

ZONE 1 OPERATIONS CHIEFS RETREAT - MEETING MINUTES
JUNE 13, 2017 AT 9:00 A.M.
SNOQUALMIE CASINO

MEETING ATTENDANCE	
Richard Burke, EF&R	Jamie Formisano, EF&R
Joel Kuhnhenh, KCFD 45	Tim Day, Kirkland
Mike Bailey, Snoqualmie	Josh Baker, NORCOM
Bobbi Lane, Bellevue	Mark Moulton, Bellevue
Andy Adolfson, Bellevue	Rob Van Spanndonk, Bothell
John Nankervis, Shoreline	Tim Dahl, Shoreline
Drew DeFazio, Redmond	

TOPIC	ACTION TAKEN
Review & Approve Previous Meeting Minutes: Previous meeting minutes were reviewed by the group.	Approved unanimously
MCI SeaTac Airport (Z1 BLS Strike Team) update: Briefed on the logistics and status of teams and apparatus attending.	Provide any updates to Burke
Updates to Model Procedures: Recommendations moving forward for the removal of the May Day and Abandonment tones/sequence. Discussed the status of the training component to ensure a consistent roll out.	Please report back to the Z1 Ops should either a May Day or Abandonment happen within your Agency for the group to debrief.
Fireworks responses/operational issues: Discussed individual Agency responses, staffing, current enforcements, and planning interaction with respective cities. Discussed Resource Emergency as well as establishing a committee to develop an IAP for terrorist events. Encourage use of the Fusion Center . NORCOM briefed on their protocols (see Fireworks Reference). Agencies who up-staff: Bothell, District 34, Duvall, Kirkland (banned but up-staff due to parade), Snoqualmie (banned but up-staff), EF&R.	Establish Resource Emergency as needed and communicate to Dispatch needs.
Move-ups: Discussed confirmed working fire (1 st -3 rd alarm), which activates MUM, and the current issues with Agencies overriding the system opposed to relying on it. Discussed the possibility of the Zone Coordinator monitoring MUM. Discussed Move-Up Kits and Air Truck Deployments and the recommendation to add an Air Truck to a 1 st In Assignment/Working Fire.	All resources available in the Zone on the Zone 1 Resources page. Agreed to commit to contact the Zone Coordinator before making individual moves for anything past a 1 st alarm. Establish Policy during the September meeting. Josh to send out the Zone Coordinator contact information and add to the page. Josh to provide an informational survey on the last 10 calls during the September meeting.

	Discussed the recommendation to add an Air Truck to a 1 st In Assignment/Working Fire.
Wildland Updates: Discussed current practices and lessons learned from the two early responses. Discussed the new resource management tool the State is using for manifests compared to MAPARS and integrating the two systems.	MAPERS entered by the Agency deployed. Ensure resource orders/numbers and the manifests are correct prior to forwarding to finance departments.
Model Procedures development for HazMat and LPG/Natural Gas and propane responses: BC DeFazio will distribute the current draft response plan for review and add the Propane piece at a later date. Discussed next steps.	Draft response plan will be distributed for review. DeFazio to create a class/road show during the Fall.
Fentanyl Response Plan Discussion: Briefed on the Fentanyl call on Mercer Island and the effects of the drug, exposure to it and decontamination procedures. DeFazio discussed the PowerPoint presentation from PD that they will modify towards the Fire Service.	Create a draft model procedure during the Fall.
King County Dispatch Guideline Review: AC Nankervis briefed on the intent of the meetings, attendance at the meetings, and the pilot program changes to current practices for Dispatch calls for ALS that will be changing to BLS calls; including signs of shock, rapid heart rate, pregnancy contractions and conscious overdose patients.	Request for participation on this committee and other Levy committees. AC Nankervis to send meeting schedule. Recommendation for AC Nankervis to move this issue forward to the KC Ops and possibly KCFCA.
Charter Structure Overview & Development: see attached	

The group agreed to move the meetings to the first Tuesday of the month to allow for the briefing to occur in a timely manner to the Z1 Chiefs.

