during the new-hire orientation and during supervisor training. Training opportunities are being evaluated and all cases of harassment will be reviewed, confidentially, to further educate members of the department regarding roles and responsibilities.

References

[City of Bellevue Human Resources Policies and Procedures Chapter 8.5](#)

[SOP, Article 200, Section 17 - Sexual Harassment/Discrimination](#)

[Human Resources Workplace Harassment workshop](#)

[Respect in the Workplace, Harassment Prevention Manual - Fire Department](#)

7C.3 A disciplinary system is in place and enforced.

Description

Disciplinary processes are described in [city policy](#), civil [service rules](#) and in the department's [standard operating procedures](#). Specific responsibilities for supervisors and chiefs in the discipline process are further outlined in a [separate department SOP](#). Guidelines that show the [progression and severity of penalties for various offenses](#) are also specifically addressed in the department SOP

In addition [labor agreement](#) verbiage prohibits working in a manner that impedes the mission and duties of the fire department. These policies are crafted to comply with [state law](#) as it relates to the discipline of civil service employees. Disciplinary actions receive legal review as well as review by an internal disciplinary review board.

Records of all disciplinary action, investigations, statements and findings are maintained in specific sections of the personnel records.

Appraisal

The number of grievances, appeals, and unfair labor practices has decreased as the result of the objective policies of joint investigations. The policies have provided opportunities for both the union and the department to have input on the discipline process, whereby interviews and statements are conducted with both parties present. This has resulted in consistent outcomes and fewer grievances.

Plan

There is no plan to change the current process. Any changes to the Department's disciplinary processes and guidelines that are identified in the Standard Operating Procedures manual require negotiations between the City and IAFF, Local 1604.

References

[Human Resources Policies and Procedures, chapter 7.4, Discipline and Involuntary separation](#)

[Civil Service Rules, Section 5.00, Discipline](#)

[SOP, Article 500, Section 2 - Discipline](#)

[SOP, Article 500, Section 3- Discipline Responsibilities.](#)

[SOP, Article 500, Section 6- Discipline Guidelines](#)

[IAFF Local 1604 Labor agreement 2013-2015, Article 26, Performance of Duty](#)

[RCW 41.08.080 Procedure for removal, suspension, demotion or discharge](#)

7C.4 An internal ethics and conflict of interest policy is published and communicated to employees/members.

Description

The Human Resources Policies and Procedures manual contains a [code of ethics](#) that applies to all employees. This code defines conflict of interest and outlines disciplinary action for violation of code. The Standard Operating Procedures for the Department also outlines for employees general [rules of conduct](#) for many common specific situations related to fire department operations. Copies of the Standard Operating Procedures are available on-line and are updated regularly. All entry level firefighters are informed of both the City and Fire Department code of ethics.

Appraisal

The Ethics Code for the City meets the needs of both the Department and the City. The policy has been reviewed with respect to Department members on several occasions.

Plan

The Department plans to review the policies outlined in the Standard of Operating Procedures pertaining to general conduct to implement revisions when appropriate.

References

[City of Bellevue Ethics Code](#)

[SOP, Article 100, Section 3 - General Rules](#)

7C.5 A grievance/complaint procedure is published and communicated to employees/members.

Description

The grievance procedure is outlined in the [labor agreement](#) for employees represented by the bargaining unit. Unrepresented employees are covered by procedures in the [Human Resource Policies and Procedures manual](#). The grievance procedure is a multi-step process that begins with a written complaint to the member's immediate supervisor and progresses through three levels of appeals, if necessary.

Appraisal

The use of the grievance process has been relatively rare, and employees have been encouraged to resolve differences outside of the grievance process whenever possible. The Department has established a monthly meeting between the Chief and the Union Executive Board expressly for improving communication and reducing misunderstandings that lead to grievances. This has provided an opportunity to discuss issues of interest, from both parties, and has yielded clarification on issues that in the past may have resulted in grievances.

Plan

In collaboration with the Human Resources Department and the City Attorney's Office, the Department will review the grievance process to verify that it is current and valid. Changes will be implemented where appropriate.

References

[IAFF Local 1604 Labor agreement 2013-2015, Article 24, Grievance Procedure](#)

[City of Bellevue HR Policies and Procedures Manual, 8.3 - Grievance Procedures](#)

Criterion 7D: Use of Human Resources

Human resources development and utilization is consistent with the agency's established mission, goals, and objectives.

Summary:

Human Resources partners with department managers, in addition to surveying employees, to capture the needs and concerns of each department, help to formulate mission, goals and objectives. Changes are made as appropriate.

CC 7D.1 A position classification system and a process by which jobs are audited and modified are in place.

Description

A Citywide [job classification system](#) is maintained by the Human Resources Department and is used to describe jobs and list pay ranges. Included within the class specifications are those jobs within the fire department.

The human resources [policies and procedures manual](#) describes the intent, structure, review and reclassification system. Additionally, whenever the Department fills a position vacancy, the department conducts a job analysis and the classification is reviewed.

Appraisal

The classification system maintained by the human resources department has served the fire department's needs in this area.

Plan

The department will continue to support the current classification system administered by the human resources department.

References

[City of Bellevue Job Descriptions](#)

[City of Bellevue human resources Policies and Procedures Manual, Chapter 9.3, Position Classification](#)

7D.2 Current written job descriptions exist for all positions, and incumbent personnel have input into revisions.

Description

Written job descriptions are developed by the department and posted on the City's internet site under the human resources submenu. Examples of these class specifications are listed below:

[Firefighter](#), [Deputy Fire Chief](#), [Fire Marshal](#), [Fire Lieutenant](#).

Appraisal

The current process for developing and maintaining job descriptions is working well for the Department. All requests for reclassification have been promptly reviewed and returned to the Department. Newly created positions and reassignment of personnel have resulted in new job descriptions, negotiated compensation and benefits and clearly defined roles and responsibilities.

Plan

The Department plans to conduct a review of a job description when requested by an employee or the position becomes vacant to ensure the description reflects current job requirements.

References

[City of Bellevue job class specifications](#)

7D.3 A personnel appraisal system is in place.

Description

Employee [performance evaluations](#) are designed to 1) ensure that quality services are provided to the public at the least possible cost; 2) motivate and develop employees to their fullest potential; 3) clarify roles and mutual expectations of managers/supervisors and employees; and 4) ensure open and ongoing communication between employees at all levels, including feedback from subordinates to supervisors.

The department utilizes standardized evaluation forms available on our SharePoint intranet site. Recruit firefighters are [evaluated weekly](#) during a 12 week academy, then [monthly](#) until the completion of their probationary year. Promoted operational personnel are evaluated quarterly while in probationary status, then [annually](#) thereafter.

Civilian employees are [evaluated annually](#), typically before merit date.

Appraisal

The current system has met the needs of the department. The evaluations reviewed by administrative chiefs has provided a glimpse into the performance of personnel separated by several layers of the

Plan

The department will continue to look for ways to encourage a dialog through the evaluation process. The department values its employees and wants to ensure that jobs are both fulfilling and productive.

References

[City of Bellevue Human Resources Policy and Procedures, Chapter 7.2, Performance Evaluations](#)

[Recruit academy weekly evaluation](#)

[Recruit firefighter monthly evaluation.](#)

[Firefighter, engineer, lieutenant, captain, battalion chief performance evaluation](#)

[Civilian employee evaluation](#)

7D.4 Methods for employee/member input or a suggestion program are in place.

Description

The department encourages an open-door policy on employee input. All employees are encouraged to forward any idea or suggestion that may improve and/or enhance departmental operations. Written recommendations are forwarded “through channels” to land before the person that can make the final decision. These recommendations should typically follow the format found in the department’s SOP for [general correspondence](#)

In addition, the City of Bellevue has an [Employees Committee](#) which convenes monthly to discuss how to respond to the comments/suggestions received from staff via “[comment cards](#)” available on the Employees Committee SharePoint site, and comment boxes located at City Hall and the Bellevue Service Center.

A recommendation log is maintained by administrative staff to provide a historical record of employee input.

Appraisal

The current system has worked well for the Department and many of the suggestions are implemented as the result of an employee’s suggestions and input. This process has been used to implement changes in firefighting equipment to the procurement of fitness equipment.

Plan

The Department will continue to encourage employees to identify and forward any ideas or programs that will be enhance department operations or procedures.

References

[Bellevue Fire Standard Operating procedures, Art 900 Sec 5, General Correspondence](#)

[Employees Committee SharePoint Site](#)

[Employee Comment Cards](#)

Recommendations Log (kept at Senior Admin Assistant desk-binder hard copy)

7D.5 Career and professional development programs are in place for all members.

Description

The Department has various career development opportunities, including [educational pay incentive](#) and acting positions. Employees who participate in promotional testing are given developmental feedback to assist them with future promotional opportunities.

The City provides a high level of support and incentive for [training and career development](#). The Fire Department encourages employees to participate in the King County Fire Training Officers - [Officer Development Academy](#) (ODA) for the purpose of developing and training future officers.

Individual are also encouraged to attend outside training and the department can reimburse for expenses if the training fulfills known needs. Members submit for reimbursement through the [training attendance request form](#).

Appraisal

The department has found that the various incentives, opportunities and individual initiative have provided a strong foundation for professional development.

Plan

The Department plans to research and investigate the feasibility of developing and expanding the officer training program. In the fall of 2018, two members were sent to audit the week-long Seattle Fire Pre-Captain and Pre-Batt Chief courses. Discussion is ongoing about next steps and potential inclusion of this or similar training into our organization.

The Department will pursue inclusion of the Chief Fire Officer Designation program as a guide for the development of future Chief Officers.

References

[IAFF Local 1604 2013-2015 Agreement, Appendix B.1, Incentive pay.](#)

[City of Bellevue Human Resources Policies and Procedures Manual, Chapter 11, Employee Training and Development](#)

[King County Fire Training Officers Association, Officer Development Academy](#)

[Form FD 226, Training attendance request form](#)

7D.6 The agency has a leadership development program and/or succession plan.

Description

The department incorporates several methods to develop leadership skills within the ranks. At the operational level, the department's [acting officer](#)/acting engineer/acting MSO/acting battalion chief programs provide opportunities for personnel to “act” one level higher or out of their current grade. This can only be accomplished after completing skills checkoffs that will ensure familiarity with the basic duties/skills of each position. The acting program allows personnel to both fulfill staffing needs in the department and hone their skills before attempting to promote into a position. All promoted positions require completion of the acting program associated with that position before permitting testing/assessment for promotion.

The department also relies on outside instruction from the King County Fire Training Officers Association, [Officer Development Program](#). Many of the offered classes focus on leadership and technical skills.

Appraisal

With the incorporation of higher education requirements and/or Officer Development Academy credits, the department has been able to ensure that its ranks contain qualified personnel.

Plan

The department will continue to look for ways to foster growth and develop leaders within its ranks. In the fall of 2018, two members were sent to audit the week-long Seattle Fire Pre-Captain and Pre-Batt Chief courses. Discussion is ongoing about next steps and potential inclusion of this or similar training into our organization.

References

[Bellevue Fire Department SOP, Article 200 Sec 21, Acting officers, acting MSO, and acting driver operators](#)

[King County Training Officer's Association ODA classes](#)

Criterion 7E: Personnel Compensation

A system and practices for providing employee/member compensation are in place.

Summary:

Job descriptions are provided for each position which provides requirements, education and skills needed to perform the job. Market data is gathered to ensure competitiveness. Compensation is kept in line with labor agreements and the City's Policy and Procedures Manual. Unrepresented positions are reviewed for classification when needed.

CC 7E.1 Rates of pay and compensation are published and available to all employees/members.

Description

Rates of pay for represented employees are [negotiated](#) and adopted by the Council. Salary schedules are included in City policies and contractual agreements. Pay rates for represented and unrepresented employees are accessible to everyone on the [City's internet site](#) and are posted with all [job descriptions](#).

Employee compensation is public record and requests may be made under the Freedom of Information Act through the [City Clerk's office](#).

Appraisal

Pay rates and compensation information has been accessible to both employees and the public. The department is satisfied with the level of openness provided to employees and the public

Plan

The Department and the City continue to evaluate the most effective means of providing access to information to all employees regarding rates of pay and compensation.

References

[City of Bellevue Collective Bargaining Agreements](#)

[Pay Plans](#)

[City of Bellevue Job Descriptions](#)

[City of Bellevue Public Records Request](#)

7E.2 Member benefits are defined, published, and communicated to all employees/members.

Description

Member benefit information is accessible through the [City's intranet benefit site](#) (login required). Members have full access to plan descriptions, options as well as “life change” forms to enact changes to plans. Open enrollment is traditionally held in the fall of the year to lock in benefits for the following year.

Benefits for represented employees are usually negotiated and any portion that differs from standard City employee benefits are written into [collective bargaining agreements](#).

Retirements benefits in the form of pensions and deferred compensation plans can also be found on the [Human Resources Intranet site](#). Links to Public Employee Retirement System, Law Enforcement Officers and Firefighters (LEOFF) pension information can be found on that site.

Human resources hosts “brown bag lunch” seminars for those that are nearing retirement. These are announced through an all-staff email blast.

Appraisal

The department has been satisfied with the accessibility that employees have to their benefit information.

Plan

The Human Resources Department will annually review how and when the information will be disseminated to all City employees on any updates or changes to the benefits program. Information is shared through the City's e-mail system and will be followed up with written information sent to the employee's residence.

References

[Human Resources Intranet Site – Benefits](#)

[Collective Bargaining Agreements](#)

[City of Bellevue Human Resources Retirement Services Intranet Site](#)

Criterion 7F: Occupational Health and Safety and Risk Management

The agency's occupational health, safety, and risk management programs protect the organization and personnel from unnecessary injuries or losses from accidents or liability.

Summary:

The City has an active and successful risk management program. With a full-time staff that provides a wide range of activities specifically designed to reduce the risk of injury to employees and manage the liability exposure of the city and individual departments. In addition to the city-wide program, the Department incorporates several levels of safety oversight, including a Fire Department Safety Officer and Safety Committee. The Fire Department Standard Operating Procedure, [Article 400, Section 26](#), provides specific direction regarding implementation of safety rules, standards, and procedures. Safety is a high priority throughout the city and the Fire Department.

7F.1 A specific person or persons are assigned responsibility for implementing the occupational health, safety, and risk management programs.

Description

The [Risk Management Office](#) is staffed with six employees who are responsible for implementing the Risk Management program. In addition, most City departments have a person(s) with responsibility for risk management for their respective department or division. Within the Fire Department, the Commander of the Training Division is appointed by the Fire Chief as the department's [safety officer](#) and is charged with the responsibility of Department [safety program](#).

Appraisal

The City Risk Management Office has provided ongoing risk management in a variety of areas. These programs are well defined and meet both the statutory obligations of the city and respond appropriately to safety concerns of the employees.

Plan

The Fire Department Safety Officer (Chief of Training) will remain the person responsible to maintain the Risk Program in conjunction with the City's Risk Management office.

References

[Bellevue Fire Department SOP, Article 1000 Sec 1, 6.1.10](#)

[SOP, Article 400, Section 26 - Safety Program](#)

[Risk Management Intranet site](#)

7F.2 The agency's policies and procedures report, evaluate, address, and communicate workplace hazards as well as unsafe/unhealthy conditions and work practices.

Description

The department's guiding policy is found in the [standard operating procedures](#). The safety program's purpose is to assist employees in preventing accidents and injuries and to provide a reference to specific resources and reporting systems that are uniform across all city departments.

The safety program SOP directs all employees to report all unsafe conditions directly to their company officer or to a safety committee member. Safety committee members conduct quarterly meetings, or additionally as necessary to address immediate concerns. Safety committee findings are [published](#) and responses to specific issues are to be given within two weeks of a scheduled meeting. The safety committee is made up of an administrative Chief, and representatives from the union, training division, a fire prevention, risk management and two more at-large members.

Timely safety concerns are often published through a ["Training and Safety Alert"](#) and crews are directed to review the info found within them by a drill assignment

The department also conducts annual station inspections under the oversight of the deputy chief of support services to identify unsafe conditions and effect repairs, if needed.

Appraisal

Whether it is reporting and addressing conditions that are hazardous, or investigating incidents after an accident, the systems in place have provided an effective means to a safer work environment. The City's progression to online reporting has resulted in quicker resolution of safety concern.

Plan

The Department plans to maintain programs which provide a conduit to report and mitigate workplace hazards and safety concerns. All personnel shall continue to utilize their chain of command in the reporting process to ensure that appropriate accommodation is provided.

References

[SOP, Article 400, Section 26 - Safety Program](#)

[Safety committee minutes Q4 2017 \(sample\)](#)

[Training and Safety Alerts](#)

7F.3 The agency documents steps taken to implement risk reduction and address identified workplace hazards.

Description

Unsafe or unhealthy conditions and work practices are corrected by workers, if they have the capacity to do so. If they do not have the capacity to immediately address the issue; they shall report the unsafe condition via their supervisor. This report is then acknowledged as received, acted upon and the resolution is communicated back to the worker. Management is often involved in the resolution of problems that involve more than one department or work group. Records of actions taken are recorded in departmental correspondence, safety meeting minutes, and logs or work orders.

The Department's [Safety Committee](#) is specifically charged with the responsibility of making recommendations to the Chief regarding enforcement of the safety and health program. The Safety Committee meets on a quarterly basis and the [meeting minutes](#) are distributed to all employees via email. In addition, the Department Safety Officer has the authority and responsibility to cause immediate correction of situations that create an imminent hazard to personnel. When non-imminent hazards are identified, the Safety Officer shall develop plans and direct actions to correct the hazards.

