



## Eastside Fire & Rescue

### Strategic Plan Quarterly Report

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This is the first report produced to demonstrate the progress being made towards achieving the objectives outlined in the Strategic Plan. You can expect to receive these reports on a quarterly basis. I plan on explaining the format of the report and providing highlights at Thursday's Board meeting. During the meeting staff will be available to answer any questions you may have.

The report is intended to provide you with a short update of every area of focus. It is not intended to be all encompassing. Of course, if you would like to receive more detail about any topic we will be happy to provide it to you. As you will see we are busy working on the many elements of the plan.

The report lists every Strategic Priority and Objective outlined in the Strategic Plan. Every item will have a brief description of the actions being taken, the lead staff member assigned, and a status update.

We have created four status levels:

On-going	Represents an item that will be continually worked on. There is never a completion to this type of objective. Beginning with the second quarterly report, each item with a status of on-going will have a description of what has been most recently completed and a description of what is the most pressing issue currently being worked on.
In progress	Represents that we are actively working towards completion of the objective.
Deferred	Represents that the objective is currently not being worked on.
Completed	Represents an objective that has been achieved.

As always, I welcome your feedback and look forward to presenting this document to you at the Board meeting on March 9, 2017.

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## Strategic Priority – Employee Development

Invest, support, and empower all personnel to realize their potential.

Objective	Activity	Responsible Party	Status
1. Strengthen training and development opportunities for members.	Utilize EMTG training opportunities to build Agency capacity for all hazard responses, beginning April 2017.  Due to increased Training Division workload supporting EMTG, there will be an increased need for involvement from employees outside of the Training Division in delivery of technical specialties, e.g. EMS, rescue, Reserve Development, Admin support, etc.	Chief Tryon	On-going
1a. Awaken a sense of capacity in members.	By-product of number 1, 2, and 2b.	Chief Tryon	On-going
1b. Create opportunities and an environment that allows members to thrive.	Working to identify all currently assigned Agency task assignments and create rotation process that allows for organized turnover and opportunities for participation by all members of the organization.	All Chiefs	In progress
2. Develop a robust officer development program.	Reviewing current process to make sure it meets the individual officer candidate needs as well as the Agency's growing needs for skilled supervisors at all levels. Timed to meet professional development program roll out of 2018.	Chief Tryon	In progress
2a. Continue to support and invest in the Joint Apprenticeship & Training Committee (JATC) program.	Current JATC program is in the process of being updated to better support the changing demographics and timelines of the new hires, laterals, and continuing development needs for leadership and management of future officers. Ongoing based on changes in best practices.	Chief Tryon	On-going
2b. Implement a professional development program.	Utilizing the best practices of the National Fire Academy, State standards, and other recognized leadership and management programs, EF&R is establishing a program that allows employees to 1) see required and elective opportunities, 2) enter along the continuum at any point to meet their current capabilities to further their development, and 3) meet their future goals and the Agency's need for qualified personnel at all levels of the organization.	Chief Tryon	In progress

White: On-going	Red: Deferred
Green: In progress	Blue: Completed

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Objective	Activity	Responsible Party	Status
	<p>Create record management of roles employees have taken on in the Agency, and tie to “career counselors” who will assist individuals in accomplishing their professional goals, with a by-product being organizational capacity.</p> <p>Roll out of initial program will be November 2018.</p>		
3 Identify training grounds that maximize availability, functionality and accessibility to meet training demands.	This activity will move forward during the capital planning process for the 2018 budget process.	Chief Clark	Deferred until 2018 planning process.
4 Emphasize safety; promote the physical and mental well-being of members.	<p>Revamp safety reporting mechanisms to lend to more accurate documentation and statistical analysis to better address trends and focus resources on prevention.</p> <p>Utilize the RBO process to help create inclusive solutions to areas the employees see needing to be addressed. Initial RBO retreat to establish this first focus on health and wellness will occur in March. Timelines will be established from this.</p> <p>Develop Peer Support needs of the Agency via education and development of Peer Support Team members and employees.</p>	Chief Tryon	In progress
5 Create a succession development strategy for all levels, to include small service delivery groups.	Will be completed by the end of 2017.	Chief Clark	In progress
5a. Evaluate and revise the Performance Evaluation Program.	Researching alternatives to begin implementation January 2018.	Chief Parkinson	In progress
6 Facilitate open and effective communications across all levels.	The expectation has been communicated and constant facilitation of the process is being communicated.	Exec Chiefs	On-going
7 Plan and develop a well-rounded training program designed to support future leadership candidates as they prepare	Coordinate with 2 and 2b. Developing processes with significant overhaul.	Chief Tryon	In progress