Reminder: No July/August meeting, next meeting September 5, 2017



KING COUNTY ZONE 1 OPERATIONS CHIEFS

Charter/Retreat Development Outline

Thank you to the Zone 1 Operations Chief Officers for their willingness to bring our work group together and develop a “Charter” to help define the path forward. The critical nature of the work being managed by our group will affect hundreds of firefighters and officers, as well as over 650,000 community members we are sworn to serve and protect. The work we do matters.

With limited time, together each month those precious hours need to be effective and results driven. To help define the June retreat, the draft is a frame work for us to develop together.

1. Purpose and Key Responsibilities

- a. What is the reason for our existence?
 - Deliver the best service
 - Base decisions and processes off best practices (not personality preferences)
 - Output (safe, consistent and effective service) vs. Input (research, development, assessment of practices)
 - Agency changes to be shared with the Z1 Ops group for input/impact/innovative improvements
 - System vs. individual approach and align where we can
 - Evaluation of systems for continued improvement
 - Ensure change is vetted and measured once adopted, through the Z1 group
- b. Who are we responsible to and how do we measure the success of the actions completed or taken by the group?
 - Responsibility to individual Agencies, Z1 group and King County

2. Vision

- a. What do we want to accomplish, achieve or create?
 - Assess: Should it be discussed in Z1 or delegated to others
 - Evaluate: What is the intention of topic (i.e., input, sharing, change)
 - Be intentional: Vet with focused intention and communicate the “why” behind decisions.
- b. What will be the impacts of our collective actions?
 - Impact: Define who it will impact

King County Zone 1

Bellevue Fire Department, Bothell Fire & EMS, Duvall Fire, Eastside Fire & Rescue, King County Fire District 27, Kirkland Fire Department, Mercer Island Fire Department, Northshore Fire Department, Redmond Fire Department, Shoreline Fire Department, Snoqualmie Fire Department, Snoqualmie Pass Fire & Rescue, Woodinville Fire & Rescue

- Measurable: Have the ability to measure change

3. Values

- a. What are the most important values we will adopt to guide our actions and decisions to guide our group?
 - Stewardship
 - Trust
 - Integrity
 - Compassion
 - Fiscal Responsibility
 - Shared Responsibility (Thoughtful of the good of the whole)
 - Public First
 - Setting Chiefs up for success
- b. What are the specific behaviors that describe each value?
 - Ensure the job is being done so the Chiefs do not feel they have to
 - Bring solutions to challenges
 - Establish and hold ourselves accountable to deadlines
 - Proactive approach to operations (not responsive)
 - Cross Communication and Establish Responsibilities

4. Goals

- a. What are shared goals and deliverables?
 - Leadership at all levels
 - Function better together
 - Common operating picture
 - Common practices
 - Aligning philosophies (i.e., Embrace & anticipate changes in the fire service)
- b. How do we measure our success?
 - Memorialize accomplishments, outcome, and resources listed on website
 - Informational package for new members to the Z1 Ops group

5. Roles and Responsibilities

- a. What are individual skills and functional areas of responsibility?
 - Lean on each other for skills and expertise
 - Establish a bio for members within the group
 - Revisit Operational Areas for deeper dives

6. Mutual Expectations

- a. Ground rules

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- i. Actions that positively/negatively impact the group?
- ii. What is the best method for providing feedback within internally/externally?
- Do not disenfranchising each other
- Be open minded
- Respect consensus
- Do not pit departments against each other, advocate for one another with Fire Chiefs
- Principals over Personalities
- Do not focus on differences
- Define Success: Share experiences of the success, recognition, celebrate
- “In the Zone” Report/Newsletter to demonstrate success (semi-annual)

7. Operating procedures

- a. Meeting dates/time/length
- b. Current format/improvement/changes
- c. Method to track decisions and agreed upon actions?
- d. Best method for group communication?
 - Due to the Z1 Chiefs meeting, the group agreed to try moving the Z1 Ops meetings to the first Tuesday of the month. First meeting will be September 5 opposed to September 12.
 - When communicating via email, do not reply all. Blind Copy (bcc) is also an option when sending emails.
 - Commit to responding to emails within a week

8. Commitment to each other/mission

- a. Time frame for returning emails/phone calls
- b. When we communicate to our specific work groups regarding issues discussed within our team, how do we communicate results/actions
- c. Decision making process/method
 - i. Majority/consensus
- d. How do we resolve disagreements?
- e. How will we handle if we don't follow through on agreements?
- f. How do we evaluate our team's performance?
- g. What mechanism should we utilize to communicate our actions to every firefighter we are responsible to?
 - Provide perspective regardless of disagreements
 - Relationship first
 - Ask for help when needed

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DISPATCH FIREWORKS PROCEDURES

Dispatch will follow normal procedures to process fireworks calls, except as otherwise directed by one of our agencies. This is usually done only for the 4th of July and directives are typically given the day of.