Appraisal

The existing system of risk identification, assessment, and correction has provided a consistent and logical approach to risk and safety management. The Department's Safety Officer, working in concert with the Safety Committee, has oversight responsibilities for assisting in the evaluation of unresolved workplace safety hazards. However, it remains the responsibility of all employees to cooperate, participate, and comply with all safety standards and programs. The existing reporting and recording of corrective actions have provided a suitable mechanism for employee involvement and has facilitated timely responses to identified hazards.

Plan

There is no plan for changing the existing system. The Safety Committee, which has a member of the City's Risk management office in attendance at the quarterly meetings, will monitor the correcting of unsafe or unhealthy conditions and work practices.

References

[SOP, Article 400, Section 26 - Safety Program](#)

[Safety committee minutes Q4 2017](#) (sample)

7F.4 Procedures are established and communicated specific to minimizing occupational exposure to communicable diseases or chemicals.

Description

All department operations personnel are trained, at a minimum, to the EMT basic level. Both initial training and [continuing education](#) reinforce the use of universal precautions when dealing with medical/trauma incidents. Personnel must demonstrate the proper use of masks, eye protection, gloves and gowns in hands-on continuing education.

Department standard operating procedures also mandate the use of [respiratory protection](#) during firefighting and overhaul operations. SCBA use is mandated whenever there is a contaminated or oxygen deficient atmosphere. Members are also mandated to use SCBA in atmospheres that are suspected of being or may become contaminated or oxygen deficient.

Annual fit testing of SCBA masks and N95 masks is conducted annually and records are maintained by department SCBA technicians.

In addition, the city's [Risk Management](#) department mandates all employees take a Blood Borne Pathogen class upon hire, and maintain First Aid & CPR.

Appraisal

Training and awareness of the use of full PPE in EMS incidents has been and will continue to be a major focus of continuing education. The education in association with established SOP's has provided a strong of a culture of safety when it comes to the use of protection, whether it be exposure or respiratory. The department has provided a full complement of equipment and supplies to allow members to safely protect themselves in the situations that they may expect to encounter. All employees, including civilian staff, are expected to comply with attending the required mandatory classes during on-boarding/orientation.

Plan

The current reporting system will be monitored by the Department's Safety Officer and the EMS division to ensure employee participation.

References

[EMS Online home page](#) (Login required for access to continuing education modules)

[Bellevue fire department SOP's, Article 700 Sec 13, Respiratory Protection Program.](#)

[Risk Management classes](#)

CC 7F.5 The agency's occupational health and safety training program instruct the workforce in general safe work practices, from point of initial employment through each job assignment and/or whenever new substances, new processes, procedures, or equipment are introduced. It provides specific instructions on operations and hazards specific to the agency.

Description

Specialized Health and safety training is mainly provided by the City's [Risk Management Office](#) for those topics which affect the entire City. The office maintains a subsection of their City intranet site dedicated to [health and safety topics](#). The site provides all the resources needed to research laws, material safety data sheets, and reporting procedures. The City has made a very focus effort towards hearing loss prevention. All employees received an updated refresher training on the proper use of [hearing protection](#) from a Risk Management specialist in 2016. The dual use of both soft-plug and over-the ear hearing protection to address both high and low frequency noise was a new concept to many members. Risk Management even went the extra step of conducting [audiometric testing](#) for a multitude of fire department environments, from responding units to fire scene activities.

Appraisal

The existing city-wide health and safety training has met the requirements for general workplace safety. These programs were designed to provide baseline instruction and meet applicable state and federal safety requirements. These courses are supplemented by courses within the Fire Department which address more specific issues relating to the fire service.

Plan

The current system of health and safety training should be continued to ensure conformity with state and federal laws and to provide adequate instruction to provide a safe work environment. We will continue our collaborative efforts with Risk Management to craft job-specific training to reduce risks.

References

[City of Bellevue Risk Management Site](#)

[Risk Management health and safety subsite](#)

[Risk Management hearing protection subsite](#)

[Risk Management audiometric workplace noise levels](#)

7F.6 The agency uses near miss reporting to elevate the level of situational awareness in an effort to teach and share lessons learned from events that, except for a fortunate break in the chain of events, could have resulted in a fatality, injury, or property damage.

Description

The department utilizes several methods to elevate safety awareness. The [Post Incident Analysis \(PIA\)](#) of all significant incidents typically leads to “teachable moments” from our own experiences. All personnel that operate at the scene of a significant incident are prompted by the battalion chief to complete a [PIA worksheet](#). The worksheets are compiled by the department’s safety officer and used to create talking points for a PIA session, to be attended by the crews that worked on the incident. The results of the PIA may be shared by, but not limited to;

- Videotape of the PIA;
- Written Summary;
- Briefing at an all-officer’s meeting; and/or
- A company review with the Battalion Commander.

In addition to Departmental reporting of near miss incidents, all personnel have been provided information regarding the national [Near-Miss Reporting Program](#) and are encouraged to submit relevant reports. The department’s safety officer has used the [Near-Miss reports](#) as a basis to create internally distributed [Training and Safety Alerts \(TSA’s\)](#)

Appraisal

The Department is very aggressive about scheduling post fire critiques. If the Department Safety Officer is not present at the meeting a member of the Training Division stands in his/her place. Written reports detailing safety issues and lessons learned, are required, reviewed, and kept by the Department Safety Officer.

Plan

The Department plans to adhere to the Standard Operating Procedures requiring the review of all significant incidents and will issue Training & Safety Alerts. The

Department has encouraged members to participate in the national “Near-Miss” program by highlighting the program and clarifying the anonymous nature of the program.

References

[SOP, Article 700, Section 25 - Post Incident Analysis](#)

[East Metro Training Group Post Incident Analysis Form](#)

[Firefighter Near-Miss.com](#)

[Firefighter near miss reports](#)

[Training & Safety Alerts](#)

7F.7 The agency has a process in place to investigate and document accidents, injuries, legal actions, etc. The agency’s information management system supports this process.

Description

All accidents ([on the job injuries](#), near-misses, [vehicle accidents](#), etc.) are investigated by the employee’s supervisor. Incidents are also reported to the on-duty battalion chief. Depending on the severity of the incident, it can warrant a site visit and further documentation. Personnel involved in workplace incidents must report them to the Risk Management Office through the [City of Bellevue Incident Intake](#) (COBii) reporting system. Both personal injury and driving incidents are reported through the system. Risk management notifies the department Safety Officer of any situations requiring immediate action. Conclusions made because of the investigation are passed on to the Citywide Safety Committee, except for [confidential exposure incidents](#) which are evaluated in the process of the annual review of those programs (Bloodborne Pathogens and TB). Vehicular incidents are investigated through the [Vehicular Incident Review Board](#).

Appraisal

The systems within the city and the department to report incidents of all types is comprehensive and sufficient. Information from reports have been used to implement safety procedures. The city’s Risk Management department has been critical, and the use of online reporting has streamlined the processes. The department has been satisfied with the systems and reports.

Plan

The department will continue support reporting systems that both streamline and foster a safe work environment. The department will work with Risk Management to address any future concerns in this area.

References

[City of Bellevue Accident Prevention and Safety Manual \(reporting procedures\)](#)

[Bellevue Fire Department SOP, Article 400 Sec 11, Vehicular Incidents](#)

[City of Bellevue Incident Intake \(COBii\)](#)

[Bellevue Fire Department SOP, Article 600 Sec 9, Infectious Disease Exposure and Reporting](#)

[Vehicle Incident Investigation Report](#)

7F.8 The agency incorporates risk management practices to increase the level of decision making and the ability to identify unsafe conditions and practices during emergency operations.

Description

The principles of risk management are incorporated into our controlling document for fire suppression, [*Best Practices for Offensive Fire Attack*](#).

The concept of risk management, as outlined in *Best Practices* shall be utilized based on the following principles:

- Given a specific situation, activities that present a significant risk to the safety of members shall be limited to situations where there is a high potential to save endangered lives. ***Risk a lot to save a lot.***
- Given a specific situation, activities that are routinely employed to protect property shall be recognized as inherent risks to the safety of members, and actions shall be taken to reduce or avoid these risks. No significant risks to the safety of members shall be taken in efforts to knowingly save property alone. ***Risk a little to save a little.***
- Given a specific situation, no known risk to the safety of members shall be acceptable
- when there is no possibility to save lives or property. ***Risk nothing to save nothing.***

Appraisal

The application of risk management into the emergency operations of the department have been instilled from recruit training up to officer development. The concepts found within *Best Practices* were an expansion on the common principles of life safety first, property conservation and incident stabilization. The expanded definition has provided better focus for tactical and strategic decisions.

Plan

The department will continue to support the use of risk management in all its operational activities.

References

[Best Practices for Offensive Fire Attack, Page 13, Risk Management](#)

Criterion 7G: Wellness/Fitness Programs

The agency has a wellness/fitness program for recruit and incumbent personnel. The agency specifies and communicates the provisions if employees/members do not comply with the wellness/fitness program.

Summary:

The Department identified the need to create a [Fire Department Wellness Committee](#) during its Strategic Plan development and prioritized it as an action item in 2012. The Department successfully recruited eight interested members to establish a Wellness Committee tasked with investigating, drafting, and implementing a comprehensive wellness program to include policy, procedures, and environmental changes that support good health for Bellevue Fire Department employees.

A [Joint Health and Wellness Committee](#) (JHWC) has been established by contract. The JHWC is comprised of four members (two appointed by Fire Administration and two appointed by the Union's Executive Board). The purpose of the JHWC is to increase firefighter wellness, reduce illnesses, risk of sudden death, decrease occupational injuries, reduce time loss, increase workforce health, employee morale and public safety.

International Association of Fire Chief's (IAFC)/ International Association of Firefighter's (IAFF) Wellness Fitness Initiative (WFI) Certified Peer Fitness Trainers have been recruited, trained and assigned to each station to provide nutrition and exercise guidance and instruction to personnel.

Additionally, the City of Bellevue has established a [City of Bellevue Wellness Committee](#) that provides education and resources available to all city staff on a myriad of topics and hosts an on-site masseuse for staff appointments.

CC 7G.1 The agency provides for initial, regular, and rehabilitative medical, and fitness evaluations.

The Training Division coordinates initial, pre-hire medical physicals as well as yearly hearing and [respiratory](#) check-ups for all members. The Department utilizes Peer Fitness Trainers to assist the Training Division in [annual fitness evaluations](#). All members are required to pass minimum annual fitness requirements. There is a corrective action matrix for those members who do not pass the annual fitness evaluation.

Members who are absent from duty due to personal illness or injury may be required to provide the Department with a certificate, form a doctor, indicating approval for the employee to [return to work](#).

Appraisal

The Department's initial medical evaluation return to work certification and on-going annual fitness evaluations have all translated to an improved awareness regarding the employee's physical fitness.

Plan

The Department plans to continue annual fitness evaluations for all firefighters. The Training Division and WFI Peer Fitness Trainers collaboratively share in the responsibility to conduct annual fitness evaluations. In 2013, the Training Division will offer a recommendation to the Fire Department Wellness Committee that all firefighters participate in an annual medical physical.

References

[SOP, Article 700, Section 13 – Respiratory Protection Program](#)

[Union Contract – Article 301, Annual Fitness Testing](#)

[Union Contract – Article 32, Physically Capable](#)

7G.2 The agency provides personnel with access to fitness facilities and equipment.

Description

Each fire station is equipped with a physical fitness space that is specifically designated for exercise, fitness training, and physical wellness activities. In 2017, the department obtained an Assistance to Firefighter Grant (AFG) that provided for the purchase of additional equipment in order to obtain more consistency in fitness equipment across stations. With these grant monies, functional fitness equipment was added and standardized. Every station contains a treadmill, stair climber, rower, fan bike as well as a full complement of weights, dumbbells, kettle bells, squat rack, rings, benches and plyometric bands. The department allows members to participate in fitness activities for up to 60 minutes on each duty shift. Station equipment is provided by the department and supports the WFI Peer Fitness recommended workout regimens.

Additionally, there is a complete exercise room outfitted with equipment at City Hall available for use 24 hours, 7 days per week by city staff.

Appraisal

The Department has been proactive in providing quality exercise equipment and facilities to use them at each station. [WFI Peer Fitness Trainers are available and assigned to each station](#) to provide guidance and instruction on exercise and nutrition. On-duty members are offered time during the day to work out and are encouraged to do so. The exercise equipment and facilities are made available to all Department members.

Plan

The Department has invested in high quality equipment and improving facilities to provide a consistent workout regimen regardless of which station a member is assigned. WFI Peer Fitness Trainers have been recruited and assigned as a resource to each station. The Deputy Chief of Support Services will work with the Peer Fitness trainers to identify additional enhancements to equipment that will ensure staff have access to recommended exercise regimens.

City and departmental education and presentations supporting a healthy workforce will continue to be offered.

References

[Special Notice 17-085 - Peer Fitness Trainer Candidate Recruitment](#)

[Special Notice 18-054 – Certified Peer Fitness Trainer Availability and Utilization](#)

7G.3 The agency provides wellness/fitness training to all employees/members.

Description

[Joint Wellness Fitness Committee](#) is a joint venture between to the City and the Union to promote wellness, reduce illness, decrease occupational injuries as well as increase employee morale and public safety. Even though fitness equipment is modern and accessible, structured fitness programs are not mandated nor are they offered. WFI Certified Peer Fitness Trainers are assigned to each station and employees are encouraged to utilize their services.

The City also provides health information and resources through a [Wellness Committee](#) that is open to all employees. The wellness committee plans fitness related events/competitions such as the annual Bike-to-Work week.

Appraisal

The Joint Wellness/Fitness Committee has laid an appreciable foundation with the standardization of fitness equipment throughout the stations. Phase two, the formalized Peer Fitness Trainer program, has been established and trainers have been assigned to areas of responsibility.

Plan

With the addition of the functional fitness equipment, the department's Wellness Fitness committee has tasked its peer fitness trainers to provide a model fitness regime. The goal is to provide firefighters-specific fitness programs and target the reduction of work-related injuries. The department has established nine (9) Peer Fitness trainer positions and is evaluating the funding mechanism to maintain the program.

References

[Union Contract, 2010-2012 – Joint Wellness Fitness Committee](#)

[City Wellness Committee – Intranet site](#)

[IAFF Peer Fitness Trainer Certification](#)

[Special Notice 17-085 - Peer Fitness Trainer Candidate Recruitment](#)

[Special Notice 18-054 – Certified Peer Fitness Trainer Availability and Utilization](#)

7G.4 The agency provides an employee/member assistance program with timely access to critical incident stress debriefing and behavioral counseling resources.

Description

Department members have several resources for employee assistance. The department has an established [volunteer peer support program](#) for both critical incident stress management and non-incident peer support. Member of the [peer support group](#) are volunteers from amongst the ranks, trained in basic mental health techniques from a licensed mental health professional. The group is overseen by the deputy chief of operations. Department members can call any Peer Support Team member, at any time, to talk about any number of issues. Also, peer support volunteers are authorized to initiate contact when they become aware of an incident that may benefit from the use of defusing or critical stress debriefing.

All department members can also seek assistance from the City-provided [Wellspring Employee Assistance Program](#) (EAP).

Appraisal

Department members have had access to both members of the Peer Support Team and Wellspring counseling professionals when they feel stressed or overwhelmed either from an emergency incident or other personal matters. Due to confidentiality measures the exact number of contacts is not known.

Plan

The Department plans to continue to offer both a Peer Support Team and Wellspring EAP for all employees.

References

[Bellevue Fire Department SOP, Article 600 Sec 15, Volunteer Peer Support Program](#)

[Peer Support team roster](#)

[Wellspring Employee Assistance Program web site \(limited access\)](#)

7G.5 A formal and documented appraisal is conducted, at least annually, to determine the effectiveness of the wellness/fitness programs and its impact on meeting the agency's goals and objectives.

Description

The [Joint Wellness/Fitness Committee charter](#) specifies a quarterly meeting. The committee has not met in over two years.

Appraisal

The Joint Wellness/Fitness Committee was organized during the last contract.

In 2017, the department obtained an Assistance to Firefighter Grant (AFG) that provided for the purchase of additional equipment in order to obtain more consistency in fitness equipment across stations. With these grant monies, functional fitness equipment was added and standardized. These funds also provided for the training of seven (7) additional WFI Certified Peer Fitness Trainers.

Plan

In 2019, the [WFI Peer Fitness group](#) is tasked with developing and evaluating how best to appraise the fitness program. [Quarterly station performance reporting](#) now includes a fitness participation metric to raise awareness and visibility within the organization. .

References

[Fire Department Wellness Committee Intranet site](#)

[Union Contract, 2010-2012 – Joint Wellness Fitness Committee](#)

Special Notice 17-085 - Peer Fitness Trainer Candidate Recruitment

[Special Notice 18-054 – Certified Peer Fitness Trainer Availability and Utilization](#)

[Quarterly Reporting Dashboard](#)

Category VIII: Training and Competency

Training and educational resource programs express the philosophy of the organization they serve and are central to its mission. Learning resources should include a library; other collections of materials that support teaching and learning; instructional methodologies and technologies; support services; distribution and maintenance systems for equipment and materials; instructional information systems, such as computers and software, telecommunications, other audio-visual media, and facilities to utilize such equipment and services. If the agency does not have these resources available internally, external resources are identified, and the agency has a plan in place to ensure compliance with training and education requirements.

Central to success of the training and educational process is a learning resources organizational structure and a technically proficient support staff. The training staff should provide services that encourage and stimulate competency, innovation and a continual learning cycle. The agency or system should provide those learning resources necessary to support quality training. The agency should depict their approach to recognized state/provincial and national fire service professional standards programs in their written responses to the performance indicators in this section.

Criterion 8A: Training and Education Program Requirements

A training program is established to support the agency's needs. The agency provides access to and guidance on educational programs that increase advancement potential and support the agency's needs.