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Objective	Activity	Responsible Party	Status
for integrated department management roles.			
7a. Develop Chief Officers capable of assuming multiple types of management duties.	Establishment of Administrative Chief Positions was the first step. Additionally, monthly All Chief meetings have been established to create opportunities for the development of all Chiefs. A formal written succession strategy will compliment this objective.	Chief Clark	In progress
8 Develop a strategy to reduce/improve the span of control of Line Battalion Chiefs.	The need has been identified and will be discussed internally during the 2018 budget development process.	Chief Clark	In progress
9 Develop comprehensive volunteer firefighter development and supervisory strategies.	Currently redesigning the volunteer program. The existing program is undergoing an audit to identify cost, supervision, and training issues. The Reserve Training Group (RTG) is being recruited from the career ranks and will be in place by mid-March. Strategic objectives for volunteer firefighter development and supervision include: <ol style="list-style-type: none"> <li>1. Identify strategic training priorities for the new volunteer program.</li> <li>2. Developing specific standards for each volunteer firefighter position.</li> <li>3. Develop and implement training and testing for each standard.</li> </ol>	Chief Tanner	In progress
10 Define organizational commitment to Recognition Programs.	2016 saw the initial steps for EF&R to recognize individual members from each Division (Operations, Administration, and Volunteers) with the creation of a united Awards Ceremony. The 2017 Awards Ceremony is expanding its scope with the inclusion of sponsorship agencies (Swedish Medical Center) as well as represented Elected officials.	Chief Burke	On-going
10a. Continue conducting annual	March 25, 2017 is scheduled with improvements from 2016.	Captain	In progress

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Objective	Activity	Responsible Party	Status
recognition ceremony.	Continued goal to improve efficiency moving forward.	Westlake	

## Strategic Priority – Life Safety

Provide for life safety, and the protection of property and the environment.

Objective	Activity	Responsible Party	Status
1. Establish and adopt an “All-Hazard” Standards of Response Coverage.	Target date June 2017.	Chief Tryon/Burke	In progress
1a. Perform and maintain a comprehensive Community Risk Assessment.	Initial data created for all structures within EF&R.	Chief Tryon/Burke	In progress
1b. Perform a detailed All-Hazard critical task evaluation.	Target date June 2017.	Chief Tryon/Burke	In progress
1c. Perform a comprehensive station and unit evaluation.	Upon completion of 1a and 1b.	Chief Tryon/Burke	In progress
1d. Perform a comprehensive resource deployment evaluation.	Upon completion of 1a and 1b.	Chief Tryon/Burke	In progress
2. Maintain Adopted Fire Code standards in all partner service areas.	Three year update cycle to match State-wide code adoption. Most recent code adopted in 2016. Continue to improve code consistency across EF&R partners and region for safety, efficiency, and effectiveness. Ongoing via Zone Fire Marshal Committee.	Chief Tryon	On-going
2a. Participate in the planning process of new development, to include transportation planning.	Regularly scheduled meetings with management from all three cities. The discussion centers around growth related issues. By July of 2017, a review and update of planning documents, as they pertain to fire services, will be performed with all three cities.	Chief Clark	In progress
2b. Proactively work with partners to ensure Fire Codes and Standard Planning Details are developed, adhered to, and	By July of 2017, a review and update of all standard planning details will be conducted. Additionally, an annual review process will be established with each entity.	Chief Clark	In progress