In the event that fireworks calls start to become overwhelming, please follow the procedures for logging into the [Events Queue](#) in order to manage call volume.

POLICE DEPT FIREWORKS PROCEDURES

(Traditionally around July 4 and Dec 31 **if** deviating from usual policy).

BLVPD

1. Bellevue will have 4 teams of 2 (Fire and Police) responding to as many fireworks complaints as they can from 2000 - 0100 hrs. They will be Zebra units.
2. Z41,42 and 43 will patrol East of 405
3. Z44 will patrol West of 405
4. There will be firework festivities downtown using TAC11. This will be monitored by Tactical Dispatch on scene

KIRPD

1. Master Case # 16-24358 for seized fireworks
2. As priority calls for service allows, officers will respond to all fireworks complaints
3. Unless an event requires immediate attention, fireworks complaints will be placed in the pending queue and it will be the responsibility of the district officer and patrol supervisor to monitor pending calls. If an officer hasn't responded to the event in 30 minutes the supervisor shall notify dispatch to clear the call Zebra
4. If NORCOM receives multiple calls/complaints for a particular location or incident, the district officer will be dispatched rather than placing the call in the pending queue
5. There will be a Kirkland 4th of July Parade mid morning. TAC12 will be used but not monitored but not monitored by dispatch

- 6. There will be a fireworks show downtown Kirkland. TAC12 will be used but not monitored by dispatch.
- 7. TAC12 and EPOL1 will need to be patched from 0800 until approx. 2330 hrs

CLYPD

- 1. All Clyde Hill/Yarrow Point firework complaints will be Patrol Informational Broadcasts unless the caller would like contact
- 2. There will be a Yarrow Point parade in the morning. CH/ME channel will be used but not monitored by dispatch

MEDPD

- 1. Treat all fireworks calls as normal calls for service

MEIPD

- 1. Master Case # 16-7919 for seized fireworks
- 2. Treat all fireworks calls as normal calls for service

FIRE DEPT FIREWORKS PROCEDURES

(July 4th 2016).

- 1. On any Firework related calls, type the **/FW** command into the call narrative of TriTech.

2. On 7/4/2016 - Battalion Chiefs initially dispatched on Brush Fires and Wildland Fires will be removed from the call immediately after dispatch.

They will treat this as advisory only and will only be required to let us know if they would like to continue. Otherwise, we will leave them available for other calls.

Date	Time	Initial	Conf	Comment
06/02/2016	10:57:31	JSB		FIREWORKS RELATED INCIDENT

/FW

Add Erase Save

From: <http://wiki.norcom.org/> - NORCOM Wiki

Permanent link: http://wiki.norcom.org/doku.php?id=fireworks_page

Last update: 12/28/2016 18:35





NORCOM Procedures for Triggering Manual MUM

In short, you can now trigger MUM by changing the Problem Nature to “Move Up” if coverage is needed.

The Move-Up Module (MUM) is a program used to identify geographical areas in the Zone that are under-covered by fire engines and in the event of a confirmed structure fire is automatically triggered to affect the move-ups.

In the event of a major response in Zone One, or if an event outside of Zone One has depleted a significant geographical portion of the Zone, NORCOM can manually trigger MUM using the newly created “Move-Up” type code to make recommendations for ENGINE move-ups to provide coverage on demand.

You are free to look at recommendations anytime without restriction, but actual move-ups should only be executed in accordance with the following 3 rules.

Prerequisites:

1. A MUM recommendation should only be requested if 3 or more adjacent station response areas are anticipated to be un-covered for 30 minutes or more.
2. An Incident Commander, Reserve BC (IE B62) or Battalion Chief / Department Head (from the neighboring jurisdiction) may request NORCOM to identify the MUM recommendation as described in steps 5-8 below.
3. Any triggering of actual move-ups shall be approved by the Dispatch Supervisor (or designee) in coordination with the Incident Commander, Battalion Chief, or department head. Some or all of the recommended move ups may be implemented dependent upon the anticipated need. These requests will primarily originate from the field.