Summary:

The Department strives to create and maintain a highly trained and motivated workforce that provides exceptional fire suppression, rescue and emergency medical services for the citizens we serve. Training and education needs follow the direction of the Department's Mission Statement. The Battalion Chief of Training (Training Commander) is responsible to organize, manage and maintain the training and educational programs of the Department.

The Training Division is responsible for conducting Recruit training academies, developing and delivering Promotional Assessment Centers, and assigning all monthly, quarterly and annual suppression related training. The Training Division also maintains a database and record keeping system for all members' training activities.

The Training Division serves as the Safety Division for the Department. The Training Commander serves as the Department's Safety Officer.

CC 8A.1 The organization has a process in place to identify training needs. The process identifies the tasks, activities, knowledge, skills, and abilities required to deal with anticipated emergency conditions.

Description

The process used by the Department to identify training needs includes the following elements:

Post Incident Analysis (PIA) - Emergency incidents can be [reviewed](#) in a manner that allows for a "lessons learned" summary. These discussions can expose training issues that can be incorporated into future training sessions. A [Training & Safety Alert](#) (TSA) can also be issued that highlights lessons learned and reinforces best practices.

Evaluations - The Training Division, along with adjunct in-house trainers and East Metro Training Group officers, strives to conduct periodic evaluations. These sessions, which focus on unit and individual performance capabilities, can reveal general deficiencies that are then evaluated and given emphasis for future training sessions.

Feedback from Individuals and Companies- Individuals and companies are encouraged to identify training needs because of field experience, classroom exposure, or from any other professional network of which they are a part. Training needs identified in this manner may be forwarded through the Department's chain of command as formal proposals or included in a quarterly communication document known as the 5-15 report, which is prepared by each company officer.

Internal Committees - The Department supports various committees that deal with specific topic areas, such as [Safety](#), Apparatus Design, Emergency Vehicle Accident Prevention, Emergency Medical and Fire Prevention Inspections committees. These groups discuss, suggest and develop topics for training.

Professional Associations - Members at every level in the organization are involved in committees and associations that deal with a host of specific or general topics. Haz-Mat Consortium, King County Training Officer's, Eastside (King County Zone 1) Training

Officer's, Technical Rescue Groups as well as Local, State and International Fire Chiefs associations are examples of forums where training issues are identified.

National Standards, Washington Administrative Codes (WAC's) - The Department subscribes to NFPA publications that provide industry standards which often dictate or suggest areas of training. Local laws and rulings in the form of [WAC's](#) and Labor & Industry rulings are also considered in developing future training needs. Local agencies such as King County EMS also play a pivotal role in the development of training issues and needs.

Appraisal

The identification of current and future training needs has been an ongoing and dynamic process. In conjunction with the East Metro Training Group, a [3-year Training Plan](#) was developed. The degree of involvement and turn over within the organization has presented management with a challenge of prioritizing the identified needs and planning for the time and cost to implement new or required training.

Plan

The Department will continue to strive to be innovative while still attending to basic issues and needs that address firefighter proficiency and safety.

References

[Post-Incident Analysis Documents](#)

[WAC 296-305, Safety Standards for Firefighters](#)

[Training & Safety Alert](#)

[Safety Committee Minutes](#)

[EMTG 3-Year Training Plan](#)

8A.2 The agency's training program is consistent with the mission statement, goals and objectives and meets its needs.

Description

Training programs target all aspects of the Department Mission Statement. The Mission Statement is: “Assist the public in the protection of life and property by minimizing the impact of fire, medical emergencies, and potential disasters or uncontrolled events.” The Department also has training programs that reach out to the community, emphasizing the vital role that a trained citizenry plays. This is especially important in the areas of [citizen CPR](#) training through the Medic One program, Fire Prevention and Safety awareness training offered to schools and other groups, and Disaster Preparation Training and Injury Prevention offered through our Emergency Preparedness Division.

Appraisal

Overall, the training programs delivered by the Department have provided good levels of training, both internally and externally. New goals and objectives for the Department and the Training Division were established in the [Strategic Plan](#), issued in 2016.

Plan

The Department will continue to use the mission statement as the guiding principle for delivery of programs and the creation of specific objectives related to training.

References

[Strategic Plan 2016](#)

[Fire Department Mission Statement](#)

[Citizen CPR Training](#)

8A.3 The training program is consistent with legal requirements for performing mandatory training.

Description

The Department, and subsequently the training program, is subject to various Local, State and Federal laws. Additionally, industry rules are mandated by [Labor and Industries](#) through Vertical and Horizontal Standards mandating required training, and the manner in which the training takes place. Washington Administrative Code (WAC) [Chapter 296-62](#) is used for *General Occupational Health Standards* while WAC [Chapter 296-305](#) - *Safety Standards for Firefighters*, deals specifically with firefighting. An annual review of specific sections is also required training at the company level. Training in this manner, especially as it relates to safety, increases safety awareness and demonstrates the commitment by the Department toward safety and training.

Appraisal

The Department complies with Local, State and Federal laws and meets industry standards.

Plan

The Training Division will request additional personnel through the budget process, and attempt to align our training with the [3-Year Training Plan](#).

References

[Washington State Labor and Industry Safety Codes for the Fire Service](#)

[WAC 296-305 Safety Standards for Firefighters](#)

[WAC 296-62 General Occupational Health Standards](#)

[EMTG 3-Year Training Plan](#)

8A.4 The agency identifies minimum levels of training required for all positions in the organization.

Description

Through the use of job descriptions and SOPs, minimum levels of training required for each position within the organization have been identified. Initial training meets standards to qualify for each position, with subsequent training requirements to maintain proficiency in each operational position.

The following list summarizes the minimum levels of training required for specific positions:

Recruit Firefighter Training: Twelve-week recruit training academy that meets and exceeds IFSAC Firefighter I standards. Recruit training concludes with a State certification of Firefighter I for all graduates.

Probationary Firefighter Training: Recruit [probationary handbook](#) requires monthly study and regular testing of workbook activities, including research and performance drills. The training is highlighted by a six-month test and a one-year test to assure retention of knowledge and skills. Successful completion of probation result in achieving the IFSAC Firefighter II standards.

Firefighter/Engineer: Drivers must have completed the Driver's Program that includes meeting the standards established in NFPA 1002. Additionally, they must outline the objectives completed, or provide the necessary information describing the learning objectives and their understanding of it. The position of Firefighter/Engineer is a competitive Civil Service position that tests knowledge and skills as identified in NFPA 1002.

Paramedic: Requires successful completion of training through King County/Harborview Hospital training program (approx. 11 months of extensive and intense performance-based training). Upon completion paramedics receive certification as a Mobile Intensive Care Paramedic through the University of Washington School of Medicine.

Lieutenants/Captains (Company Officers): Requires training that includes an Acting Lieutenant Task-evaluation where candidates complete a record of performance-based

training to meet the minimum qualifications of the position including Fire Officer I. A King County Training Officer program targets new company officers along with potential officers for an "Officer's Development Academy" (ODA) that encompasses classes such as Managing Company Tactical Operations (MCTO), Instructor I, Incident Safety Officer, Building and Construction, etc. in six one-week blocks, in one calendar year.

Battalion Chief: The minimum level of training for the position of Battalion Chief is based upon a [matrix](#). The matrix is built around education, experience and training. The minimum education is a 2-year Associates degree. Experience may be credited by time served as an Acting B/C, Captain, on Administrative or Special Assignments. Training is documented by certificates from fire service-related training

Appraisal

The Department has been recognized as having an excellent training program for recruit and probationary firefighters. Several of our partner agencies have modeled their recruit programs after Bellevue's. The Paramedic and EMS training programs are well recognized for their quality and success.

The Acting Lieutenant Training Curriculum is adequate to provide the necessary basic training for acting lieutenants. The inclusion of ODA for a new or prospective officer has greatly enhanced the overall program. Feedback from members attending ODA has been very positive with recommendations to continue and expand the program.

Plan

Other than timely updates and revisions, it is not likely that the scope of recruit and probationary firefighter, driver/operator, and paramedic training will change significantly. The Department will continue to provide and expand training opportunities for officers. The industry trend is moving in the direction of more formal and technical education and training for supervisory positions.

References

[King County Training Officers – Officer Development Academy](#)

[Battalion Chief Matrix](#)

[Probationary Handbook](#)

8A.5 A command and staff development program is in place that encourages pursuit of professional credentialing.

Description

There are several opportunities and programs in place for staff to improve skill sets and advance their education. This process begins at the firefighter level by preparing firefighters to serve as Acting Officers.

Acting Officers: Members, who are interested in acting in positions out of classification, are required to complete tasks specific to the position. For an Acting Lieutenant, this is an [Acting Lieutenant Handbook](#). An Acting B/C must complete an Acting B/C Task Evaluation. In addition, they are eligible to be selected for the Officer Development Academy (ODA) study course. ODA features outside instructors and is offered through King County Training Officers. The ODA curriculum takes approximately one (1) year to complete and offers college credit for several classes.

Fire Officers: The Training Division hosts an [All Officer Meeting](#) four times a year. All Officer Meetings have various training components that include, for example; Incident Critiques, ICS training, Supervisor training, and Hazardous Materials.

Chief Officers: Are encouraged to apply for classes offered at the National Fire Academy (NFA) to include the Executive Fire Officer (EFO) program as well as other courses of study in Management, Tactics, ICS, and Hazardous Materials.

Command Staff: These officers are also involved in regional associations that serve as a forum for all types of issues and help with the development of officers in that manner. Command and staff personnel are also subject to annual Performance Appraisal through a process developed by the city and the Fire Department. Part of this process involves goal setting and discussion of career development issues. Goals set are evaluated and measured in subsequent appraisal sessions, as is overall job performance.

Education: The Department recognizes the value of an educated workforce and both encourages and supports its members who seek to broaden their educational base. The City of Bellevue has an educational incentive program in place for members of the

organization offering [incentive pay](#) for educational achievement levels as they are attained.

Appraisal

The programs in place offer a challenging mix of job experience as well as support for formal educational experience. The programs rely heavily on the commitment and motivation of individual members, and reward those who take advantage of the opportunities available.

A significant part of the development program has been the periodic rotation of company officers and Chief Officers through the variety of positions available for each rank.

Lieutenants and Captains have the opportunity to rotate through several [staff positions](#); Assistant Training Coordinator (Captain and Lieutenant), Community Liaison Officer/Public Information Officer (Lieutenant), EMS Administrative Officer (Captain and Lieutenant). Battalion Chiefs may serve as a Commander for one of three line-battalions or in one of two staff positions: Training Division Commander or Emergency Medical Commander. Deputy Chiefs serve as Commander of the Bureau of Operations or the Bureau of Support Services. Exposure to this variety of assignments provides a broad-based training experience for all involved and increases the understanding across-the-board for the challenges present in these assignments.

The practice of periodic rotation (every 2 to 3 years) comes with built in drawbacks. At the front end of the rotation, onboarding can take time, and pulls other staff members away from their tasks as they provide an orientation regarding the role and responsibilities of the position within their division. Likewise, as the staff member nears the end of their rotation, they are just entering a period of mastery, a time during which they maximize their work efficiency and can be creative and innovative. The department, however, believes that the benefits to the employee, to leadership development and to long-term succession planning outweighs those drawbacks.

Plan

The Department will continue with the programs as outlined above. Educational requirements for advancement within the organization are being reviewed with

consideration for increasing requirements or being more specific to the position. Information on professional credentialing is promulgated to officers and professional development is actively encouraged. Credit for assignments to administrative positions has been introduced into the promotional matrix. This on-the-job experience provides a wide diversity of learning opportunities.

References

[Acting Lieutenant Handbook - Introduction](#)

[All Officer Meeting Agenda – March, 2018](#)

[Fire Department Organizational Chart](#)

[Union Contract, 2013-2015](#)

Criterion 8B: Training and Education Program Performance

Training and education programs are provided to support the agency's needs.

Summary:

The Department's Training Division has the responsibility of overseeing the operational training needs and requirements of all uniformed members. There is a process in place to ensure that personnel receive quality training and that they can retain and apply the training. This process ensures members are appropriately trained from initial recruit instruction through career development goals. It provides planning and schedules that result in balanced and comprehensive training and measures the performance and skill levels of members through established evaluations that identify clear criteria and objectives. An automated record-keeping system provides for the documentation and retrieval of information that will facilitate the recognition of agency training needs.

8B.1 A process is in place to ensure that personnel are appropriately trained.

Description

The Department ensures that personnel are appropriately trained from initial recruit academy through daily in-service training and is followed up by performance-based evaluations of company members.

For new firefighters, training begins with a twelve-week recruit academy that exceeds the standards identified in NFPA 1001. To ensure that new firefighters have been appropriately trained, continuous evaluation and testing takes place followed by third party assessment (both written exam and performance-based testing) at the conclusion of the academy. Firefighters graduate from the recruit academy with IFSAC Firefighter 1 and Hazardous Materials Operations level certification.

Probationary firefighters continue a training regimen throughout their first year that includes ongoing skills practice and the completion of the [Recruit Handbook](#). At six months probationary firefighter must complete the IFSAC Firefighter II examination. At the one-year mark, probationary firefighters complete both a written examination and a performance-based test to assure they have been appropriately trained and have retained the basic information and skills necessary to perform as a firefighter.

To ensure that members remain appropriately trained, the Department has established minimum training requirements in various categories that include; hose handling techniques, ladders, SCBA, search and rescue techniques, salvage, rescue, pumping procedures and hydraulics, tactics, safety, etc. Additionally, the Training Division assigns specific training activities each month to all members to address areas of need or to assure that members are receiving a well-rounded assortment of training experience. Included in those monthly training exercises are subjects that reflect recognized standards and objectives identified by NFPA and state laws as meeting minimum requirements.

The Training Division assesses the skill levels and abilities of department members whenever there is contact, for the purpose of training. This is formally accomplished through Company Evaluations and Live Fire Training exercises. Each company is evaluated on teamwork and coordination as well as the fundamental skills in performing a

random sampling of training exercises. Individuals are also assessed based on their performance for both the "team" events (such as hose evolutions or ground ladders) and individual demonstration of skills (SCBA donning/emergency procedures and other individual tasks).

Formal ICS, EMT, Emergency Vehicle Accident Prevention (EVAP), Pump Operations, and Technical Rescue training is scheduled on a regular basis.

Appraisal

Our Recruit Academy and probationary program (Recruit Handbook) have shown to be effective in ensuring new personnel are appropriately trained in the fundamentals of firefighting and EMS, and public education skills.

Company Evaluations and Live Fire Training are vital tools that address individual and crew performance and assure members receive refresher training in proper techniques and desired skill levels. It also proves to be an opportune time to get varied techniques aligned to standardize those areas where common methods are encouraged or required.

Feedback to members following the evaluation process was provided in the form of recommended training or, in some instances, required training to reinforce methods or techniques and/or ensure proficiency of skills.

Plan

The Training Division will continue the process of self-evaluation that not only ensures members are appropriately trained, but also ensure the methods and techniques are current and follow accepted practices and trends in the fire service.

References

[Firefighter Recruit Handbook - Introduction](#)

8B.2 The agency provides a training schedule that meets the organization's needs.

Description

Suppression Training Plan: The Training Division utilizes the [3-Year Training Plan](#) to plan the monthly, quarterly and annual training. The items listed in the Training Plan are placed into our training software, [FireTrex](#), and pushed out to all uniformed members.

EMS Training Plan: Emergency Medical Training is administered by the EMS Division, under the direction of King County EMS. It includes the re-certification for EMT's every three years, and paramedics every two years. The EMS Division also uses FireTrex to track our members' training.

Appraisal

The Department strives to meet established minimum requirements for identified training. The scheduling and presentation of a portion of the training is left to the discretion of the platoon commanders and individual company officers.

Long-term planning and development has allowed for better preparation and forethought in drill design and application.

The Training Division tracks our members' progress by running a FireTrex report and passes the results to the platoon commanders.

Plan

The Training Division intends to continue to use FireTrex to plan our training schedule through 2018. A new software program, [eLogic](#), will replace FireTrex sometime in the first quarter of 2019.

References

[EMTG 3-Year Training Plan](#)

[FireTrex software](#)

[eLogic software](#)

CC 8B.3 The agency evaluates individual and crew performance through validated and documented performance-based measurements.

Description

The Training Division conducts company and individual performance-based evaluations for Department members, focusing on both recognized standards and departmental accepted practices. Individual assessment of fire suppression skills are used to verify that the training provided by the Department meets the intent of [WAC 296-305-05502](#).

Performance-based measurements are first utilized as a tool to assess the progress of recruit firefighters during the academy and throughout the remainder of their probationary year.

Emergency Medical Services (EMS) training is comprised of Competency-Based Training (CBT). At each EMS training session, individuals must perform according to the standards and guidelines established for patient care ([King County EMS](#)) and [WAC 246-976-161](#).

Members who are accepted into the Department's driver's program must demonstrate their competency according to the standards identified in NFPA 1002 and the State Emergency Vehicle Incident Prevention (EVIP) Standard.

Appraisal

To determine the process for individual performance-based measurement, the minimum accepted standards must first be identified. In most instances, the Department relies on existing recognized standards (NFPA or State Safety Standards) to help establish the areas of assessment. An acceptable level of performance is determined usually by creating or modeling desired performance criteria. The Department first establishes safe methods and techniques for completing a task in the recruit academy. Time standards are often included in these performance-based measurements, particularly as it applies to securing a water supply (hydrant evolution), donning a Self-Contained Breathing Apparatus (SCBA) and deploying a ground ladder. Following successful completion of a 12-week academy, probationary firefighters are then assessed for overall skill and knowledge retention in a variety of areas at six-month and one-year increments.