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Objective	Activity	Responsible Party	Status
enforced.			
2c. Evaluate and develop a comprehensive Fire Inspection program.	Utilize outside agency to review best practices of EF&R. August 2017. Implement compliance monitoring program in keeping with regional best practice to ensure codes compliance and life safety conditions for community. 1 <sup>st</sup> quarter of 2018.	Chief Tryon	In progress
3. Develop and maintain a robust Emergency Management program.	Working with local EM professionals to create RFP for initial EM program. By April 2017.	Chief Tryon	In progress
3a. Develop and adopt an Emergency Operations Plan (EOP).	Target date is 2018.	Chief Tryon	Deferred
3b. Identify and exercise EF&R's Emergency Operations Center (EOC).	Target date is 2018.	Chief Tryon	Deferred
3c. Develop and adopt a Continuity of Operations Plan (COOP).	Target date is 2018.	Chief Tryon	Deferred
3d. Improve, maintain and exercise robust disaster communications capability.	Evaluating experiences from recent regional drill in 2016.	Chief Tryon	On going
3e. Integrate and train on Emergency Management response with all partner agencies.	Target date is 2018 based on outcome of 3a and partner discussions.	Chief Tryon	Deferred
4. Continue to work with regional response partners to address the challenges of regional service delivery.	Chief Burke is serving in the role of Zone 1 Operations Chiefs Chair as well as actively participating in KC Operations Chiefs review of "Model Practices". These model practices are the foundation for increasing interoperability throughout the region while increasing safety. Chief Burke has coordinated the development of Zone 1 "Goals and Objectives" in an effort to ensure the changes made at the Operations Chief level are effective and applicable to crew members in the field.	Chief Burke	On going
4a. Support the development and implementation of a countywide automatic aid system.	Chief Clark was a founding member of the King County Fire Chiefs Association Automatic Aid Committee. The Committee has developed a draft Countywide Automatic Aid Agreement that is currently going through a second legal review. The agreement	Chief Clark	In progress

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## Strategic Priority – Life Safety

Provide for life safety, and the protection of property and the environment.

Objective	Activity	Responsible Party	Status
	should be ready for agency approval by the end of 2017.		
4b. Continue to support and develop regional capabilities of the dispatch system (NORCOM).	Several Chief Officers sit on regional NORCOM workgroups to ensure EF&R needs are met.	Chief Clark	On-going
4c. Continue to support and develop the regional capabilities of special operations.	RBO process regarding Special team staffing and deployment. <ul style="list-style-type: none"> <li>• Wildland training and Statewide mobilizations</li> <li>• Regional response with all "special Teams"                             <ul style="list-style-type: none"> <li>○ HAZMAT</li> <li>○ TRT</li> <li>○ Swift Water/Marine 85</li> </ul> </li> </ul>	Chief Burke	On-going
4d. Expand EF&R's role in the regional training system across all Divisions.	Accepted into EMTG February 2017, approval process to be completed in April 2017.  Will continue to seek regional opportunities within each Division to include Administrative Support, Mechanics, Fire Marshals, Training Officers, and Finance Staff.	Chief Tryon	In progress
4e. Develop a strategy to provide opportunities for personnel to advance their skills to the level of paramedic within the framework of the regional Medic One system.	Chief's Clark and Burke represent the department on several regional EMS workgroups. We will continue to drive towards this objective. Any likely change will occur during the 2019 EMS Levy planning period.	Chief Clark	In progress
5. Continue to develop, support, and improve all volunteer programs.	Currently recruiting from the career ranks to establish the Reserve Training Group consisting of nine personnel. The objectives for the Reserve Training Group include: <ol style="list-style-type: none"> <li>1. Identify strategic training priorities for the new volunteer program.</li> <li>2. Develop specific standards for each volunteer firefighter position.</li> <li>3. Develop training and testing for each standard.</li> <li>4. Identify and address challenges that present risk to the</li> </ol>	Chief Tanner	In process

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## Strategic Priority – Life Safety

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Objective	Activity	Responsible Party	Status
	organization. 5. Supplement the training division in initial and ongoing training.		
5a. Develop and implement volunteer deployment strategies that address needs.	Currently evaluating the volunteer response models and the impacts to partner communities. Changes will be implemented after careful consideration of cost and response impacts. Some examples of current evaluations taking place: <ul style="list-style-type: none"> <li>• Co-staffing station 74 -1/2 cost ratio by D38/D10</li> <li>• Community responders only at 76/88</li> <li>• Re-tasking stations 86/79</li> <li>• Development of “Rally Stations” to improve response capabilities</li> <li>• Removal of E82A and A83A</li> </ul>	Chief Burke	On going
5b. Improve supervision and support.	Improving supervision and support for volunteers is one of the strategic objectives for the Reserve Training Group. It will be addressed during the planning meetings starting in March. An audit of accident reports involving volunteer staff is currently being completed.	Chief Tanner	In process
5c. Develop quality recruitment, retention, and recognition programs.	The recruitment process for Reserve Firefighter is underway. The focus of the new program is to recruit people who are looking for a career in the fire service. To that end, the recruitment was done from the existing career firefighter hiring list. Eighteen candidates have moved forward in the process, and are scheduled to enter the NBTC academy in mid-August. Many of these candidates already have EMT, and should be able to come online by mid-November.  The public website should be updated to reflect the changes to the program by July 1, 2017.	Chief Tanner	In process

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## Strategic Priority – Life Safety

Provide for life safety, and the protection of property and the environment.