How to Trigger:

4. Go to position 5631 and change the incident in question from its current type (MVA Rescue for example) to a “Move-Up”.

Problem/Nature **Move-Up**

- You must tab off of the problem nature code to trigger MUM.
- **This will only work if the call in question has Engines associated with it.** Mum only recognizes Engines for Move Ups.
- Your coverage Map may take a moment to recalculate / update after you tab off so be patient.



Zone Legend

- MOVE UP
- ACCEPTABLE
- AVERAGE
- GOOD

Station Legend

- Unit Available
- No Unit Available
- No Unit Assigned

Zone Info

SH36
Station Depth: 3
Station List: STB3; ST57; ST65

Units And ETB

Units	ETB
E1	0
E11	0
E12	0
E13	0
E14	0
E16	0
E18	0
E2	0
E21	0
E22	0
E25	0
E26	0
E27	0
E271	0
E272	290
E28	290
E281	15
E282	290
E28A	290

Station And Unit Info

STB3

Units	ETB	Status	Time
E53	28	Out Of Service	10:08:47

5. If the engines (now out of service assigned to your call) create a coverage vacancy on the map (see red map area below), MUM will display a move up box just like you are accustomed to for Confirmed Structure Fires. Process the recommendation(s) only if agreed upon by the requestor.

Zone Legend

- MOVE UP
- ACCEPTABLE
- ACCEPTABLE
- GOOD

Station Legend

- Unit Available
- No Unit Available
- No Unit Assigned

Zone Info

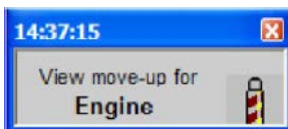
Units And ETB

Units	ETB
E1	0
E11	0
E11A	290
E12	25
E12A	290
E13	0
E13A	290
E14	0
E14A	290
E16	0
E16A	290
E18	0
E2	72
E21	0
E22	0
E24	290
E25	0
E26	19
E27	0

Station And Unit Info

Station:

Units	ETB	Status	Time
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6. In the event that move-ups are being executed, an “advisory” page shall be sent to All Zone-1 Battalion Chiefs via Page group from TriTech. Page shall begin and end with the phrase ADVISORY ONLY. Example ~ (**ADVISORY ONLY**, E5 Moved up to ST11 to backfill for WILDLAND FIRE CFS 389. **ADVISORY ONLY**)

Deccan International - LiveMUM				
Engine	Aid	Recommendations	Sync	Track
12/17/2015 09:29:27		E5: ST5 → ST11		
12/17/2015 09:31:20		E18: ST18 → ST11		

7. The Battalion Chiefs or department head may request that move-ups of their agency resources be cancelled depending on the circumstances. (**VETO POWER**)

Conclusion:

8. The Dispatch Supervisor shall monitor the situation, but the Battalion Chief (or other from #2 above) is responsible to recall move-up resources when it becomes appropriate.
9. Any manual activation of MUM that results in move-ups shall be documented and forwarded to the Zone One Operations Chiefs by NORCOM for review. You can simply send an email to whichever Supervisor attends Zone 1 Fire Ops and they will forward it to the Ops Chiefs.

This enhancement will broaden our unit management options GREATLY like a *robotic mini zone coordinator* when our partner agencies have multiple engines out on a call type that wouldn't typically trigger MUM.

IMPACT CHECKLIST:

What could be impacted by the decision or action taken, or the enactment of a rule, SOP, agreement or Policy?

BUDGET

- What is the cost?
- Is it in the approved budget?
- Can it be absorbed into the budget?
- What approval authority is needed?

CBA

- What does the contract say?
- Is there precedence or past practice?
- Is it a negotiable item?
- Is it something for the L/M Committee?

STAFFING

- Does it help or hinder staffing levels?
- How/why?
- Is it doable in Telestaff?
- Does it jeopardize 90%/10 sec?
- How will it impact existing program/project work already underway?