At the company level, performance-based evaluations have been inconsistently conducted on an annual basis due to competing demands on the training staff from our involvement in the East Metro Training Group (EMTG). When an evaluation was conducted, they included the following, but no formal appraisal was documented:

- Hose evolutions and associated hose-handling skills
- Ground ladder proficiency
- SCBA donning, maintenance and emergency procedures
- Individual skills assessment (random selection of skill demonstration)
- Emergency Vehicle Incident Prevention (EVIP)

Recognizing the lack of a formal company appraisal, the Training Division partnered with Labor to develop two new performance-based training evolutions that include a formal skill assessment sheet with time elements. Each formal skill assessment includes a clear description of the objective, based on NFPA standards, with references to the Department's training manual and lesson plans, as well as the King County Model Procedures. This skill sheet also lists the required task steps and associated benchmark time standards to achieve the desired performance outcome.

Conducted at the Training Center, the two new company evolutions include a fire attack with a 1¾" hose line to either floor 1 or 2, while the engine is connected to a hydrant supply. The Training Division first beta-tested each scenario and determined proposed time standards. Annual company evaluations were then conducted, resulting in the accumulation of data from all 27 companies. The data was analyzed, and time standards were validated and adjusted as necessary to be considered fair and accurate for future evaluation.

Plan

The Department will continue to utilize the two new evolutions and skill assessment sheets as outlined, with a goal of increasing the number of approved evolutions to six within the next two years.

All company members will review the required evolutions and associated time standards prior to being evaluated. This review will provide an opportunity for companies to train on specific elements outlined on the skill sheet.

A process to address deficiencies will require further review of policy and procedures.

References

[EVIP Re-Certification Skills Sheet](#)

[WAC 296-305-05502](#)

[WAC 246-976-161](#)

[King County EMS - BLS Training and Education](#)

[Probationary Firefighter Monthly Summary](#)

Company Evolution Skill Sheet 1 & 2

8B.4 The agency analyzes student evaluations to determine reliability of training conducted.

Description

The Bellevue Fire Department Training Division occasionally uses a third-party solicitor of feedback, [SurveyMonkey.com](https://www.surveymonkey.com), regarding the training our members receive. Feedback from the survey is then incorporated into the design of our next round of training.

Appraisal

The level of participation with the surveys has steadily decreased year-by-year. Although the Training Division still uses the survey responses to determine what changes should be made, we are no longer receiving the volume of feedback that we desire.

Plan

We will continue to use SurveyMonkey as a means of collecting data but supplement that source with one-on-one conversations post training.

References

[SurveyMonkey.com](https://www.surveymonkey.com) - login required, request demo from training staff

8B.5 The agency maintains a training records management system that meets recognized standards.

Description

The Bellevue Fire Department Training Division primary method for managing training records is through a third-party web service called [FireTrex](#). Training division staff populate a training grid report for each quarter and individuals and company officers manage updating the grid to show completed drills. Company drills, EMS training, reading assignments, multi-company drills, and individual drills are posted. FireTrex allows training staff to run reports on training hours and training compliance.

The Training Division also maintains hard-copy records for each department member in the following:

- Endorsements (i.e., Driver/Operator, Tiller Operator, Acting Officer, Special Operations)
- College coursework/Educational Incentive Pay
- Miscellaneous (i.e., commendations, Service Awards, memberships)
- Certificates of attendance, completion, or achievement at workshops, conferences, academies (i.e., Weapons of Mass Destruction (WMD), Multiple Company Operations, Hazardous Materials Operations, Officer Development)

Appraisal

The adoption of FireTrex six years ago was our first major step towards online training records management. The system was designed by a local firefighter to meet the training needs of firefighters. The department considers the tool to be useful and it is meeting the current needs of our department. With the trend moving towards regional consortium training, the need to have more universal training record management has become an issue. The department's hard-copy record management system provides a useful and reliable means to keep important hard-copy training documents.

Plan

The department and other East Metro Training Group partners are currently developing a new training record management system using the tools and services of [eLogic](#). Rollout is expected by the end of 2018 or beginning of 2019. The eLogic record management system will allow for cross-department training record management amongst our training group partners.

References

[FireTrex](#) -login required, request demo from department member

[eLogic](#)

Criterion 8C: Training and Education Resources

Training and education resources printed and non-printed library materials, media equipment, facilities, and staff are available in sufficient quantity, relevancy, and diversity, and are current.

Summary:

The Department provides training and education resources on several fronts. Individual stations are equipped with a library that has a minimum inventory of essential manuals, references and training guides. Stations also have audio visual equipment (TV, VCR/DVD players) and computer work stations.

The Public Safety Training Center (Training Center), located at 1838 116th Ave NE, houses the Fire Training Division. The Training Center houses the staff and offers a variety of classrooms with a capability for multi-media presentations. The facility also has a six-story training tower and large fire ground area.

The Training Division has a staff of four people: The Training Commander, Two Assistant Training Officers and one Administrative Support person.

The Bellevue Fire Department Training Division also works closely with eight other local agencies, as a member of the East Metro Training Group (EMTG). The purpose of the EMTG is to promote and improve training excellence and safety through inter-agency cooperation.

CC 8C.1 Facilities and apparatus are provided to support the agency's all-hazards training needs. The agency has plans to address any facilities and apparatus not available internally to complete training activities.

Description

The Department, through the City, provides a Public Safety Training facility that includes classrooms with an occupancy load of up to 100 persons, a six-story fire training tower, large drill ground area with multiple fire hydrants, a pumper test station and a combination reserve/Explorer Post fire engine. The Training Center also is equipped with ground ladders, rescue dummies, two forcible entry props and other assorted tools that are available for training needs.

All facilities maintain video and book libraries and can utilize videos. Additionally, each station is equipped with either chalk or white boards for company level training.

The Department is also a member of the East Metro Training Group and has access to off-site training facilities, including a drill/burn tower at Northshore Fire Department.

Appraisal

The facility has served us well but showing its age. The facility had a utilities upgrade in October/November 2012 which included all new electric service to the entire campus. A cement pad and underground plumbing for a 2,000-gallon propane tank and [FireBlast](#) live-fire system was installed in 2014.

The classroom facilities are outfitted with modern, integrated multimedia components. There are kitchen and shower facilities available to host recruit academies and long-term events. A reserve fire engine is kept on-site in a garage, "Station 10." It is used as a reserve apparatus and by Explorer Scout Post 311.

Plan

The Department plans to continue to maintain the Bellevue Public Safety Training Center as needed to keep the facility in working order. The City of Bellevue Civic Services Department oversees the maintenance and improvements at our fire stations, recently

assumed the same duties with the Training Center. [A comprehensive renovations list](#) will be evaluated and prioritized as the budget allows.

References

[FireBlast Fire Training Simulator](#)

[Training Center Annual Inspection](#)

CC 8C.2 The agency has instructional personnel with teaching qualifications and expertise to meet its needs.

Description

Selection, development, and coordination of instructional personnel is a function of the Training Division (in partnership with the EMS Division). The training staff identifies areas of need and promotes the use of department personnel to provide instruction to students. The Training Division relies on the expertise of these members to provide a large part of technical and/or specialized training. Members who have education or professional background in an area of targeted training are utilized for both recruit and company-level instruction. All line officers are strongly encouraged to complete the [King County Officer Development Academy](#) (ODA). By completing the ODA, members are certified to the IFSAC Fire Instructor 1 level. The following are examples of where member knowledge and expertise is applied:

- Hazardous Materials Training: The principal instructor is the Haz Mat Team Leader for a nine-agency consortium, regional master trainer for IAFF Hazardous Materials Training.
- SCBA Training: The principal instructor is a Washington State Fire Service Training instructor in SCBA and Search and Rescue.
- Fire Investigation: The instructors, the Department's principal investigators, are certified to present the NFA's Arson Detection for the First Responder.
- Elevator Emergencies: The principal instructor is a former elevator constructor for Montgomery Elevator with five years of experience.
- ICS Training: The department has a core of instructors at the rank of Captain that deliver ICS training to all members of the department and support promotional processes.
- Tech Rescue Training: The instructors for Trench, Confined Space, Motor Vehicle Accident, and Rope are technicians within their disciplines.

Additionally, guest instructors from other regions are invited to conduct training in such areas as high-rise operations, Incident Command, truck company operations, etc.

Appraisal

An adequate number of instructional personnel are available to meet the current needs of the Department. This is possible using adjunct instructors who are compensated with overtime funds. The Department's growth has provided a variety of backgrounds and expertise to address many areas of specialization. With a training staff of four, it remains imperative that the Department utilize members to supplement the instructional pool. This has worked well, particularly for recruit and company-level firefighter training. It has also allowed these instructors to "stay on top" of their given area of responsibility. However, the use of overtime funds to support these efforts place a significant burden on the overtime account. A significant number of instructional personnel have received Instructor I training and certification.

Plan

The Department will aggressively recruit qualified members to fill instructional positions. Members are currently applying for available Fire Instructor I where class space is available. The ideal goal, is to have all company officers, acting officers, EMT/paramedic instructors, and individual specialists complete Instructor I level training. Staffing needs in the Training Division will be closely monitored and requests for additional resources will be made through the budgetary process as warranted. Additionally, we will continue to send members to Train-the-Trainer classes to improve and sharpen their skills, knowledge and teaching ability.

References

[KCFTOA ODA web site](#)

8C.3 Instructional materials are current, support the training program, and are easily accessible.

Description

The Department maintains a diverse training library of textbooks, slides, PowerPoint, and videos available for use by all personnel. Additionally, each station has a required [inventory of books](#), manuals, and videos that complement the training program. These libraries include recognized text books and reference materials such as International Fire Service Training Association (IFSTA) manuals, National Fire Protection Association (NFPA) texts, Fire Engineering Handbook for Firefighter I & II and other fire service publications. These libraries offer supportive information and reference material, including lesson plans that have been either developed within the department or provided through another agency or vendor. Lesson plans are available on-line and at each station and typically provide background and technical information along with the instructional guide to present the lesson.

Some supportive audio/visual aids are maintained at the Training Division. The Department also utilizes a Training Manual that has detailed training information on several suppression topics such as SCBA use, Hose Handling and Ladder techniques.

Appraisal

The Training Division and all Stations have been diligent in maintaining their libraries for monthly, quarterly, and annual training. The libraries also serve as a resource when studying for promotional exams.

Plan

The Department will continue to provide instructional materials that are current, support the training program and are readily accessible to instructors and members. The Department will continue to encourage the use of the internet to help ensure the currency of training materials and methods.

References

[Fire Station 8 Library Inventory](#)

8C.4 The agency has a process for purchasing, developing, or modifying existing curriculum to meet its needs.

Description

The Training Division has primary oversight for the selection of the training and educational resource materials. The determination for the selection of these materials is based on need and directly related to satisfying the [3-year training plan](#).

Appraisal

Until recently, our process was centered on maintaining a library of publications that we would need for the recruit academy, probationary firefighter testing process, and the [civil service promotional written exams](#). These publications are updated on a regular basis.

Plan

With the advent of the 3-year training plan, we have a document on which to justify our purchases. One such justification is that we satisfy training that is required by law.

References

[2018-2020 Training Plan](#)

[2018 Lt Bibliography](#)

8C.5 Equipment utilized for training are properly maintained in accordance with the agency's operational procedures. The agency makes training equipment readily accessible to instructional personnel.

Description

All apparatus and equipment are maintained at a high level with records kept for major repairs and maintenance, through a central city shop facility managed by City of Bellevue Civic Service – Fleet and Communications. Additionally, apparatus and equipment are [checked and maintained](#) by on-duty personnel as a regular part of their daily duties.

Annual testing and certification of all apparatus is coordinated through, and supervised by, the Deputy Chief, Bureau of Support Services.

Other equipment used on-site (ladders, hose, props, etc.) are inspected either annually, or as needed, by training staff or on-duty companies with specialized areas of knowledge.

For special needs, such as assessing the condition of the drill tower burn rooms, an outside contractor was hired to evaluate the integrity of the tower itself and the building use plan. This was last completed with minor repairs (replace standpipe valves, repair concrete) in 2010.

Appraisal

Most of the equipment used for training purposes, is front line equipment stored on front line apparatus. The methods and systems in place for inspecting and maintaining said equipment has served our needs. Maintenance and repairs of the apparatus and equipment is ongoing at the company level and as needed by the Shop or Specialist.

Plan

The Department will continue to use first line fire apparatus and equipment (ladders, SCBA, power equipment, ropes, etc.) for training activities.

References

[Ladder weekly portable equipment check sheet](#)

8C.6 The agency maintains a current inventory of all training equipment and resources.

Description

Apparatus and equipment used for training purposes that is housed in the stations, is part of that station's regular inventory, and is accounted for as it applies to each station. [Station inventories](#) and [Station Grant Inventories](#) are updated as changes occur, and at a minimum, on an annual basis. In addition, [station libraries](#) are issued a standard set of manuals and references, and these items are subject to the annual inventories conducted each May. The Training Center inventory is updated as new items are received.

Appraisal

The training equipment and resources inventory system utilized in the stations and Training Center is adequate.

Plan

The Department will continue to utilize the current system to inventory training equipment and resources.

References

[Station 1 Inventories](#)

[Grant Inventories](#)

[Fire Station 8 Library Inventory](#)

8C.7 A selection process is in place for training and educational resource materials.

Description

The Training Division has primary oversight for the selection of the training and educational resource materials within the libraries at the Fire Stations and Training Center. The determination for the selection of these materials is based on need and is typically addressed through recommendations, formal or informal, from specialists within the department or as mandated by law. In all cases, the materials are reviewed as to relevance, are within budgeted funds, and are approved by the Fire Chief.

Appraisal

With the advent of the 3-Year plan, derived from our participation with the training consortium EMTG, a schedule for training has been developed that directly addresses the training requirements per Washington State law, as well as industry standards. The Bellevue Fire Department is committed to providing the resource materials necessary to support the following:

- [3-Year training plan](#)
- [Recruit Academy](#)
- [Probationary Firefighter Curriculum](#)
- [Civil Service Promotional Written Exams](#)

Plan

The Department plans to continue to frequently evaluate and update our libraries to support our training activities.

References

[2018-2020 Training Plan](#)

[EMTG Recruit Academy Manual](#)

[Probationary Firefighter Monthly Summary](#)

[2018 Lt Bibliography](#)

CC 8C.8 Training materials are evaluated at least annually, to reflect current practices and meet the needs of the agency.

Description

The available training materials have been an integral part of the training curriculum provided for both new members and as continuing education and training. Materials are obtained, updated, and/or revised as necessary to deliver the most recently adopted or accepted training methods and information. Regional involvement with other departments (East Metro Training Group), and agencies ([King County Fire Training Officers Association](#)) assure that training materials and methods are relevant. As requirements or standards are introduced or changed, material is provided (or existing material amended) to satisfy the training needs.

The Training and EMS Divisions update station libraries with new editions of manuals and books as they become available and applicable. The Fire Prevention Division maintains up-to-date copies of codes and standards as well as on-line access to applicable codes and standards.

Appraisal

Training materials are assessed and/or evaluated on a regular basis. Training materials are relatively current. The Training Division requests and encourages feedback from line personnel regarding training materials and programs.

Plan

The Training Division will continue to evaluate training materials and respond to input from Department personnel regarding same and will continue to seek improved coordination of training materials through partnerships with other local departments and as a member of EMTG.

References

[King County Fire Officers Training Association web site](#)

Category IX: Essential Resources

Essential resources are defined as those mandatory services or systems required for the agency's operational programs to function. They should be given the same value of importance as a primary program. Appropriate adjustments may be necessary in the self-analysis to adapt the typical components listed below to the local situation. For example, when reviewing a water supply system, the evaluation may not be limited to conventional resources such as water lines and hydrants, but may include alternative resources, such as tankers (tenders), ponds, streams, lakes, cisterns, etc.

Criterion 9A: Water Supply

The water supply resources are reliable and capable of distributing adequate volumes of water and pressures to all areas of agency responsibility. All areas meet fire flow requirements in accordance with applicable fire flow criteria.

Summary:

Adequate water supplies to meet the needs of the Bellevue Fire Department are provided through a hydrant system operated by Bellevue Utilities Department and contract city water departments. Fire flow requirements are determined through the Risk, Hazard and Value Evaluation assessment and by International Fire Code (2015 edition) requirements. Hydrant flow testing is conducted by the respective Water Districts as necessary to calibrate computer water modeling. Mitigation for low flow areas includes the provision of automatic fire sprinklers and future fire main upgrades.

The Department will continue to work with the Water Districts to determine water supply capabilities and to identify areas of improvement. The Department will continue to participate in a mutual/automatic aid program to deliver and receive desired resources.

CC 9A.1 The agency establishes minimum fire flow requirements for new development in accordance with nationally and internationally recognized standards. This information should be included in the fire risk evaluation and pre-fire planning process.

Description

Minimum fire flow requirements are established by the adoption of the International Fire Code (IFC) which utilizes the building's type of construction and square feet. Additional analysis includes evaluations based on fire flow characteristics within each pressure zone. The City uses hydraulic modeling to produce fire flow calculations. These details are utilized in the fire risk evaluation during plan review and pre-fire planning.

Appraisal

Verification of fire flow availability for new construction has been determined during building permit reviews. Plan review has ensured that hydrants are within specified distance in accordance with International Fire Code (IFC), [Table C105.1 in Appendix C of the 2015 IFC](#). Plan review also utilizes the computer modeling done by the Utilities Department to verify available water supply in accordance with [Table B105.1 of the \(IFC\), Appendix B \(2015 edition\)](#). Sprinklers are allowed to mitigate water deficiencies on a case by case basis with Fire Marshal's approval.

The Department does not flow test any of the public fire hydrants within its service area. Hydrant flow testing is performed—and [flow test data](#) maintained—by the Bellevue Utilities Department and Coal Creek Utility District. The analysis of fire flow demand and supply for existing and proposed development within each pressure zone is a component of the Comprehensive Water Plans for Bellevue and the Coal Creek Utility Districts. The parameters of these analyses of fire flows were determined in concert with the Fire Department.