Objective	Activity	Responsible Party	Status
	Currently seeking bids for a professional EF&R promotional video production to be used for public relations and recruitment.		
5d. Identify and develop support for volunteer classifications to include, but not limited to; Support Service, Chaplin, Firefighter and Community Volunteers.	<p>The program has been redesigned and designated as Reserve Corps. Eastside. It is divided into 3 groups:</p> <ol style="list-style-type: none"> <li>1. Reserve Firefighter Program (new)</li> <li>2. Community Responder Program (closed)</li> <li>3. Fire Corps. (CERT. SSV's)</li> </ol> <p>Chief Tanner and the Reserve Training Group will support the Reserve Firefighter and Community Responder programs. Chief Tanner will assist Jon Bromberg with the management of the Fire Corps.</p>	Chief Tanner	In process
6. Implement the use of the Relationship by Objective (RBO) committee process to expand participation across EF&R.	The first two day EF&R RBO retreat will be held on March 7 & 8.	Chief Clark	In progress
7. Evaluate the benefits and deadlines of accredited status through the Center for Public Safety Excellence, Commission on Fire Accreditation International.	This objective will be evaluated at the conclusion of the Standards of Response Coverage document in the summer of 2017.	Chief Clark	Deferred

## Strategic Priority – Long Term Sustainability

Be a sustainable, adaptive, and innovative fire department.

Objective	Activity	Responsible Party	Status
1. Provide plans for new facilities as well as the expansion and renovation of aging infrastructure and the replacement of equipment and apparatus.	Create long range remodel/renovation schedule for EF&R facilities. Utilize available studies and data to assess and recommend locations for future station location(s).	Chief Parkinson	In progress

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## Strategic Priority – Long Term Sustainability

Be a sustainable, adaptive, and innovative fire department.

Objective	Activity	Responsible Party	Status
1a. Develop a long-term Capital Improvement Program (CIP).	Evaluate the existing Capital Facilities Maintenance Program and address long term facility remodels and replacement within 2017.	Chief Parkinson	In progress
1b. Continue to support and enhance the Equipment Replacement Plan.	Evaluate the existing Equipment Replacement Fund, and refine based on historical trends and future needs.	Chief Parkinson	On-going
2. Assess, evaluate and adapt internal support programs.	Perform audit of internal programs in 2017. Develop replacement/upgrade plan based on audit.	Chief Parkinson	In progress
2a. Perform an assessment relative to new and emerging technologies.	Perform I.T. audit and create/implement long term upgrade/replacement plan.	Chief Parkinson	In progress
2b. Address communication challenges across 15 facilities.	Assess available technology for training delivery across EF&R network in 2017. Develop and implement based on findings.	Chief Parkinson	In progress
2c. Develop programs to streamline administrative support for all Divisions.	Meeting with each Division to assess administrative needs. The part time assistant will begin supporting Fire Prevention to streamline processes, beginning with the Knox Box inventory.	Jamie Formisano	On-going
2d. Maximize the utilization of current automated systems.	Assessing current systems to enhance efficiencies and effectiveness. Current project: Utilizing the website for online room reservations and CPR registration/payment.	Jamie Formisano	In progress
2e. Develop an asset and inventory system.	Assess current policy, and revise practices as needed in 2017. Create annual auditing program for inventory in 2017.	Chief Hooper	In progress
3. Maintain regional position as most efficient Fire Department Operation.	During the 2017 Budget process we did retain this position. An evaluation will be conducted annually, during the budget process, to determine the department's efficiency level.	Chief Clark	In progress
3a. Maintain and promote the long-term fiscal health of the department.	Evaluate 5 year financial projections on an annual basis.	Chief Parkinson	On-going
3b. Identify and pursue new and existing sources of revenues.	Evaluate and pursue revenue sources.	Chief Parkinson	On-going
3c. Ensure department budgetary needs are regularly communicated to internal and external stakeholders.	Communicate regularly with Partner Agencies, as well as produce and revise annual EF&R budget document.	Chief Parkinson	On-going

White: On-going	Red: Deferred
Green: In progress	Blue: Completed

## Strategic Priority – Long Term Sustainability

Be a sustainable, adaptive, and innovative fire department.