TIME

- How long will it take to decide and implement?
- Do we have that kind of time?
- Can it be done in-house?

RELATIONSHIPS

- What are the advocacy groups on the item, if any?
- Will it enhance or injure the relationship?

BUSINESS CONTINUITY

- Is it disruptive to the continuity of operations?
- How and why?

POLICY

- Is it covered by policy?
- Is a policy needed?
- Is it in line with public policy and best practice?

OPS

- Is there an Operational Impact?
- What is it?
- Is it doable, and why or why not?

TRNG

- Is Training of new hires affected? How?
- Is Training of tenured staff affected? How?

TECH

- Is there a software or hardware implication?
- How/why?
- Is it doable?
- What is the existing capability of existing software to accommodate the item?

OTHER

WHO DO WE NEED TO INCLUDE IN DISCUSSION/DECISION - If there are impacts identified as an outcome of the discussion, have we included these groups in an effort to inform the solution/implementation conclusion/decision? If not, we must.

GUILD / 519 / SUP GROUP / F&B / OPS / HR / TECH / EXEC DIR / DEP DIR / TC / SME'S / TRNG / CTO'S / OTHER?

Pareto's Principle - The 80-20 Rule

How the 80/20 rule can help you be more effective

In 1906, Italian economist Vilfredo Pareto created a mathematical formula to describe the unequal distribution of wealth in his country, observing that twenty percent of the people owned eighty percent of the wealth. In the late 1940s, Dr. Joseph M. Juran inaccurately attributed the 80/20 Rule to Pareto, calling it Pareto's Principle. While it may be misnamed, Pareto's Principle or Pareto's Law as it is sometimes called, can be a very effective tool to help you manage effectively.

Where It Came From

After Pareto made his observation and created his formula, many others observed similar phenomena in their own areas of expertise. Quality Management pioneer, Dr. Joseph Juran, working in the US in the 1930s and 40s recognized a universal principle he called the "vital few and trivial many" and reduced it to writing. In an early work, a lack of precision on Juran's part made it appear that he was applying Pareto's observations about economics to a broader body of work. The name Pareto's Principle stuck, probably because it sounded better than Juran's Principle.

As a result, Dr. Juran's observation of the "vital few and trivial many", the principle that 20 percent of something always are responsible for 80 percent of the results, became known as Pareto's Principle or the 80/20 Rule.

What It Means

The 80/20 Rule means that in anything a few (20 percent) are vital and many (80 percent) are trivial. In Pareto's case it meant 20 percent of the people owned 80 percent of the wealth. In Juran's initial work he identified 20 percent of the defects causing 80 percent of the problems. Project Managers know that 20 percent of the work (the first 10 percent and the last 10 percent) consume 80 percent of your time and resources. You can apply the 80/20 Rule to almost anything, from the science of management to the physical world.

You know 20 percent of your stock takes up 80 percent of your warehouse space and that 80 percent of your stock comes from 20 percent of your suppliers. Also 80 percent of your sales will come from 20 percent of your sales staff. 20 percent of your staff will cause 80 percent of your problems, but another 20 percent of your staff will provide 80 percent of your production. It works both ways.

How It Can Help You

The value of the Pareto Principle for a manager is that it reminds you to focus on the 20 percent that matters. Of the things you do during your day, only 20 percent really matter. Those 20 percent produce 80 percent of your results. Identify and focus on those things. When the fire drills of the day begin to sap your time, remind yourself of the 20 percent you need to focus on. If something in the schedule has to slip, if something isn't going to get done, make sure it's not part of that 20 percent. There is a management theory floating around at the moment that proposes to interpret Pareto's Principle in such a way as to produce what is called Superstar Management. The theory's supporters claim that since 20 percent of your people produce 80 percent of your results you should focus your limited time on managing only that 20 percent, the superstars. The theory is flawed, as we are discussing here because it overlooks the fact that 80 percent of your time should be spent doing what is really important. Helping the good become better is a better use of your time than helping the great become terrific. Apply the Pareto Principle to all you do, but use it wisely.

Manage This Issue

Pareto's Principle, the 80/20 Rule, should serve as a daily reminder to focus 80 percent of your time and energy on the 20 percent of your work that is really important. Don't just "work smart", work smart on the right things.