Pressure zone and hydrant layout maps are provided to each of the fire stations.

State law requires regular periodic updates of Water District Comprehensive plans.

Plan

The Department plans to continue to actively participate in planning efforts by providing management input and plan oversight functions. Deficiencies identified by earlier plans have been funded for improvements on an ongoing basis. Current plans continue to focus on system deficiencies while forecasting for future needs.

The Department will continue its close partnership with the Bellevue Water Utility. A close relationship with the Coal Creek Utility District should be continued by the Fire Prevention Division. The City of Newcastle is serviced by the Coal Creek District and this area has considerable potential for new development which will result in increasing demands on water supplies.

The current paper recording of fire flow data will be maintained. Future goals are to work with the Bellevue Utilities Department to incorporate this information into the GIS Mapping software ([MAPSHOT](#)).

References

[City of Bellevue Water Comprehensive Plan 2016](#) (Adopted by Resolution [9104](#), June 6, 2016)

[Fire Hydrant Flow Test Data - Bellevue Utilities Department](#)

[International Fire Code, 2015 - Appendix B, Table B105.1](#)

[International Fire Code, 2015 Edition, Appendix C Table C105.1](#)

[MAPSHOT Computer Program – Screen shot \(site is secure\)](#)

CC 9A.2 An adequate and reliable water supply is available for firefighting purposes for identified risks. The identified water supply sources are sufficient in volume and pressure, based on nationally and internationally recognized standards, to control and extinguish fires.

Description

The Fire Department service area enjoys an adequate water distribution system and benefits from the reliable supply of fire suppression water. There are five water districts within the service area (Bellevue, Beaux Arts Village – District 22, Coal Creek Utility District, Hilltop - Water District 117 and Trails End).

Every six years the Bellevue Utilities Department is required by state law to update a comprehensive water plan. This plan must analyze and evaluate the water supply system to determine if deficiencies exist or are likely to occur in the future. The plan also identifies and establishes a proposed schedule for system improvements to resolve identified deficiencies and to ensure that they meet national and internationally recognized standards.

Additionally, the City adopted an ordinance requiring installation of automatic fire sprinklers in commercial structures exceeding 10,000 square feet. In part this ordinance was passed to mitigate increasing fire flow demands on the water system.

Appraisal

The [2016 Bellevue Water Comprehensive Plan](#) included an evaluation of the water system response capability for both fire and emergency operation. The plan reaffirmed earlier conclusions that existing system pressures and fire flows meet current policy.

Vulnerability analysis indicated that system reliability is strong during supply distribution system interruption because of equipment redundancy and design standards criteria. One shortcoming of the Bellevue water system are flows of less than 1000 GPM in some residential areas. These relatively low fire flows are due to the presence of older four- and six- inch diameter pipe that was installed when these areas were originally developed. The Department, in conjunction with the Bellevue Utilities Department, has completed an analysis of [fire flow](#) (page 4-10) demands and supplies as part of the Comprehensive

Water Plan. The analysis identified maximum demands and available supplies for existing and proposed development within each pressure zone delivery area. Minimum flow requirements for new construction have been established as part of the International Fire Code adoption process.

Beaux Arts Water District #22 serves a very small residential area which has not experienced any significant amount of new construction or redevelopment. The areas well supply is augmented by supply from the Bellevue Utilities and it does not have significant storage facilities of its own. The distribution system is under capacity in some areas due to size and age of pipe. Pre-fire planning and dispatch procedures partially compensate for fire flow deficiencies. New construction projects have been reviewed by the Department through servicing contract with Beaux Arts. Built-in fire protection is required where flows are deemed inadequate for specific projects.

Hilltop Water District #117 serves a rather isolated residential development. This independent system operates with a well and small reservoir which does not meet current fire flow requirements. An emergency inter-tie to the Bellevue Water Supply has been provided by Bellevue Utilities. This connection can be activated during emergencies by either the utility or by the fire department. Both Beaux Arts and Hilltop Water Districts utilize consultants for planning and contractors for maintenance activities.

Trails End Water District 99 serves a 44-lot existing residential development. This independent system operates with 2 wells which do not meet current fire flow requirements. This system can be augmented by Bellevue's Water Supply by connecting to the Trails End hydrant at NE 42 and 140th Avenue N.E.

Generally, the Department's service area has a more than adequate water supply, which has been reliable to date. The intensely developed commercial areas are served by well-gridded, looped systems with very good pressure and flow characteristics. The various comprehensive plans referenced all recognize the problems associated with older asbestos-cement (AC) pipes in residential areas of the system. The Bellevue and Coal Creek plans contain recommendations for replacement of these AC pipes. The Bellevue Water District has a program funded under [Capital Improvements](#) to replace AC mains, old hydrants, and add new hydrants where spacing does not meet current standards. Coal Creek Water also

has plans to replace AC mains and to install some supplemental connections between pressure zones to enhance pressure and flow.

Plan

The Department plans to maintain its partnership with Bellevue and Coal Creek Water Utilities. The Department needs to work more closely with the small districts to ensure that maintenance is being routinely provided for hydrants. The Coal Creek Utility District Water Comprehensive plan identifies projects currently underway and completed. An aggressive AC main replacement program is complete.

The Bellevue Utilities Department has a policy and plan in place to provide all areas of the water service area with [fire flows](#) of 1000 GPM. That objective has been achieved in 95.9% of the system and work continues at the rate of 3.5 miles/year of water pipe replacement ramping up to 5 miles/year by 2018. This work is expected to be complete in the early 2020's.

References

[City of Bellevue Water Comprehensive Plan 2016](#) (Adopted by Resolution [9104](#), June 6, 2016) – Chapter 9, page 259-262

[Current adopted Capital Investment Program Budget](#) (pages 159-181)

[International Fire Code, 2015 - Appendix B, Table B105.1](#)

[International Fire Code, 2015 Edition, Appendix C Table C105.1](#)

9A.3 The agency maintains regular contact with the managers of public and private water systems to stay informed about available water supplies.

Description

Regular contact occurs with the managers and staff of the Bellevue Utilities Department. Contact with the Coal Creek Utility is less frequent, but regularly occurs due to development activity. In addition, twice yearly meetings are held between Bellevue Fire and Coal Creek Utilities to ensure that the lines of communication are working effectively. Primary, routine contact is in the form of plans submitted to the Fire Department for fire protection and [fire flow determination](#). As indicated above, the other small water districts do not employ full time managers or field staff. As a result, there is limited communication with these small residential districts on a management level. Field communications are more frequent but are random and informal.

Appraisal

The plan review process has ensured that every project constructed in the Department's region has the required fire flow available. The required fire flow for new projects have been determined by the Department. The Utilities Department has determined the available fire flow. If the required fire flow was not available and could not be achieved through modification in design, alternate requirements such as residential sprinklers have been required.

In addition to plan review for new construction and improvements to existing sites, contact has been made on an as needed basis in regard to [hydrant maintenance](#) using the non-compliant [fire hydrants form](#). As station personnel find damaged hydrants during the annual hydrant maintenance program or in normal daily duties, those forms have been e-mailed to the Utilities Department for repair. The Department has been notified by the Utilities Department of hydrants that are out of service or any planned interruption of water flow in the system due to scheduled maintenance. Out of service hydrants have been "bagged" or otherwise tagged to identify to firefighters that they are inoperable.

The process of communicating by e-mail/phone with the Utilities Dept. on hydrants out of service, in need of repair, and completed repairs, has allowed the Department to stay informed as to the status of water availability for firefighting purposes.

Plan

The Department will continue efforts to maintain cooperative relationships with the water districts ensuring that up-to-date [water flow](#) information; hydrant maintenance/inspection and hydrant mapping services are continued and improved. Communication with the commissioners and consultants of the smaller water districts is infrequent and can be challenging due in large part to their size and volunteer oversight. Interaction with the Bellevue and Coal Creek Utilities is at an acceptable level with a good exchange of information occurring.

References

[SOP, Article 400, Section 21 - Hydrant Inspections](#)

[International Fire Code, 2015 - Appendix B](#)

[Hydrant Inspection Form - FD 740](#)

9A.4 The agency maintains copies of current water supply sources and hydrant maps for its service area.

Description

The Department maintains current grid distribution maps as provided by the Utilities Department, and our computer system ([MAPSHOT](#)). These maps indicate main sizes, hydrant location, and pressure zones. Water pressure zone, supply and hydrant maps are supplied to each of the fire stations in the response area. Bellevue Water & Coal Creek Utility's update hydrant maps on a regular basis by adding new hydrants to the [database](#) and adding pressure readings taken by field maintenance crews.

Appraisal

Current hydrant maps have been maintained in each of the fire stations and in the City's Fire Prevention office.

Water pressure zone, supply and hydrant maps are supplied to each of the fire stations in the response area. The Department's Standard Operating Procedures, [Article 400 Section 22](#), requires that each station perform an annual field update of district hydrant maps. Each station is also responsible for placement and maintenance of hydrant street markings.

The Fire Prevention Division works from the most current updated plans published by the Utilities Department which is periodically published in hardcopy and updated weekly on [MAPSHOT](#). The computer system currently in use has enhanced capabilities using GPS technology. Water main details and hydrant locations are provided for our district boundaries. Similarly, Coal Creek Utility District has mapped the hydrants with a GIS system and provided access to Fire Prevention Plan Review staff.

Plan

The Department plans to continue the current level of map maintenance. Annual updates to the hydrant maps are outlined in the [Standard Operating Procedures](#) and hardcopy maps will be distributed to all personnel. Specifications for a new CAD include an integrated mapping program that would provide streets and hydrant locations on a Mobile Data Computer in each response vehicle. The City is currently working with the New World vendor to develop the mapping program for Mobile Data Computers.

References

[SOP, Article 400, Section 22 - Map Revisions](#)

[MAPSHOT Computer Program](#)

[Bellevue Hydrant Inventory](#)

[Coal Creek Utility Hydrant Inventory](#)

9A.5 Hydrant adequacy and placement reflect the locality’s known hazards and the agency’s needs for dealing with those hazards. Hydrant placement is based on nationally and internationally recognized standards.

Description

Hydrant adequacy and hydrant placement are determined in the site development plan review process. The [International Fire Code, Appendix C](#) is used to ensure that proper hydrant placement occurs for all building construction types. All the hazards of any proposed development area are considered, and hydrant spacing/fire flow is adjusted accordingly. Field verification according to the site development approved plans is required before any combustible construction occurs.

Appraisal

Past planning efforts by the Department and Bellevue Utilities have addressed adequacy and placement concerns. Regular funding over the past several years has enabled replacement of significant numbers of inadequate hydrants and allowed replacement of some AC pipe. City funded Capital Improvement Projects (CIP's) have also provided a mechanism for water system improvements. Hydrant placements in the Coal Creek Utility District have been within acceptable guidelines; new installations in their area comply with the [International Fire Code](#).

Hydrant adequacy has been addressed appropriately as a component of the plan review process and by the Comprehensive Water Plans by the water districts. Plats and other new developments are reviewed for hydrant placement and fire flow capacity and are often required to install or fund other water system improvements. All hydrant placements are required to conform to the International Fire Code as adopted by the city.

The above listed process provides the opportunity to the Department to identify hazards at the conceptual stage for emergency vehicle access. This in turn allows the Department to respond accordingly to all types of hazards. The current process is adequate to ensure proper installation and placement of fire hydrants.

Plan

The Department will continue current efforts in plan review and comprehensive planning will continue. The Utilities Department will systematically repair, update and replace old hydrants and install new hydrants throughout the service area in response to new development and as part of their replacement schedule.

References

[City of Bellevue Water Comprehensive Plan 2016](#) (Adopted by Resolution [9104](#), June 6, 2016) – Chapter 9, page 259-262

[Coal Creek Utility Water Comprehensive Plan 2013](#)

[International Fire Code, 2015 - Appendix C](#)

9A.6 Fire hydrants are located so that each is visible and accessible at all times.

Description

Both the [Bellevue Utilities Department](#) and Coal Creek Utilities District routinely inspect and maintain fire hydrants within the fire district. These departments also maintain maintenance records and an inventory of spare parts. The smaller districts have maintenance contracts with private vendors, but could not provide detailed, consistent records of maintenance activities.

Owners of private hydrants are required to paint their hydrants red to distinguish them from public hydrants and are required to perform annual confidence testing in accordance with NFPA 25.

Appraisal

In compliance with the Bellevue Fire Department Standard Operating Procedures, the Department performs vegetation clearing and visible hydrant marker installation checking on an annual basis for all fire hydrants within its service area. All hydrants found to be “out of service” due to obstructions, poor installation, leakage, or damage are reported to the Bellevue Utilities Department/Coal Creek Utility District and logged. Privately owned hydrants are also checked under this policy, but repair request or obstruction reports are not sent to the Utilities Department.

Individual station crews are assigned geographical areas to clear vegetation obstructing hydrant visibility and install blue reflective hydrant markers on the roadway. Any landscaping obstructions or hydrant repair needs are referred to the Bellevue Utilities/Coal Creek Utilities District, using an obstruction report or repair request, for mitigation. Upon completion of repair or removal of obstruction the Water District notifies the Fire District that the discrepancy has been mitigated. The Fire District maintains records of all hydrants checked annually and of all obstruction reports or repair requests.

The City of Bellevue Utilities/Coal Creek Utility District maintenance crews inspect and maintain all city owned hydrants once every two years. Detailed records of hydrant maintenance are kept current by Utility/District personnel. During this maintenance the hydrants are also painted, and any obstructing vegetation is removed.

In addition, the Fire Department Standard Operating Procedure [Article 400, Section 22](#) requires that engine companies update first in response area hydrant maps in April of every year. Maps are updated to show new hydrants, relocations and abandonments. Fire crews are also responsible, as provided in the Fire Department Standard Operating Procedure [Article 400, Section 20](#), for placing and maintaining reflective street hydrant markers.

Plan

The Department will continue to review and monitor various strategies relative to fire hydrants. Additional effort will be made to address maintenance concerns on the small, residential systems outside the City of Bellevue or Coal Creek Utility District systems.

References

[SOP, Article 400, Section 20 - Hydrant Markers](#)

[SOP, Article 400, Section 21 - Hydrant Inspections](#)

[SOP, Article 400, Section 22 - Map Revisions](#)

[Bellevue Utilities Policies and Procedures - Hydrant Survey](#)

9A.7 Public fire hydrants are inspected, tested, and maintained in accordance with nationally and internationally recognized standards. The agency’s fire protection related processes are evaluated, at least annually, to ensure adequate and readily available public or private water.

Description

The Department is part of a multi-agency approach to Hydrant Maintenance Inspection and Testing. This involves line crews, Fire Prevention Officers, and [Utilities Department](#). All [operational line crews are assigned geographical areas to locate](#), clean brush and place hydrant markers for each hydrant located within that area. The Water District repairs, performs additional maintenance, paints, and performs flow test as necessary. Hydrants needing attention are reported to the Water District and information as to outcome is reported back. Routine site inspections by Fire Prevention Officers include inspection of public and private fire hydrants.

Appraisal

Records maintained by Bellevue Utilities Department and the Coal Creek Utility District clearly document maintenance activities for a period of several years. Approximately 80 per cent of the Department’s service area is served directly by the Bellevue Utilities Dept. which has maintained [excellent records](#). The Department has not done a formal evaluation of the Utilities’ performance in this regard, although the Utilities Department was [re-accredited](#) by the American Public Works Association in 2015.

Most of the remaining service area is currently served by the Coal Creek Utility District which provides excellent oversight to the district system. Maintenance records are not clearly documented for the other water districts or small private water systems.

All hydrants are “brushed” for visibility and marked by station personnel on an [annual basis](#). The present water system is adequate now and the maintenance system is effective for performing inspection, maintenance and repair.

Plan

The Department plans to continue to work with various water service purveyors to ensure that adequate testing and monitoring programs continue.

References

[SOP, Article 400, Section 21 - Hydrant Inspections](#)

[Bellevue Hydrant Inventory List](#)

[Coal Creek Utilities Hydrant Inventory](#)

[Bellevue Utilities Department, SOP - Hydrant Survey](#)

Bellevue Utilities Department, [Mid-Term Re-accreditation - 2017](#)

9A.8 The agency identifies and plans for alternate sources of water supply for those areas without hydrants, where hydrant flows are insufficient, or in the event of a major disruption in public water supply capabilities.

Description

Bellevue Fire Department has an established plan for firefighting water supplies in those areas, which are not well serviced by fire hydrants. In addition, as part of the comprehensive plans by the Coal Creek Utilities and Bellevue Utilities additional hydrants are being added in areas where coverage and/or flow are deficient.

Appraisal

Pre-fire plans and dispatch procedures are in place for those areas where there are known hydrant deficiencies. Engines are equipped with drafting equipment that can be used in the event of major service disruptions. Alternate water sources are identified in all first response areas per Fire Department Standard Operating Procedures, [Article 700 Section 24](#). In the event of a natural disaster engine companies are directed to assess damage in their first response areas and evaluate critical needs including water supplies.

Fire operations planning and disaster planning put substantial effort into this performance indicator. Annual disaster drills by the Department are conducted to evaluate and update these procedures.

Plan

The Department will maintain the present plan and response. Disaster planning efforts are on a continuing basis with the Department, Office of Emergency Management, and the local utility agencies. Annual multi agency drills are to be continued to further refine the response capabilities of the department.

References

[SOP, Article 700, Section 24 - Earthquakes and other disasters](#)

9A.9 The agency has operational procedures in place outlining the available water supply.