Objective	Activity	Responsible Party	Status
3d. Develop strategies to pursue grant funds.	Create grant guidance policy during Q4 of 2017.	Chief Parkinson	Deferred based on grant guidance policy
4. Explore and evolve new service delivery models.	Evaluate response and fiscal impacts of: <ul style="list-style-type: none"> <li>• Removal of cross staffing engine/aid cars</li> <li>• Staffing dedicated aid cars</li> </ul>	Chief Burke	On-going
4a. Identify and evaluate alternative service delivery for line and staff functions.	Develop partnerships with local (Swedish Medical Center) and potential National organizations (VA) to meet currently underserved community needs in the area of primary care, fall prevention, and other non-emergent community needs.	Chief Burke	On-going
4b. Evaluate the provision of Advanced Life Support (ALS) & Basic Life Support (BLS) Service.	Coordinating with outside agencies (Bellevue Fire, Mercer Island Fire) to develop alternative testing, training and staffing of existing and future ALS assets within the EF&R response area.	Chief Burke	On-going
4c. Develop an ALS COOP.	Continued and expanded participation in current KC Medic One Levy process. At any point where a point of impasse exists, work to create a path forward, preserving current structure. If community chooses to defund Medic One: <ul style="list-style-type: none"> <li>• Propose KC ordinance change providing for National Registry Paramedic acceptance</li> <li>• Contracting Medical Director</li> <li>• Expanded relationship with Swedish Medical center</li> <li>• Develop policies/procedures/staffing model</li> </ul>	Chief Burke	Deferred based on levy outcome
4d. Monitor response trends, and adjust service delivery to match community demand.	Utilize “First Watch” to consistently evaluate ongoing response data.	Chief Burke	On-going
5. Identify a strategy to recruit, develop, and retain a professional and diverse	Assessment and revisions began in 2016. Processes will be evaluated and revised annually.	Chief Parkinson	On-going

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Objective	Activity	Responsible Party	Status
workforce.			
5a. Enhance lateral and entry level recruitment processes.	Review and revise existing recruitment practices, to include; candidate testing, advertising, interviewing.	Chief Parkinson	Completed
5b. Utilize the RBO process to develop and maintain recruitment processes that promote the development of diverse recruit candidates.	Will review and revise practices prior to the next recruitment process.	Chief Parkinson	Deferred until RBO retreat is completed.
5c. Develop strategies to retain current employees from transferring to neighboring departments.	Utilize the RBO process with Labor to develop strategies.	Chief Parkinson	Deferred until RBO retreat is completed.
5d. Develop strategies to maximize the length of retirement notices.	Establish a goal to achieve this by the conclusion of the 2018 CBA process.	Chief Clark	In progress
6. Maintain and enhance the governance model.	Formal discussion will be scheduled with the Board of Directors no later than 2018.	Chief Clark	Deferred until Board discussion.
6a. Develop a strategy to maximize the term of commitment from Inter-Local Agreement (ILA) Partners.	The Board of Director's will be discussing this topic at the March 2017 Board meeting.	Chief Clark	In progress
6b. Identify and celebrate Partner's success.	A formal process for identifying and communicating success will be completed by the end of 2017.	Chief Clark	On-going
6c. Identify and support Partners during difficulties.	Establish a practice to ensure support is delivered as needed.	Chief Clark	On-going
6d. Develop strategies to evaluate benefits of adding future partners	This objective is currently scheduled for discussion with the Board of Director's at the May 2017 meeting.	Chief Clark	In progress

White: On-going	Red: Deferred
Green: In progress	Blue: Completed

<b>Strategic Priority – Community Partnerships and Outreach</b>			
Advance partnerships that educate and strengthen relationships.			
Objective	Activity	Responsible Party	Status
1. Develop a marketing plan that fully describes who EF&R is and the value we provide to the community.	Initial phase. Developing how to use social media, public education and PIO tools to market EF&R. "Who is EF&R" brochure in progress. Evaluating apparatus branding tools.	Captain Westlake	In progress
1a. Develop a strategy to address the unique attributes of the communities we serve.	Assessing what groups are in each partner's area to focus on and what these areas offer.	Captain Westlake	In progress
1b. Develop strategies for reaching non-profits, businesses and community groups.	Continue networking with key local officials and owners to gather ideas for outreach.	Captain Westlake	In progress
1c. Pursue strategies with community partners encouraging the development and implementation of mutual goals.	Defining common goals and planning strategy.	Captain Westlake	In progress
1d. Pursue strategies to fully utilize social media to communicate with citizens and community partners.	Social Media being utilized for live incidents, posting of education material, and conversations with constituents.	Captain Westlake	In progress
1e. Coordinate with ILA partners to share communication resources where possible.	Partner to enhance outreach via social media. Ongoing process to tailor messages and styles to each partner's needs and expectations for their community.	Chief Tryon	Deferred until collaboration with Partners.
1f. Fully utilize the website to enhance visibility.	Evaluating website content for improvement.	Captain Westlake	In progress
1g. Advance and protect the EF&R brand.	Pursue trademark protection by the end of 2017.	Chief Clark	Deferred
2. Develop a Community Communications Plan that represents Department member's commitment to organizational values and public safety.	Building on Objective 1 and coordinating with Agency Stakeholder (ILA Partners, Local 2878, community groups, etc.) EF&R will seamlessly blend Agency work with Agency member work in the communities to show the excellent, caring and compassionate work we do for the people we serve. Ongoing process with annual reviews conducted through the use of the annual Agency report.	Captain Westlake	In progress
3. Maximize positive public interaction.	Plan ways for crews to further interact with public. This is an ongoing process as we develop employees. Continue to emphasize the impact and importance of positive public	Captain Westlake	On-going

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<b>Strategic Priority – Community Partnerships and Outreach</b>			
Advance partnerships that educate and strengthen relationships.			
Objective	Activity	Responsible Party	Status
	interaction through current examples.		
4. Develop and educate on comprehensive outreach, preparedness, and prevention programs to address community needs. (i.e. Develop Explorer/Junior Firefighter Program)	<p>Conducting outreach to various stakeholders (NPOs/Community groups/schools) on needs. Initial outreach to be completed by end of 2017.</p> <p>Resources to be coordinated with Fire Corps, CERT, EF&amp;R Reserve program.</p>	Captain Westlake/BC Tanner	In progress

<b>Strategic Priority – Board of Director Development</b>			
Be a high performing unified board.			
Objective	Activity	Responsible Party	Status
1. Develop a Strategy to strengthen Board Director roles and responsibilities.	The strategy will be developed, with a goal of Board adoption by the end of 2017. The first opportunity for input into this strategy will be at the March 23, 2017 Board Orientation meeting.	Chief Clark	In progress
1a. Lengthen the term of elected members (at least two years).	Introduced in a future discussion about Board governance. Currently, anticipated to take place in early 2018.	Chief Clark	Deferred until Board discussion.
2. Develop a detailed Board member training program.	Once a Board development strategy is adopted a training program will be developed in order to achieve the strategy. A training strategy should be implemented in 2018. This will be discussed at the March 23, 2017 Board Orientation meeting.	Chief Clark	Deferred until Board discussion.
2a. Orientation to EF&R.	Will be conducted annually, beginning March 23, 2017.	Chief Clark	On-going
3. Advocate and support the well-being of EF&R.	This theme will be represented throughout all foundational documents for the Board. The first opportunity to discuss this topic will be at the March 23, 2017 Board Orientation meeting.	Chief Clark	On-going
4. Fully implement Board Policy 0003 Directors Roles & Responsibilities.	Adopted in August of 2016. Will continue to emphasize the policy and update as needed.	Chief Clark	Completed

White: On-going	Red: Deferred
Green: In progress	Blue: Completed

<b>Strategic Priority – Board of Director Development</b> Be a high performing unified board.			
Objective	Activity	Responsible Party	Status
5. Consider strategy for creating at-large community member positions on the Board.	Introduced in a future discussion about Board governance. Currently, anticipated to take place in early 2018.	Chief Clark	Deferred until Board discussion.

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