Description

The Department has solid and consistent written standards, procedures, and training to both establish water supplies and provide [deployment of fire attack hose](#). Additionally, the Department has established evolutions to supplement building sprinkler system and standpipe systems as well as specific high-rise evolutions. These procedures are well detailed, clear and are regularly implemented by the Department during suppression activities. This indicator is documented in Standard Operating Procedures [Article 700, Section 2](#), and [Section 4](#). These sections detail the 1st, 2nd and 3rd engine response requirements and procedures for securing water supplies. Stringent drilling and training is provided for the requirements in establishing water supplies. [Monthly Lesson Plans](#) are also utilized to supplement the Standard Operating Procedures and Training Manual.

Additionally, The Department uses the [Best Practices for Offensive Fire Attack](#) that was developed through a regional partnership with four other local agencies who have formed the East Metro Training Group (EMTG).

Appraisal

Each Station has specific written training documents for securing water supplies with responding mutual aid companies. The Department apparatus carry various adapters to allow for connections by other mutually responding companies. The training manual further outlines (photos and descriptions) the methods for successful connection and interoperability. Companies also carry hard suction lines for non-hydrant supplies.

Versatility and options available have met our needs. We have not encountered a fire situation where we have not had sufficient water supplies available that could not be overcome.

Plan

The Department plans to continue to maintain and utilize the standard evolutions with continued evaluations and modification for improvements as needed. The standard

evolutions have been proven effective but continue to be evaluated for opportunities to improve upon the procedures.

With the growth of high-rise buildings in our downtown, we will update and improve training and procedures for high-rises. We have replaced our 250psi hose with 400psi hose to allow for higher boosting requirements of high-rises. We have purchased Pierce pumpers (2011) with intake relief valves capable of accepting hydrant/pumped pressures up to and over 200 PSI. We have also identified the boosting pressure requirements for these buildings by placarding the FDC's.

References

[SOP, Article 700, Section 2 - Fire Suppression Operations](#)

[SOP, Article 700, Section 4 - High-Rise Tactics](#)

[Training Manual, Article 2 – Hose Handling](#)

[Lesson Plans – February 2018](#)

[Best Practices – Offensive Fire Attack](#)

Criterion 9B: Communication Systems

The public and the agency have an adequate, effective, and efficient emergency communications system. The system is reliable and able to meet the demands of major operations, including command and control within fire/rescue services during emergency operations, and meets the needs of other public safety agencies having the need for distribution of information.

Summary:

North East King County Regional Public Safety Communication Agency (NORCOM 911) operates from a secure floor of City Hall in downtown Bellevue. NORCOM provides Police, Fire and Medical call processing and dispatch services to 20 agencies responsible for 625 square miles of a 1,400-square mile landscape.

NORCOM dispatches for six Police agencies: Bellevue, Clyde Hill, Kirkland, Medina, Normandy Park and Mercer Island. NORCOM dispatches for fourteen Fire and EMS agencies: Bellevue, Bothell, Duvall Fire District #45, Eastside Fire & Rescue, Fall City Fire District #27, Kirkland, Mercer Island, Northshore, Redmond, Shoreline, Skykomish Fire District #50, City of Snoqualmie, Snoqualmie Pass and Woodinville. The center provides dispatch services to most of fire and police agencies in East King County.

CC 9B.1 A system is in place to ensure communications with portable, mobile, and fixed communications systems in the field. When an area is identified as not being capable of adequate emergency scene communications, such as inside buildings or below grade level, an operational plan is written.

Description

NORCOM uses a regional [800 MHz radio system](#) which provides broad radio coverage for the City of Bellevue and greater King County area. The system provides reliable communications with portable, [mobile](#) and fixed communications systems in the field. NORCOM also maintains VHF coverage throughout the Zone. The Bellevue Medics frequently switch to VHF to speak with Kittitas County Units when dispatched on mutual aid org Snoqualmie Pass Fire and Rescue. Skykomish Fire and Eastside Fire and Rescue rely heavily on VHF towers as well.

Access to the system from NORCOM is ensured through a radio console system which is directly connected to the radio system zone controller.

The Department has [Standard Operating Procedures](#) that give specific instructions on radio communications between field units, fire stations and NORCOM dispatch.

In the event the radio console system fails to any extent, each dispatch position is equipped with [backup communications](#) procedures and control stations allowing the dispatcher direct system access to site trunking. The radio system has been designed in a manner which allows for redundant coverage from several sites. This ensures that communications with units in the field can be conducted even in the event of a failure of a radio site.

There is also an alternative, off-site, [satellite center](#) to ensure continued communications in the event of a catastrophic failure to either equipment or the dispatch center building.

When Units Are outside the Coverage Range of the Regional Radio System [Standard Operation Procedures](#) designate the use of STATEOPS1 and STATEOPS4 800 MHz radio frequencies to support fire and emergency medical mutual aid radio communications statewide. When used in a simplex, or “direct” mode, these frequencies can be used to support unit to unit, direct radio communications.

Appraisal

The Puget Sound Emergency Radio Network ([PSERN](#)) will replace the current King County Emergency Radio System that is used by first responders to coordinate activities at emergency events, communicate with each other and with their supervisors directing response activities. Time is often critical during emergency situations therefore dispatch and first responders need a reliable radio communications system to help them respond efficiently.

The current emergency radio system is over 20 years old and while it is still a stable system, like most aging technologies, there is a greater risk of failure. In addition, it was designed in 1992 for the County's population at that time. Over the years, the population throughout the County has steadily increased and residents are living in regions they didn't before which creates coverage challenges for the current system. The PSERN Project includes adding new towers and upgrading existing ones, which will increase coverage. PSERN is also providing new electronic equipment at the radio sites and new equipment for users of the new system. The new system is intended to provide improved coverage, capacity, capability and connectivity. Construction began summer of 2016 and the Project is scheduled to be complete in 2021.

The PSERN Project was approved by King County voters in April 2015 and is a large project with a budget of approximately \$273 million.

King County is in the beginning stages of a county wide, 5-year, \$112 million communications upgrade to provide improved radio communications to mission-critical facilities (started in 2015). This upgrade will move the King County emergency communications radio network from an analog radio system to a digital system. This upgrade will provide improved radio system capabilities and allow King County to connect to the nationwide first responder network ([FirstNet](#)). NORCOM will be required to replace some of their radio and telecommunications gear during this upgrade which will require close coordination with NORCOM personnel to minimize any downtime on the system. This county wide upgrade could provide NORCOM with faster and more reliable communication networks to its supporting police and fire agencies.

The [800 MHz system](#) is working well. There have been periodic system reviews and upgrades and modifications made where appropriate. Regularly scheduled meetings have been held to solicit input regarding problems and/or enhancements to the current communications systems or policies. The Zone 1 Operations Group meets monthly to discuss and modify the NORCOM Fire Standard Operating Procedures, as needed, with consensus amongst the 14 fire agencies (in June) within Zone 1.

NORCOM also administers a secondary CAD system used primarily for Police ([Tyler 2017.11 version](#)). Once per month, fire agencies are dispatched from this system while [TriTech](#) undergoes routine maintenance and Windows Security Patching.

Plan

The Department plans to continue as a regional partner in NORCOM.

References

[NORCOM Standard Operating Procedures - Radio Frequency/Talk Group Use](#)

[NORCOM Standard Operating Procedures – MDC Use](#)

[SOP, Article 800 - Radio Operation](#)

[Satellite Center Procedures](#)

9B.2 The emergency communications system is capable of receiving automatic and/or manual early warning and other emergency reporting signals.

Description

The Department has the ability to [send and receive](#) early warning notifications to and from NORCOM and partners in the City. Multiple systems and resources are in place to support alert and warning in the City to include but not limited to: NORCOM, 800 MHz radio system, city-owned private branch exchanges, Civil Emergency Management Network ([CEMNET](#)) radio, [Emergency Alert System](#), [amateur radio operators and volunteer radio nets](#), , and [Code Red](#) Communications Platform.

There is a satellite weather monitoring system located in NORCOM. This allows them to stay informed of serious weather systems which may be moving into our area and inform the fire department(s) and other agencies as needed. They also use the [Code Red](#) system that allows them to notify by telephone, a specific section of the City or the entire City of an emergency. NORCOM is also capable of recording and delivering an emergency announcement over the Emergency Alerting System (EAS).

The Office of Emergency Management Division uses the [Code Red](#) Communications Platform to notify City Staff and external partners of impending threats and emergencies. The Platform is initiated manually and can send messages to multiple devices for groups or individuals. Common messages come directly from the Seattle National Weather Service through an All Hazard Radio or EWARN Notification System.

Appraisal

Notification processes has worked well within the [Office of Emergency Management Division](#). The Division is in close contact with NORCOM, County, State, and Federal officials during impending threats and emergencies and in turn provides information internal and external partners. Weekly Tests are conducted and document on CEMNET and 800 MHz radio systems and the [Code Red](#) Communications Platform.

The City EOP July 2008 was approved by the State Division of Emergency Management and has been tested, evaluated, and improved because of a series of exercises and actual

emergencies. The 2012 Regional Evergreen Earthquake Functional Exercise was the latest test of City EOP testing communication and coordination systems.

Plan

Continue to provide early [warning notification](#) and specialized emergency alert notifications through the [Office of Emergency Management Division](#) and NORCOM for distribution to affected partners. Regular drills and exercises will be conducted to ensure the ability of the various agencies to operate effectively in multi-agency incidents. Functional radio tests will be scheduled on a weekly basis with surrounding EOCs/ECCs and day-to-day communications will be conducted during emergency responses which verify the status of the radio system.

References

[NORCOM Standard Operating Procedures – Message Broadcast](#)

[Code Red](#)

Civil Emergency Management Network ([CEMNET](#)) radio

[Emergency Alert System](#)

[NORCOM Standard Operating Procedures -MDC Use](#)

Comprehensive Emergency Management Plan [CEMP](#).

9B.3 The agency’s communications center(s) is/are adequately equipped and designed, (e.g., security, telephones, radios, equipment status, alarm devices, computers, address files, dispatching circuits, playback devices, recording systems, printers, consoles, desks, chairs, lighting, and map displays).

Description

The Department relies on NORCOM as its primary communication center and it is adequately equipped and designed. NORCOM is located at Bellevue City Hall and is a [24-hour facility that provides day-to-day 9-1-1 telephone answering, dispatching, and communications support](#) for 14-Fire Departments and 5-Police Departments, including Bellevue. Interoperable communications are available and utilized on a day-to-day basis through a regional 800 MHz trunked radio system. There is a satellite weather monitoring system located in NORCOM. This allows them to stay informed of serious weather systems which may be moving into our area and inform the fire department(s) and other agencies as needed. NORCOM is also capable of recording/delivering announcements over the [Emergency Alerting System](#) (EAS).

Also, the City EOC has multiple systems and resources in place to include but not limited to: 800 MHz radio system, city-owned private branch exchanges, Civil Emergency Management Network ([CEMNET](#)) radio, amateur radio operators and volunteer radio nets, Emergency Telecommunications Service ([GETS](#)), and Wireless Priority Service ([WPS](#)), 4 TVs, 2 Projectors, 1 All Hazard Radio, 7 Consoles for Incident Management and Support, Fax/Scanning/and Print Capability, and access to [Code Red](#) Communications Platform. Some of these systems are portable or can be accessed remotely.

Appraisal

NORCOM and the City EOC have been through various tests in a day to day operation and during emergencies. Weekly radio tests are conducted from City EOC by the OEM Division to verify functionality with the King County ECC and the State EOC.

The Comprehensive Emergency Management Plan ([CEMP](#)). (2013) was approved by the State Division of Emergency Management in January 2014 and has been tested, evaluated, and improved because of a series of exercises and actual emergencies. A recent renovation

of the City EOC followed recommendations from exercises and real-world activations to lower consoles improving communication flow and visibility.

Plan

Regular drills and exercises will be conducted to ensure the ability of NORCOM and the City EOC to serve their communication roles. Functional radio tests will be scheduled on a weekly basis with surrounding EOCs/ECCs and day-to-day communications will be conducted during emergency responses which verify the status of the radio system. The City EOC has upgraded technology in the EOC to replacing some TVs and whiteboards with interactive LCDs and will continue to evaluate needed changes.

References

[NORCOM](#)

Comprehensive Emergency Management Plan [CEMP](#). (2013)

[Emergency Alerting System](#) (EAS)

Civil Emergency Management Network ([CEMNET](#))

Emergency Telecommunications Service ([GETS](#))

Wireless Priority Service ([WPS](#))

[Code Red](#) Communications Platform

9B.4 The uninterrupted electrical power supply for the primary communications equipment in the communications center is reliable and has automatic backup capability.

Description

The communication center (NORCOM) is equipped with emergency generators and with an uninterrupted power supply (UPS). The UPS batteries supply emergency power to NORCOM and, without generator or commercial power charging, will provide power for a period of approximately three hours depending on the building load. The backup generator emergency power system is capable of supplying power for four to five days and is dependent upon the amount of fuel supply in the underground fuel tanks at City Hall and availability of fuel following an incident.

Appraisal

The UPS was replaced with a new system in 2017 and is in good condition. The facility has large backup generators (3) located in the basement capable of providing power for several days, the Uninterrupted Power Supplies (UPS) provide power to the building for approximately two hours and the building is provided with redundant normal electrical service feed to two separate electrical substations.

Plan

The power supply to NORCOM will continue to be maintained and monitored to ensure its reliability and integrity.

References

[CEMP.](#)

9B.5 Adequate numbers of fire or emergency dispatchers, supervisors, and management personnel are on duty to handle the anticipated call volume.

Description

NORCOM maintains a “minimum staffing level”, which varies depending on time of day and day of week. The documentation for the number of calls received and during what hours they were received, is reviewed daily by the Operations Manager. Adjustments in schedules can be made immediately if needed.

The Center is held to a 10-second call answering standard by [King County 911 Offices](#).

Appraisal

Staffing levels are continually analyzed for the communications business unit. The analysis uses detailed payroll information for each telecommunicator to determine the number of net available work hours a telecommunicator is available. Staffing levels are reevaluated as part of the annual budget process.

The current staffing scheme is reflective of anticipated call volumes. When appropriate, additional staffing is added to respond to unusual conditions or anticipated high volume periods. Protocols call for seven to twelve dispatch personnel as the minimum staff level depending on day of the week and time of the day.

Plan

The minimum staffing levels will be monitored to ensure that call answering goals and objectives are maintained. The [APCO RETAINS model](#) is used to determine the necessary staffing levels needed for the call volume experienced by the Center.

References

[King County Enhanced 911 Participation Agreement](#)

[APCO RETAINS model](#)

9B.6 A maintenance program is in place with regularly scheduled system tests.

Description

There are routine maintenance programs in place for uninterrupted power supply systems, generators, and batteries. These are on a scheduled maintenance program. [Weekly and monthly tests](#) are conducted to insure the availability of these systems, should they be needed.

Other systems in the Center are tested daily, weekly, and monthly. These include equipment such as the, 24-hour recorder, TTY for the hearing impaired, and back-up systems. [Maintenance of these systems is on an “as-needed” basis.](#)

Appraisal

The current maintenance program provides routine maintenance and testing per industry standard. In addition, [National Fire Protection Standard 1221](#) is used to establish guidance for the installation, maintenance and operation of the systems within the Communications Center. Testing and maintenance of system components is conducted by full time, trained communications technicians familiar with the devices within the Communications Center.

Plan

The existing testing and maintenance program will be continued and measured against industry standards, including NFPA 1221.

References

[Generator Testing Logs](#)

[Master Equipment Testing Schedule](#)

[King County Enhanced 911 Participation Agreement](#)

[NFPA 1221](#)

9B.7 The agency has established time-based performance objectives for alarm handling. These objectives are formally communicated to communications center managers through direct report, contracts, service level agreements, memorandums of agreement, etc.

Description

There are two key time-based performance objectives that NORCOM is measured against:

- Call pickup time 90% of the time within 10 seconds
- Call pick-up at Public Safety Answering Point (PSAP) to assignment of first apparatus 1:00 min 90% of incidents

Appraisal

For call pickup times, NORCOM has been at 93.9% or higher since 2010 with the trendline consistently increasing.

For call pick-up to assignment of first apparatus, NORCOM has been in the upper 80th percentile for the past 6 years, whereas the baseline standard in the same time period has been consistently in the mid-95th percentile.

Staff turnover rate (17.19% in 2016 – national average 17 – 23%) create challenges for the agency, particularly when combined with the low unemployment rate in the region and competition with other PSAPs for the same personnel.

Plan

NORCOM will continue to monitor performance metrics and adjust processes or procedures as needed to achieve performance metrics.

References

[NORCOM 2017 Annual Report](#)

9B.8 Communications training programs for emergency dispatchers and emergency response personnel ensure adequate, timely, and reliable agency emergency response.

Description

All new dispatchers are required to complete a 10-week classroom academy training period (400 hours). The academy covers topics such as liability, technology, call processing for EMS, fire and police calls as well as fire agency structure and geography. This provides the foundation for all the dispatch duties. They are then assigned a trainer for on-the-job instruction as they progress through each phase of training (600 hours). This process takes approximately fifteen months to complete (including call receiving, fire radio, and police radio).

Each Telecommunicator receives at a minimum 25 hours of continuing education training each year. This includes King County EMD classroom/[online training](#) (8 hours), quarterly addressing drills (1 hour per year), quarterly continuing education (on specific topics pertinent to changes in policy and best practices) (1 hour per year) and Weekly Readers (weekly quizzes) (12 hours per year). Each Telecommunicator is also [Telecommunicator I](#) and [Telecommunicator II](#) certified through the Washington State Criminal Justice Training Center

Additionally, we spent over 674 hours on continuing education training in 2017 in things such as:

- King County Model Procedures Updates
- East Metro Training Group Multi Company Officer (MCO) Drills
- Bellevue and Kirkland Police Active Shooter Drills
- Port of Seattle Mass Casualty Incident Exercise
- Duvall Fire Rescue Swift Water Exercise
- Normandy Park Police on Boarding
- Advanced Fire Best Practices Class
- Techniques to Take Care of Each Other and Emotional Survival training taught by members of our police and fire Peer Support Teams

Appraisal

Training for Communications Center personnel is comprehensive and provides for both foundational skills at entry level and invests in the personnel on an ongoing basis.

Training is also responsive to the unique member agency issues.

Plan

The Communications Center will continue to monitor both the initial classroom and enhanced in-service training to ensure adequate dispatcher competencies are being achieved.

References

[NORCOM New Hire Policy](#)

[King County Emergency Medical Dispatch online training](#)

[Telecommunicator I](#)

[Telecommunicator II](#)

9B.9 The interoperability of the communications system is evaluated and documented. The agency has processes in place to provide for interoperability with other public safety agencies in the field including: portable, mobile, and fixed communications systems, tools, and equipment.

Description

NORCOM is part of the Seattle Urban Area [Tactical Interoperable Communications](#) (TIC) Plan. This plan covers tactical communications for the three-county area which includes King, Pierce and Snohomish counties. The plan outlines how to initiate interoperable communications with other local, state and federal agencies operating in Western Washington.

Appraisal

The King County regional 800 MHz Trunked Radio System is among the most interoperable public safety radio systems in the Country. The system provides for “system to system” connections (microwave linked) between the three county emergency communications systems, the Port of Seattle’s trunked radio system, the State of Washington’s communication system, and the Federal IWIN communication system. Funding for implementation was provided through a Project Safecom, Interoperable Communications grant. In addition, interoperability in the region includes talk group sharing among the primary trunked radio system, and extensive deployment of national interoperable channel repeaters.

The TIC plan provides an overview of the coverage, lists of participating agencies, an overview of the governance structure, equipment lists, and policies and procedures for the accessing and implementing interoperable communication connections throughout the region.

Plan

NORCOM will participate in regular updates to the Seattle Urban Area [Tactical Interoperable Communications Plan](#) (TIC). The department and outside agencies such as METRO, Police agencies and other fire agencies will be scheduling large scale training

exercises that will test Incident Command functions and communications capabilities as outlined in the TIC.

References

Because the nature of the plan is highly confidential and is protected by the 2002 Public Disclosure Act amendments, Revised Code of Washington, Title 42.17.310(1), the plan is not provided as a reference. However, the [Table of Contents of the Regional TIC Plan](#) is provided as a reference, a copy of which can be made available for viewing at NORCOM.

CC 9B.10 A formal and documented appraisal is conducted, at least annually, to determine the effectiveness of the emergency communications system and its impact of meeting the agency's goals and objectives.

Description

NORCOM annually reviews, analyzes and reports its performance to the members who comprise NORCOM. NORCOM's Fire Liaison makes regular check-ins with agency leadership to ensure all aspects of the communication center are continuing to support agency goals and objectives. Where performance falls short of benchmarks or expectations a plan for improvement is identified and implemented through existing NORCOM operating board structures.

Appraisal

NORCOM collects data in accordance with established policy based on the 2010 National Fire Protection Agency 1221 standard for call answer to dispatch times and the King County Enhanced 911 Participation Agreement, also in line with National Number Association standard number 56-005, for 911 call answering times. These metrics are reported annually through the NORCOM Annual Report. Additionally, NORCOM has established the Fire Liaison position, which allows for direct feedback on any individual response, policy, or procedure from all levels of the agency. The Fire Liaison makes regular check-ins with agency leadership to evaluate existing policy, procedure, and operations in support of agency goals and objectives. These meetings have been changed from ad-hoc to a quarterly format to ensure that issues are addressed in a timely manner. As NORCOM is unable to provide data on agency specific performance, Bellevue Fire will use the National Fire Operations Reporting System (NFORS) dashboard to monitor dispatch performance relative to Bellevue Fire apparatus and incident response. These metrics monitor the NFPA 1710 performance for call answering and call processing performance and provide immediate feedback of any issues or areas requiring further review.

Plan

NORCOM will continue to monitor, evaluate and report on its performance through its annual report and make regular check-ins with agency leadership, through the Fire Liaison, to ensure agency goals and objectives are met. When areas are identified for improvement, any changes to the emergency communications system without regional impact will be implemented within a reasonable time frame by working through the NORCOM Fire Liaison. Any changes with regional impact will be brought to the NORCOM Zone 1 Fire Operations board with the support of the NORCOM Fire Liaison and escalated to the Zone 1 Fire Chiefs, NORCOM Joint Operations, and NORCOM Governing Board as appropriate.

Bellevue Fire will continue to use NFORS reporting to evaluate NORCOM performance relative to our incidents and will use the quarterly Fire Liaison meetings as opportunities to further explore any identified issues.

References

[NORCOM 2018 Annual Report](#)

[NFORS Dashboards](#)

9B.11 The dispatch process utilizes a formal and recognized Emergency Medical Dispatch (EMD) system that allows for pre-arrival instructions and adequate triaging of medical calls for service.

Description

The agency is Emergency Medical Dispatch (EMD) certified and subscribe to King [County Criteria Based Dispatch](#). Criteria Based Dispatch (CBD) is an Emergency Medical Dispatch (EMD) triage program that is based on patient signs and symptoms collected by 911 dispatchers. Comparing the patients' initial signs/symptoms at the time of the call, to the field report findings allows for the review of dispatch accuracy. Over the years these findings have provided an excellent avenue to adjust dispatch criteria, creating better patient care and more efficient resource utilization. The Criteria Based Dispatch Guidelines is the tool the dispatcher uses to perform the challenging duties of emergency medical dispatching.

Based on patient signs and symptoms collected, there are four potential Response Modes:

- MEDIC: Medic unit (ALS response) together with Basic Life Support unit (BLS response) sent Code Red.
- BLS Code Red: BLS unit responds with lights and siren.
- BLS Code Yellow: BLS unit responds obeying speed limits and traffic laws. BLS criteria may not always be emergent. This response mode could also initiate a CMT (Community Medical Technician) or FDCARES response.
- TRP (Telephone Referral Program): Calls are transferred from dispatch to a consulting nurse line. No BLS unit is sent.

Pre-arrival Instructions (PAI): Emergency instructions should be offered immediately and, on all calls, where needed. Other pre-arrival instructions should be offered in all cases, except when workload does not allow.

Short Report: The short report consists of the age and gender of the patient, chief complaint(s), pertinent related symptoms, relevant medical/surgical history,

The dispatcher provides the Short Report to the responding units as soon as possible after toning the units out for response.

Appraisal

The Criteria Based Dispatch that NORCOM is administered by King County Emergency Medical Services Division throughout King County and ensures that resources are appropriately dedicated to providing the best possible patient outcomes.

Plan

NORCOM will continue to train dispatchers to the Criteria Based Dispatch protocols and provide input into future editions of the protocols as appropriate.

References

[King County Criteria Based Dispatch](#)

9B.12 The agency has a system in place for the recall of off-duty personnel for incidents of significance.

Description

Standard Operation Procedures establish specific protocols and responsibilities to recall off-duty personnel. The first level of recall is to activate a second Battalion Chief (Battalion 2) and Staff Assistant. Thereafter recall is based on the specific needs and can be accomplished by apparatus type, Chief Officers or all staff recall. Recalls can be initiated by any Chief Officer or Acting Chief Officer. Chief Officer recalls are accomplished via NORCOM Dispatch, whereas all other recalls would occur via phone calls.

Appraisal

While the need to recall personnel does not occur frequently, large scale incidents have occurred of sufficient occurrence to validate the effectiveness of the current procedures. A general staff recall requires phone calls to every staff member which is both time intensive and depends on up-to-date information provided by the employee.

Plan

The current Standard Operating Procedures have demonstrated the effectiveness of the current protocols; however, a system should be put into place whereby verification of contact information for all staff members occurs on a regular and systematic manner. For example, this could be incorporated with the [annual PPE inspections](#).

[Bellevue Informs](#) is another tool that could be utilized to accomplish general staff recalls more efficiently and will be evaluated.

References

Standard Operating Procedure – [Recall, Article 200 Section 19](#)

[Bellevue Informs Standard Operating Procedure](#)

[Annual PPE Inspection Form](#)

Criterion 9C: Administrative Support Services and Office Systems

Administrative support services and general office systems are in place with adequate staff to efficiently and effectively conduct and manage the agency's administrative functions, such as organizational planning and assessment, resource coordination, data analysis/research, records keeping, reporting, business communications, public interaction, and purchasing.

Summary:

Fire Administration is responsible for the management, oversight, and general support of all department divisions and functions needed to ensure the delivery of fire services in the city of Bellevue in compliance with Federal, State, and City laws. This is accomplished through a common set of business practices and administrative functions including, but not limited to: 1) Planning – establishing short and long term goals and developing a Strategic Plan, 2) Organizing – Business process management, process improvement, and performance management, 3) Staffing – identifying staffing levels, filling vacancies, and personnel management, 4) Quality Control – Data analysis, research, citizen inquiries, evaluation, and finally 5) Budgeting – accounting, budget monitoring, purchasing, forecasting and cost controls. These are mainly citywide processes and functions and the Department administrative staff must adapt or tailor Department needs to work within these systems and coordinate with other departments to accomplish department goals, initiatives, and work projects.

CC 9C.1 The administrative support services are appropriate for the agency's size, function, complexity, and mission, and are adequately staffed and managed.

Description

The [2017 – 2018 Operating Budget](#) approved by the City Council outlines the duties, FTE count, and cost of administrative services. [Current staffing](#) for fire administration (i.e. Public Information Officer, Deputy Chief – Bureau of Support Services, Deputy Chief – Bureau of Operations, Battalion Chief – Training Commander, Battalion Chief – EMS Commander, and Emergency Medical Services Officer), six full-time, and three part-time staff to ensure the [mission](#) of the department is met.

Administrative support staff report to various upper management positions throughout the organization while the Fiscal Manager is responsible for general office operations and coverage. Most divisions of the department also retain administrative staff for their workgroup's specific needs (e.g. emergency medical services, emergency preparedness, training, and facilities). Divisions without support staff are supported by the department's administrative workgroup.

Appraisal

Current administrative staffing is adequate to handle all processes and business functions of the Department and are accomplished in a timely and efficient manner. Procedures are documented outlining internal controls and support staff is knowledgeable about Department operations and have received sufficient training to assist operations staff with research and planning efforts. To maximize the productivity of support staff, the Department has implemented computer systems to facilitate data collection and reporting relating to staff scheduling and records management. While we are currently able to perform all tasks assigned in a timely fashion there is minimal capacity to take on any additional duties or to cross-train staff to ensure continuity of operations.

Plan

The Department will continue to audit staffing levels and evaluate workloads to meet the future needs of the organization. When necessary, and economically feasible, we will also

seek to hire additional support staff to meet its goals and objectives. In addition, the Department is currently working with other city departments to maximize collaborative initiatives that simplify processes and save staff time. For example, the department recently partnered with facility services to provide project management for department building projects and is currently reviewing its disability monitoring process with affected city departments to create efficiencies, identify points of failure, improve communication, and streamline that process.

References

2017-2018 Operating Budget – [Fire Department Management & Support](#) (pages 81 – 85)

[Fire Department Organization Chart](#)

[Fire Department Mission](#) (page 6)

9C.2 Sufficient general office equipment, supplies, and resources are in place to support agency needs.

Description

Department office equipment, supplies and resources are budgeted for, and requested during the biennial budgeting process. All office equipment has replacement funds set aside to ensure the department can replace or update equipment when failure occurs or as needed. The Department has adequate [communication, technology equipment](#), copiers and other office equipment for its current needs. Station supplies are ordered by [station captains from Central Stores](#). The department appoints a Central Stores Specialist that manages the inventory, requests, and delivery. Fire administration staff supports the department in ordering and delivering office supplies to all fire facilities and equipment. A city-wide contract governs the purchase of all office equipment, supplies, and services.

Appraisal

The Department biennial budget process plans and provides for adequate office equipment, supplies and resources for all divisions and fire facilities. The City of Bellevue Finance Department outlines best practices and guidance regarding purchasing from contract vendors with competitive pricing. The department has historically depended on firefighter specialists to maintain records, order supplies, and fulfill supply requests from each fire facility on an ad-hoc basis. Central Stores uses a SharePoint based ordering form, but all fulfillment is done by this specialist when their schedule permits. In late 2018 the department selected a new inventory and asset management software to assist in tracking, ordering and purchasing necessary supplies.

Plan

By the end of the second quarter of 2019, the department will move Central Stores station supply ordering and fulfillment to the [Operative IQ Inventory and Asset Management](#) system. As the business practices are tested and finalized other inventory needs will be evaluated for their transition into this system. Current activities and strategy will be continued for any ongoing supplies that are not selected for this system.

References

[Fire Computer and Printer Inventory](#)

[Fire Department Cell Phone and Wireless Equipment Inventory](#)

[SOP, Article 400, Section 23 - Station Captain Responsibilities](#)

[Operative IQ System](#)

9C.3 Technological resources (e.g., telecommunications equipment, computer systems, general business software) and the information management system are appropriate to support the agency's need. Access is available to technical support personnel with expertise in the systems deployed by the agency. Documentation and analysis of data (e.g., formative, process, impact, and outcome measurement)

Description

The department works closely with internal service departments to ensure that resources supplied by them meet the departments' needs (e.g. Governance of OPT and work of CAB). The [Operations Policy Committee](#) (OPT) is comprised of assistant and deputy department directors, with the expressed purpose of setting technology policy for the city. The [Change Advisory Board](#) (CAB) is a committee which discusses forthcoming technology initiatives and changes and discusses the impacts and deployment strategies most suited for each department's operations. Through the work of these cross-department committee's city-wide planning takes place for technology equipment purchasing and inventorying. An example of their work is the deployment [Skype for Business](#) (replaced Lync) installed in all city facilities including fire stations. Skype for Business provides a tool allowing crews and command staff to collaborate and communicate while remaining in their first in service area. The teleconferencing capability of this system allows for PIAs and planning for special events without requiring commuting to another facility.

Fire stations are currently undergoing a media equipment upgrade to allow for two LED Displays; one to continue use for Skype conferences, training sessions, media access, and a second 24/7 display with communications managed through the Battalion One office related to Advisories, Sound Transit updates, local traffic, etc.

To ensure the department is staying up-to-date on current technology, in 2012 the department initiated a [Technology Committee](#) to collectively strategize the use of technology within the Fire Department, to represent their service lines in technology decision making, and to help the department follow IT standards and best practices while adopting new technology. The Technology Committee collaborates with all divisions in the department to stay apprised of current division, department and City initiatives and the

impacts to and opportunities it will afford staff and crew members in the field. Most recently a transition to a regional electronic patient care reporting solution through use of tablet devices in the field and undertaking the transition to a new records management system, ([ESO](#)), from a product we have relied on for nearly twenty years (Zoll). The ESO application allows for greater quality improvement analysis by providing patient outcome data on release from hospital care, while continuing to gather data required for a myriad of department needs and specifically the King County Emergency Medical Services, and State Fire Marshal's office.

Within continued regional cooperative agreements, the department is also collaborating with the East Metro Training Group to transition to their recently acquired [eLogic Learning Management System](#). As well moving to [WebEOC](#) from EMIT in the Office of Emergency Management

In addition, the department utilizes Telestaff, a software application for complex 24/7 staffing scheduling. This software application exports payroll information to the city's accounting software application. Fire RMS, a records management system is used to gather data required for a myriad of department needs and specifically the King County Emergency Medical Services, and State Fire Marshal's office.

The department relies upon the Microsoft Suite of products which are the city standard for software operating systems and business applications. The city has an excellent collaborative relationship with Microsoft and their Premier Support Team is called in to aid when necessary. Finally, the City of Bellevue ITD group provides 24/7 help desk support for technology issues, and many of their staff are HDI certified.

Appraisal

The City's Information Technology Department researches, plans, and initiates city-wide technology systems, and implements those in all departments. The fire department is constantly internally evaluating opportunities for improvement, utilizing and taking advantage of system enhancements, collaborating with vendors, and prioritizing those enhancements so that their product is more efficient and effective for our business use. Working in tandem with city initiatives new enterprise solutions are sought, such as Office

2016 upgrade which will roll out in the fourth quarter of 2017, and the Windows 10 (1709) Fall Creators Update will be pushed out the second quarter of 2018.

The City has a strong interest in leveraging technology in ways that often benefit the Fire Department, examples include [Opticom GPS](#), and [Intelligent Transportation Systems](#) is participating in the [Smart Cities Initiatives](#) and have been supportive of Fire Department led projects (e.g. implementation of [DocuSign](#) to enhance accountability and streamline approvals)

Plan

The Department will continue to work closely with other City departments to secure the funding for new technologies. The Deputy Operations Chief is a member of the OPT, other designated staff are members of CAB. The Technology Committee will provide ongoing direction to the Department and encourage innovation in reviewing and potentially adopting new technology and applications.

References

[Technology Resources Use Policy - TRUP](#)

[OPT Charter](#)

[CAB Charter](#)

[Technology Committee Charter](#)

[Skype for Business](#)

Information Technology Department [update/replacement schedule](#)

Technology Committee Agenda – [3/7/2018](#)

[Opticom GPS](#)

[Intelligent Transportation Systems](#)

[Smart Cities Initiatives](#)

[DocuSign](#)

9C.4 Public reception and public information (i.e. public information officer) components support the customer service needs of the agency.

Description

City Hall is served by a centralized public service department, known as [Service First](#). All public information and reception activities come through the Service First Area on the main concourse of City Hall. Direct telephone inquiries can be made with Fire Administration, Fire Prevention, and the Office of Emergency Management, and that contact information is available on the department's [website](#). The Training Division is located at a separate facility and is staffed with one administrative assistant to respond to inquiries related to the division.

All Department administrative staff has voice mail and e-mail which allow for efficient delivery and tracking of messages. The public may also access information about the Department through the City of Bellevue's [Web Page on the Internet](#). Each fire station has a public reception area where citizens may come for general information or non-emergency services (e.g. having their blood pressure taken or find informational brochures).

Appraisal

The Department has been committed to provide adequate space, resources and staffing to meet the public information and customer service needs of the public. The public has many accessible points of contact with the Department located throughout the city (i.e. Service First, the Public Safety Training Center, and all nine fire stations).

The Department has developed several informational brochures and public education materials that are made available on-line and at Department facilities for dissemination to the public.

Plan

The Department's Public Information Officer (PIO), will continue to work closely with the City of Bellevue PIO, to enhance the delivery of public information provided on the City and Department website, direct mailings, media events and public meetings.

References

[City of Bellevue web site – Fire page](#)

[City of Bellevue web site – Service First page](#)

[Public Education materials - Internet](#)

CC 9C.5 Organizational documents, forms, standard operating procedures or general guidelines, and manuals are reviewed at least every three years and updated as needed for all agency programs.

Description

The Department's Standard Operating Procedures, forms, manuals, and organization documents are maintained with [Power DMS](#) for accountability and version control. PowerDMS provides a feature to set a review schedule for each document stored which is currently set to an annual review. All other documents are maintained on the department's SharePoint site collection. Documents are reviewed on a periodic basis to determine their applicability. There is a [record retention time table](#) established for elimination of out-of-date reports, and is complied with by the department. The City of Bellevue currently uses an [e-Records Center search hub](#) in SharePoint.

Appraisal

The systems now in place to record and maintain organizational documents, forms and manuals are adequate to meet the needs of the Department. Sufficient control and monitoring procedures are in place to ensure forms are accurate and current and accessible to staff as required for functions.

Plan

The Department will continue to maintain its inventory log of all forms and organizational documents and will continue the policy of reviewing these forms and documents for accuracy and timeliness.

References

[Bellevue Fire Department Standard Operating Procedures](#)

[Contract Log](#)

[e-Records Center Search Hub](#)

[Records Management Retention Schedule](#)

[Special Notice\(s\)](#)

9C.6 Administrative support staff members have adequate training and education to perform their roles and responsibilities.

Description

All new city staff, are required to attend a “[Bellevue Beginning](#)” which provides new employees with a foundation in the City’s culture, systems, benefits and citywide process. In addition, supervisors work with new employee to identify training needs. Senior Fire Department administrative staff assist in the training, specifically working with the new employee on internal department processes. The city also has a wide variety of training opportunities for staff on citywide computer systems and software that are free. Due to workload and the cyclical nature of the work, training often occurs over a twelve-month period.

Appraisal

Each new administrative support staff receives on the job training commensurate with the responsibilities of their position. Additional departmental or city-wide initiatives such as Cultural Competencies, Foundations of One City, Internal Control & Fraud Training, Incident Command System (100, 200 & 700) etc. Job aids have also been created to document “how to” to assist new employees and create consistency for long tenured employees.

Beyond these required training, staff are encouraged and supported in taking advantage of training opportunities that enhance their skills and increase their overall knowledge of the organization whenever their schedule permits, their supervisor approves, and sufficient funds exist to provide for the requested training.

Staff turnover in administrative support positions is very disruptive to the organization. Most positions have zero backup and due to extremely heavy workloads there is little cross-functional capability within the organization. Despite the significant departure of institutional knowledge in recent years, the department continues to perform at a very high level: Budgets are developed and approved; grants applied for, awarded, and managed; recruits are hired, trained, promoted and developed; equipment is identified, purchased

and deployed; facilities and vehicles are repaired and maintained; policies and procedures are developed, reviewed and evaluated; and a myriad of other tasks are accomplished.

Plan

Administrative support staff will continue to be provided with appropriate onboarding and career long investment in their skill development. The Department will also be vigilant in identify new skill sets that are needed to be successful in the changing environment that we work in and provide the necessary training so that we can excel. The City of Bellevue began incrementally implementing a new personnel evaluation process, along with requiring development of individual development plans for staff. Full compliance is required in January 2019.

In late 2018, administrative staff were tasked with developing “Red Books” for their positions that detail their job duties and document procedures for performing their work. This new requirement has added to an already prodigious workload and will take some time to accomplish. When complete, staff will begin cross-training to provide some level of backup and cross-functional capability within the organization. Staff have been given to the end of the first quarter of 2019 to complete this task.

References

[Bellevue Beginnings](#)

[Learning Management System](#)

[New Hire Checklist](#)

[How to set an alert](#)

FD310 Overtime other online form procedures - [Job Aid](#)

9C.7 Public records are maintained, available, and disposed of in accordance with local, state/provincial, and federal legal mandates. Record retention and destruction are documented in accordance with an adopted procedure.

Description

[Washington State law](#) is significantly more rigorous than federal mandates and our records are retained for time periods based on the type of record. The City of Bellevue City Clerk's Public Records office manages all Freedom of Information Act (FOIA) records requests. The retention schedule is defined by state law and enforced by the Public Records office and Information Technology Department (ITD) email archive rules. The City's retention schedule is [published](#), training is available to staff and e-mail storage folders have been established for every employee with preset purge dates based on the type of content.

Fire records are routinely requested for a wide variety of subjects (medical, underground storage tanks, fire investigations, inspections etc.) and responded to in accordance with the [Revised Code of Washington](#) (RCW). Fire inspection records are made available online so that individuals have direct access (e.g. www.MyBuildingPermit.com).

Most records request are required to be coordinated the Public Records office as they impact multiple departments within the City. However, incident reports may be requested directly through either the Fire Records Custodian or the Medical Records Custodian pursuant to [Standard Operating Procedure \(SOP\), Article 900, Section 12](#).

Medical records requests are subject to HIPAA requirements and [SOP, Article 600, Section 19](#) defines polices around Protected Health Information (PHI) and its release.

Appraisal

Systems are in place to ensure that records are retained, disclosed and disposed of in accordance with Washington State Law. Staff are provided access to retention schedules and trained on requirement to properly retain, disclose and dispose of records. Records requests are responded to within the timeframe established by the Public Records office staff, usually 10 business days.

Requests that arrive directly to the departmental Records Custodians are dealt within 5 business days. The RCW requires that the requestor is responded to within 5 business days and informed when the request can be completed. Most requests are completed within this timeframe; however, circumstances exist that may delay the release of the information (ongoing investigations, etc.) and policy is to not release portions of records until the entire investigation is completed.

Plan

Staff will receive training at the time of hire and on an ongoing basis regarding records retention and disclosure requirements.

References

[RCW 40.14](#) - Preservation and Destruction of Public Records

[Public Records Request](#)

[City of Bellevue Records Policies](#)

[SOP Article 900, Section 12](#)

[SOP, Article 600, Section 19](#)

Category X: External Systems Relationships

An agency's external relationships are defined as those relationships which serve to integrate the performance of one system with another. The increased use of multi-unit systems and the increase of interagency agreements between various types of government entities necessitates regular attention to these relationships and the agreements between autonomous operating units. Agreements must be legally adopted, current, monitored, and updated within the accrediting period. Programs which rely on support from external system relationships to meet agency expectations must be referenced in the agreement.

Criterion 10A: External Agency Relationships

The agency's operations and planning efforts include relationships with external agencies and operational systems that affect or may influence its mission, operations, and/or cost effectiveness.

Summary:

The Department's operations and planning efforts include a multitude of affiliations with external agencies that have a direct effect on our mission, operations and cost effectiveness. It benefits from and pointedly cultivates mutual aid agreements and other contractual relationships with several surrounding cities and towns to serve the community seamlessly and serves as an Advanced Life Support provider for King County Emergency Medical Services for not only Bellevue but Sammamish, Issaquah and up to North Bend. These contracts provide funding for essential services and outline specific duties and responsibilities.

Department policies and procedures are directly influenced by the King County Fire Chiefs Association which develops and adopts operational policies for departments throughout King County. Relationships with the Washington State Association of Fire Chiefs, the Washington State Association of Fire Marshals, the Association of Emergency Preparedness Managers, the Seattle Paramedic Training, the Region 6 Trauma Council, and the Zone One Hazmat Consortium are examples of collaborative partnerships that influence our operations.

CC 10A.1 The agency develops and maintains outside relationships that support its mission, operations, and/or cost effectiveness.

Description

Bellevue Fire Department has contracts to provide fire and EMS services with surrounding the cities of [Beaux Arts](#), Clyde Hill, Medina, Yarrow Point and Newcastle. The Department maintains mutual aid and automatic aid agreements with fire departments throughout Zone One and King County. Our Basic Life Support and Advanced Life Support contracts with [King County EMS](#) provides full funding for ALS services and partial funding for BLS services. Regional Dispatch is contracted through the North-East King County Regional Public Safety Communication Agency ([NORCOM](#)), which is an example of cooperation between Police and Fire agencies within Zone One. In addition, the Training Division has joined with four other local fire departments to form the [East Metro Training Group](#) (EMTG), whose values are: cooperation, efficiency and safety.

Appraisal

Close regional partnerships between fire departments have played a strong role in developing grant supported regional assets, regional training programs, [Haz-Mat teams](#), Zone wide operational procedures, dispatch protocols, communications systems and funding. In addition, we have contracted for BLS and ALS services with King County since 1979. Our Department has maintained these contractual relationships with surrounding cities for over forty years to provide exceptional service to its community and to the region.

Plan

The Department will continue to participate in regional partnerships that support our mission, operations and improve cost efficiency.

References

[East Metro Training Group ILA](#)

[Haz Mat Interlocal Agreement](#)

[King County EMS](#)

[King County ALS Contract](#)

[Beaux Arts Contract](#)

[NORCOM](#)

10A.2 The agency’s strategic plan identifies relationships with external agencies/systems and their anticipated impact or benefit to the agency’s mission, operations, or cost effectiveness.

Description

The Department's [2016 Strategic Plan](#) identifies many of the relationships with external agencies and highlights the benefits these relationships have on our mission and efforts to develop cost effective emergency services. Focus groups and surveys took place with our strategic partners, as well as internal and external stakeholders to obtain their feedback in how we are performing and to obtain guidance in how to improve. The [Bellevue Fire Department Technical Appendices](#) contains the data derived from these conversations. Partnerships with local hospitals, [private ambulance companies](#) and other health care providers have been established over the thirty-eight year history of the fire department. City ordinances require the oversight and approval of private ambulance company operations within the city. Inter-local agreements have been established for cooperative efforts in hazardous materials response on a regional basis. Similar efforts have been established regarding joint recruitment and hiring of fire Department personnel, to reduce the individual agency costs associated with recruitment and hiring.

Appraisal

[The Department’s 2016 Strategic Plan](#) describes the relationships the department is privileged to be a part of and strives to maintain with the various external agencies and organizations and how these relationships impact our mission and ability to maintain cost effective operations. Care was taken in identifying relationships and obtaining their feedback by hiring an objective third party to facilitate honest and open conversations.

Plan

The Department and the City will maintain the current mix of formal inter-local agreements, cooperative working relationships and partnerships with public and private agencies which has proven to be very successful.

References

[Bellevue Fire Department 2016 Strategic Plan](#)

[Bellevue Fire Department 2016 Strategic Plan Appendices](#)

[Tri-Med Contract 2016-2021](#)

10A.3 The agency researches, analyzes, and gives consideration to all types of functional relationships that may aid in the achievement of its goals and objectives.

Description

The Department and City have clearly defined processes for developing, implementing and revising interagency policies and agreements. Regular communication meetings and formal adoption processes regarding city ordinances, resolutions and [inter-local agreements](#) represent the range of methods available for policy development. Inter-agency cooperation has been enhanced through the establishment of monthly and quarterly meetings with regional organizations such as the King County Fire Chief's Association, EMS Master Planning Committee, EMS Strategic Planning Committee, King County Hazardous Materials Committee, King County Training Officer's Association and the Washington State Fire Chief's Association.

Appraisal

The Department and region have established processes available for inter-agency policy development, revision and implementation of agreements that have proved very effective. Examples including East Metro Training Group, [NORCOM regional dispatch system](#), regional paging system and Zone One SCBA evaluation and purchasing.

Plan

The Department will continue its active participation with each of its regional partners to ensure regular review and revision of current agreements. We will explore additional opportunities for developing new interagency agreements for fire investigation, fire service training, grant funding and communication systems.

References

[NORCOM Agreement](#)

[Inter-Local Agreements](#)

10A.4 A conflict resolution process exists between all external organizations with whom the agency has a defined relationship.

Description

A formal conflict resolution policy does not appear in the [City of Bellevue Emergency Operations Plan](#) or within the King County Emergency Operations Plan. Resolutions and ordinances adopted by both the City Council and the King County Council have outlined clear and specific direction for the joint operations during incidents which require the use of external resources.

A conflict resolution policy is contained within the formal contracts between [agencies which contract](#) with the Bellevue Fire Department for fire and emergency medical services. A similar policy is outlined within the [inter-local](#) agreement addressing the hazardous materials response team and the contractual relationship between the Department and King County Emergency Medical Services Division.

Appraisal

In regard to our relationships with external agencies, conflicts have been almost nonexistent during the history of the Department. This can be attributed to open and candid communications that occur between the Department and external agencies. A willingness to discuss and negotiate any miscommunications has been a major reason that formal conflict resolution policies have not been necessary.

Plan

There are no plans to change our conflict resolution process. Regular communications meetings with contract cities and an annual review of all contracts with representatives of the contracting agencies will be scheduled in July/August of each year.

References

[Bellevue Emergency Operations Plan](#)

[Beaux Arts Service Contract](#)

[Haz-Mat Interlocal Agreement](#)

Criterion 10B: External Agency Agreements

The agency maintains current agreements with those external agencies which support the identified programs. All external agency agreements required to be maintained in support of any program must be current, reviewed, and/or updated within the accreditation period and adopted by the appropriate governing bodies. All agreements should support the agency's effort to take advantage of any operational and cost-effective benefits. Data reports, at least annually, should reflect the impact of each agreement on the agency.

Summary:

The Department has external agency agreements that take full advantage of joint operations and cost-effective benefits. These include both contracts for service, service level agreements with neighboring agencies, as well as automatic and mutual aid agreements. The contract for service agreements includes provisions for fire protection delivery to multiple government agencies in contiguous proximity to Bellevue.

Overall, the spirit and depth of cooperation with other emergency service providers in the region is outstanding. The external service agreements with neighboring government bodies provides for the efficient deployment of resources on a wider scale and results in significant revenue to the City of Bellevue to maintain a quality fire protection delivery system.

CC 10B.1 External agency agreements are reviewed on an annual basis and revised as necessary to meet objectives.

Description

The Department has current [automatic and mutual aid agreements](#), contract for service agreements, and service level agreements that all support organizational objectives. Automatic aid agreements have been established with agencies immediately contiguous to the City of Bellevue. These agreements are reciprocal and cover all emergency responses into neighboring jurisdictions. The Department also has agreements in place for [state-wide](#) support. Our standard operating procedures ([100 Sec 08](#)) provide for an annual review of our mutual aid agreements.

Most contractual agreements are required to be negotiated every three years by city policy. Additionally, agreements are required to be reviewed and approved by official Council action prior to implementation. Management of various financial and direct service agreements is generally a function of the Fiscal Manager, with oversight provided by the Fire Chief.

Appraisal

The various agreements have been routinely updated in concert with our partner agencies. Each specific agreement is measured against department goals and objectives and is intended to produce positive and mutual benefits for all agencies. Formal inter-local agreements were made possible by ordinances enacted by the [King County Council](#) and subsequently adopted by the respective city councils. Additionally, the South Puget Sound Region, which includes the four county regions including King, Pierce, Mason and Kitsap Counties, has a mutual aid plan for large scale emergencies. The [Washington State Mobilization Plan](#) represents the final extension of mutual aid within the state, and allows for agencies to request fire resources when the automatic and mutual aid resources have been depleted.

Plan

The Department will continue to review and maintain current external agency agreements on an annual basis that meet our organizational objectives.

References

[Automatic and Mutual Aid Agreements](#)

[100 Sec 08 Automatic and Mutual Aid Agreement Review](#)

[King County Council](#)

[King County Emergency Response Plan](#)

[Washington State Fire Mobilization Plan](#)

10B.2 The agency has a process by which their agreements are managed, reviewed, and revised.

Description

Each agreement is managed by the department division personnel who are responsible for the contract and have a review schedule according to the provisions in the agreement.

This process takes place on a [SharePoint site](#) developed for that purpose. In addition, there is a city oversight process that includes review and input from a variety of sources, including legal authority, risk management, and City management.

Our standard operating procedures ([100 Sec 08](#)) provide for an annual review of our mutual aid agreements whereby the Deputy Chief of Operations ensures their relevance to current practice. Most contractual agreements are required to be negotiated every three years by city policy. Additionally, agreements are required to be reviewed and approved by official Council action prior to implementation. Management of various financial and direct service agreements is generally a function of the Fiscal Manager, with oversight provided by the Fire Chief.

Appraisal

City and Department policies have been effective at directing the appropriate review process for all agreements and most often contain provisions for both a revision and term of limitation which provides the framework for review. The term of the agreement generally is identified within the agreement, although [mutual and automatic aid agreements](#) are in place with no identified expiration. Various regional oversight groups, such as the King County Fire Chief's Association or Eastside Chiefs, additionally assist in the management and establishment of processes designed to ensure currency of agreement such as the 911 Dispatch agreement with [NORCOM](#).

Plan

The Department will continue to actively participate with the various committees and organizations that are responsible for maintaining and amending local agreements and maintain a regular review schedule.

References

[100 Sec 08 Automatic and Mutual Aid Agreement Review](#)

[Contract Management SharePoint site](#)

[Mutual Aid Agreements](#)

[NORCOM Agreement](#)